

Republic of Namibia OFFICE OF THE PRIME MINISTER

Framework for Business Process Management (BPM) for the Public Sector



APRIL 1, 2018 DEPARTMENT PUBLIC SERVICE MANAGEMENT





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EXECUTIVE SUMMARY

The Office of the Prime Minister (OPM) as the head of Government Administration is spearheading the initiative of accessing government service online through the e-government Policy. The initial milestone in e-government strategy is 'Process Improvement' that outlines streamlining government key service areas through Business Process Re-engineering (BPR).

Business processes are part of government assets that must be well managed and continuously improved to provide services that impact on the lives of the citizens. The aim of BPR is to improve processes aimed at improved service delivery. Improvement in processes results in quality services delivery, effective and efficient time management, and at the same time saving costs, thus reducing pressure on government's limited resources.

The BPR Framework aims to empower Offices/Ministries/Agencies (OMAs) and Regional Councils (RCs) practical Frameworks for effective implementation of Business Process Reengineering in line with the national agenda on service delivery.

This Framework provides a comprehensive content about BPR concepts and methodology in the Namibian Public Service. It discusses BPR content relationship to the e-Government initiative, and points out a systematic methodology for successful BPR project outcomes.





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GLOSSARY

BPM	Business Process Management
BPR	Business Process Re-engineering
CRO	Chief Regional Officer
DPI	Directorate Performance Improvement
DPSITM	Directorate Public Service Information Technology Management
DPSIR	Directorate Public Service Innovation and Reform
e-Gov	e-Government
HR	Human Resources
HPP	Harambee Prosperity Plan
IT	Information Technology
ICT	Information and Communication Technology
KPI	Key Performance Indicator
NIPAM	Namibia Institute of Public Administration and Management
OPM	Office of the Prime Minister
OMA	Offices/Ministries/Agencies
РМО	Program/Project Management Office
PS	Permanent Secretary
RC	Regional Council
SOP	Standard Operating Procedure
Steerco	Steering Committee
SLA	Service Level Agreement





DEFINITION OF TERMS

As-Is process mapping	An account or statement describing in detail the As-Is assessment of the process
Process	Is a set of logically related activities with a clear starting and end point that when set in a sequence lead to a defined outcome
Business Process Improvement	The Improvement of a single initiative or project to improve the alignment and performance of a particular process
Business Process Management	Is a management discipline that integrates the strategy and goals of an organisation with the expectations and needs of customers by focusing on end-to-end process
Business Process Redesign	Is the redesign of key or vital business processes focusing on one or more specific areas of the process not the whole
Business Process Reengineering	Is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality service and speed
Change Initiative	Key activities taken to implement the transformation process
Change management	The coordination of the structured period of transition from situation A to situation B in order to achieve constant change within an organisation. Occurs in all the steps of BPR
Core processes	Processes that serve the OMA/RC's mandate or purpose for existence. They represent the essential activities that an organization performs to accomplish its mission
e-Gov	Is the transformation of government to provide efficient & convenient services to the citizens and businesses through Information & Communication Technologies(ICT)
Governance	Refers to the way the rules, norms and decision-making authorities are structured
Immediate implementation of change initiatives	Changes that are occurring or accomplished without delay or lapse of time (straight away). Easy to implement and high impact. 1-3 months
Implementation Plan	The plan of action that must be followed to implement and achieve a particular end result
Long-Term change initiatives	Change initiatives that are difficult to implement have low impact. Period of more than Six (6) months
Management processes	processes used to measure, monitor and control the business activities (monitor performance)
Medium-Term change initiatives	Change initiatives that are difficult to implement have high impact. Period from three (3) months to Six (6) months
One Pager	A single –page (summary) response of a process or sub- process. Highlighting its characteristics, challenges and opportunities.





Performance Report	A statement that measures the results of some activity in terms of its success over a specific time-frame
Pilot and Test	Trial of the process on a selected group or area in real-
	time to give feedback before full deployment
Project Manager	Individual responsible for day-to day operations of the BPR
	project team
Project Plan	A formal document designed to guide the control and
	execution of the project
Process expert	Individuals that work with the process and have good
	understanding of its operations
Project Sponsor	A senior manager responsible for resourcing the BPR team.
	Accountable for project deliverables
Quick Wins change initiatives	Change initiatives that are easy to implement and has
	low impact. 1-3 months
Service areas	Core functions of the OMA/RC as per its mandate
Stakeholder	People, groups or institutions which are likely to be affected
	by a proposed intervention (change) either negative or
	positive or those which can affect the outcome of the
	intervention.
Support processes	processes designed to provide support for the OMAs/RCs
	to attain their mandate such as HR, IT and finance
Service Area	Is an area of specialisation within an OMA or RC, for e.g.
	Agriculture, Water and Forestry, 1. Forestry services,
	2. Veterinary Services, Water Services etc.
To-Be process mapping	An account or statement describing in detail the re-
	designed (desired) process
Trigger	Events that causes the process to start
Framework	A framework is a conceptual structure intended to serve as
	a support or guide for the building of something that
	expands the structure into something useful

SECTION I: BACKGROUND

In order to improve service delivery, government uses Business Process Re-engineering model to streamline the way OMAs and RCs do business. This is done with a view to have a Public Service that is efficient, effective and accountable, in order to realise the National Development Plans (NDPs) and Vision 2030. The Office of the Prime Minister (DPSM) drives Business Process Re-engineering in the Public Service. The initiative started with the training and team-building sessions for Ministers (November 2005), Deputy Ministers (May 2006), and Permanent Secretaries/Accounting Officers (July 2006). As a result five Ministries were selected to pilot and test Business Process Re-engineering (BPR).

Sixty two (62) service areas across the Public service were identified for re-engineering. Twelve (12) BPR reports were endorsed during PSs' meeting from 2008-2013. More than 250 staff members were trained on BPR across the Public Service in order to re-engineer business processes. It was then realised that there was a need to review the BPR framework to keep abreast with the evolving world. In 2015, the current BPR framework was born, and four (4) OMAs were identified for piloting and testing the new BPR framework, amongst others: Office of the Vice President, Office of the Prime Minister, Ministry of Agriculture, Water and Forestry, and Ministry of Works and Transport.

These OMAs are at the implementation phase of the recommended changes to fast track service delivery.

CHAPTER 1: OVERVIEW OF BUSINESS PROCESS RE-ENGINEERING (BPR)

PURPOSE:

To outline the importance of the Business Process Re-engineering and its objectives

1.1 BPR in line with e-Government (e-Gov) strategy for the public service

Namibia, aspires to be an industrialized nation developed by her people and enjoying peace, harmony and political stability by 2030. It also envisions having a "knowledge based economy" and being a "technology-driven nation". To attain this, Namibia needs to improve the delivery of service through the use of information and communication technology (ICT) which is a key tool in this quest.

Responding to that agenda, the Government of the Republic of Namibia (GRN) embarked on a comprehensive e-Government Strategic Action Plan for the Public Service of Namibia (eGSAP). It includes a complete road map to make comprehensive use of ICT not only to bring about customercentric governance but also to usher in high levels of efficiencies and effectiveness within the GRN and all its entities. The Harambee Prosperity Plan (HPP) Pillar One (1) talks of effective governance by improving performance and service delivery. It further targets to have all government services accessed online by 2020 with the aim to promote transparency and accessibility.

Globalisation, rapid technological advancements and rising consumer awareness demand that governments modernize and improve their service delivery. e-Gov is centered on the needs of Namibian citizens, businesses and Government institutions. It brings about citizen-centric service delivery of government services to all customers (communities and business entities) through improvements in internal efficiency and effectiveness in GRN operations (business processes) by undertaking business process re-engineering (BPR). BPR is followed by the computerisation of operations and service delivery (automation). A notion confirmed by Hammers claim of "don't automate, obliterate."

The graph below outlines the e-gov project lifecycle with six phases. Phase two focuses on BPR that entails assessment of the process current state, designing to desired process and implementation thereof.







Figure 1: E-Gov implementation framework

1.2 Business Process Management (BPM) overview

BPM is a management discipline that integrates the strategy and goals of an organisation with the expectations and needs of customers by focusing on end-to-end processes. It is a systematic approach to make an organisation's workflow more effective, efficient and capable of adapting to an ever changing environment. It applies techniques to improve and manage an organisation's end-to- end business processes. It is a variety of tools and techniques used to support and manage the design, implementation, and improvement of operational procedures within an organization. These operational procedures are a set or sequence of activities that must be completed to reach a goal.

BPM comprises of strategies, goals, culture, organisational structures, roles, policies, methodologies and IT tools to:

- (a) analyse, design, implement, control, and continuously improve end-to-end processes, and;
- (b) establish process governance.

1.2.1 Benefits of BPM

BPM should not be a one-time exercise. It should involve a continuous evaluation of the processes and include taking actions to improve the total flow of processes. This all leads to a continuous cycle of evaluating and improving the organization.

1. Cost efficiency

BPM is a driving strategy towards maximizing cost efficiency by streamlining business operations and collaboration, automating repetitive tasks, improving product quality and reducing corporate risks. Business Process Management (or BPM) is a core subset of effective work management.

2. Customer focus

Business process management helps organizations to combine people with technology to acquire and retain satisfied customers.





3. Staff satisfaction

Organizations continually try to sustain a rewarding working environment that motivates their staff. Business processes that are developed and documented help to motivate team members, dedicated professionals who don't want to waste time or money. It increases customer satisfaction, facilitates shorter time to market products and services, realises greater efficiency (cost savings) and enhance full transparency of all activities across the team and organization.

1.2.2. Business process change

"Looking at the business in terms of activities and processes opens up scope for challenging the ways in which things are done, and coming up with improvements, or sometimes more radical changes. The approach is often termed business process improvement or re-engineering, the latter referring to more radical rethinking. The term 'Business process redesign' is sometimes used as well. The range of opportunities includes the following' (Johnson, Scholoes and Whittington)





(SOURCE Johnson, Scholoes and Whittington

1.2.2.1 Business Process Improvement (BPI)

• Business Process Improvement is a <u>singular initiative or project</u> to improve the <u>alignment</u> and performance of a particular <u>process</u> with the organisational strategy and customer expectations. It focuses on continuous process improvement to eliminate waste, and increase efficiency to positively impact a business's bottom line. If a process is relatively stable the goal is to make incremental improvements.

Example - In the recruitment process, the redesign and improvement of an application form or interview scoresheet (initiative).





1.2.2.2 Business Process Redesign (BPRe)

BPRe is the innovative redesign of key/vital business processes.

For re-designing a process you focus on one or more sub-process/processes to review and re-design. Reviewing the Recruitment Process, for instance, the team selects the sub-process "Interview and Selection" that you collectively think is a bottleneck to the whole recruitment process.

1.2.2.3 Business Process Re-engineering (BPR)

"Business Process Reengineering (BPR) is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality service and speed " (Muthu et al..) if a major (core) process needs radical redesigning, then the term 'process re-engineering' is used.

Example: MHAI – Turnaround Strategy

1.2.3 Business Process (BP)

1.2.3.1 Definition of a process:

Is a set of sequential or parallel activities or behaviours to achieve a goal. It is simply a structured, measured set of activities designed to produce a specific output for a particular customers or market. Every organization have various processes in place to enable it to perform. Organizations are fluid in nature and in order to remain on the market, it must move with and meet the expectations of its customers. Therefore, it is vital that business processes are well managed to make sure they are relevant and achieving the targeted goals.

1.2.3.2 Characteristics of a process

The following are the characteristic features of a process:

- specific sequencing of work activities across time and place,
- a beginning and an end,
- Clearly defined inputs and outputs,
- Customer-focus
- how the work is done
- process ownership and
- measurable and meaningful performance.

1.2.3.3 Types of business processes

A) Core processes

Core processes are often called critical or primary processes, as they represent the essential activities that an organization performs to accomplish its mission. These processes relate to the core mandate





of the organisation and is the backbone of its existence. It generates direct value to customers and establishes a competitive advantage.

b) Support processes

These processes are designed to provide support for core processes, often by the management resources and or infrastructure required by primary processes. The key differentiator between core and support processes, is that support processes do not generate direct value to customers, while the core processes do, e.g. information technology and human resource management.

The fact that support processes do not directly generate value to customers does not mean that they are not important to the organization. The support processes can be strategic and fundamental to the organization to the extent that they increase its ability to effectively accomplish the core processes.

c) Management processes

Management processes are used to measure, monitor and control business activities. Such procedures shall ensure that a core process, or support, meet operational goals, financial, regulatory, and legal. Management processes do not directly add value to customers, but are required to ensure that the organization operates effectively and efficiently (ABPMP BPM CBOK Version 2.0)

1.2.4. Business Process Reengineering in the Namibian Public Service

Business processes are part of government assets that must be well managed and continuously be improved to provide services that impact on citizens and the general public. The Government is focusing on implementing Business Process Reengineering as a reform initiative across the public service.

1.2.4.1 BPR Targets

BPR aims to improve **Cost**, **Cycle Times and Quality** to ultimately deliver more value to the customer. Costs and Cycle Time is reduced by eliminating unproductive activities and the employees who perform them. It looks at work reorganization that decreases the need for management layers, accelerates information flows, and eliminates the errors and rework caused by multiple handoffs. Quality too is improved by reducing the fragmentation of work and establishing clear ownership of processes (clear roles and responsibilities). Employees gain responsibility for their output and can measure their performance based on prompt feedback.

1.2.4.2 BPR Objectives

Objective of BPR is to improve the quality of services delivered to customers through meeting the performance process indicators of quality, cycle time (speed) and cost reduction.

Key Objectives of BPR:

• To develop **customer service** orientated processes aiming at eliminating customer complaints.





- To Dramatically reduce the time it takes to complete tasks in support of business processes.
- To Reduce **complexity** throughout the processes.
- To **build in quality upfront** and then throughout the processes.
- To develop **innovative solutions** that bring about major improvements in the processes.
- To improve the effectiveness and efficiency of the processes
- To undertake a Hands-on skills transfer to BPR teams in OMAs and RCs

1.3 Business Process analysis

BPR requires careful analysis of the process. Process analysis is the first step in establishing a new process or updating an existing process. It is about creating a common understanding of the current state of the process and its alignment with the business objectives. Process analysis is creating an understanding of the activities of the process and measuring the success of those activities in meeting the goals. It is accomplished through various techniques including mapping, interviewing, simulations and various other analytical techniques and methodologies. May include a study of the business environment and factors that contribute to or interact with the environment such as government or industry regulations, market pressures and competition.

Effectiveness of a process is a measurement of achieving the purpose or need for the process. It measures whether the process is costly, slow, and wasteful or has other deficiencies and is a measurement of the performance of the process. Uncovers important facts about how work flows in the organisation. Helps in the design and/or redesign of processes to better meet the goals of the business.

1.3.1 Events that triggers process analysis

- Strategic Planning: Process analysis may need to occur following an update to the strategic plan to re-align the processes to meet the new organisation's objectives.
- Performance Issues: Current performance may be declared inadequate for a variety of reasons. Process analysis can assist in determining the reasons for the inadequacies and identify changes that may improve performance.
- New Technologies: Advanced technologies can improve process performance. Process Analysis helps the creation of an understanding of how they should be adopted. Process analysis helps the organisation understand how and where new technologies should be applied to gain the maximum benefit to the organisation.
- New function: When new Office/Ministry/Department/Directorate/Division is established, there is need to identify the processes required to successfully deliver the new products and services.
- Regulatory Requirements: New or changes to existing regulations require the OMA to modify its processes. Process analysis necessary to ensure the business is able to comply with the new requirement.
- Innovation: Is more often associated with generating new products and services.
- Competitive edge: It involves having a clear advantage over the competitors in terms of one or more elements of the market mix that is valued by potential customers.
- Globalization: Is the integration of national economies through trade, investment, capital flow, labor migration, and technology.

• Directive from higher office: e.g. Office of the President and Prime Minster or the responsible agency or Line Ministry





CHAPTER 2: CHANGE MANAGEMENT

Change management is one of the core areas to be considered in **all the phases** of organisational change. Change management starts from the initiation of the project and should be incorporated throughout and beyond the project. Change is a constant part of an organisational transformation and growth. In the fast changing world, organisation that do not embrace change will lag behind its competitors.

BPR is about changing the processes and the way business is conducted within an organization and implementing a new process can mean a big organizational change. Both internal and external stakeholders of the process must be supported by providing adequate training to embrace the change.

Figure 3: Transformation Process

2.1 Fears of change

Why do people dislike change so much? Some of the reasons include:

Fear of unknown

Fear is the most common cause of resistance, and one of the most powerful reasons. This is often because change is uncertain, uncomfortable, unpredictable and unsafe. Not knowing what to expect occurs when we don't have enough information about the change and we're expected to take a 'leap of faith'. This can result in a lot of anxious feelings. Communication and honesty are powerful ways of overcoming this fear factor.

Feeling powerless

This is often because the project team and business management have not involved the people enough. Provide people with the opportunity to participate and feel they have power to influence the change process.

• Too much effort and pain is involved

It takes a great deal of effort and often pain to achieve change, and then to become comfortable with it. Most people will avoid pain and move towards pleasure, and in this instance pleasure equals the status quo.

Absence of self-interest

People need to understand what is in it for them, or that they will not be any worse off. If it is the latter, then they will ask, 'Why change?' and this needs to be clearly articulated.

Fear of loss

Loss is often a part of change. Change can mean that we lose friends, our salary, or even our parking space! Other losses are not as obvious such as the loss of known routines or the things that define who we are (like a job title, or a position).

Fear of leaving a comfort zone

Like it or not we are creatures of habit. We like our routines and don't like to be faced with the unknown.

Guilt

People that put others' needs ahead of their own are likely to feel guilty if they feel the change they need to make will affect others.





2.2 Barriers to change

Below are some of the key barriers to change efforts in the Public Service.

Management support

Leadership support and commitment is critical in any project. If the project doesn't have the full support from the top management e.g. Permanent Secretary and Head of Departments or Divisions.

Training and Development

Organisational success is depended on the skills and competencies of the employees and if training is not a priority in the organisation the project is most likely to fail.

Resources

The success of any project is based on the resources allocated to the project and if there are no resources the project will fail e.g. (Money and people)

Resistance

Projects fails because the change initiative is resisted by employees, managers and supervisors e.g. Project manager

Reality

When the program or project does not address the real problems facing the organisation. E.g. (Not addressing the mandate of the OMA)

Sustainability

The problem for many innovations is that, the organisation cannot figure out how to implement and sustain the innovations as an organisation change (e.g. no implementation and sustainability plan from OMAs)

2.3 How to create effective change

2.3.1 Communicating the change

Communication is the most important driver of change which needs to be communicated to all the stakeholders. Change is a two-way communication between the driver of change and those that will be affected by the change. There are various forms of communicating the change, it can be via internal means (circulars, meetings, memos, emails), or external means (TV, radio, newspaper and social platforms). Effective communication helps people understand *why* change is necessary and supports them to confidently implement and sustain change.

Awareness of the need for change and understanding why change is necessary is the first key aspect of successful change. This step explains the reasoning and thought that underlies a required change. Planned communication is essential. When this step is successfully completed the individual (employee) will fully understand why change is necessary.

2.3.2 Create a desire to participate in and support the change





Individuals are able to reach a point where they make a personal decision to support the change and participate in the change. Naturally a desire to support and be part of the change can only happen **after full awareness** of the need for change is established. Building desire is partly achieved by addressing incentives for the individual and creating a desire to be a part of the change.

2.3.3 Provide knowledge about the change

Knowledge on how to change is attained through normal training and education methods. Other methods of transferring knowledge, such as coaching, forums and mentoring, are equally useful, so don't limit this process to formal training. Two types of knowledge need to be addressed: knowledge on how to change (what to do during the transition) and knowledge on how to perform once the change is implemented. Ability to implement required skills and behaviors. Once knowledge on how to change is in place (theory) the practice, or actual performance of the individual, needs to be supported. This can take some time and can be achieved through practice, coaching and feedback.

2.3.4 Reinforcement to sustain the change

Sustainability of the change is the critical component of change management. Ensuring that changes stay in place and that individuals do not revert to old ways can be achieved through positive feedback, rewards, recognition, measuring performance and taking corrective actions.

*There are a number of change management models available for consideration including the Kurt Lewin's (Unfreeze, Change, Refreeze) and Kotter's 8-Step Process for Leading Change models, ADKAR change management model (awareness, desire, knowledge, ability and reinforcement).

2.4 Benefits of Change Management

- It minimizes the resistance and improves acceptance of change,
- Change management provides a way to anticipate challenges and respond to these efficiently,
- It improves morale, productivity and quality of work. Employee performance increases when staff feel supported and understand the change process,
- It creates the correct perception of the change for staff and public,
- It helps to plan efficient communication strategies for change.





CHAPTER 3: A GUIDE TO IDENTIFICATION OF A BUSINESS PROCESS FOR RE-ENGINEERING

Before looking at the step-by-step approach for actual re-engineering, it is important to first look at how to identify a process to be re-engineered.

Deciding on processes that need to be reengineered and in what order (prioritise) is the million-dollar question. No OMA/RC can take up the task of reengineering all the processes simultaneously. Generally one should make their choices based on the following three criteria:

- dysfunction: which processes are functioning the worst?;
- **importance**: which are the most critical and influential in terms of customer satisfaction;
- feasibility: which are the processes that are most likely to be successfully reengineered.

The identification of processes to be streamlined must happen during the annual strategy planning meeting of the OMA/RC for inclusion in the Annual Plan. It is the responsibility of the **Permanent Secretary/CRO/Accounting Officers and the BPR Steering Committee** to identify a process/es for reengineering of the OMA/RC and ensure that such exercise is well conceived, planned, budgeted and implemented to realise the impact on the citizens.

On a national level the office of the Prime Minister is responsible for the re-engineering of cross-cutting processes in line with the national agendas.

3.1 Step-by step to identification of a business process for re-engineering

Step 1: Understand the mandate and vision of the OMA/RC

Before engaging in any Process Review (PR) or re-engineering exercise, it is of outmost importance to understand the mandate and vision of the OMA or RC. The purpose of this step is to ensure alignment of the re-engineering initiative to the overall mandate of the institution. This is done to ensure that the exercise yield results of improved service delivery that impacts on the customers.

What is a Vision?

A vision is an idea that concentrates on bringing an abstract concept to life. When developing a vision, you look to the future and imagine where and what you want to be at a certain time. This is conceptualizing change that is, moving toward a desired end which will involve ingenuity, innovation, problem solving, and change.

Key Activities

If we consider a top-down approach to <u>strategic planning</u>, then the goals and measures are laid out by the senior managers as the organisation's strategy.

- Each department or group is assigned only a portion of the corporate goals.
- As the goals are delegated they become narrower and the measures associated with them become more specific.





From the <u>value chain</u> a process is divided into sub- processes and sub-sub processes and eventually into specific activities.

- Ideally, one or more measures for each activity are established.
- The measurements determine if the process is working.

When we analyse a process or redesign a process we ask:

- What is the link between Process and Strategy?
- What are the activities contributing to the overall sub process or value chain to which it belongs?
- How can we determine whether the activity is actually achieving its purpose?

Doing this will help to gain strong commitment from senior management from the initial planning, identification of the project team and implementation, to take up the re-engineering exercise.

Understanding of why the OMA/RC exist is the basis of the identification of all services offered, which is the next step.

Step 2: Identification of all service areas

The purpose is to identify all the service areas and core processes that directly address the mandate of the OMA/RC. This involves determining how processes are structured, who is responsible and how they interlink with other internal and external processes.

Key Activities

- Conduct high level interviews in order to have an overall understanding of the core processes (see interview guide).
- Identify all the key processes within the OMA (Department, Directorate, Division)
- Develop a baseline knowledge of the process.
- Understand how the processes are linked to other processes in adjacent areas (e.g. how HR processes link up to Finance; how Operations processes at Regional Level link up to Operations processes at Head Office)
- Understand the Roles & Responsibilities of individuals involved
- Develop high level process map to have a holistic overview and sequence.







Figure 3: Identification of all service areas

Now that we know the key service areas within the OMA/RC, we can then go into identification of all the key processes

Step 3: Identification of all processes

The purpose of identifying all the processes is to determine how many processes exist within the identified service areas; what they look like; how they fit together; how they are categorized and who is responsible at each level.

This is done with the aim to achieve the following:

- Identify all the processes within a service area (department/directorate/division).
- Develop a baseline knowledge of the main process identified.
- Understand how the processes links up with other processes in adjacent areas (eg. how HR processes link up to finance; how operations processes at regional level link up to operations processes at Head Office)
- Understand the roles & responsibilities of stakeholders (internal & external) involved.
- Understand the risks, constraints and potential change requirements involved.

Key Activities:

- 1) Conduct high level one-on-one interviews in order to understand the flow of information within the various proceses
- 2) Utilise this information in order to create a high level draft process map.
- 3) Collect baseline data from various documents i.e registers and reports.
- 4) Workshops to confirm all processes that have been identified and then correctly sequenced

An interview is the best way to:

- Gather opinions, interpretations and evaluation/assessment
- Verify objectives and observations
- Explore prejudices, relationships, commitments, beliefs and feelings





Now that we understand the processes better, next is to summarise the findings into One-Pagers

Step 4: Develop One Pagers

Based upon the outputs of Identifying all the process, a detailed one-pager, for each of the Processes, must be created in order to provide the necessary Framework and content for prioritization session. A one pager is a summary of findings of each process from the interviews conducted. It highlights the charactertistics, challenges and re-engineering opportunities of the process.

One pagers should be concise and provide high-level information regarding the process in order to identify the ease of Implementation. This information can be used in order to facilitate the discussion with the respective stakeholders and internal team reviews. This information is most likely to change during the execution phase and needs to be repeated.

Key activities

To develop a concise high level summary of each process

To capture key sets of information:

- Process name
- As-Is Characteristics
- Identified Process challenges
- High level re-engineering opportunities

OMA/RC: MAWF Process Name: Acquiring of Forestry Permits As-Is Characteristics	Input : Download application Output : Harvesting Permit High Level Re- engineering Opportunities
 The application process for forestry permits is decentralized throughout district offices. However, the limited number of offices results in long travel distances for customers to apply. Customers are not made aware of the required documentation to support applications through any other medium than travelling to the nearest forestry office. No standard medium of instruction used for submission of consent letters. The lack of a management plan to be submitted with an application results in haphazard planning for inspections and frequent reapplications. 	 Relevant Frameworks and required documentation for successful application for a forestry permit. Design a platform for SMS notification to alert applicants to which phase in the process their respective applications are. A platform to be designed for online applications. Develop a template for management plan submissions and include this in the required documentation for application.
Identified Process Challenges	
 The monetary cost of acquiring a permit is greater than the actual cost of a permit for applicants traveling long distances to forestry offices. Poor public image due to the inefficiency of the application process. 	





Figure 4: One pager example

Now that we have summarised our findings and disseminated the information to all the key stakeholders, the next spep is to prioritise a process or processes for re-engineering in the next five years and per the strategic plan

Step 5: Prioritise a process for re-engineering

The purpose of prioritisation is to rank all processes in order to determine the relative priorities of each and when they should be executed. Processes with the highest ranking should be executed in the first wave of improvement initiatives. Processes with lower rankings should be grouped and executed in follow up waves as determined by their rank.

Objective of prioritisation exercise is to:

- Rank each process in terms of ability to change and impact.
- Gain consensus from a multi-disciplinary client team (Operations, Finance, HR, IT and Admin) on the relative priorities of the processes designated for BPR.
- Develop an agreed upon list of processes to be re-engineered in waves.

Key Activities

- Arrange for prioritisation session (invitees, venue, presentation).
- Confirm whether all invitees have received and read through the One Pagers.
- BPR team to go through the prioritisation exercise before approaching Management.
- Facilitate prioritisation session (several hours are normally required).
- Record results of prioritisation session.
- Engage stakeholders on prioritisation.
- Categorise and select a process for re-engineering in line with the Strategic Plan.

Criteria for selecting a process

Set the characteristics of the processes that are more important to the organization. Based on the characteristics identify the processes that will change based on the added value they provide and their feasibility for change.

Process Name	Impact on clients	Impact on organization	Ability to change

For each score there need to be a motivation





NB: Ability to change consider the following: Legislations, Resource required, Expertise required (capacity), Budget requirement

<u>How to score:</u> Scoring is done from 1-3

Ability to change

- Difficult to change 1
- Not so difficult to change 2
- Easy to change -3

Impact on Organisation or clients

Low - 1 Medium -2 High – 3

Process Selection

The process that score higher in impact on organisation and impact on clients, but lower (meaning easier) in ability to change must be prioritised for re-engineering.

Now that we have selected a process/es, we can look at the steps for actual re-engineering





SECTION 2: STEP-BY-STEP GUIDE FOR ACTUAL RE-ENGINEERING

CHAPTER 4. BPR FRAMEWORK

The BPR Framework for the Public Sector is designed to be a comprehensive step-by-step guide for Public Service Institutions on how to carry out a successful BPR engagement with a public sector client. It consists of seven key steps, which should be followed in sequence, but may be adapted to the specific requirements of the process. This process can take on average of minimum three (3) months depending on the nature of the process.



Change management and communication

Figure 6: BPR Framework

A successful BPR engagement should form part of a larger Operations Management Improvement Initiative and centred on the seven-stage process for creating major change. It should not be done





in isolation or be seen as an end in itself – this will surely result in failure to achieve the dramatic improvement in performance expected.

* Now that we have an idea of what the overall framework looks like, we will take an in-depth look at the step by step excercise for actual re-engineering





4.1 Set-Up Project

Step One (1)

Once the process for re-engineering have been identified and approved by management, the next step would be to establish the governance structure for the project and develop the project plan. The governance structure includes who are the members, Steerco, who will be the project manager and who are the process experts.

The purpose of Project Set-Up is to ensure that the prerequisites for initiating a project are in place. It is as much about preventing poorly conceived projects from ever being started as it is about approving the initiation of viable projects. The table below outline the committees constituting the Institutional Framework for the implementation of the BPR project



Figure 7: Project governance structure

4.1.1 Role Players and responsibilities

The BPR team should be selected once the OMA/RC has committed to the re-engineering effort. This team will then drive the BPR efforts, make key decisions and recommendations and also help communicate the changes and benefits of the BPR program to the organisation. An effective BPR team should be established taking the following into account:

- Competency of its members.
- Complimentary skills of its members.





- Credibility of team members within the organisation.
- Team members' understanding/training in process mapping and problem solving.
- Effective team leadership.

The most effective BPR teams should include active representatives from the following work groups:

- Senior management.
- Business area members responsible for the process being addressed.
- Technology groups, finance, and members of all ultimate process users' groups.
- The BPR team should be mixed in depth and knowledge.

Role Player	Responsibilities
Management of the OMA	 Identify and approve processes for re-engineering Appoint and support the BPR team Secure resource
Project Sponsor	 Ensures project focused on objectives Ensures project achieves forecasted benefits Give approval for work stream to proceed to next project stage The sponsor has the responsibility to make decisions and provide funding and ensure you overcome political and organizational obstacles
Project Manager	 Manage the project on a day-to-day basis Liaison with Project Assurance and Steerco Develop and issue work plan Report on Progress to the Sponsor and Management
Project Team	 Responsible for production of deliverables in accordance with work plan Report to Project Manager
OPM	 Ensure compliance to BPR Framework Provide technical advice Report progress on BPR in the Public Service

4.1.2 Objective of Project Set-Up

The objective of Project Set-Up is to ensure that:

- The project has been well commissioned,
- All the necessary authorities exist for managing a project (Governance),
- Sufficient information is available to define and confirm the scope of the project,
- Individuals are appointed who will undertake the work required,
- Time is not wasted starting up a project.





4.1.3 Key Activities

Key activities involved in Project Set-Up should be shared between the Steering Committee, Sponsor and Project Manager and include:

- Formally appoint the Project Steering Committee, Sponsor and Project Manager
- Develop Terms of Reference for the project (governance)
- Establish the Program Management Office (PMO)
- Design and appoint the project management team (consultants/process experts)
- Capture previous Lessons Learned
- Conduct Scoping Exercise
- Develop the High Level Project Plan

High Level Project Plan

A high level project plan is developed using a Gantt chart format in MS Excel. The plan must outline exactly:

- WHAT needs to be done,
- WHEN it needs to be done and
- WHO will do it?

The plan should cover the following fields:

- Action/Activity
- Issues or Barriers that need to be overcome
- Responsible Person
- Expected completion date
- Status

HIGH LEVEL PROJECT PLAN

Period	23-27	30	06-10	13-17	20-24	27	06-10	13-17	20-24	
	Jan	Jan-	Feb	Feb	Feb	Feb-	Mar	Mar	Mar	
		03				03				
		Feb				Mar				
Task	Week 1	Week	Week	Week4	Week	Week	Week	Week	Week	
		2	3		5	6	7	8	9	
Set Up Project										
Establish As-IS Process										
Develop To- Be Process										
Prioritize Initiatives										





Pilot, Test and Rollout					
Monitor New Process and report Performance					

Figure 7: Example of a project plan

1.2.3.3.3 Critical success factors for BPR

For any successful BPR endeavor, the following must be considered:

- **Clear vision** Develop a clear vision of the goals and objectives of the organization and of its success.
- Senior management commitment Gain strong commitment from senior management from initial planning through implementation, including *identifying a project sponsor*.
- **Project planning** Conduct sufficient project planning and preparation with defined scope, roles, and tools for each phase.
- **Change management** Utilize an effective and structured change management process, including developing a strong communication plan.
- Staff support Build staff support and buy-in for the proposed solution.
- **Team commitment** Gain team member commitment to the project and build a team with the right mix of skills.
- **Understand business issues** Develop a clear understanding of business issues (client needs, performance, and standardization) and the BPR Solution.
- Quickly Review As-Is Document and review high-level "as is" business process with a caution against spending too much time on "exceptions to the rule" and specific cases.
- Always Have a Goal Show progress and demonstrate results by having short, medium and long-term targets.
- Follow-up, follow-up, follow-up To make sure that things get done!
- BPR training It is imperative that the BPR committees of all OMAs and RCs are trained on BPR Framework before practical re-engineering. This is done in order to ensure BPR skills transfer to the team and capacitate them to embark on future BPR projects within their OMAs and RCs.

Namibia Institute of Public Administration and Management (NIPAM) offers the training on BPR Framework while the Office of the OPM offers technical and advisory support to the process.





1.2.3.3.4 Project facilities and Resources needed

To embark upon a successful BPR exercise, the following must be put in place:

- a) A conference room or working area that allows the team to roll-out or hang a large sheet of brown paper. The room will be used by BPR Team to conduct the brown paper exercises, workshops and general team discussions. Room requirements are:
 - Large open space (preferably a lockable room that can be used over several days, or even weeks)
 - Large continuous wall space
- b) Stationeries and supplies, these are:
 - Different colour post-it notes (stickys) or A4 colour papers
 - Scissors
 - Print glue or prestick
 - Masking tape
 - Long roll of brown paper
 - Board markers
 - A flip chart



Source: MOWT, resources

- c) Other resources:
 - Computers/laptops
 - Internet connectivity
 - Access to printers

Now that the project governance structure is in place, the next step is to understand the current process in detail





4.2 Conduct the As-Is Process Mapping

Step Two (2)

What is Process Mapping?

Process mapping involves visually breaking down your process into its components. These components include a clear start and end point, the decisions involved in the process, the documents needed to carry out the process, and the steps or activities to complete the process.

The purposes of mapping the current process is to develop a visual representation of how the process is working, by taking into account roles, responsibilities and standards and detailing all of the steps taken, highlighting all the interactions, decision points, and sources of information. This is taking stock of how it is done currently. The volumes, timelines and quality are considered.

4.2.1 Objective

As-Is mapping provides a snapshot of a process and how it works "today". It shows the "Big Picture" and enables everyone to see the "trees in the forest". It promotes a common understanding amongst teams, increases cross-department learning and the eradication of any knowledge gaps that may exist. It highlights the following:

- Sequence of workflow as well as workflow efficiencies and inefficiencies,
- All applicable operating interfaces (systems, technology, departments, people etc.),
- Rules that governs the process (documentation, record-keeping, logs and reports),
- Data sources,
- Time and volumes,
- Customers (internal and external),
- The critical activities according to those involved,
- Challenges,
- Opportunities for improvement,

Creating a process map that tells a full, detailed-based story requires a decent amount of time and effort by those individuals involved in the process. The As-Is mapping is a true reflection of the process as it is being carried out and not necessarily how it is documented. In order for you to have an understanding of a current process in your OMA/RC, you must look into the following aspects:

Visual representation of the As-Is process - It is much easier to talk about a process when you can literally see the steps. Steps and details can be missed if you don't have a map to see the process. How do you know where you are or where you are going if you don't have a map?





- See interdependencies Hand-offs between departments or processes can clearly be seen. Interdependencies may be where some of the "black holes" in a process reside. Manual hand-offs to other departments could be where work is sent and many times disappears!
- Find the gaps With a documented process map you can start to visualize the problems. Gaps or disconnects in a process can normally be clearly seen in a process map. This could be where the process becomes convoluted because it was never mapped out.
- Illustrate how the process function "Are we really doing it that way?" There is management's perception of how the process functions and then the reality of how it is truly being executed. It is important when creating a map to get input from the people doing the work; otherwise you will end up with a map of how management "thinks" the process works.
- **Consistency** Especially when you have processes that span multiple departments or locations a documented process will make sure all areas see the process and perform it consistently. It is very possible without documented processes that different locations doing the same work will have very different ways of performing the same tasks.

4.2.2 Key activities

Now that we have an understanding of the As-Is let us look into key activities, that enable us to have a clear, detailed As-Is.

4.2.2.1 Conduct a Stake holder Identification/analysis

Stakeholders are groups of people or institutions which are likely to be affected by a proposed intervention either negative or positive or those which can affect the outcome of the intervention. Rietbergen-McCracken et al. (1998). Stakeholder analysis help the project team in many ways. The team identify individuals or workgroups that can significantly be affected positively or negatively by the project. They also identify key individuals or entities that can have a major influence on the process improvement effort.

Stakeholder identification is an important step in understanding key stakeholders (internal or external) and what interest they have and role they play in the process. The process of stakeholder mapping is as important as the result, and the quality of the process depends heavily on the knowledge of the people participating.

Stakeholder analysis in strategic management is the term that refers to the process of identifying the individuals or groups that are likely to affect or be affected by proposed actions, and sorting them according to their impact on the action and the impact the action will have on them. When compiling the list of key stakeholders, it is best to cast the net as widely as possible. Do not limit yourself to the obvious choices, instead, attempt to identify all those who touch or are touched by your Directorate's activities. This will help you to focus on strategic objectives that will satisfy the customers/stakeholders needs and expectations.

Who is the Client?

It is important to firstly determine (who is) the "Client" to the process before embarking on the reengineering exercise. To determine who the "Client" is, ask the following questions:

- a. Who are the stakeholders?
- b. Whom do we need to satisfy?





- c. Who will judge the success of the project?
- d. Who will we report to?
- e. Who is the primary client?

Fill in the table below:

Stakeholder Name	Status	Interests, goals, concerns
List the names or titles of the Client (C), stakeholders (S)and people who will be impacted (I) by the process in some way	Indicate if it is C – Main client and decision maker S – Stakeholder who will have a major interest in the outcome I - a person or group who will be impacted in some way	List their key interests, goals and concerns on the process
i.e. Health - Citizens	С	Quick & quality medical response

Once the table is completed, it will enable the team to identify the focus group for communication and information gathering efforts.

4.2.2.2 Gather information about the process

Information about the selected process is gathered through interviews (studying the regulatory Framework, looking at the organisational structure and standard operating procedures (SOP). The team must brainstorm about the process and create a common understanding.

See section 1 on how to conduct interviews for more information

4.2.2.3 Identify all sub-processes

After gathering the background information about the process, next is to identify the sub processes in the entire business process. This is done to determine how many processes exist within the process identified; what they look like; how they fit together; how they are categorized and who is responsible at each level. It also helps to determine the start and end points of the process flow.

Key Activities

a) Brainstorm about the sub-processes using the flip chart. Put them in sequence and clarify the start and end points.







Source: MAWF, rough draft on a flipchart

b) Once an agreement is reached on the sub-process, write them down on sticky notes ready for pasting on the brown paper

4.2.2.3 Conduct a Brown paper exercise

The next step after having a high level understanding of the process is to conduct a brown paper exercise. A Brown paper exercise is a simple visual method of representing a process flow. It provides a picture of an entire process showing actual steps, decision points, documentation and interfaces. It involves work process analysis and documentation, client involvement and participation, critique and assessment of opportunities.

It highlights where the delays are, where there is duplication or waste, where an activity is adding value to the customer and where it is not. It tells the story of operations, efficiencies and inefficiencies in a very clear and visual way.

Brown paper exercise documents the process from end to end, facilitates high client involvement and ownership and creates a deeper understanding of the process by the team. In so doing it also accelerates team-building among the members.







Source: Organizational Development As-IS Process (OPM)

How to conduct the Brown Paper Exercise

- a. Mount a large piece of brown paper on the wall (this will be your canvass)
- b. Put the steps in the order they occur starting on the left of the brown paper, and working to the right, start to draw in the different process steps. Get the builders to do the work while the content experts facilitate. Capture how the system really works, not how it is supposed to work. Use live documents and any additional information (screen shots, data dumps, reports, emails) and attach them onto the brown paper.



Source: MAWF, brown paper with documents attached

b) Draw the map in a digital form, using shapes as symbols. Inside the shapes, you describe that step of the process. Use the Post-it notes to indicate tasks, links, decision points, points of significant improvement – see below for list of standard map symbols.





- c) Now you are ready to review your map. Make sure your map matches what was originally described in steps one and two. Additionally, you may want to review your map with people who directly work this process. What do they think? Is it an accurate representation of the steps involved? Invite process experts to participate.
- d) During the process, keep asking questions like "Why" and "What's next" and "Who else is involved" to keep the energy levels up and probe the thinking. Ensure that only facts are stated.
- e) Be sure to quantify volumes, inputs & outputs, backlogs, time frames, cycle times, number of people performing tasks, sources of data, productivity, expected quality levels and service level agreements. Include timeline across the bottom of the paper.
- f) Once the team has finished documenting the process flows you will be left with a visual As-Is Map of the process

Post Brown Paper Critique

- a. Post the Brown Paper in an open place so more people can see the paper and participate;
- b. walk several people through the Brown Paper and add their post-it note comments
- c. summarise and document the process Strengths, Findings and Opportunities in PowerPoint and post slides at the end of the brown paper;
- d. present the brown paper to further audiences in order to further validate;
- e. don't present the brown paper as being 'finished' it is always a Work-In-Progress;
- f. continue to look out for:
 - i. Dead zones places where work sits, gets held up (bottlenecks) or lost
 - ii. Lost time people looking for work
 - iii. Rework loops
 - iv. Checkers checking the checkers too many approval layers
 - v. Duplication of Work
 - vi. Broken interfaces
 - vii. Value adding vs non-value adding activities

4.2.2.4 Capture and formally document the outputs from the brown paper exercise

The outputs of the Brown Paper Exercise should be formally documented only once it has gone through several rounds of reviews. The information contained in the As-Is Maps must be transferred to the Process Maps (swim lanes) and Activity Sheets using PowerPoint.

A process map shows all process-related activities, including input/output, approvals, exceptions, and cross-functional hand-offs. The main goal of the map is to provide an overview of the relevant business processes, so that organizations and individuals participating in a process are able to understand their specific role in the overall structure.

When documenting the process flow, we use basic symbols or notations using the Business Process Model and Notations (BPMN). BPMN is a standardised diagramming language for describing businesses through Business Process Diagrams (BPDs). Specific behaviour is described graphically, each shape and line has a specific meaning, designed for a single flow unit type.

Always include a legend so anyone viewing your map can understand its contents.





Keys:

Standard process Maps symbols & Legend									
Shape	Name	Explanation							
	Process	The rectangle is typically the most common shape. It is used to indicate a step.							
	Decision	A decision ask a question. The answer to the question determine which arrow you follow out of the decision shape							
	Document	A rectangle with a curved bottom represents a document or report associated with the process step or decision							
	Predefined Process	This shape refers to a process that is defined elsewhere. This shape means that there is flowchart for the predefined process that has already been drawn and this flowchart should be referenced for more information.							
	Process Trigger	This shape depicts a trigger action, which sets the process flow into action.							
	Process Start/ End	This shape indicates where the flowchart begins and ends. It shows the entry point of the flowchart and the exit point.							
	Database	A cylinder represents a data file or database.							
\bigcirc	On-Page Reference	The circle is used to connect another page or another section of the chart. The circle is labelled with a letter that corresponds with a copy of the circle where the flow continues.							
	Off-Page Reference	This symbol is used to reference a second page in the process flow. The shape is labelled with the name of the process that appears next in the flow of information. This Information is displayed on a second page.							





Flows:

Flows connect the activities that are part of a business process. These connections are meant to indicate relationships.

A sequence flow is the most frequently used flow type shown as a straight line with an arrow. This type of flow indicates the sequence in which tasks are executed. A message flow depicts the flow of messages from one participant to another. It is shown with a dashed line with a circle on one end and an arrow at the other. Make sure messages don't connect activities or events in the same pool. Never attach a gateway symbol to a message flow. An association, represented with a dotted line (sans arrow), is used to show a relationship between an artefact like data and tasks on your diagram.

Flows



Lane:

A lane represent resources that do the work, which are people, equipment or information systems. Lanes represent a role or group of resources, which are roles, organisation unit, department or functions. A swim lane process map distinguishes the responsibilities for steps within a process. The steps of the process are placed in lanes or categories which are labelled with the step owner.

Lanes are named using nouns or noun phrases such as salesperson, marketing team, manufacturing, distribution Department and etc.

Pools:

Pools represent separate enterprises or organisational units within an enterprise, they represent participants in a collaboration

Person	Process Steps
Public Service Management	
DPSITM	
Human Resource Practitioner (HRP)	
Media Houses	





Processes should be laid –out in a clear and logical manner and activities should have descriptive names and should adhere to the best practice naming conventions Process Mapping Guidelines







Annotations can be used to add extra detail where the normal process mapping symbols do not provide enough for a full representation of the process

Process Mapping Guidelines

Textual Annotation

Annotations are a mechanism for a modeller to provide additional text information to the Reader, and are displayed within an open rectangle, attached to the symbol by a straight line

In cases where more detailed information is needed and the normal process model does not describe the process in sufficient detail, an annotation can be added

Annotations can be used on any process model elements







Documents Symbols are used to illustrate the interactions with different forms and reports during a process

Process Mapping Guidelines

Document Symbol

A rectangle with a curved bottom represents a document or report associated with the process step or decision.

The document symbol should only ever be linked into or out of an activity. It should not form part of the flow of the process.

Be as specific as possible when describing the Document. Rather than "Supporting Documentation", detail the actual documents which are necessary.

Arrow flows can either be used to flow into a document to indicate that the document is being completed, or out of a document, to indicate the document is being read.













Example of As-Is process mapping,



As-Is Process Maps

0

Process: Organisational Development Sub-process: Investigation O & E (Yes) B1







No.

As-Is Process Ma

Process: Organisational Development Sub-process: Investigation O & E (No) B3





3 26





Tips and Important Points for process mapping

• Start and end Point

Before mapping out the steps in your process, make sure you have a definite, agreed-upon start and end points. This helps set up the parameters of your process and focus your thinking.

• Map As-Is

When mapping your process, be sure you are mapping the process as it is, not as it should be. If you are not directly involved with the process, review it with someone that is.

• Benefits of Process Mapping

Process mapping aids our understanding of processes and allows us to see where we can improve on our performance. Some additional benefits of process mapping are listed below.

• In-Depth Understanding

Drawing a process map gives you the opportunity to have a more in-depth understanding of the process. Words can only communicate so much, but a map can help you understand the intricacies and interactions involved in a process.

• Identify Problems

Seeing your process mapped out can help you better identify problems or potential obstacles. Understanding and identifying your problem will enable you to create the right solution.

Identify How to Implement Your Process

By seeing your process, you are better able to identify how you will implement your new or changed process. You can see who is involved and will be affected by the upgraded process and make the necessary preparations to help support them through the change.

• Eliminate Redundancies and Waste

Seeing your process can help to increase efficiency because you can identify steps that add value and steps that do not. Eliminating duplications, redundancies, and wasteful activities helps give your process more value.

Process Achieving Outcome

By mapping your process, you are better able to identify whether or not it is actually achieving the outcome it was designed to achieve. If the process is not producing the desired output, you have a visual aid to help identify why the process is not performing to its optimal level.

4.2.2.4 Conduct As-Is validation workshops

The accuracy of the brown paper must be verified by the process owners, OMA/RC management and stakeholders. Bringing in more people from the organization also increases awareness of the brown paper activities, builds buy-in, and begins to develop better interdepartmental knowledge and teamwork. This gives an opportunity to stakeholders to give in their input based on process experiences.





Validation of As-Is process can be done before or after site visits. Do not present the brown paper as being 'finished' – it is always a Work-In-Progress. More information will surface during the validation session and should be incorporated in the As-Is.

Check your list of stakeholders to identify the ones to be invited.

4.2.2.5 Conduct site visits

Site visits is done for validation purposes of the current process. In some instances especially, if the process is decentralised or some activities are done in other regions, site visits is compulsory in order to:

- familiarize with the situation, environment and office setup;
- confirm consistency of the process (standard operating procedures) flow of information, dependencies and handover points;
- identify challenges and problems associated with the process;
- get opinions on potential improvements on the process;
- make observations and make sound decision instead of assuming.





Source: site visit Phytosanitary, Import and export permit process (MAWF/Oshikango, March 2017)

After collecting all the information from the site visits, the BPR team should incorporate their findings into the As-Is mapping.





Now that we have an As-Is Process Mapped, the next step is to create the desired process (To-Be process)

4.3 Developing the To-Be Process (future process)

Step Three (3)

The purpose of mapping the desired process is to radically redesign the as-is process in order to achieve tangible and concrete improvements in performance. This explain how the various business process improvement activities have resulted in modifications of the "As-Is" processes. The redesign process should have a clear beginning and an end and align to the overall organizational objectives for the future state.

4.3.1 Redesigning the new process

When redesigning the new process, you need to take into consideration the bottlenecks/challenges identified in the current process and develop mitigating initiatives. The process is almost similar to that of carrying out the As-Is process as outlined in step two above. It is done using the brown paper exercise, but this time around is not about how the process works but rather how to redesign the process with the aim to achieve tangiblle improvements that responds to customer's needs.

4.3.2 Key Activities to Re-design the process

4.3.2.1 Conduct a guiding principles workshop

This activity entails that the BPR project team comes together to reflect on the principles that will guide the improvement of the process. A Lago game or other games that helps the team to think outside the box can be played. The focus is to identify improvement practises that build quality up front and reduces the cycle time. It also helps the team to develop a set of criteria to apply to the modification of the current process. Below are some of the principles to be considered, more additions can be done depending on the process:











Key Principle	Description	Expected Outcomes
Improve quality	• Quality built into the process	 Eliminate non-value adding activities. Reduce "waiting time (also known as "idle time). Reduce re-work due to incorrect or insufficient information.
2. Develop "producer- consumer relationship"	 Continuous engagement is maintained between an organization and its audience. 	Maintain good communication with customers to identify potential sources of costly problems before they become too big.
3. Clear ownership, responsibilities and accountabilities	Better understanding of what is required from each individual. Arrange activities in a systematic order.	 Proper execution of activities that leads to expected performance. Clear lines of accountability and reporting i.e. the managers reports to the CEO.
4. Legislative compliance	Being aware of legal responsibilities and duties	Adherence to the legal frame work and directives thereof
5. End-to-end transparency	 Develop a clean process architecture Create corresponding views Interlink information with other units 	• The operating procedures and all related information is available and known by the general public.
Reduce Cycle time and c 6. Standardisation of tasks	 ost Repeatable tasks consistency. Set timeframe at each step to manage the process. 	 Common practice throughout the process. Process expert have the same knowledge of each process step.
7. Appropriate level (level of Authority)	• Tasks must be carried out by the level that is skilful and equipped.	• Drive speed and quality of service.
8. Effectiveness & Efficiency	 Performing in the best possible manner with the least waste of time and energy Processes that process the right things right (without faults and errors). 	Enhanced service delivery.
9. SLA's between interface points	 Contract between service provider (internal/external) and the end user. Defines the level of service expected from the provider of service 	• Long-lasting and mutual beneficial relationship.

NB: More principles can be added depending on the nature of the process





4.3.2.2 Research and benchmarking

The team must do through research to find out more information of how the process works elsewhere in the world. This can be done through internet search, document analysis and benchmarking (locally or internationally). The aim is to acquire more knowledge on the process to inform the reengineered process.

4.3.2.3 Identify the change initiatives

Once the team fully understands the principles to guide the to-be process, they can now start to identify the change initiatives required to significantly improve the process or redesign it. List them according to each sub-process and make sure they relate to the challenges identified in the As-Is process. Example (Automate the Business Registration Process)

4.3.2.4 Map the To-Be Process

Mapping is done exactly the same as in the "As-Is" using the brown paper exercise and documentation but this time around, the task is of re-designing the process considering your guiding principles and benchmarking lessons.

Some more tips to note when redesigning the process:

- i. Ensure that Key Performance Indicators (KPIs) as well as regular performance management are embedded in the culture
- ii. Minimise movement (hand-offs).
- iii. Must eliminate all non-value adding activities.
- iv. Must reduce "waiting time" (also known as "idle time").
- v. Must reduce number of "handovers".
- vi. Must reduce re-work (due to incorrect or insufficient information capture).
- vii. Standardised and objective performance evaluation.

4.3.1.5 Conduct stakeholder consultations on the to-be

The key activities are similar to those of the "As-Is" Process Mapping step.

4.3.1.6 Identify change initiatives

Based on the To-Be process, certain initiatives must be identified to implement the new process. These are key activities that form part of the implementation plan.

Now that we have developed the "To-Be" Process and have identified the change initiatives, the next step is to conduct a Prioritisation Exercise.





4.4 Conduct the prioritisation exercise

Step Four (4)

After all the change initiatives have been identified the next step is to prioritise them according to their impact on the project objectives and ease of implementation. And finally, categorize them into implementation waves.

The purpose of the Prioritisation Session is to rank all processes in order to determine the relative priorities of each and when they should be executed. Processes with the highest ranking should be executed in the first wave of improvement initiatives. Processes with lower rankings should be grouped and executed in follow up waves as determined by their rank.

All re-engineering initiatives are ranked numerically, from the first one to last, using the table below:

No.	Change initiative	Description	Benefits					
1	Review the permit application form	Simplify the form to capture only relevant information	User friendly and correct information gathering					

This is then translated into the graphical illustration of priorities or waves as highlighted in the graph below.







4.4.1 Key activities

- a) Do the pre-prioritisation session arrangements (invitees, venue, and presentation),
- b) Confirm that all invitees have received and read through the list of initiatives,
- c) Facilitate prioritisation session (several hours are normally required). Take note that the BPR team should do the initial prioritisation before the bigger group (management). The assessment must be based on two important factors:
 - ✓ The extent of the impact of the initiative, and;
 - ✓ The level of effort required to successfully implement the initiative.
- d) Record results of prioritisation session,
- e) Agree on and assign process priorities to waves:

Priority 1-Immediate: Easy to implement, high impact. To be implemented within 1-3 months.

Priority 2- Quick wins: Easy to implement, low impact. To be implemented within 1-3 months.

Priority 3-Medium term: Difficult to implement, high impact. To be implemented within 1-3 months.

Priority 4-Long term: Difficult to implement, low impact.

* Now that we have prioritised and agreed upon key initiatives, we are ready to initiate the piloting and testing step.





4.6 Pilot and test the redesigned process

Step Five (6)

The purpose of this step is to:

- Test the redesigned process under limited real world conditions. This allows you to see the process in action before it gets fully implemented.
- Make further improvements and adjustments to the process to gain maximum value.
- Document the final process, in the form of Standard Operating Procedures (SOPs), to embed within the OMA/RC so that it becomes "Business As Usual."
- Roll out the improved process the OMA/RC in a controlled and logical way

Piloting and testing is done with the objective of testing all the potential solutions and make necessary adjustments to the final process.

4.6.1 The benefits of pilot and testing

- a. Reduces the risks of implementation failure.
- b. Ensures improved solutions that meet the customers' expectations.
- c. Enables better decisions about how to allocate time and resources.
- d. Facilitate validation of results.
- e. Contribute to the crafting of more detailed implementation plans.
- f. Opportunity to gain buy in and get inputs into the proposed solution.
- g. Fast tracks the solution in a small area to get a small win so as to create momentum.

4.6.2 Key Activities

4.6.2.1 Establish a working group for piloting and testing

A specific team should be responsible for piloting and testing to ensure that this is done based on what was agreed for the "To-be" process.

Identify the team that you work with on the piloting and testing, this may include:

- Ministerial BPR team.
- Stakeholders (customers, other OMAs or RCs, private sector etc).
- IT, HR and Finance as required.
- Senior representatives and officials (operators) from the pilot site





4.6.2.2 Select a suitable pilot site

When selecting a suitable site for piloting consider the following:

- Geographic location (urban vs rural, Head Office Regional Office proximity)
- Volume of customers
- Complexity of environment
- Sufficient resources well-resourced site is required to avoid delays



4.6.2.3 Run piloting & testing

When running the pilot, take into consideration the following:

a) Prepare the area by performing the 5 S's if required:

- 1) Sorting store often used items in work area, remove un-used items.
- 2) Storage find a permanent place for needed items.
- 3) Shining keep work area clean.
- 4) Standardisation maintain all areas to the same high standard of organisation and cleanliness.
- 5) Sustaining develop and use checklists





a) Validate that training has been completed

i. Make sure that stakeholders involved know what is to be done.ii. Provide adequate training

c) Conduct Pre-run briefing by highlighting the following:

- i. Roles and responsibilities,
- ii. Go through Standard Operating Procedure (SOPs).
- iii. Check that equipment is set up correctly and functioning as required.
- iv. Check that all inputs are ready.
- v. Confirm that data capturing team is in place.

d) Run the process by:

- i. Completing the actions as detailed in the SOP,
- ii. Collect required data, and
- iii. Adjust where necessary.

e) Collect and analyse the feedback

Ask the following questions to gauge the results of the piloting exercise:

- 1) Was the Pilot Plan followed?
- 2) Was the new Standard Operating Procedure (SOP) followed?
- 3) What changes need to be made?
- 4) What extra information did people need?
- 5) What forms / tools were helpful?
- 6) What could have helped?
- 7) What unexpected problems were encountered?
- 8) Was the Pilot able to demonstrate significant improvement?
- 9) Were results verified results

f) Diagnose gaps and revise solutions by looking at:

Roles and Responsibilities:

- i. Was there a better understanding of what is required from each team member?
- ii. Did the new process improve performance and delivery capability?





Effectiveness and Efficiency:

- i. Did the new process address the root cause and put in place true counter-measures to this cause?
- ii. Can the new process be standardised?
- iii. Does the new process ensure that Key Performance Indicator (KPIs), as well as regular performance management are embedded in the culture?
- iv. Did the new process minimise movement (hand-offs)?
- v. Did the new process eliminate all non-value adding activities?
- vi. Did the new process reduce "waiting time" (also known as "idle time")?
- vii. Did the new process reduce number of "handovers?"
- viii. Did the new process reduce re-work (due to incorrect or insufficient information capture)?

Single point of accountability:

- i. Does the new process establish clear lines of accountability and reporting the teams?
- ii. Does the new process create clear lines of accountability and reporting for the managers; i.e. reporting to the Deputy Permanent Secretary?

Quality is built into the Process:

- i. Did quality assurance take place at completion of the work?
- ii. Were numerous quality checks required after work was completed?

g) Re-run the pilot

Repeat piloting until the new process is capable of reliably and consistently producing the required results under the varying conditions expected in the work place.

4.6.2.4 Develop Standard Operating Procedure (SOP)

SOPs are detailed written instructions to achieve uniformity of the performance of a specific function. It is a :Step by Step Manual" on how a process should be done. OMAs and RCs need to have SOP to explain how tasks should be accomplished and to ensure standardisation of tasks.

The steps agreed to in the "To-Be" Mapping should be the guide in writing the SOP. It should be clear and concise so that everyone can read and understand it. It should include all documentation and tools needed to perform duties.

4.6.2.5 Develop the roll out plan

Now that the new process is certified to be working well, the next step is to develop the plan of action on how to implement it across the entire organisation. The plan is developed using a Gantt





Chart format in MS Excel. The plan must consider barriers that may hinder the success of the pilot and mitigating factors.

Plan must outline exactly:

WHAT needs to be done?

WHEN it needs to be done and by

WHO will do it?

The plan must also cover the following fields:

- Action/Activity
- Responsible Person
- Expected completion date (timelines)
- Status

See example of a roll out plan below:





Reengineering	Priority	Owner	March	March	March	April	April	April	April
Initiative	rnomy	Owner	14-18	21-25	28-01	04-08	11-15	18-22	25-29
1. Online Applications	Quick Win	FTC + Project Team							
2. Quality Checklist Form	Immediate Implementation	Project Team							
3. Awareness Campaign	Immediate Implementation	Project Team							
4. Technical Data Training Manual	Immediate Implementation	Project Team							
5. Standard Template for Inspection Report	Quick Win	Project Team							
6. Decentralisation of Remote Sensing Data	Medium Term	Project Team							
7. SMS Notifications	Medium Term (Start Now)	FTC + Project Team							
12. Electronic Tracking Tool	Immediate Implementation	FTC + Project Team							
13. Automated Management Reports	Immediate Implementation	FTC + Project Team							
14. Standard Guidelines for Monitoring and Verification	Immediate Implementation	Project Team							

4.6.2.6 Implement the new process (Roll-out)

Once you have tested the design and made incremental improvements, it is time to implement the process within the organization according to the roll-out plan.

Now that we have successfully implemented the rollout of improved processes, next step is to measure and report on final results from the implementation of the "To-Be" Process (this is a continuation of the reporting of results that occur throughout the BPR project)





4.7 Reporting performance

Continual Step Five (7)

The purpose of reporting performance is to regularly check that the implemented new processes are able to deliver the expected results consistently. The objective is to receive regular and accurate statistics that report on selected Key Performance Indicators (KPIs). In this context, the reports are designed around reporting performance of the new processes implemented. These reports should in turn be used by management to make decisions that will leverage the advantages gained by the new processes. Or, if need be, apply remedial action to correct a deviation in the process.

To monitor the performance of the new process, you:

- Look at compliance of the process to SOP e.g. timelines, quality and,
- Conduct customer survey on the process.

4.7.1 Key Activities

4.7.1.1 Develop and implement daily production boards

The production boards:

- a. Include manual tracking boards that are mounted on the walls in the work area.
- b. Contain a combination of KPI that report on the work (processes) completed in that area per person per Shift / Day / Month / Year.
- c. Highlight results that are updated daily by supervisors.
- d. Highlight production results that are discussed with the team on a daily basis during the Daily Production Meeting (i.e. 08:00 08:10)
- e. Identify problem areas that are identified and resolved.

Types of production boards:

- i. Attendance tracking board.
- ii. Production related tracking boards.
- iii. Issues and actions tracking board.





4.7.1.2 Develop and implement electronic tracking sheets

Electronic tracking sheets can be developed in MS Excel to electronically record the daily production data. They have the same "look and feel" as the daily production boards (DPB). Data is obtained from the DPB and entered in the electronic sheets by the supervisor.

4.7.1.3 Develop and implement weekly management operational report

Weekly Management Operations Report provides a reporting mechanism to measure, understand and drive the performance of each Region:

- a. Monitors individual process performance.
- b. Monitors individual office performance.
- c. Monitors overall regional performance.
- d. Recognises excellent performance or significant improvement.
- e. Directs resources to problem areas (IT connectivity ...).
- f. Sets goals (zero backlog, same day form capture).
- g. Improves staff attendance.
- h. Analyses trends to enable better planning (mobile).

The Weekly Management Operations Report seeks to standardize a regular and structured conversation of performance between the Head Office and all 14 Regions.

Additional Learning: How the System Works

Step 1: Daily production data is manually recorded on the Production Tracking Boards by the Supervisors and then discussed every morning with the teams during their Morning Production Meetings.





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(5 x Whys to determine root cause)			

Step 2: The Supervisors then capture this data electronically in the respective Electronic Tracking Sheets.







Role in BPR

OMA or RC	OPM	NIPAM				
 OMA or RC Process Audit–Identifies Processes for Re-engineering Selects a BPR team. Budgets for BPR training, re- engineering and implementation. Reports performance of 	 OPM Coordinates, advices and provides tools for re- engineering. Ensure Project Quality Assurance Monitor Project Performance and 	• Train BPR teams and certify them				
progress on the re-engineered process.Enhance Continuous improvement.	timelines.					

The End





Annexure A

How to Conduct an Interview

See Annexure 1 for a guide to conduct interviews



Below are the generic statements or interview questions one can ask (examples):

INITIAL STATEMENTS

- a. Introduce yourself (interviewer's names) and your Department/Directorate/Division/Section.
- b. Explain the purpose of the study or interview, and provide clear reasons why this particular interview will help you achieving the objective of the re-engineering exercise/project.

QUESTIONS

- 1) Could you explain how the process work (beginning until the end)? One can still probe for clarity
- 2) What are the dependencies and interdependencies of this specific process (this question tries to find out whether there are other processes linked to that process)?
- 3) Any Department/Division involved in that process. E.g. HR, Finance, Procurement etc.? and their roles and responsibilities in the process.
- 4) Challenges/bottlenecks in the process?
- 5) Any Possible solutions and one may ask any other question that enrich their information on the process status?
- 6) Any other questions that I could have asked you which I omitted?