If a Swim-Lane contains a symbol that does not match that swim lane’s color-scheme, the task is a ‘collaboration task’ which requires collaboration with other units. For example:

Bridge Division Design-Phase Process Map

This means that the Lead Design Unit is Responsible for initiating the “Survey” task, but that coordination is needed with other units, specifically the Central Surveys Unit.

Process Map are separated into “Swim Lanes” that indicate which resources are responsible for completing a given task.