What is a process owner? Is a process manager different?

A **process** is a repeatable, structured series of steps designed to accomplish a particular outcome (e.g., steps that go from collecting data on a reported incident to triggering a change in the system to resolving the incident).

A *process owner* is the person solely responsible for owning a process. They are accountable for designing an effective and efficient process, using the right people and financial and technical resources to run the process, and delivering quality outcomes as required within the organization.

A *process manager* is the person responsible for the end-to-end execution of the process and has operational control, facilitates the daily activities, and provides insight into where improvement is needed to enhance performance.

Process owner's focus	Process manager's focus

• Define the **process objectives** and mission.
• Optimize the **process design**.
• Engage stakeholders to **ensure alignment** with their requirements and expectations.
• Set and **monitor performance** targets.
   • Define and track KPIs.
   • Communicate performance using tailored dashboards.
• Plan and **manage process improvement** opportunities.
	• Manage and **report on process activities** from end to end.
	• **Document** and maintain the process map.
	• Train and **manage resources** assigned to the process.
	• Review and **resolve process issues**.
	• Communicate **process changes**.
	• Review key performance indicators and **identify improvement activities**.
	• **Engage with stakeholders** so services run smoothly.

In smaller and less complex environments, the process owner and process manager role could be performed by the same person. As the organizational and process complexity increases, it is recommended to separate the process owner and process manager roles to balance the need for robust strategic planning and execution excellence.

What is a process owner? Is a process manager different? (Cont.)

How do process owners/managers contribute to success with ServiceNow?

Successful ServiceNow implementations are opportunities to improve your processes to drive organizational agility and responsiveness.

Process owners and managers both play roles in helping your organization take advantage of process improvement opportunities by:

- Clearly defining how existing processes work and identifying where improvements are needed
- Working with process stakeholders to design new and improved processes
- Leading process improvement for the processes they own

What do the most effective process owners and managers do? They:

- **Apply their** [business process management](#) **expertise** (based on ITIL or other disciplines) to proactively identify opportunities to improve how their process works
- **Collaborate** with peers (e.g., tech leaders, admins, other process owners) to coordinate process management and improvement activities
- **Work with the ServiceNow executive sponsor and platform owner** to help improve process performance through ServiceNow implementations
- **Influence process stakeholders** (e.g., process users) to adopt change

How many dedicated process owners and managers do we need to support processes on ServiceNow?*

Every process must have *exactly* one process owner, but it can have multiple process managers, depending on the organization's scale and process complexity. Both process owners and managers can be assigned to more than one process. To decide, evaluate each process by asking:

1 How important is this process?

Major processes (like incident management or employee onboarding) often benefit by assigning a dedicated process owner and manager.

As a starting point, you rarely need more than one process manager per major process.

2 What's the scale of this process?

Small organizations and those with a small footprint on ServiceNow can typically have the same process owners and managers across multiple processes.

Larger organizations should assign a dedicated process owner and at least one process manager to each process.

3 How complex is this process or organization?

Complex processes (e.g., those with many steps, that involve multiple stakeholders, etc.) and processes at complex organizations (e.g., those with multiple, geographically dispersed locations and business units) likely require more work to maintain and improve processes over time. They may require more than one process manager per process (but still only one owner).

*If your organization already has assigned process owners and managers, start by working with the existing resources to support processes on ServiceNow.