

California Department of Technology –
Project Academy Series Presents

BUSINESS PROCESS REENGINEERING

INTRODUCTIONS

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AGENDA

- × What is this presentation about?
- × Introductions
- × What is Business Process Reengineering (BPR)?
- × The “As Is”
- × Activity “Get me a cup of coffee, please”
- × The “To Be”

AGENDA (CONT.)

- × The Dos and Don't of BPR
- × Activity "A Better Way"
- × Q& A

WHAT IS THIS PRESENTATION ABOUT?



WHAT IS BPR?

× A Definition

- + Business process re-engineering is a business management strategy, originally pioneered in the early 1990s, focusing on the analysis and design of workflows and processes within an organization. (Wikipedia)

× What it isn't

- + It is not Automating the processes you have today

× The Reality

THE "AS IS"



ENGAGING THE BUSINESS

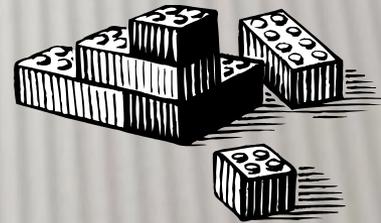
- × Change Management Starts Now
- × Engaging Executive Sponsors
- × Creating a Strong Business Case
 - + Why is it important to have the best players?
 - + What will derail your effort
 - + How is it critical to them?
 - + What is the Scope?

ENGAGING THE BUSINESS-VENDOR

- × Lack of executive sponsorship
 - + Believe it or not, your vendor wants it
- × Strong Subject Matter Experts
 - + You get what you put into it
- × Strong Business Case
 - + Know the goal of the BPR
- × Create Cross-functional teams

STRONG STABLE FOUNDATION

- ✘ A discussion about a strong foundation
 - + Its like building a house
 - + Costs
 - + Fighting from Behind



TOOLS

- × Tools are important
- × A standard methodology is crucial
- × Train staff before you begin
- × Engaging the Vendor
- × Did we mention Standardization?

TOOLS-VENDOR SELECTION

- × BPR is a buzzword – **don't get pulled in**
- × BPR is NOT easy
 - + Ask for methodology, templates, process flow map examples
 - + Verify that your vendor has BPR experience
 - + Validate their BPR activities
 - × JADs, Interviews, Document Reviews
 - × Process Models, Process Flow Maps
 - × Identifying Disconnects

5 CLUES THE PROCESS IS FAILING

- × SME are now unavailable
- × Approvals are harder/easier than they should be
- × The executive sponsors are disconnected/disinterested
- × Significant disagreement about the mapped process
- × People do not want to talk

ACTIVITY

✦ Can you get me a cup of coffee?



BREAK

× 15 minutes please!



THE “TO BE”

- × How to begin the process
- × The 4 Levels
- × Embrace your inner toddler
- × Change, Be Brave, Challenge Everything
- × **Achieving “Buy In”**
- × When to engage the Vendor

HOW TO BEGIN THE PROCESS

- × Enterprise Understanding of the Goal
- × Facilitate everything
- × Have meetings about the meetings
- × Train staff beforehand
- × Use standardized Tools and Methodologies
- × Document Agreements and Disagreements

HOW TO BEGIN THE PROCESS-VENDOR

- × **Understand everyone's job in the BPR**
 - + Facilitator, SMEs, PM
- × Help Team Know what to Expect
- × Plan for the big discussions
 - + Add some time to the schedule to allow for the difficult discussions. They will come.
- × Be Aware of Group Dynamics
 - + This can be an emotional process, help the team move past the emotions

THE "TO BE"-VENDOR

- × Ensure team collaboration-no bullying
 - + **Don't allow one loud voice to take over**
- × The vendor is not always right
 - + May not understand the business drivers, volume impacts, legislative impacts
- × Think long-term
 - + **Don't allow an arbitrary schedule to cut short the necessary process evaluation**
- × Ask about the negative
 - + Is the step really necessary?

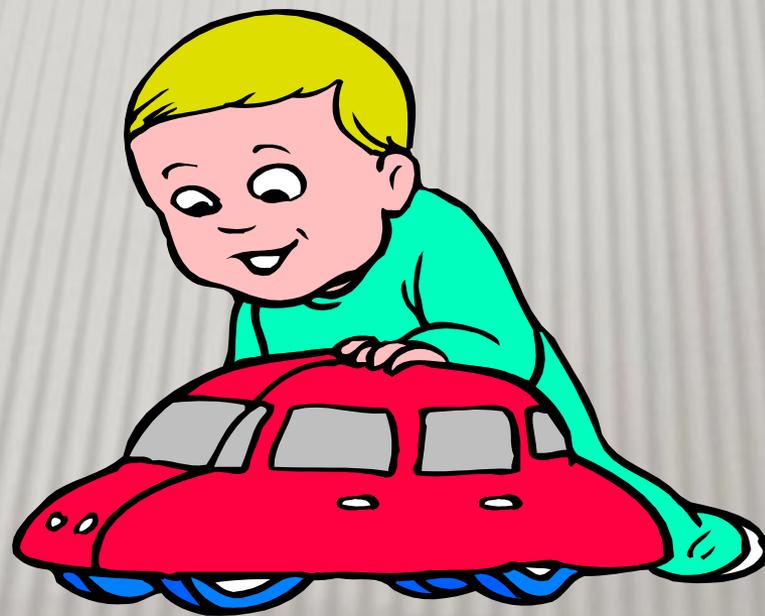
THE 4 LEVELS

- ✘ Constitutional
- ✘ Legislative
- ✘ Policy
- ✘ Procedure



EMBRACE YOUR INNER TODDLER

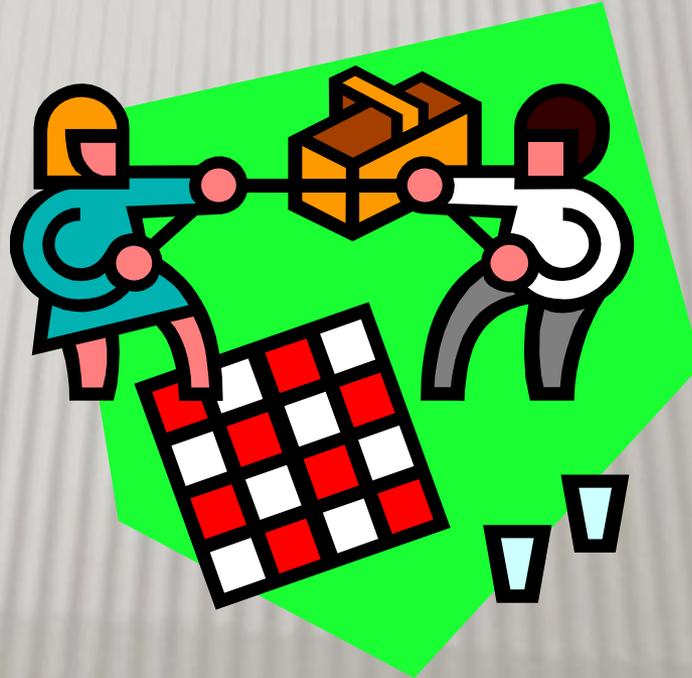
WHY?



EMBRACE YOUR TODDLER'S FRIEND

WHY NOT?

Embrace
dramatic
change



THE HILL TO DIE ON

- × Change

 - + Find your champions

- × Be Brave

 - + Know you will get people mad

- × Challenge Everything

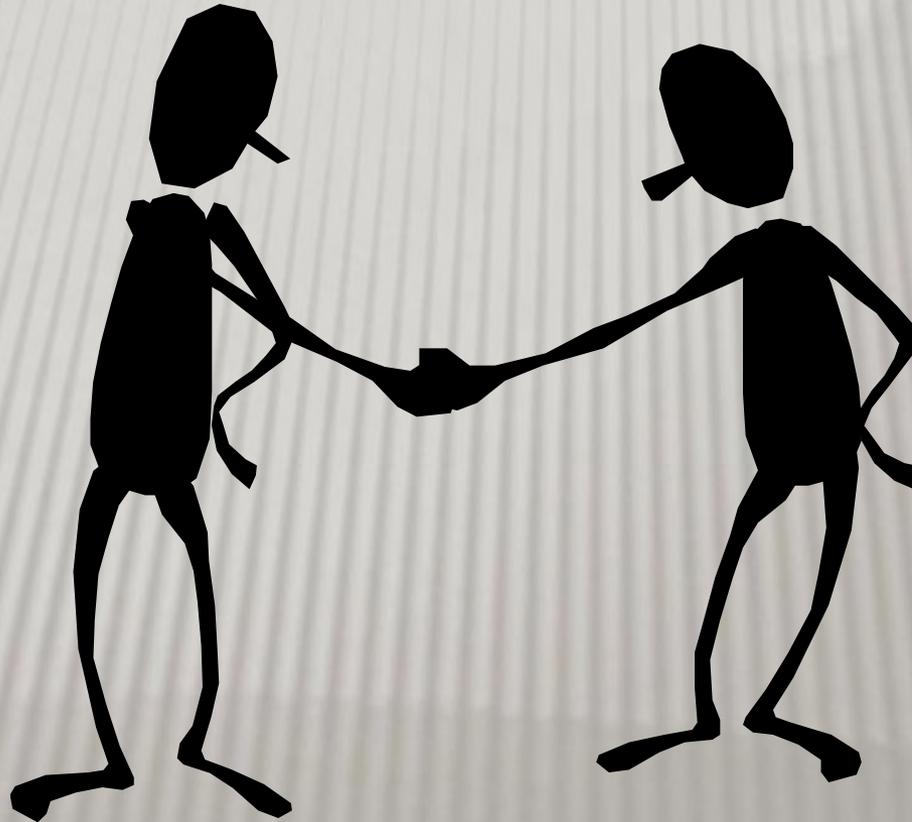
 - + Push back against the status quo

- × Focus on the Customer

 - + **Keep the customer's goals in mind**

ACHIEVING BUY IN

✦ Discussion



PLAN FOR TRANSITION



ACTIVITY

× Redesign Coffee Process



THE DO'S AND DON'TS OF BPR

× Do

- + Start Early
- + Document
- + Engage everyone
- + Listen
- + Challenge
- + Ask Why
- + Embrace Change
- + Identify the disconnects
- + Embrace Change

× Don't

- + Think you know
- + Be afraid of conflict
- + Let outside forces drive you
- + Accept **"We're different"**
- + Stop Looking for improvement

QUESTIONS?

