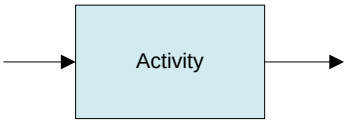
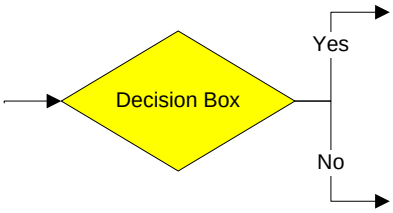
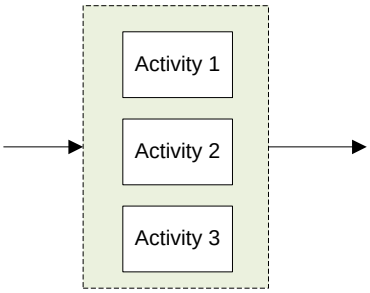
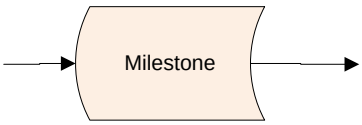
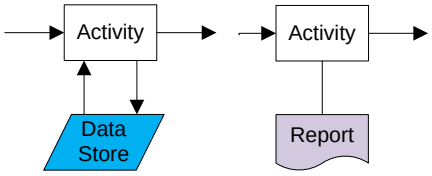
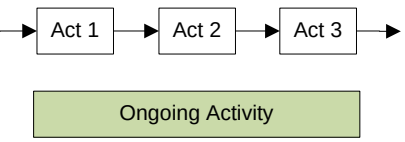
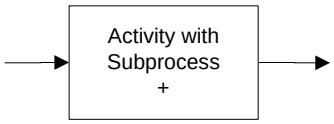
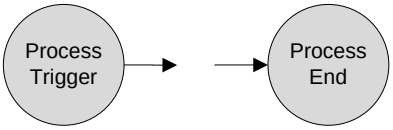
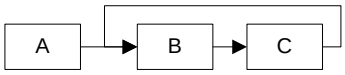
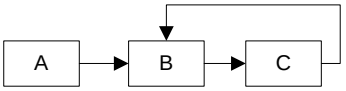
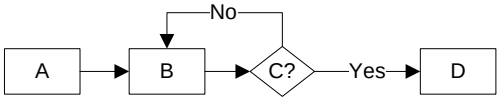
Symbol	Description
	An Activity is an action or step in the process that is completed by a person or a system. The activity must be fully completed before progressing to the next action in the process.
	A Decision Box indicates that a question is asked, or a branch is taken in the process. The text in the decision box should be phrased in the form of a question, and should be worded as simply as possible so that it can be answered “yes” or “no.” The two arrows that leave the decision box should also be labelled “yes” or “no.” For example, instead of labelling the decision box “Decide if the form has been completed correctly,” it should be labelled “Has the form been completed correctly?” or even “Form completed correctly?”. One arrow labelled “yes” will then point to the next action if the form has been filled out correctly, and the other arrow labelled “no” will point to the next action if the form was not filled in correctly.
	This notation indicates that several activities must be completed before progressing to the next action in the process, but there is no requirement or restriction for the sequencing of these activities. In this example, Activity 1, Activity 2 and Activity 3 can be completed in any order, including in parallel.
	A Milestone is simply a point in the process that has been recognised as important or significant, but does not otherwise indicate any action.
	These two notations indicate respectively that: * The Activity stores information within a data store (which can be a database, system, or file of some kind), and that * The Activity generates or produces a specific Report.
	The Ongoing Activity notation is used to capture cases in which one ongoing activity takes place over a period of time, in parallel with other activities. Examples of Ongoing Activities are: “Specialist HR assistance available to Supervisor,” “Stakeholder Engagement.” In this example, Activity 1, Activity 2 and Activity 3 are completed independently of the Ongoing Activity, and may not make use of the Ongoing Activity at all.
	Activities within a process may be grouped together in the form of a subprocess. A subprocess is a set of activities that have a logical sequence and meet a clear purpose, and whose functionality is part of a larger process. This is denoted by a + symbol on the Activity. A subprocess may be reused in multiple processes to avoid duplication. As an example, a generic subprocess for “escalate for resolution” may be referenced within multiple processes which are otherwise unrelated. This avoids respecifying a separate escalation subprocess.
	These symbols indicate the trigger to a process, and the end of a process. The trigger for the process represents an event or condition which causes the process to initiate. There may be multiple triggers for any one process. The process end symbol indicates that the process has been completed and that no further actions are required.
	Off page markers should be used if a process spans multiple pages within Visio, or to show linkages between processes. The off-page marker should indicate the page or process number that it is linking to.

Concept	Guidance
Unique Identifiers	All process actions should be assigned a unique identifier, corresponding to their process **level**. Numbering should be sequential from left-to-right across the process map. For example, if process mapping begins at Level 3, all Level 3 processes should be numbered 1, 2, 3.... All Level 4 subprocesses within process 1 at this level should be numbered 1.1, 1.2, 1.3..., and all subprocesses within process 2 at this level should then be numbered 2.1, 2.2, 2.3.... Because numbering must be added and maintained manually, any changes to the process map will require manual renumbering of process actions. For this reason it is usually easier to finalise the process map before adding unique numbering to the map.
Accompanying Documentation	Accompanying Documentation should be developed to supplement the process map. This documentation will contain additional information about the process actions, including any business rules that govern each of the actions and decisions within the process, and the roles that are responsible for each step or decision. Each process action's unique identifier must remain consistent between the process map and the accompanying documentation.
Visio File Format	Due to the potential of backwards compatibility issues between different versions of Excel, it is recommended that any process maps created using Microsoft Office Visio 2007 are saved in the "Visio 2002 Drawing" format to ensure interoperability with previous versions of Visio. In some cases, using the Visio 2007 Drawing format has caused data loss when opened in earlier versions of Visio.
Arrows	All arrows used to link process actions together should use the "Right -Angle Connector" format, and should not be annotated (except for the "Yes" and "No" from Decision Boxes). Arrows should not overlap and "join up" when linking to an action. Instead, arrows pointing to an action should be separated clearly, to enhance the readability and clarity of the process map. As a preference, arrows should point **to** an action's left side, and should leave **from** an action's right side, but this is less important than maintaining readability and clarity.  **Bad – Arrows to B overlap and join up**  **Good – the arrow from C to B is clearly separate to the arrow from A to B**  **Good – both arrows leaving C are clear and identifiable**
Swimlanes	The process map may be developed with or without swimlanes. Swimlanes in a process map denote roles that participate in a process (including systems). These roles correspond to the roles in the accompanying documentation. Swimlanes show the handoff points between different roles within the process, but otherwise use the same notation as process maps without swimlanes. Generally, a non-swimlane map should be completed first, with roles captured in the Accompanying Documentation. Swimlane maps can then be constructed using the non-swimlane process map and the identified roles.
Colouring	If required, actions on a process map may be coloured to indicate a characteristic of the process. To illustrate, different colours may be used to denote: * Current functionality of a system; * Future functionality of a system; * Manual tasks; * Actions which require someone to complete a form; * An action which can be automated or supported by a system. An explanation of the different colours used should be included in the form of a Legend.
Metrics	Wherever possible, metrics should be captured and recorded for each process, including: * Process Frequency (how often the process takes place) * Process Time (how long the process takes from end-to-end). It may also be beneficial to identify these metrics for specific process actions, to determine the specific steps in a process which cause delays or take a long time to complete.
Page Size	To maintain readability and clarity of the process map, an aim should be to capture each process on a single A4 sheet of paper. If the process cannot be contained within an A4 sheet of paper, some options are to refactor the process to include more subprocesses; spanning the process across multiple sheets of A4 paper, using off-page references to link them; or increasing the paper size to A3.

Work Health & Safety – Level 3 Process
2.8 Remediate Issues, page 2

Annotated Sample Process Without Swimlanes

Record process level, name and page number

Utilises existing subprocess without duplicating it

Off-Page Reference from previous process 2.8b

Unique identifier corresponding to process level

Non-overlapping arrows

Arrows with annotated yes/no outcome

2.8b

1.1.3 Conduct Root Cause Analysis

2.8.1 Generate Corrective Action Reports

2.8.2 Monitor corrective actions

2.8.3 Corrective action complete?

No

2.8.5 Escalation of issue required?

Yes

2.8.6 Escalate issue to Governance authority

2.8.7 Provide direction on remediation action/s

2.8.8 Document issue

Activities can be completed in any order or in parallel

2.8.0 Safety violation reported

Process trigger

Process Activity

Corrective Action Reports

Report generated

Decision box – question framed for yes/no response

Milestone

Off page reference – process returns to process 2 (parent process)

Yes

2.8.9 Close Corrective Action Report(s)

2.8.10 Corrective action complete and problem resolved

2.8.11 Develop lessons learnt +

2.8.12 Communicate lessons learnt

2.8.13 Update SMS?

Yes

2

No

End

2.8.4 Provide assistance as required to monitor corrective actions

Ongoing Activity

Links to Subprocess. The actions in this subprocess will be numbered 2.8.11.1, 2.8.11.2...

Data repository

Activity stores data into repository

Process end – no more action after this point

Action coloured according to Legend

Process metrics recorded

Note: Process actions are organised sequentially without reference to roles

(This information will be captured in the Accompanying Documentation)

Process Metrics:

Process Frequency: Process is initiated 4 times per month

Process Time: Process takes 5 business days to complete

Process Activity 2.8.11 takes 3 business days to complete

Colour Legend

Activity automated by system

Work Health & Safety – Level 3 Process
2.8 Remediate Issues, page 2

Annotated Sample Process With Swimlanes

Groups and Services

Record process level, name and page number

2.8.7 Provide direction on remediation action/s

2.8.8 Document issue

Activities can be completed in any order or in parallel

Strategy & Policy

Off-Page Reference from previous process 2.8b

Utilises existing subprocess without duplicating it

Unique identifier corresponding to process level

Arrows with annotated yes/no outcome

Milestone

Off page reference – process returns to process 2 (parent process)

Centre of Expertise

2.8b

1.1.3 Conduct Root Cause Analysis

2.8.1 Generate Corrective Action Reports

Process Activity

Corrective Action Reports

2.8.5 Escalation of issue required?

Yes

No

2.8.6 Escalate issue to Governance authority

Decision box – question framed for yes/no response

2.8.10 Corrective action complete and problem resolved

2.8.11 Develop lessons learnt +

2.8.12 Communicate lessons learnt

2.8.13 Update SMS?

Yes

2

No

End

Data repository

Links to Subprocess. The actions in this subprocess will be numbered 2.8.11.1, 2.8.11.2...

Activity stores data into repository

Process end – no more action after this point

Business Partner

2.8.0 Safety violation reported

Process trigger

Report generated

Non-overlapping arrows

Service Delivery Centre

Swimlanes corresponding to roles in process

2.8.2 Monitor corrective actions

2.8.3 Corrective action complete?

Yes

2.8.9 Close Corrective Action Report(s)

Action coloured according to Legend

Supervisor

Ongoing Activity

2.8.4 Provide assistance as required to monitor corrective actions

Process metrics recorded

Process Metrics:

Process Frequency: Process is initiated 4 times per month

Process Time: Process takes 5 business days to complete

Process Activity 2.8.11 takes 3 business days to complete

Colour Legend

Activity automated by system