



Inter-American Institute for
Cooperation on Agriculture

Guide for the preparation of flowcharts on
institutional processes

September 2022

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I. Presentation

The *Guide for the Preparation of Flowcharts on Institutional Processes* is a tool to assist in the designing of flowcharts, as a means of strengthening the Institute's process culture, to enhance institutional efficiency and productivity.

It provides users with the requisite guidance on how to prepare a standardized graphical representation on the execution and optimization of processes. It includes instructions on how to compile information on activities in each process, undertake an analysis to pinpoint areas for improvement and map the actions performed in each process to obtain the desired results.

II. Objectives

General objective

To provide a guide on how to prepare standardized flow diagrams on institutional processes that are also in line with international standards.

Specific objectives

- a. To provide the various units of the Inter-American Institute for Cooperation on Agriculture (IICA) with the necessary tools to identify the processes that are being undertaken.
- b. To identify activities that should be analyzed, in order to pinpoint areas for improvement that will enable IICA units to optimize their use of available resources.
- c. To standardize the preparation of flow diagrams (flowcharts), utilizing a structure and system of symbols based on international standards.

III. General issues

- 3.1 This *Guide for the Preparation of Flowcharts on Institutional Processes* contains general guidelines on identifying, analyzing, improving and developing flowcharts on institutional processes.
- 3.2 The thirteen macroprocesses, which are accessible via the intranet (see more by clicking [here](#)) are the basis on which all organizational units should prepare their process diagrams.
- 3.3 The institutional macroprocesses are the result of collaboration between the units involved. Any modification of these processes would be the responsibility of the Organizational Design Division, which would make the necessary changes in coordination with each of the entities in charge of the different processes.
- 3.4 It is important that all persons involved in the process participate in the analysis and that the head of the entity carrying out the process validate and approve the design, which in the case of the delegations would be the Representative and in the case of Headquarters would be the directors.
- 3.5 The Organizational Design Division is the entity tasked with providing support to the delegations and units at Headquarters in all process management matters. The Division should be advised of the actions undertaken and the final results (flowcharts), to ensure that they are standardized and to offer recommendations, as necessary.
- 3.6 Prior to developing a new process, a review should be done of existing institutional macroprocesses to determine if a similar process has already been mapped. If so, development should be halted, to avoid duplication. Processes developed at Headquarters shall serve as the basis for new processes in the delegations, even while still taking into account the specific features of the latter.

IV. Process management

Characteristics

As part of the Institute's transition towards the adoption of a process culture, certain features of this new management model must be highlighted. These are aimed at increasing efficiency of technical, operational and administrative activities to satisfy the organization's commitments to its Member States.

1. Processes have a start (trigger) that is in response to needs that are directly or indirectly expressed by the organization's internal or external clients and therefore when these needs are satisfied this marks the endpoint of the process (Pardo Álvarez 2013).
2. In order for processes to be undertaken efficiently a series of inputs are required, which ultimately will result in a product or service. (Pardo Álvarez 2013).
3. Processes transcend organizational structures. They are not limited to specific functional areas but may cut across several areas until the final result has been obtained (Quesada 2020).
4. Processes promote the idea of synergy and collaborative work. The result does not depend solely on one individual but reflects the combined efforts of a work team or various functional areas of the organization. (Quesada 2020).
5. Processes are not static (Pardo Álvarez 2017). Thus, activities will need to be reviewed and analyzed periodically and then improvements made to maintain an optimum level of results from the process and use of resources.

Continuous improvement

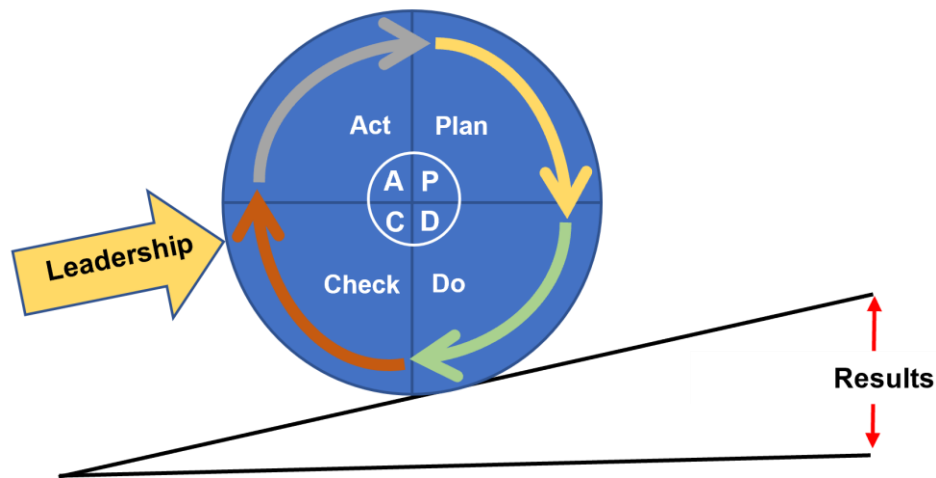
A periodic process review, otherwise known as continuous improvement, involves incrementally moving towards greater process optimization, to ensure it is structured, clear and efficient. (Pardo Álvarez 2017).

To this end, IICA will follow the PDCA model, also known as the continuous improvement cycle or the Deming cycle (Pardo Álvarez 2017). A step-by-step description is outlined below.

- Plan. All process-related actions should be planned in order to establish how actions should be undertaken.
- Do. Planned actions must be undertaken according to established guidelines, to ensure predictable and comparable results.
- Check. Once planned actions have been undertaken, one can then determine if the desired results were obtained or if there has been any deviation, which would require adjustments in the process. If everything functions as planned and the desired results have been obtained, no additional action will be required. However, if any problem is detected, the process will move to the next phase of the cycle (act).
- Act. This final phase of the cycle involves taking action to improve the process, in other words, correcting the deviation that has been detected. This requires additional analysis and the application of corrective measures, thereby modifying the initial plan and beginning the cycle again. The adjustments should lead to an improvement in the results in the following cycle.

Active leadership is a fundamental part of process improvement, as it enhances each of the stages and the final results of the cycle. Figure 1 provides a visual representation of this idea. With time, a conscious effort to follow the PDCA cycle will eventually become an unconscious process, enabling the achievement of even better results. (Pardo Álvarez 2017)

Figure 1. Continuous improvement cycle, strengthened by leadership.

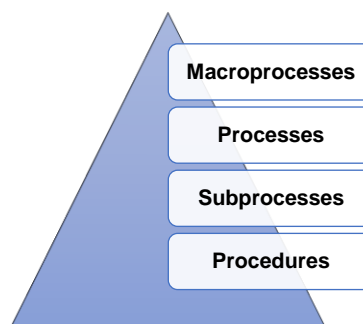


Source: Taken from Pardo Álvarez 2017:44.

Process deployment

Processes can be viewed from the macro or micro level, depending on how detailed they are presented, from the general to the specific or vice-versa. This is called process deployment. (Pardo Álvarez 2017). The Institute carries out this deployment from the general to the specific, with four levels of detail, as shown in Figure 2.

Figure 2. IICA process deployment.



The Institute's process map is designed on the basis of this structure, which consists of three major groups of macroprocesses: strategic, core and support processes. Based on these

groups, thirteen institutional macroprocesses have been defined, including their respective processes, subprocesses and procedures. Procedures are the most specific level of detail. Each of the macroprocesses can be accessed on the Institute's intranet site (please see by clicking [here](#)). This map forms the basis for the design of processes and procedures, bearing in mind the specific features of the different organizational entities.

Figure 3. Institutional macroprocesses.

TYPE	MACROPROCESS
Strategic	<ol style="list-style-type: none"> 1. Knowledge management 2. Communication and image 3. Strategic development 4. Institutional and diplomatic relations 5. Legal advisory services 6. Auditing
Core	<ol style="list-style-type: none"> 7. Technical cooperation 8. Integrated project management
Support	<ol style="list-style-type: none"> 10. Information and communication technologies 11. Financial management 12. Management of contracting and services 13. Specialized services for institutional and diplomatic relations

V. Process identification

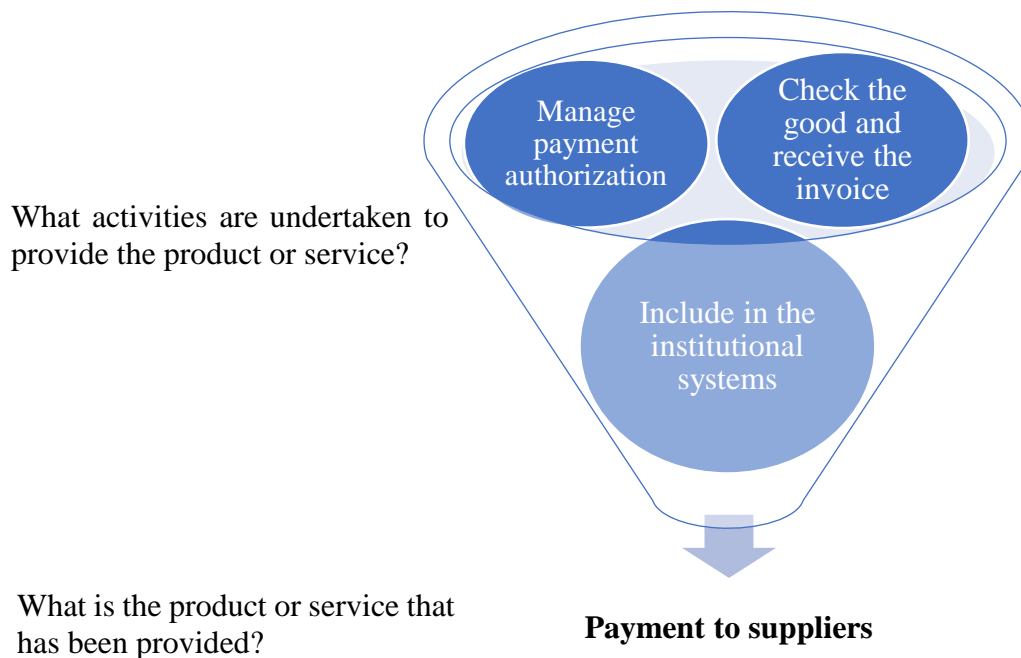
Answering the following questions will assist in clearly identifying the processes carried out at IICA (Pardo Álvarez 2017):

- What product or service is being provided?
- What activities are undertaken to provide the product or service?

The response to both questions provide a basic definition of the process. The first answer identifies the product or service that will satisfy the need of an internal or external client and the second establishes the preliminary activities that are required.

For example, if we apply this approach in the case of the Institute, this would be the result:

Figure 4. Identification of a process.



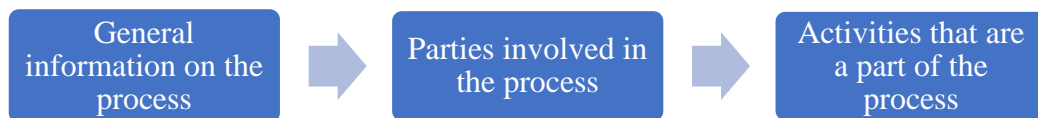
As is clear, the example is consistent with the definition of a process, whereby activities are interrelated and result in a product or service that satisfies the need of an internal client.

Compiling information on the process

Once the existence of a process has been determined, one will need to compile any associated information: purpose, indicators, scope, products, etc. The information will provide a frame of reference with respect to the activities required to generate the product or service arising from the process.

Use the “Table for the identification of activities” for this purpose. It categorizes the information into three groups.

Figure 5. Information to be compiled

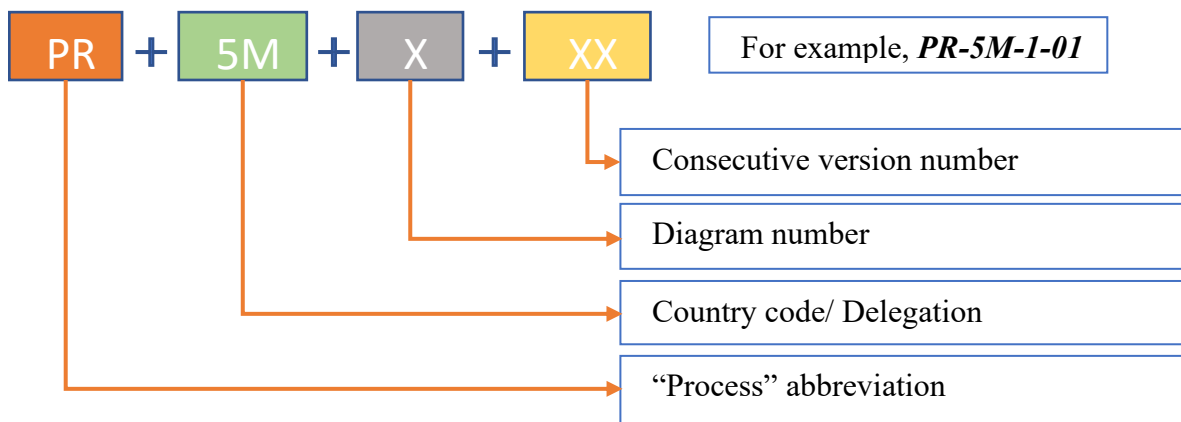


1. Determining general information on the process

- **Codifying the process.** Each process and its corresponding process must be given a code so that it can be included in an inventory, where it can easily be located. Thus, complete the “code” and “date of version” fields in the header of the template entitled “Compiling information on processes”.

In codifying the process, use the structure set out in the following figure:

Figure 6. Codifying IICA processes.



According to the example above, this is version 1 of Process 1 of the Mexico Delegation.

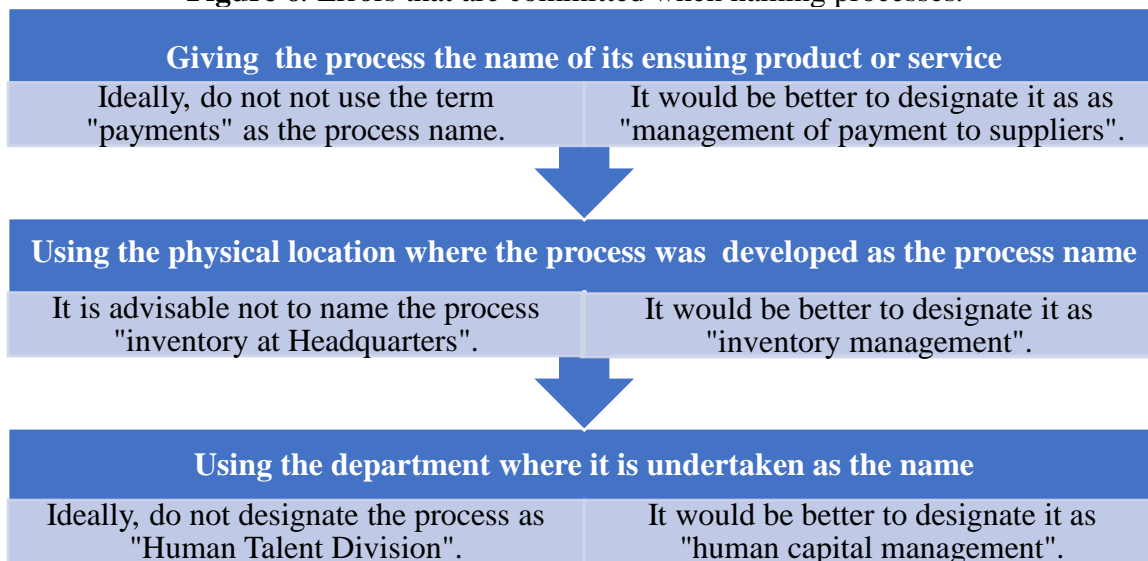
The requisite country code should coincide with the code established for each Delegation.

Table 1. Delegation codes for process diagrams.

Institutional codes of member countries					
Code	Delegation	Code	Delegation	Code	Delegation
2A	Antigua and Barbuda	5E	United States	3P	Peru
4A	Argentina	5H	Spain	2P	Dominican Republic
2M	The Bahamas	2R	Grenada	2L	Saint Lucia
2B	Barbados	1G	Guatemala	2V	Saint Vincent and the Grenadines
1B	Belize	2G	Guyana	1S	El Salvador
3B	Bolivia	2H	Haiti	6S	Headquarters
4B	Brazil	1H	Honduras	2K	Saint Kitts and Nevis
5C	Canada	2J	Jamaica	2S	Suriname
4C	Chile	5M	Mexico	2T	Trinidad and Tobago
3C	Colombia	1N	Nicaragua	4U	Uruguay
1C	Costa Rica	2E	Office of the OECS	3V	Venezuela
2D	Dominica	1P	Panama		
3E	Ecuador	4P	Paraguay		

- **Process name.** The name of the process should be short, clear and explicit and the following errors should be avoided.

Figure 6. Errors that are committed when naming processes.



- **Objective.** This is the *raison d'être* of the identified process. For example, the purpose of the payment management process is "to ensure payment for goods and services in keeping with the contractual terms". The objective must begin with a verb in the infinitive tense.

- **Scope.** This is the sphere of action of the process, namely hemispheric, regional, multi-country or national.
- **Specific regulations.** These are the stipulated regulatory guidelines to appropriately manage the process. For example, the following elements apply to the strategic planning process:
 - ✓ Guidelines and directives issued by the Inter-American Board of Agriculture.
 - ✓ The Convention on IICA and IICA regulations.
- **Information systems.** All of the technological applications that are required to appropriately manage the process.
- **Indicators.** All of the numeric values that allow one to measure the extent to which the process has been completed. Included among these indicators, which should be easy to measure and known to everyone involved in the process, should be the number of processes undertaken, the turnaround time of the process and the percentage completion.
- **Inputs.** All of the elements that will be transformed in providing a good or service, for example, in the programming and budgeting process for new products, the primary inputs are “new approved projects”.
- **References.** This is all of the supporting documentation to be considered in the development of the process, such as policies, manuals, guides and forms, among others.
- **Results.** The products (goods or services) arising from the transformation of the inputs, in keeping with the objective and process indicators.

2. *Identifying the parties involved in the process*

Before defining the activities that are to be undertaken in the process, one must first identify the positions (responsibilities) of the people and organizational entities (directorates, divisions, delegations and others) that are involved.

Each participating person or entity is identified in the activities and mapping, using an abbreviation. If there are two identical abbreviations in the same process, a distinction should be made between them, for example, by using an asterisk (*). Table 2 provides an example.

Table 2. Examples of units or persons involved in a process.

Unit involved	Abbreviation
Organizational Design Division	ODD
Organization Design Director*	ODD*
Organization Design Technician	ODT

3. *Definition of process activities*

All of the activities needed to process the inputs and obtain the products or services that the internal or external client has requested are defined during this phase. They should not be too general (omitting important steps) or too specific (for example, including steps that do not add value or that can make the flowchart too extensive and complex).

This phase depicts the current situation and thus all of the activities included in the table refer to how things are currently done and not how they should and will be done in the future. All the information should be clearly and systematically set out in the template provided for this purpose, bearing in mind the following:

- The activities should follow a logical order, meaning that they should be carried out in a specific sequence to obtain the desired output.
- In describing the activities, begin with a verb in infinitive (do, verify, analyze, define, etc.) which indicates the main action. The text should be short, but explicit. The language should be simple, in order to make the diagram easier to understand, avoiding the use of technical or ambiguous terms.
- If there are two or more paths (decisions) resulting from a single activity, include a question that requires either a “yes” or “no” answer or the options of the paths to be followed. Each response will relate to the corresponding activities.
- Each activity should be sequentially numbered.
- Each activity should include the abbreviation of the party responsible for its execution.
- If necessary, relatively short observations that provide greater clarity on how a specific activity should be conducted may be added, making reference to institutional regulations or documents that establish linkages with other processes.
- If an activity does not follow the numbering sequence, at the end of the description indicate the other activity to which it is connected.

Table 3 provides an example of how to complete the “Table to identify activities in the management of the fixed asset inventory”.

Table 3. Example of a completed activity identification table.

Parties involved: the Supply Coordinator (**SC**) and the Inventory Assistant (**IA**).

Activity	Description	Responsible	Observations
	START		

Activity	Description	Responsible	Observations
1	Create a physical inventory of all of the Institute's assets.	IA	The "relabeling" of movable assets should be carried out only in exceptional circumstances. According to Institute rules, a physical inventory of assets must be prepared on an annual basis.
2	Identify any items that have been transferred or discarded and update the inventory.	IA	Assets may be disposed of due to lack of use or deterioration or because they have become obsolete or lost value. They may be sold or donated to social welfare institutions.
3	Compare the physical inventory to the inventory recorded in the database to identify any differences.	IA	
4	Are there any differences between the inventories? YES. Proceed to activity 5. NO. Proceed to activity 6.	IA	
5	Contact the person in charge of the asset or determine the reason for the difference. Proceed to activity 2.	IA	Failure to provide notification of transfers or incidents may result in disciplinary measures, pursuant to Institute rules.
6	Prepare an updated inventory of capitalizable and non-capitalizable assets, and put together the corresponding	IA	The record of acceptance of fixed assets by the user is then generated.

Activity	Description	Responsible	Observations
	reports to be submitted to the ASM.		
7	Report the results of the subprocess to the ASM.	SC	The ASM may supervise the execution of this subprocess, when deemed necessary.
	END		

Activity analysis

Based on this data, one can then proceed to analyze the activities, with a view to identifying opportunities to improve the process. Bear in mind that each activity should add value for the client or satisfy an institutional regulatory requirement. In either case, it should be clear how the activity impacts the process. Consciously undertaking this analysis will facilitate the identification of various activities:

- What should be but is not being done.
- What is being done in one way that should be done differently.
- Redundancies, duplication or activities that do not add value or that can be eliminated to make the process more efficient, without reducing the quality of the service or product.

In order to analyze each activity, the following is recommended:

1. Ask yourself the following questions.
 - ✓ Is the activity necessary?
 - ✓ Can it be eliminated?
 - ✓ Is there a simpler way of doing it?

2. Review if any of the following things are taking place in the overall process:

- ✓ Bottlenecks.
- ✓ Repetition, due to errors or an inadequate process.
- ✓ Excessive wait times.
- ✓ Unnecessary dislocation.
- ✓ Excessive production (generation of information that no one uses).
- ✓ Too many approvals or control mechanisms.

The results of this analysis will enable clear identification of areas for improvement. It is important that the proposed improvements be agreed on by the team that is carrying out the process and, most importantly, that the team commit to implementing the changes.

VI. Designing the flowchart


Once all the information related to the process has been amassed, one may proceed to design the flow diagram (flowchart), which is a graphical representation of the required sequence of activities to obtain the product or service of the process. This type of diagram provides the following benefits:

1. It enables the process to be easily understood, graphically illustrating the logical sequence of steps and avoiding the need for an extensive amount of description.
2. It facilitates the identification of problems and areas to improve the process. It allows for easy identification of redundant activities, as well as responsibilities and bottlenecks.
3. It clearly shows the interaction between the different areas involved, enabling better tracking of the processes.

4. It is a useful tool for training staff members who are already part of the organization, as well as new recruits (MIDEPLAN 2009).

In order to develop the process diagrams used in our institution, we have prepared a two-part template. The first one, which appears in Figure 7, is entitled “description” and it includes the necessary fields to enter the process information that was previously identified in the table of activities.

Figure 6. Image of the template (description).

		Inter-American Institute for Cooperation on Agriculture Process Name		PR-XX-##-##
				Version: MM/DD/AAAA
Objective	Indicate the purpose of the process.			
Scope	Mention the scope of the process (Hemispheric, National, Regional, etc.).			
Specific Policies and Rules	To what regulation does the process relate?			
Information Systems	What information systems support the process or facilitate its execution (SAP, SUGI, OneDrive, etc)			
Indicators	Indicate the metrics associated with the process.			
Inputs	Inputs		Reference Material	
	What inputs are needed to carry out the process?		What supporting documentation Should be considered in developing the process (policies, manuals, guidelines, etc.).	
Products	Indicate the expected products of the process.			

In the second part, entitled “diagram”, illustrate the process, using the flowchart and the symbols that have been established, in accordance with international standards.



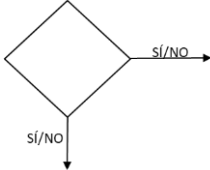




System of symbols

Different types of symbols are used in developing flowcharts, depending on the purpose. Each symbol corresponds to an international standard that establishes a specific meaning. For purposes of this guide, the system of symbols of the United States National Standards Institute will

be utilized. Furthermore, the guide will also include two symbols that IICA has adopted to complement and facilitate a better understanding of the diagram.

Table 4 shows each of the symbols that will be used in preparing the flowcharts, as well as their meaning and use.

Table 4. Symbols to be used in preparing flowcharts.

Symbol	Meaning	Usage
	Start	Indicates the start of the flow.
	Activity	Represents the carrying out of an operation or activity in a process.
	Decision	Indicates a point in the flow diagram where you can take various alternative paths, if necessary.
	Connector	Represents the continuation of the diagram. It connects two non-consecutive activities on the same page. Letters are placed inside the connector to designate the sequence.
	Off-page connector	Indicates that the diagram continues on another page. It connects the diagram to a new page. Numbers are placed inside the connector to designate the sequence.
	Flowlines	Connect symbols, indicating the order in which activities should take place.
	End	Indicates the end of the flow.

Source: Adapted from MIDEPLAN 2009.

Type of diagram

There are different types of diagrams that are adapted to the needs of each organization or process. The processes of the Institute use the cross-functional diagram model (also known as matrix diagram), which enables the team that is preparing it and the readers to clearly identify the parties responsible for undertaking each activity and the organizational units to which they belong. In the upper part of the diagram, there is a space to indicate the positions of individuals involved, using their respective abbreviation.

Cross-functional diagrams consist of columns (swimlanes). In the upper part of each diagram, indicate the name of the organizational entity (unit, division, directorate or external entity) that will carry out the activities in that swimlane. Bear in mind that a swimlane should be reserved on the right-hand side to include observations. If various functional areas in different units are jointly carrying out an activity, include a “mixed” swimlane, indicating that the execution of the identified activities is a shared responsibility.

Figure 4 illustrates an example of the desired structure of swimlanes.

Figure 4. Example of how to organize swimlanes in a cross-functional flow chart.


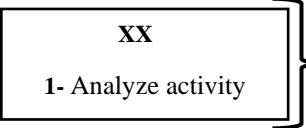
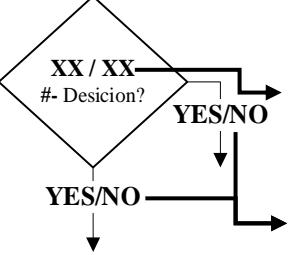
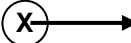


1 Process Name			
Parties involved	Organizational Design Division (ODD) Organizational Design Technician (ODT) Administrative Services Division (ASD)		
	Organizational Design Division	Administrative Services Division	Mixed

If the diagram occupies more than one page, the names of the swimlanes should be repeated on the following page. The same number of swimlanes should be used on each page to maintain the homogeneity of the diagram.

Format

As in the case of the template provided for the description and development of the diagram, predefined formats are used. Table 5 presents the format recommended for each symbol, in order to optimize the use of space.

Table 5. Format of diagram symbols

Symbol	Format
Start	 Arial Font, size 10, bold and uppercase
Activity	 Arial Font, size 9 Parties involved: bold and uppercase Numbering: bold
Decision	 Arial font, size 9 Parties involved: bold & uppercase Numbering: bold Arial font, size 10, bold and uppercas
Connector	 Arial font, size 10, bold and uppercase
Page connector	 Arial font, size 10, bold
End	 Arial font, size 10, bold and uppercase

Preparation of a flowchart

Once all of the components of the process have been completed, the preparation of the diagram may begin, using the previously indicated formats and following the steps outlined below:

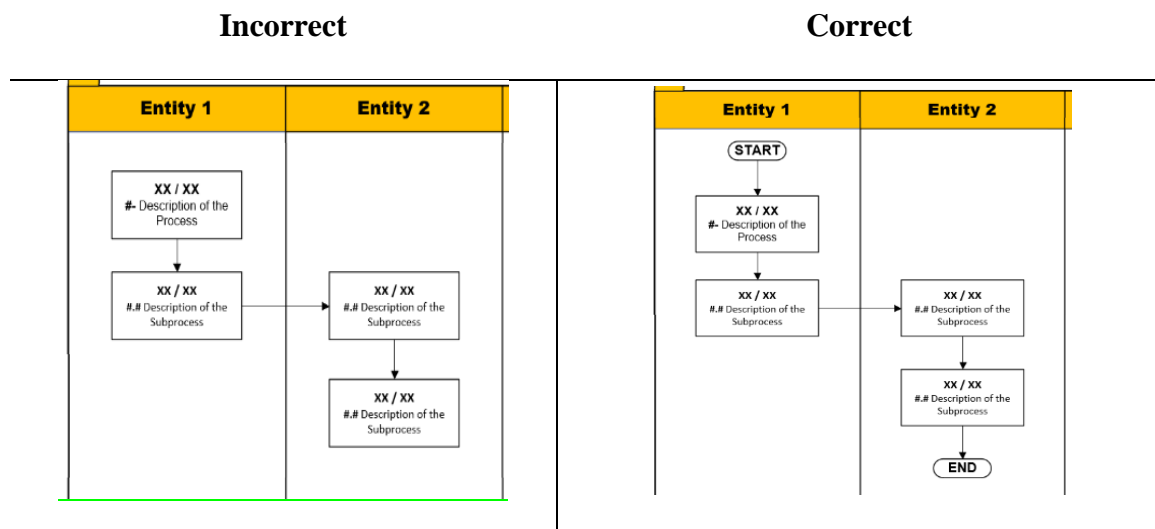
1. Transfer of information from the process table of activities to the diagramming template.
2. Identification of the symbol that best represents each of the process activities.
3. Mapping of the process.
4. Verification of the logical sequence of the diagram and inclusion of all the activities in the process.
5. If any inconsistency is detected, consult the team that is analyzing the process to institute the corresponding measures.

It is important to take into account the following recommendations (MIDEPLAN 2009).

With respect to the structure of the diagram:

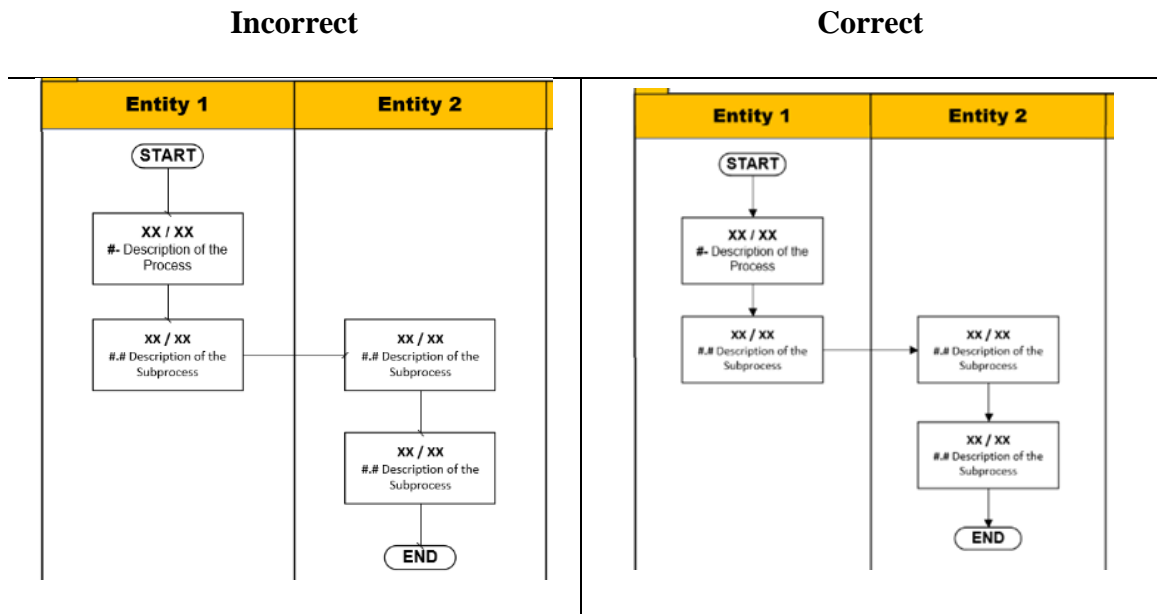
- Each diagram should indicate where the process begins and ends.

Figure 5. Correct use of start and end symbols.



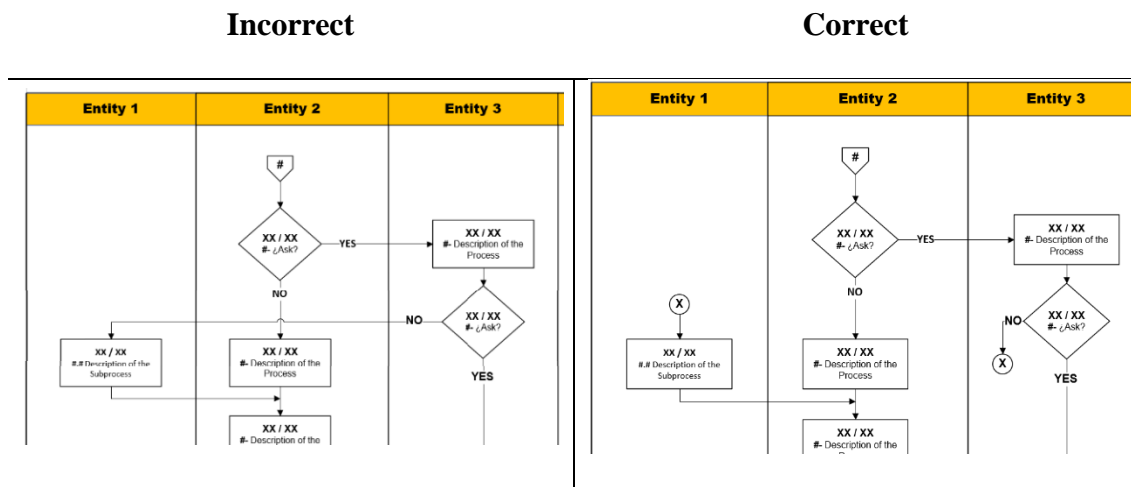
- Flowlines should end with an arrow to indicate the flow of the operation and should be vertical and horizontal, but not diagonal.

Figure 6. Correct use of arrows to connect symbols.



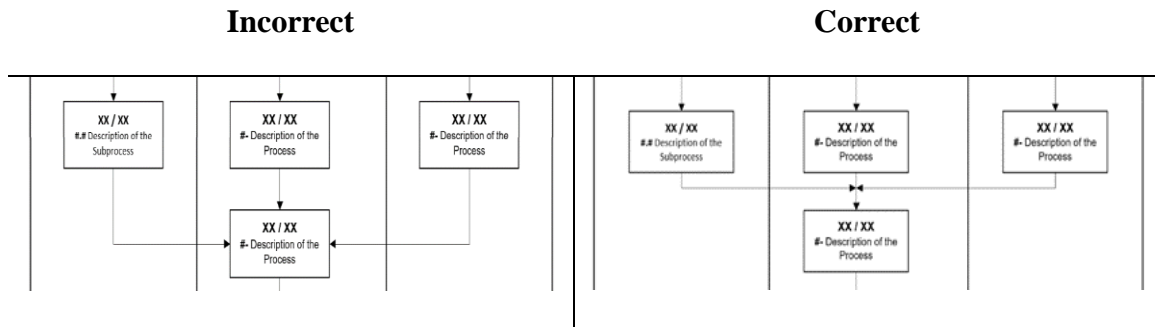
- Flowlines should not cross. To avoid this, refrain from using an excessive number of connectors.

Figure 7. Correct use of flowlines across a diagram.



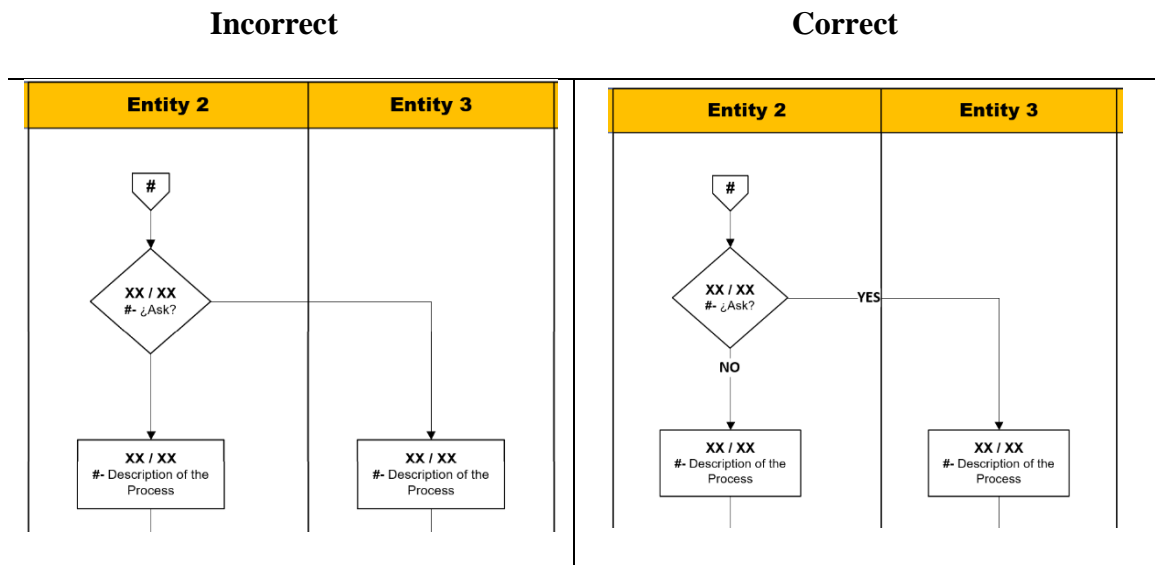
- Each flowline should connect to only on symbol, but several of them may converge.

Figure 8. Correct connection of various flowlines with one symbol.



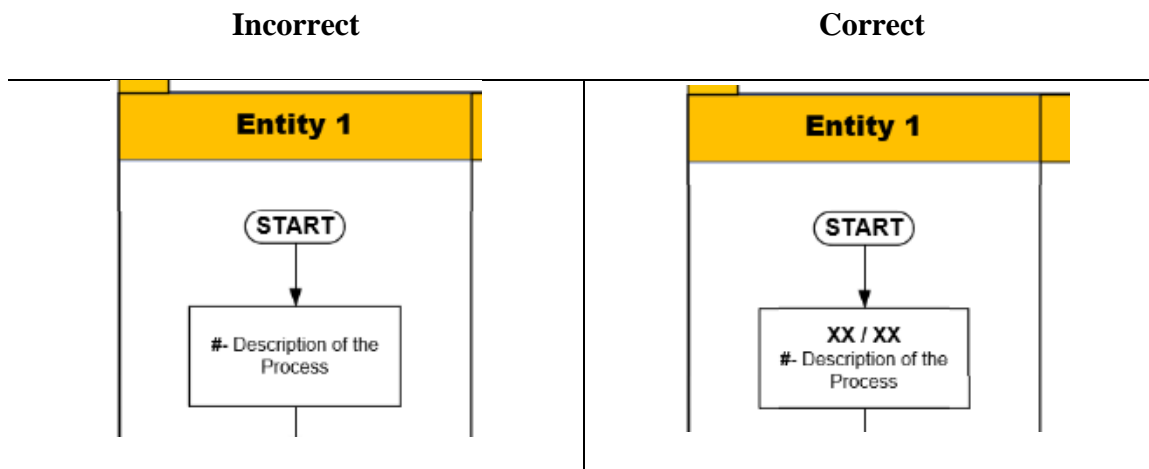
- All symbols have an entry and an exit line, except the start and end symbols. Decision symbols have one entry line and may have several exit lines, depending on the number of paths that may be followed. The exit lines must indicate the paths to be followed.

Figure 9. Correct use of responses for decision symbols.



- Each symbol should indicate the name of the party responsible for the execution of the activity, with the exception of the start and end symbols and the connectors.

Figure 10. Correct use of the name of the party responsible for conducting the activity in the symbols.



With respect to the description of activities:

- In the event that there may be an observation or clarification to make about an activity, it should be identified with the number that corresponds to the number of the activity.
- The diagram should not be broken up with a large number of connectors.
- If the diagram runs over into another page, it should be numbered and referenced using the corresponding connectors.

For example, Annex 1 illustrates a flowchart on compiling and mapping information on processes, prepared on the basis of the instructions in the various sections of this guide.

Approval and dissemination of the diagram

The preparation of the flowchart diagram is the final phase of the process. The final result (diagrammed process) should be validated by the design team and approved by the person in charge of the process, who should implement it and verify that the targets (indicators) are met, while also managing any deviations that may occur along the way.

Furthermore, the diagrammed process should be known to all persons directly or indirectly involved in it and ideally, the final document should be kept in a repository that is accessible to all of the aforementioned individuals.

VII. Definitions

- 1. Activity.** This is the sum of various tasks, which are normally grouped into procedures to facilitate their management. The ordered sequence of some activities results in a subprocess or process (Maldonado 2012).
- 2. Scope.** This is the sphere of application of the process. At IICA, processes are of hemispheric, regional, multi-country or national scope.
- 3. PDCA cycle.** This is the cycle followed for the continuous improvement of processes and it consists of planning (P), doing (D), checking (C) and acting (A) (Pardo Álvarez 2017).
- 4. Trigger.** This is the need, action or circumstance that activates a process (Pardo Álvarez 2017).
- 5. Flow diagram (flowchart).** This diagram describes the process. It utilizes rectangles, ovals, rhombuses and other shapes to define the type of steps taken, in combination with connecting arrows that establish the flow and sequence (Lucidchart).
- 6. Inputs.** All elements that are transformed into a final product, for example, forms, requests, events, etc.
- 7. Organizational entities.** These are either delegations, directorates, divisions or units at Headquarters.
- 8. Indicator.** This is data or a data series that assists in objectively measuring the execution of a process or of an activity (Maldonado 2012).
- 9. Parties involved.** These are the entities or staff members that are conducting the process.

- 10. Macroprocess.** This is an interrelated group of processes that have common inputs that ultimately result in outputs that relate to a common issue (Pardo Álvarez 2017), for example, financial management.
- 11. Process map.** This is an inventory of macroprocesses, processes and subprocesses, on the basis of which an organization is managed and operated.
- 12. Continuous improvement.** This approach relies on a continuous review of operations, in a bid to improve processes, through problem analysis, cost reduction, rationalization and other factors that together facilitate optimization (Imai 2014).
- 13. Procedure.** This is a specific way of undertaking an activity. It contains information on what should be done and by whom, as well as when, where and how the activity should be conducted; what materials, equipment and documents should be used; and how the activity should be managed and recorded (Maldonado 2012), for example, in the preparation of invoices.
- 14. Process.** A series of activities or related subprocesses organized to achieve an end, ranging from the production of a good or delivery of a service to the undertaking of any internal activity (Maldonado 2012), for example, the management of payments.
- 15. Outputs.** Final products or results obtained after processing all inputs.
- 16. Symbol.** An element or material object that, whether by convention or association, is representative of an entity, idea or a certain condition, etc. (RAE 2021).
- 17. Subactivities.** Specific tasks that make up an activity.
- 18. Subprocess.** This is a defined part of a process. Identifying it may prove useful for isolating problems that may arise and may enable different treatments within the same process (Maldonado 2012).

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Annexes

Annex 1. Flow diagram for compiling and diagramming information on processes.

		Inter-American Institute for Cooperation on Agriculture Guide for the preparation of flowcharts on institutional processes		GLDP-01
				Version: 30/08/2022
Objective	Provide guidelines for the compilation, information analysis and development of flow charts for processes undertaken by units at Headquarters and in the delegations, in a standardized manner and in keeping with international standards.			
Scope	Hemispheric National			
Specific policies and rules				
Information Systems	MS Office (Excel- Visio)			
Indicadores	Number of processes identified and diagrammed.			
Inputs	Background Information		Reference Material	
	<ul style="list-style-type: none"> Processes identified. 			
Products	Processes analyzed, improved and diagrammed, in keeping with institutional rules and regulations.			



Inter-American Institute for Cooperation on Agriculture

GLDP-01

Version: MM/DD/AAAA

Guide to Process Planning and Design

Parties Involved

- Proponent (P)
- Implementation Team (IT)
- Person Responsible for Design (PRD)
- Person Responsible for Process (PRP)
- Unit Manager (UM)
- Representative (R)
- Area Director (AD)

Delegation/Proponent Unit	Implementation Team of the Process	Approval Bodies	Comments
<pre> graph TD START([START]) --> P1[1- Identify the process to be created, improved and diagrammed. (Ob1)] P1 --> P2[2- Designate the staff members who will part of the team to develop and manage the process. (Ob2)] </pre>	<pre> graph TD IT3[3- Plan the actions to be undertaken to ensure the effectiveness of the compilation and of the analysis of information with respect to the process and the development of the process flow chart.] --> IT4[4- Determine general information about the process. (Ob3)] IT4 --> IT5[5- Identify the individuals involved in the process.] IT5 --> 1{{1}} </pre>		<p>Ob1: The corresponding approval body should provide support for the management of the compilation, the analysis of information and the diagramming and improvement of processes, to ensure that they align with the objectives of the Institution and of each organizational entity.</p> <p>Ob2: The development team is a multidisciplinary group that includes all the people involved in the process, as well as the proponent. If necessary, the Organizational Design Division may provide support.</p> <p>Ob3: The general information to be determined is as follows:</p> <ul style="list-style-type: none"> -Code and version -Name of the process -Objective -Scope -Specific rules and regulations -Information systems -Indicators -Inputs and references -Outputs

Delegation/Proponent Unit	Implementation Team of the Process	Approval Bodies	Comments
	<pre> graph TD Start([1]) --> Step6[IT 6- Define the activities that are included in the process.] Step6 --> Step7[IT 7- Analyze the defined activities to pinpoint areas for improvement. (Ob4)] Step7 --> Step8[IT 8- Designate someone to diagram the process.] Step8 --> Step9[PRD 9- Diagram the process, based on the previously identified information.] Step9 --> Step10[PRD 10- Present the diagram to the development team for approval.] Step10 --> Step11{IT 11- Has the diagram been approved?} Step11 -- YES --> End([2]) Step11 -- NO --> Step12[PRD 12- Make the necessary adjustments to ensure that the diagram is understandable.] Step12 --> Step10 </pre>		<p>Ob4: There should be agreement on modifications to the process, if there are any. Those involved should also commit to implementing the changes.</p>

Delegation/Proponent Unit	Implementation Team of the Process	Approval Bodies	Comments
	<pre> graph TD Start([2]) --> IT[IT 13- Present the diagram to the corresponding approval body.] IT --> UM[UM / R / AD 14- Designate someone to monitor the process. (Ob5)] UM --> PRP15[PRP 15- Maintain a file with all the corresponding documentation from the compilation, the information analysis and the diagramming of the process.] PRP15 --> PRP16[PRP 16- Submit the final product (flow chart) to the Organizational Design Division. (Ob6)] PRP16 --> PRP17[PRP 17- Share the final diagram with all the participants in the process.] PRP17 --> End([END]) </pre>	<p>UM / R / AD 14- Designate someone to monitor the process. (Ob5)</p>	<p>Ob5: The individual responsible for monitoring the process must monitor the proper execution of the process, the progress of the indicators and the updating of the process, in the event that there are modifications.</p> <p>Ob6: The Organizational Design Division may offer suggestions to improve the process or the flow chart design.</p>