Department of Health

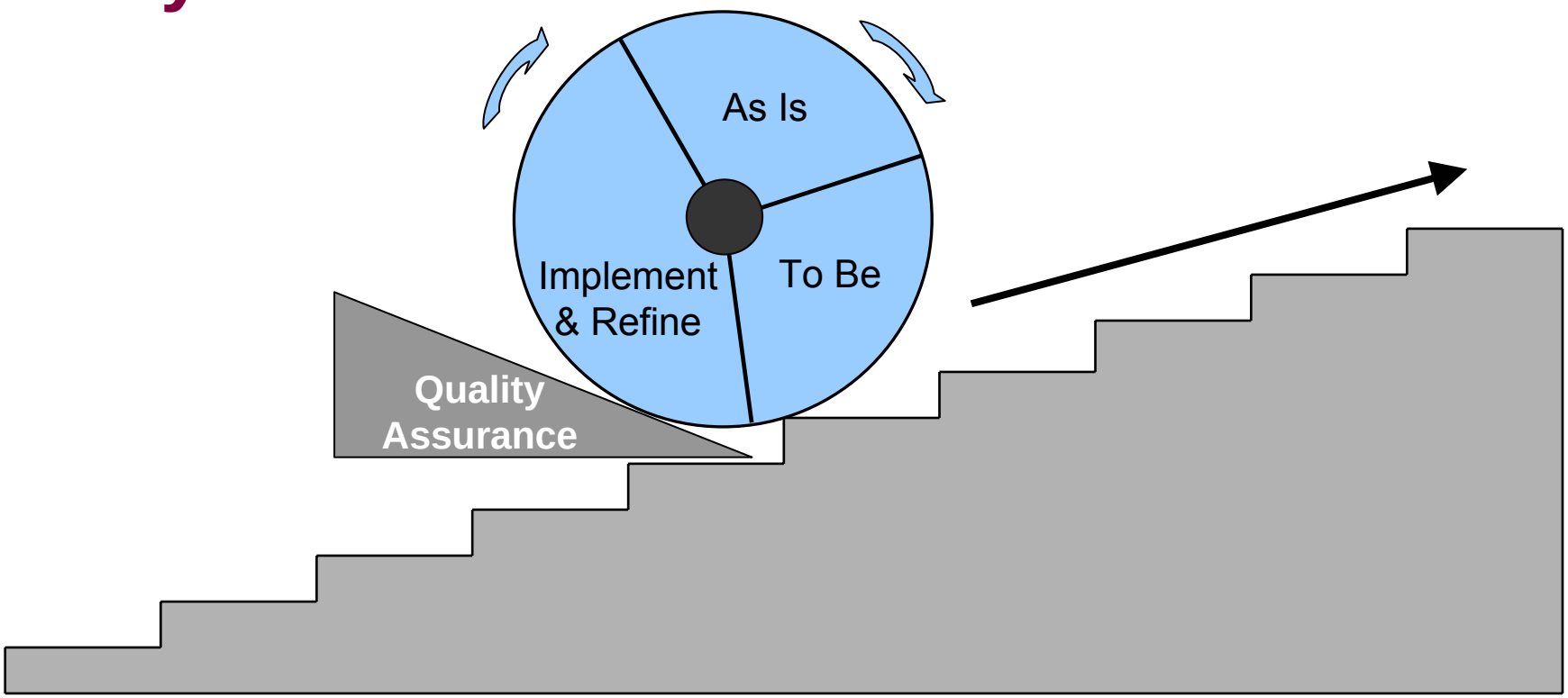
Putting **People First**

Transforming Adult Social Care

CSED
Business Process
Re-engineering (BPR) Methodology

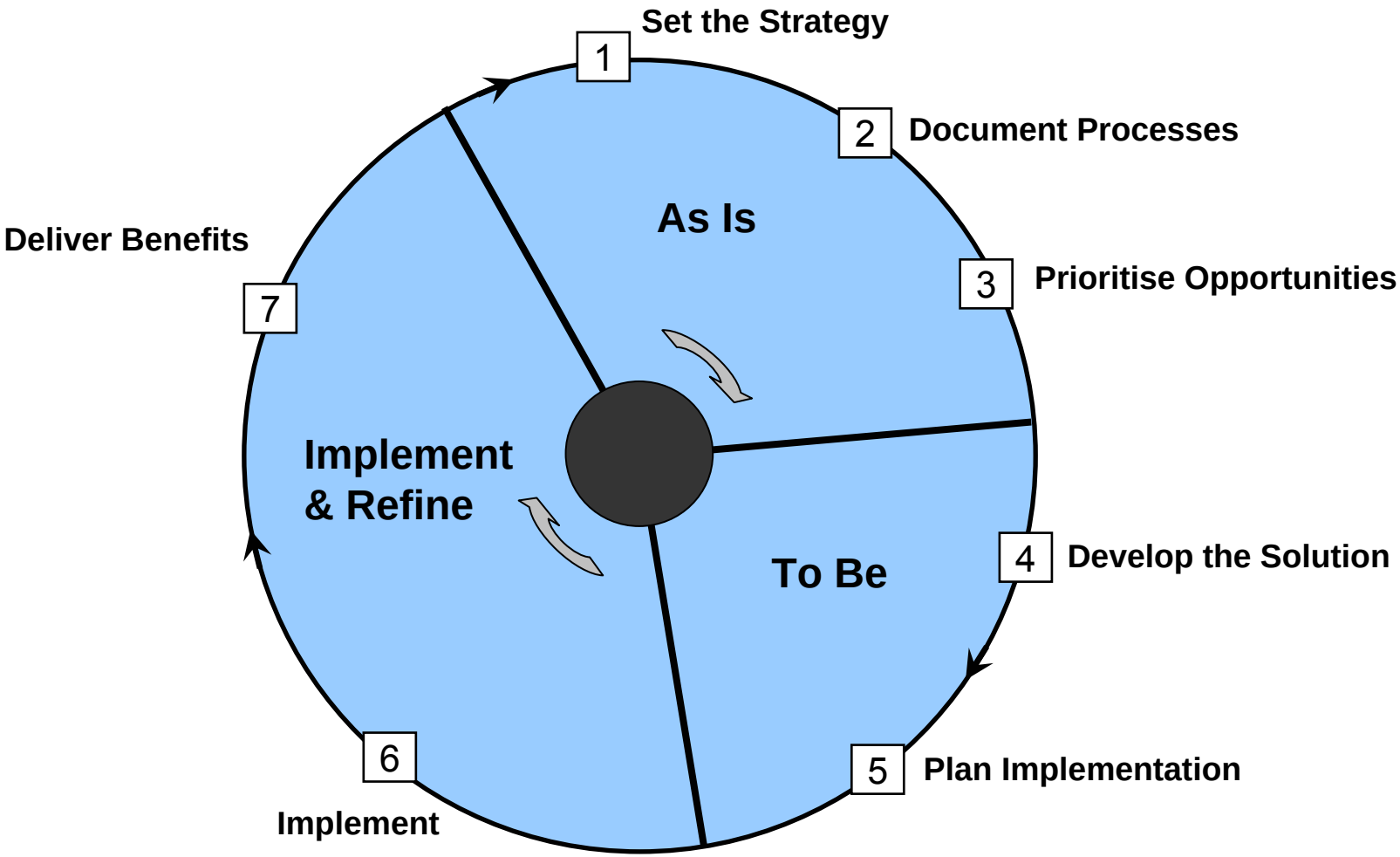
V2.2

Continuous Improvement Cycle

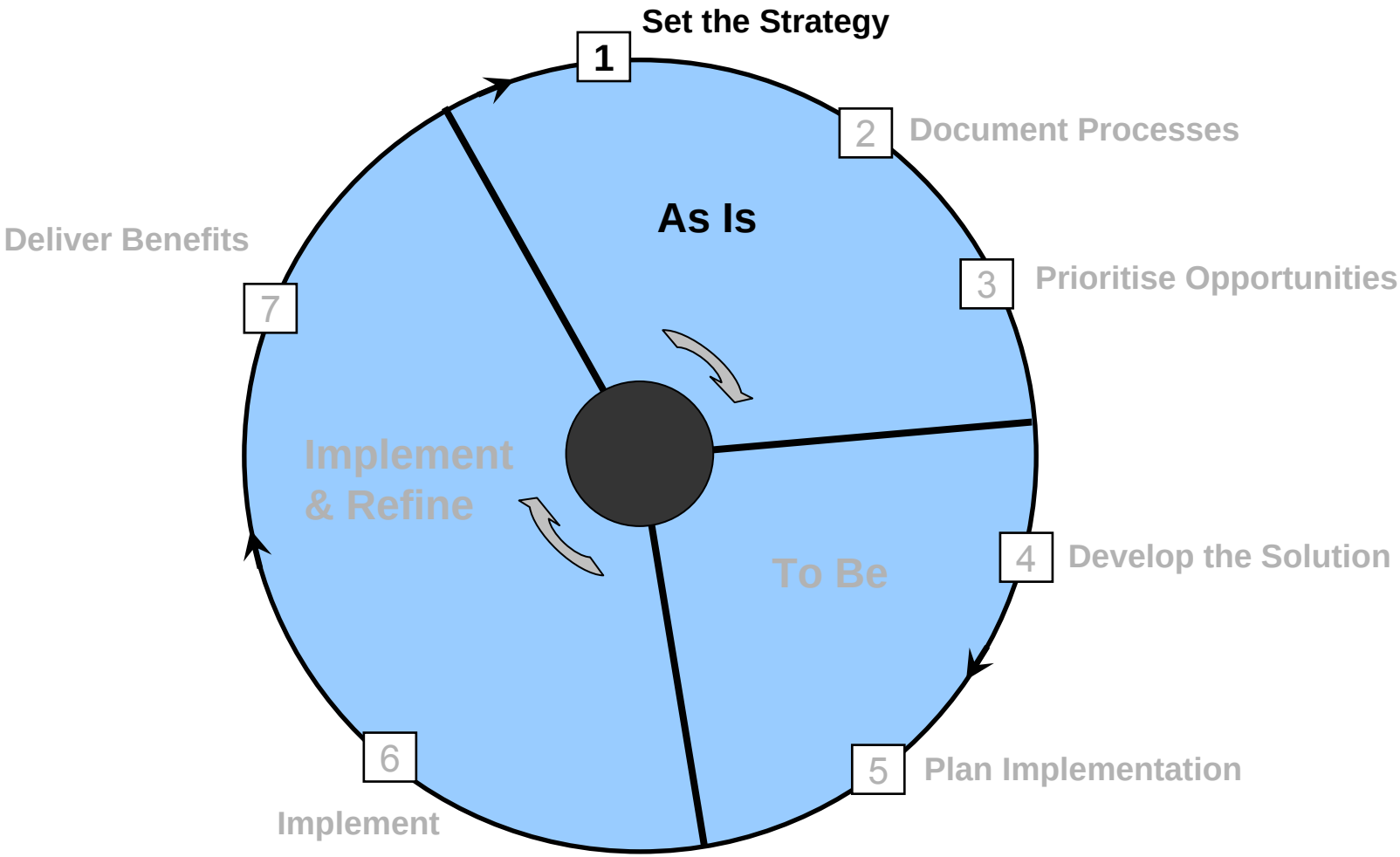


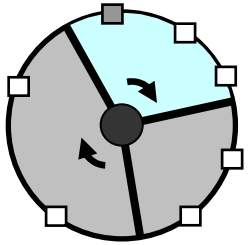
- As Is: Analyse & agree the way the process currently works
- To Be: Redesign the process to create a more efficient way of working
- Implement & Refine: Implement changes for the long term

Methodology Lifecycle



Methodology Lifecycle





Step 1: As Is - Set the Strategy

Why complete this step?

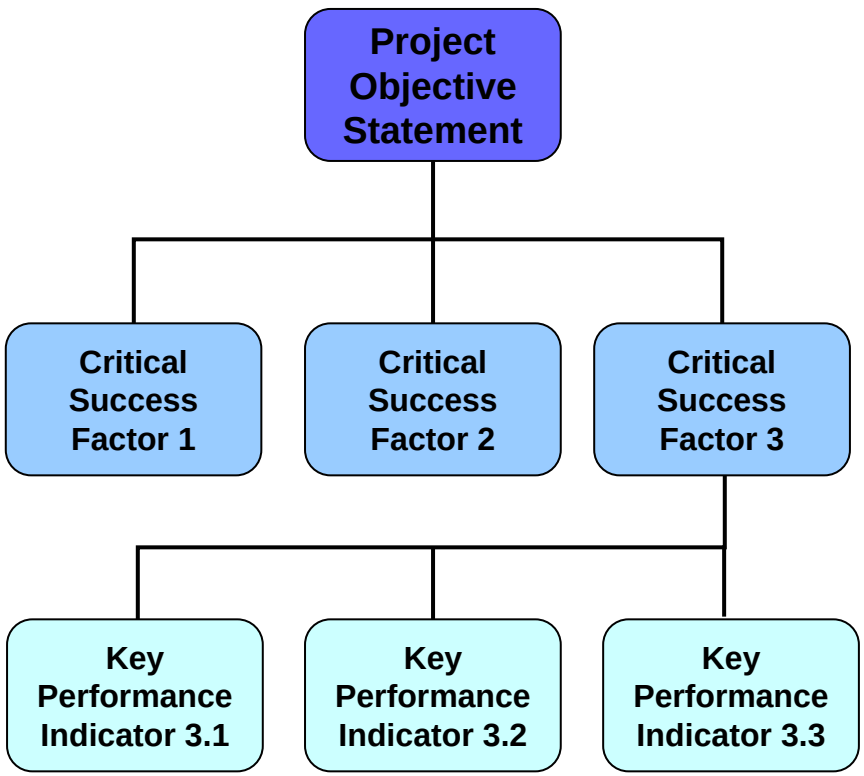
This step is about setting the scene for the upcoming change. The project sponsor defines the required project outcomes by developing the Project Objective Statement; the team develops critical success factors and measures to enable the measurement of success against the sponsor's requirements. The project scope ring-fences the project, to help ensure that the team doesn't try to solve the world's problems – just those of the project. And finally, the project stakeholders are identified, including those who will be affected by the change, and a communication plan is drafted to ensure that stakeholders are engaged proactively and in a planned way.

Tasks:

a. Develop a Project Objective Statement (POS)
b. Develop Critical Success Factors (CSFs)
c. Develop Key Performance Indicators (KPIs)
d. Define the project scope
e. Identify & prioritise project stakeholders
f. Develop a project communications plan

Step 1: As Is -

a, b, c & d Setting the Direction



1a Project Objective Statement (POS)

- Describes the expected project outcomes.
- To be completed by the project sponsor.

1b Critical Success Factors (CSFs)

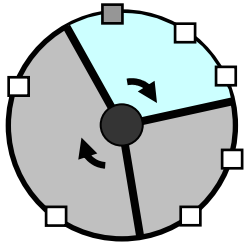
- Those few things (say 6) that if done well, will ensure that the process is working. An example CSF is ‘provide great customer service’.

1c Key Performance Indicators (KPIs)

- Used to measure the attainment of the CSFs.
- An example KPI for ‘provide great customer service’ is ‘percentage of customer complaints’.

1d Define the Project Scope

- States the extent of work required to produce the project’s deliverables



Step 1: As Is -

e. Stakeholders

- A stakeholder is any person or organisation that has an interest in, or is impacted by, the project.

1. Brainstorm the project stakeholders, and write each one onto the template.
2. Rate each stakeholder according to:
   - Level of Impact - determine how strongly this project impacts each stakeholder.
   - Level of influence – determine the level of influence each stakeholder has over the project outcomes.
3. Determine whether stakeholders are Challengers, Advocates, Passives, or Allies.
4. When the stakeholder list is complete, transfer each stakeholder to the appropriate quadrant on the stakeholder map.
5. A stakeholder map template is illustrated overleaf.

What level of influence can they have on the project?

Stakeholder Identification & Prioritisation

Stakeholder or group	Interest	Level of Impact (H/M/L)	Level of Influence (H/M/L)	Challenger Advocate Passive Allies?	Notes

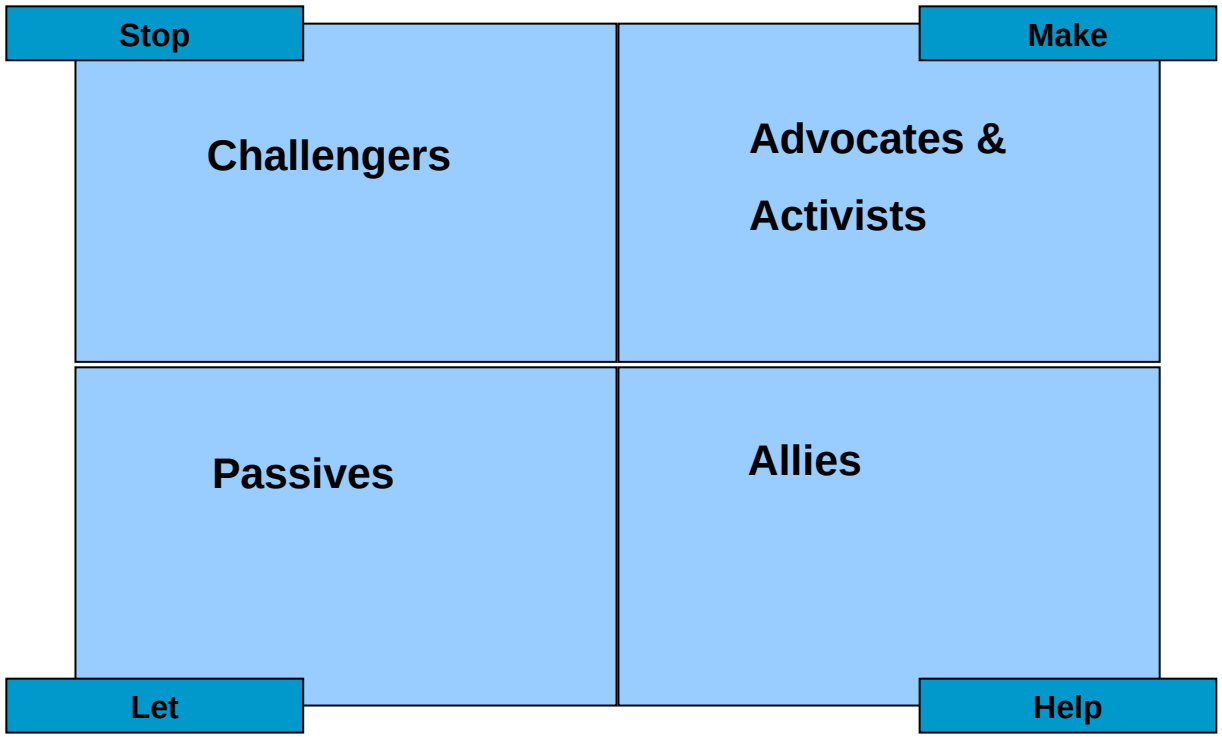
Identify your key stakeholders/key groups

What impact will the project have on them?

Identify their position in relation to this work

Step 1: As Is -

e. Stakeholder Map



What the term mean:

Challengers – those who could block progress

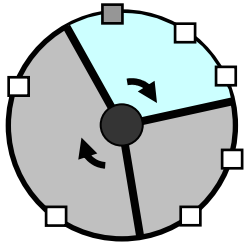
Passives – those who don't help or hinder progress

Advocates – supporters who get involved and promote the project

Allies – those who are on side but not necessarily active

How to use the map:

Think about the stakeholders to your project, where do they sit on this grid. Ask yourself is this where you need them to be? What could you do to move them to another quadrant?



Step 1: As Is -

f. Communications

Develop the Communications Tracker:

- List each stakeholder and their respective business area on the Communications Tracker.
- List stakeholder details as documented on the Stakeholder Map.
- List the periodic communications events for each stakeholder, such as newsletters, regular meetings or staff briefings.
- List the key message you want to tell them.
- List ad-hoc communications, such as all-staff briefings, a one-off face-to-face meeting, telephone call or email.
- Record the communications with stakeholders, to ensure continuity and consistency of communications, and to establish a paper trail.

What do they need to know?

Communications Tracker

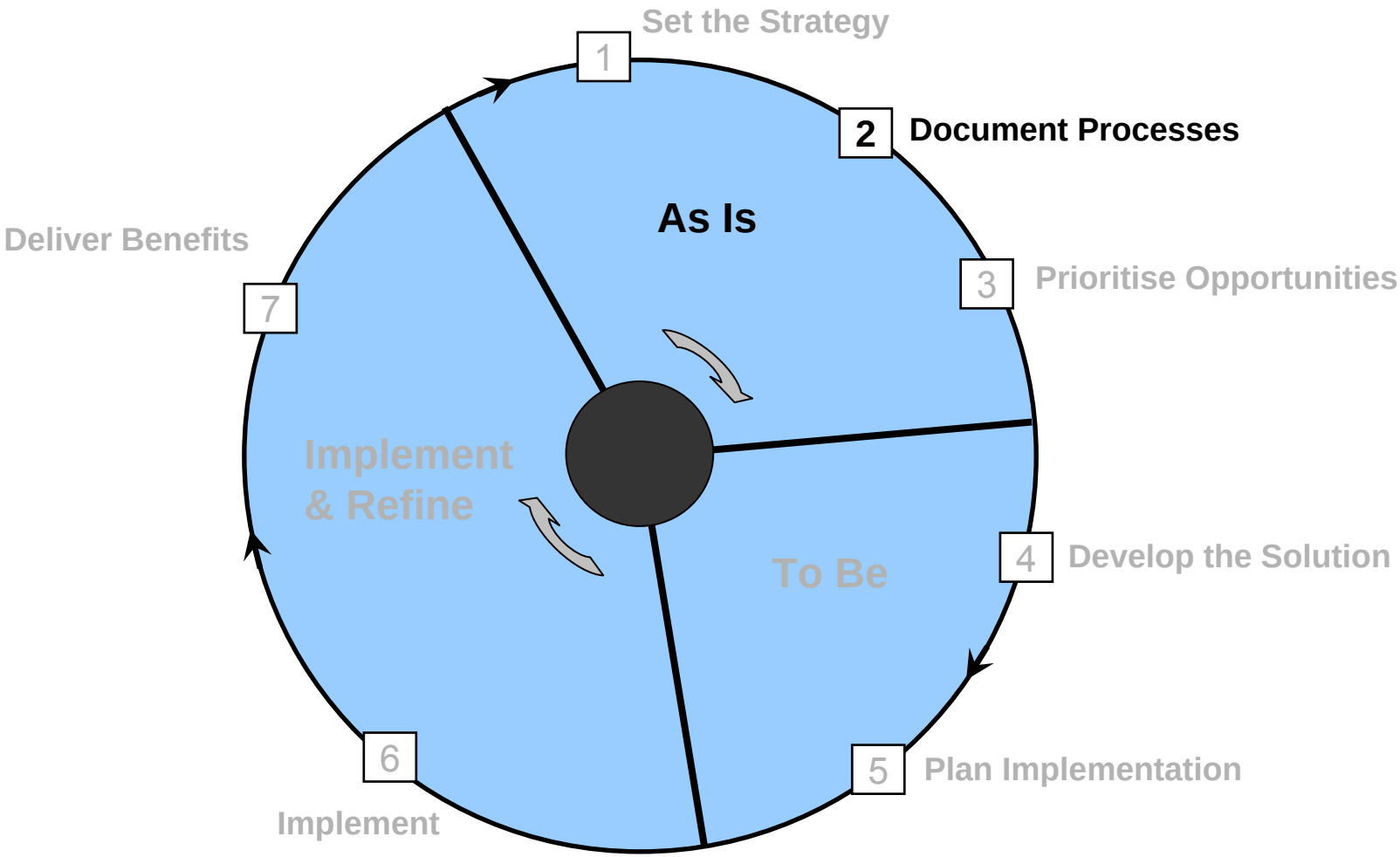
Status	Stakeholder/group	Business Area	Challenger Advocate Passive Allies?	Key Message	Planned Periodic Communication	Planned Ad Hoc Communication	Notes

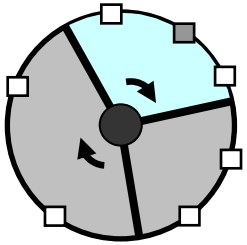
List the job titles or teams

Use your judgement to position the individual or group against this criteria

How are you going to communicate with them?

Methodology Lifecycle





Step 2: As Is - Document Processes

Why complete this step?

In this step, a description of the function as it currently operates (As Is) is captured. It is important that the description is current, reflects what actually happens, rather than what should happen, and is agreed to by stakeholders who work in the process.

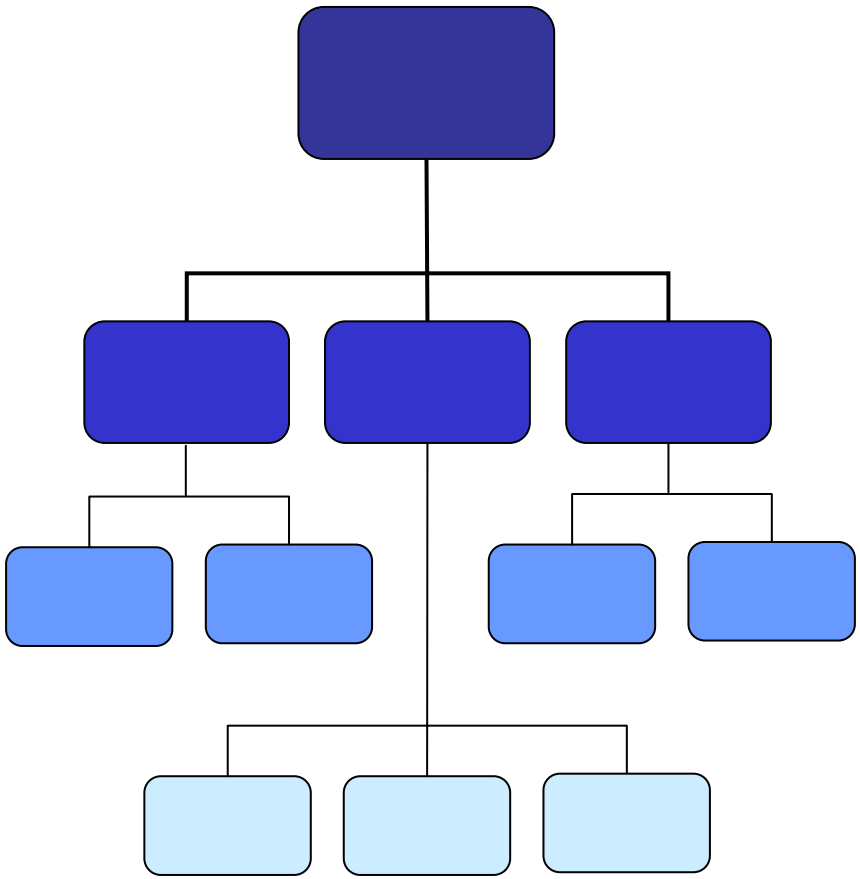
The benefits from completing a current As Is analysis are: that the stakeholders agree the way the business operates before changes are proposed; that the business and process linkages are understood before they are changed; and that measures are captured (time, cost, volume & value) so that a gap analysis can be performed and an understanding about the impact of making change can be understood.

Tasks:

a. Map organisation structure
b. High-level As Is process map
c. Detailed As Is process maps for processes under review
d. Add in time, volume and value
e. Capture performance issues
f. Consult & agree with people involved in the process – the process stakeholders

Step 2: As Is -

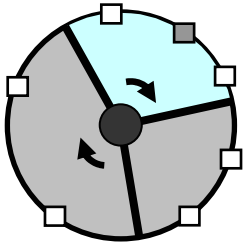
a. Organisational Structure



- It is important to map the structure of the team or organisation affected by the project. This is to ensure that the effects on the organisation arising from process changes can be quickly identified and documented.

How to Complete this Step:

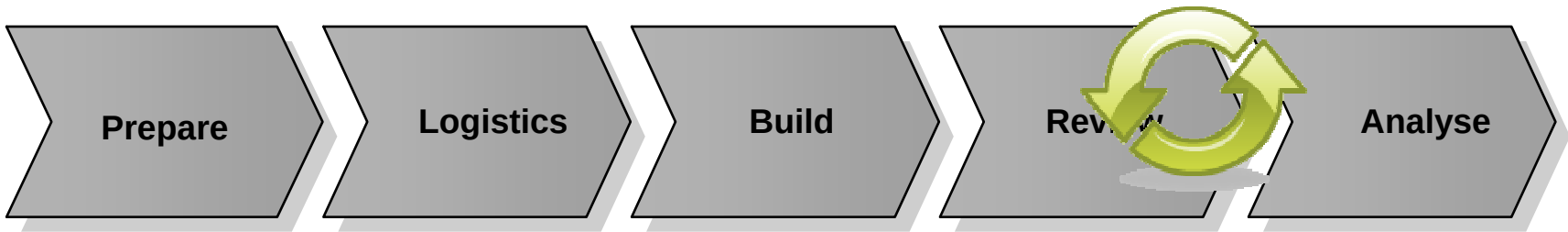
1. Gather existing organisational materials to see the work that's already been completed within your authority.
2. Check the existing materials for currency, accuracy & completeness.
3. If the existing materials are incomplete, map business units and sub-units, including reporting relationships.
4. Map each job, the reporting relationship, and the number of Whole Time Equivalents (or jobs) within each.
5. List the tasks for each job:
   - Note: This is a large task and need only be completed if you anticipate an organisational impact from the process redesign.



Step 2: As Is -

b. Process mapping

Mapping out a process is a process in itself:



- Hypothesize about today's process
- Think about the information you need to validate the hypothesis & who you need to talk to

- Invite the "right" people to build the process flow
- Organise meeting rooms & diary schedules

- Interview staff and gather as much information around the process as possible
- Map the "As Is" process flow

- Invite people to give comments to the process flows, and incorporate their feedback
- Validate the process flows with staff and management

- Analyse processes for key causes
- Assess performance gap in terms of documented KPIs, time and cost (if possible)

Step 2: As Is -

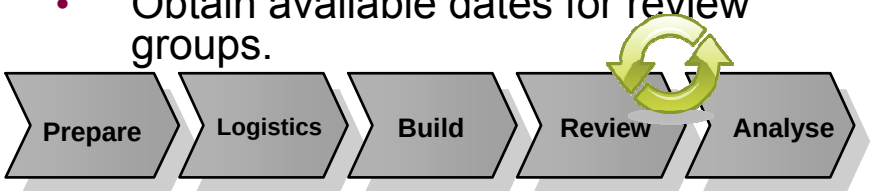
b. Brown Paper Task Explained (1 of 2)

Prepare:

- Decide on the level of detail you want to take the process map to :
  - potential opportunities.
  - time constraints.
- Identify who needs to contribute.

Set-Up Logistics:

- Set up interviews with appropriate staff (owners, credible experts & users).
- Prepare materials (brown paper, Post-It notes, icons, Blue-Tack) .
- Location (wall space, strong wallpaper).
- Obtain available dates for review groups.

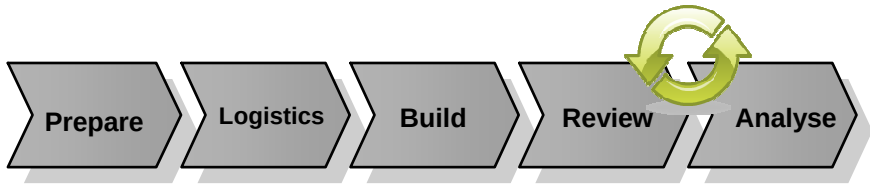


Build:

- Gathering the correct information from the right people is crucial to the success of the As Is maps. Consult a broad range of users and stakeholders to find out their views and perspectives. From this information:
  - Connect individual departmental inputs and outputs.
  - Identify missing or contradictory information and follow-up.
  - Identify the generic, core process.
  - Identify any associated subsidiary processes (check you are in line with agreed scope).
- Do a rough overview sketch of the process on a sheet of A4 paper.
- Lay out the documents on the brown paper to judge the layout.
- Start to draw, noting the position of the documents as you go.
- Stick down the documents.

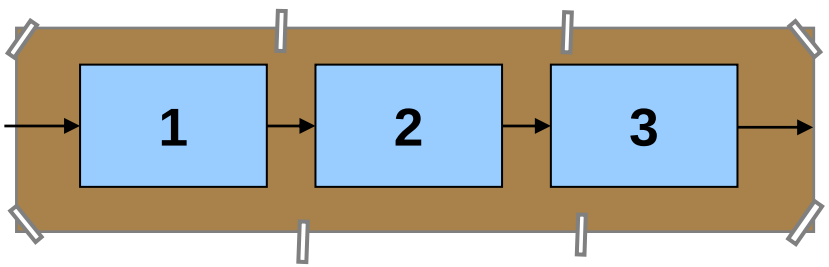
Step 2: As Is -

b. Brown Paper Task Explained (2 of 2)



Review:

- Smarten up the paper as necessary.
- Capture/review comments from review group(s).
- Highlight and validate key strengths and weaknesses.
- Number the process steps.
- Follow-up next steps.



Analyse:

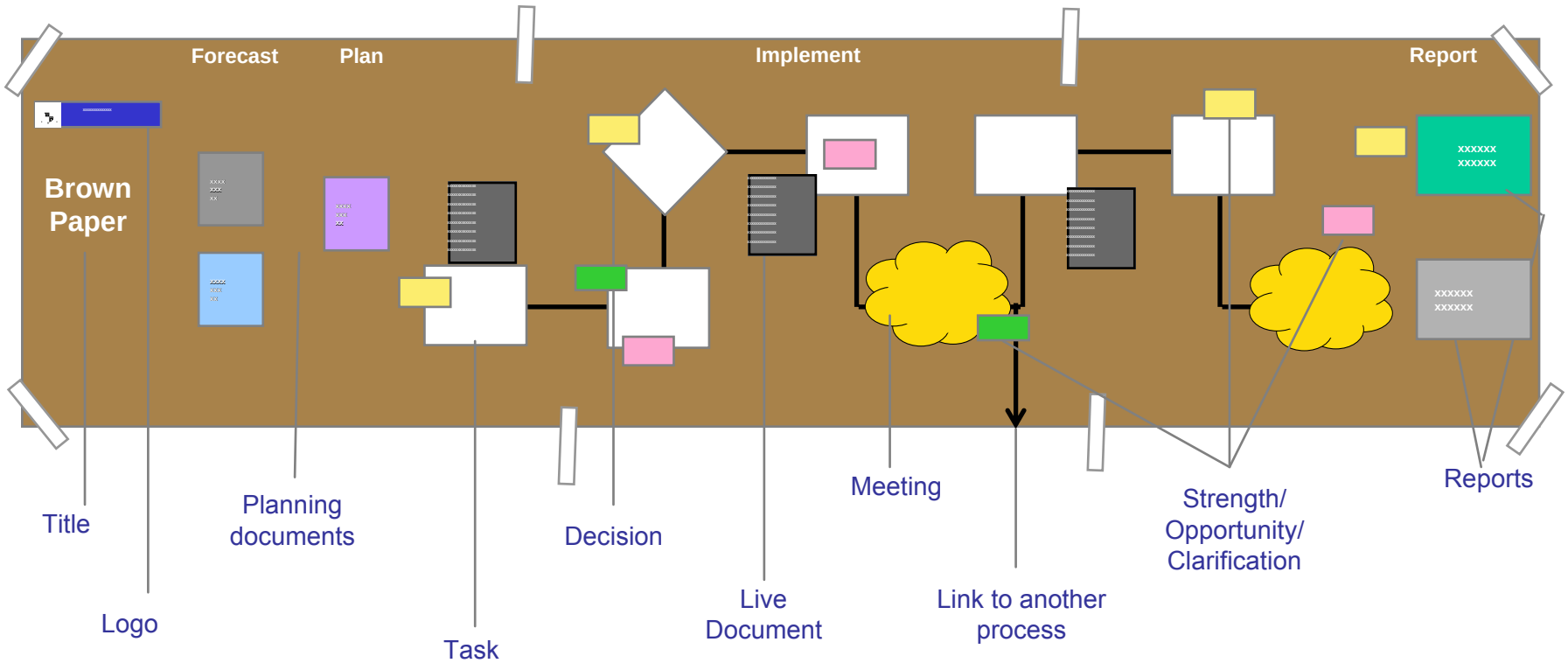
- Identify “Quick Wins” – fixes that are quick and easy to implement, and that won’t impact the overall project timeline.
- What are the most important issues? What do the process stakeholders think are the highest priority items to change?
- What are the most important causes of those issues?
- Look at the process from the customer’s point of view.
- Use the Brown Paper as a starting point to understand costs, cost drivers and key performance indicators.

Step 2: As Is -

b. Brown Paper Task

Department of Health

An example of a Brown Paper As Is map



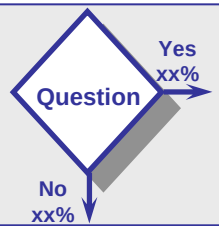
Step 2: As Is -

b. Process Mapping - Symbols Used

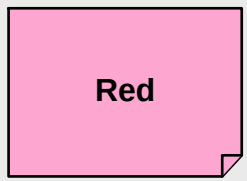
Department of Health

- Describes activity/task performed
- Who does what
  - e.g. “CSO receives request”, “SW completes form”
- Use job titles, not real names
- Quantify volume, error rates etc

- Arrow off the edge of the paper indicates a link to another process
- Include name of process and number of referrals



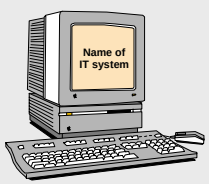
- Describe decision as a yes/no question
  - e.g. “Query answered?”, “Care Plan approved?”
- Quantify outcome (volume, percentage)



- To point out an area of improvement

- Name of meeting
- List attendees
- Include frequency and duration

- To point out a strength

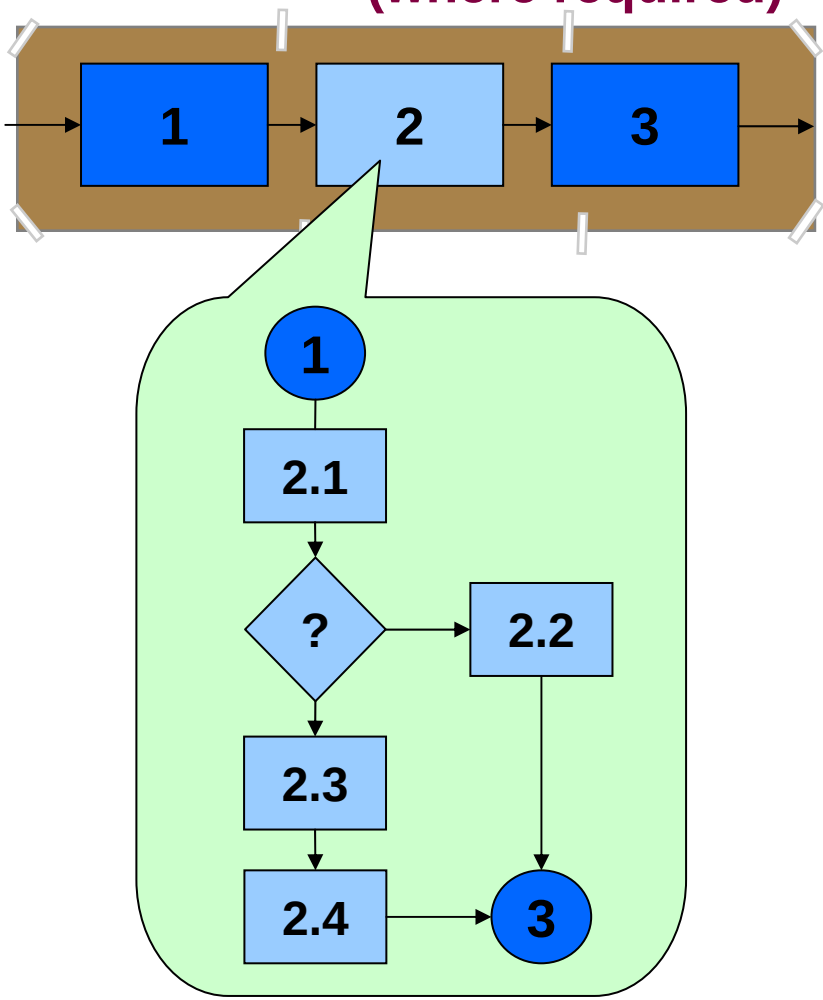


- Shows that a computer is involved
- Include name of system (e.g. SWIFT, Excel)
- Print relevant screen shots if possible

- To comment on process flow
- e.g. disagreement with the way the process has been mapped

Step 2: As Is -

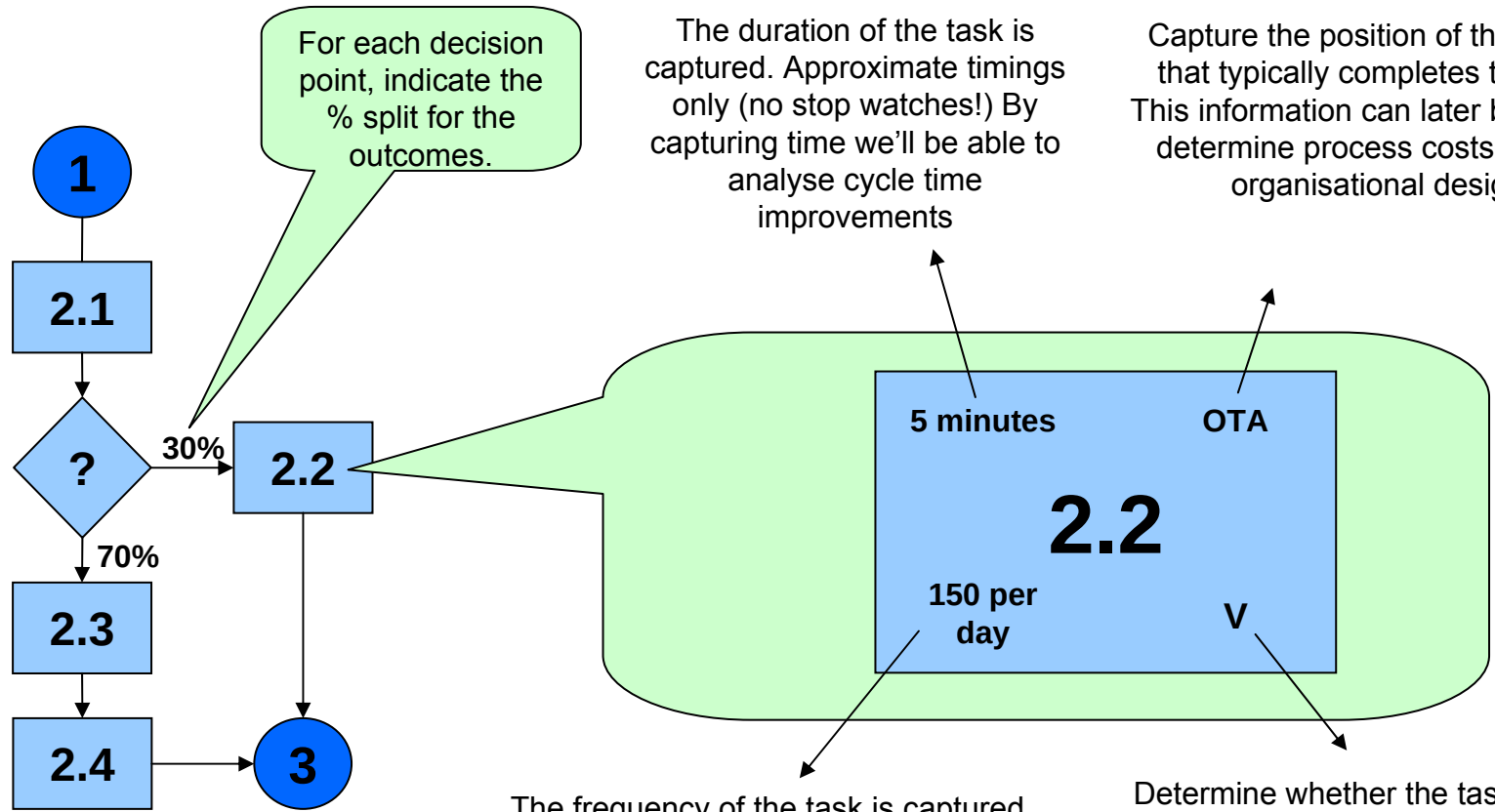
c. Develop Detailed Process Maps (where required)

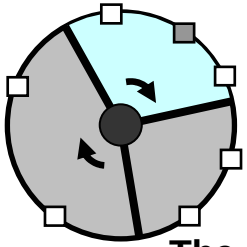


- Develop detailed flowcharts for areas of the process that you will make substantial changes to, or that have linkages that need to be understood.
- A detailed flowchart describes what happens at each step in the process.
- Use the symbols that you used for the Brown Paper process flowchart. Use a circle for a beginning or end point of the process.
- Each detailed flowchart should represent a single process box on the Brown Paper flowchart. For example, a process on the Brown Paper flowchart called *2 Customer Enquiry* would have a detailed flowchart that only describes the Customer Enquiry part of the overall process.
- Use constituent numbering so that you keep track of where each detailed process fits. In this example, the *2 Customer Enquiry* process, number the activity steps as 2.1, 2.2 and so on.
- Validate your maps with people who work in the process to ensure that it reflects what actually happens today.

Step 2: As Is -

d. Time, Frequency & Value



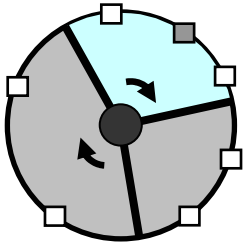


Step 2: As Is –

d. Value Analysis Explained

The aim is to capture as much information about your process as possible – in an ideal situation you would capture the following, if this is not possible then as much as is relevant for the change you are making.

Value Added	**V**	An activity that is absolutely necessary to produce the product or service. Something that the client would require or would expect to happen and would be happy to pay for.
Preparation/Setup	**P**	Non-Value Added. Time taken to prepare for work to begin. For example printing out forms for use at a later time.
Delay/Wait	**D**	Non-Value Added. A queue or delay in the process. For example waiting for approval or work waiting in an in-tray.
Move/Transport	**M**	Non-Value Added. Moving work, information or people from one location to another. For example driving to see a client or uploading information from a portable device to a computer.
Inspect/Check	**I**	Non-Value Added. Checking to ensure that an activity or task has been completed correctly. For example a supervisor checking that social workers have completed their designated visits.
Redundant	**R**	Non-Value Added. Rework, or unnecessary duplication or work. Work that has no meaningful purpose.
Business Value Added	**B**	Value Added. Work that is a requirement as part of fulfilling the service, for example legislative or compliance requirements.



Step 2: As Is -

e. Performance Issues & f. Consultation

2e - Capture Performance Issues:

- In every process review there are numerous performance issues that the process maps can't capture.
- To ensure that these issues are addressed, they first need to be captured. A spreadsheet is a great way to document the issues, so that once the team begins to resolve them, they can be tracked and updated. Furthermore, priorities can be applied to ensure that the team focuses on fixing the most important ones.

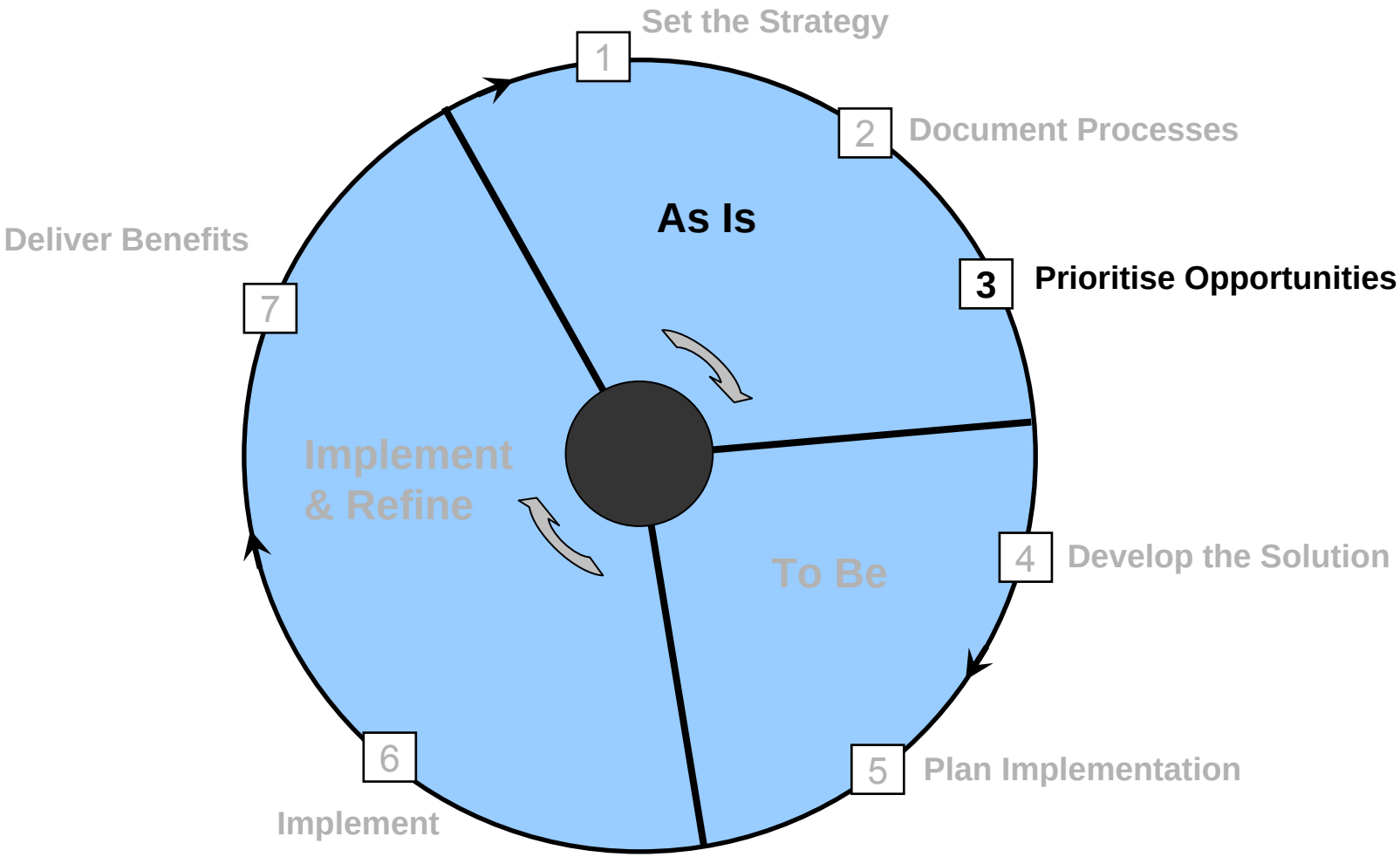
2f - Consult & Agree with Stakeholders:

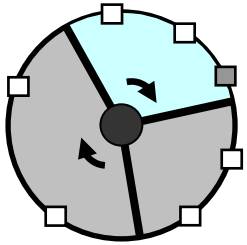
- Check draft process maps with the process stakeholders (people who currently work in the process). Ensure that they are comfortable that the maps represent the way things currently work.
- During the process mapping interviews with stakeholders, ask about the current performance issues. What are the major ones from their perspective? How would they fix them?
- Ensure that the process stakeholders are kept in the loop regarding project deliverables and progress. Remember - a new process is only good if it is implemented, and so the team must accept it.

Performance Issues Log

Number	Description of Issue	Originator	Priority (H/M/L)	Key Cause	Assigned to:	Status	Notes

Methodology Lifecycle





Step 3: As Is - Prioritise Opportunities

Why complete this step?

The concept of cause & effect is an important one in process reviews. Often problems experienced in everyday work processes are caused by something altogether different. If we fix the cause, then the identified problem will go away.

In this step we identify the causes of process failure. We then apply some simple yet effective tools to determine which of those causes are priorities – the most important ones to address.

We also prioritise opportunities for improvement – perhaps not process or cause related, but things that we'd like to implement nevertheless.

Tasks:

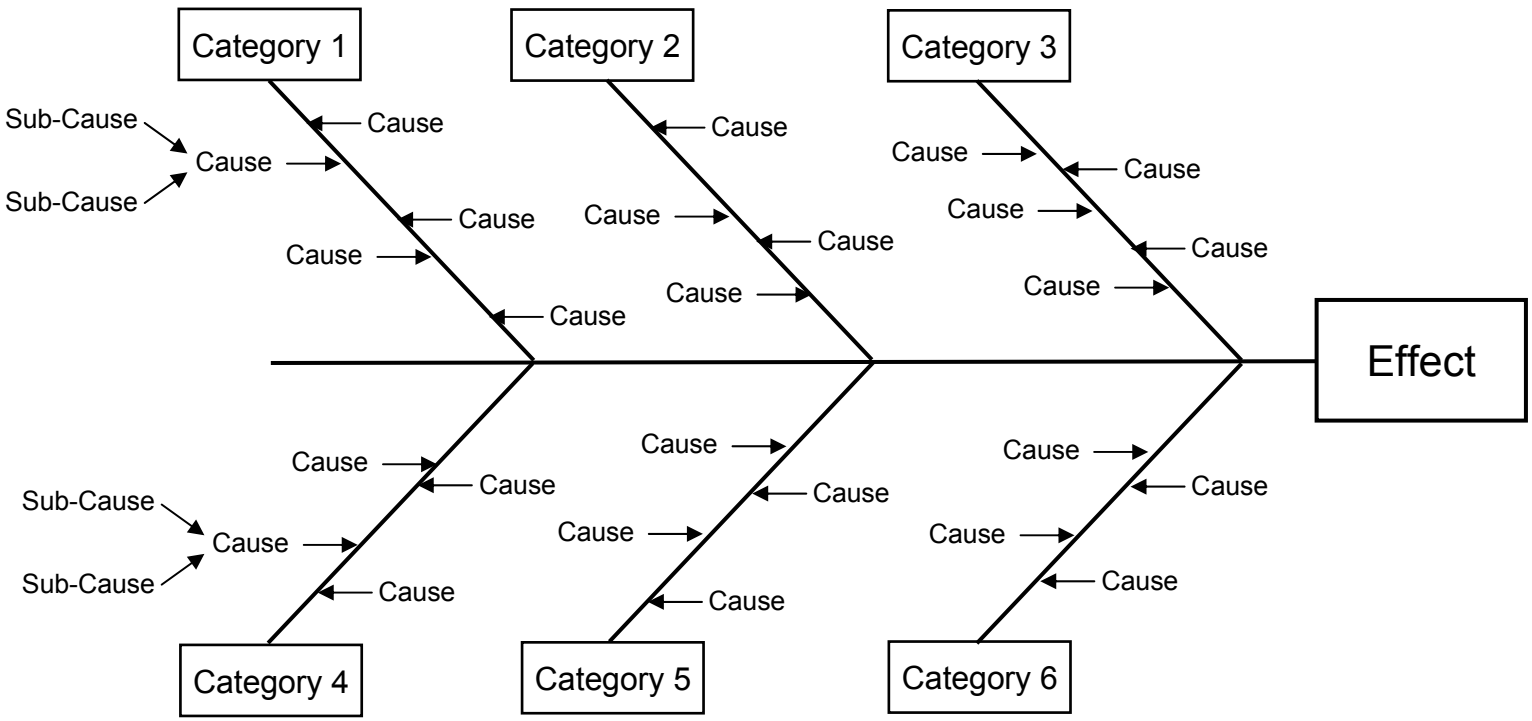
a. Determine the key causes of performance issues
b. Prioritise causes with the greatest impact on process performance
c. Prioritise opportunities for improvement
d. Identify quick wins
e. Build the case for change

Step 3: As Is -

a. Determine Causes – Fishbone

The Cause and Effect (Fishbone) Diagram can be used to analyse systematically cause and effect relationships and to identify the fundamental causes of problems.

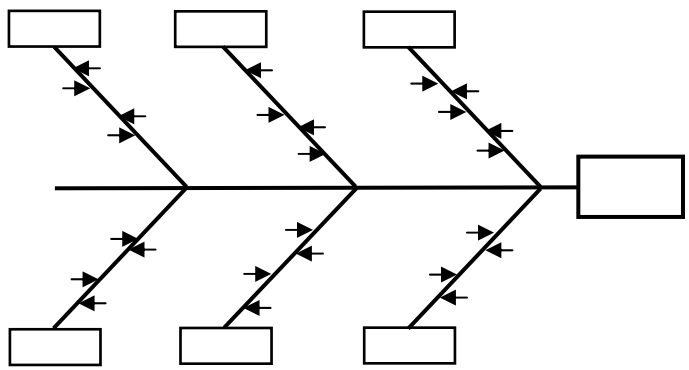
A Cause and Effect Diagram illustrates and clarifies the various causes thought to affect one particular problem or issue. Instructions on how to complete the diagram are overleaf.

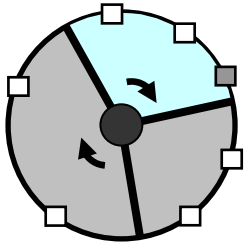


Step 3: As Is -

a. Determine Causes – Fishbone Analysis

1. Define the issue or effect clearly and in a concise manner. Write it in the ‘fish head’ box.
2. List the major categories of possible causes on each branch of the fish skeleton. Categories might include:
   - Information systems
   - Hardware
   - Software
   - Policies
   - Money/costs
   - Materials
   - Measurement
   - Methods
   - People
   - Training
3. Brainstorm possible causes within the categories and write these on the diagram.
4. Analyse each cause to focus on more and more specific causes & build up a sub-branch network.
5. Identify and circle the likely and actionable key causes.
6. You might need to prioritise the list. Use Multivoting and the Nominal Group Technique for a fast prioritisation exercise where data collection is not required; for a more rigorous prioritisation, gather data then use the Pareto Chart.





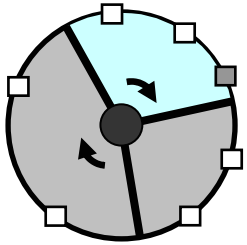
Step 3: As Is -

b. Greatest Impact - Multivoting

- Multivoting is a tool to help a group to prioritise and reduce a large number of ideas to the key few.
- If data collection is not required, use Multivoting to prioritise the causes from the Fishbone diagram. Multivoting can also be applied to shortlisting or prioritising ideas generated during a brainstorming session.
- If you need to further reduce the prioritised list, use the Nominal Group Technique described overleaf.

Technique:

1. Select a facilitator to lead the session.
2. Generate the list of items and number each one.
3. Make sure that each item is unique. If two are similar, combine them (seek approval from the group before combining).
4. If necessary, renumber the items.
5. Ask the team members to choose the items that they view as priorities, by writing down the item numbers on a sheet of paper. Allow each team member the number of choices equal to approximately 1/3 the total number of items on the list.
6. After all the team members have silently completed their selections, tally the votes.
7. To reduce the list, eliminate those items with the fewest number of votes. Note that the size of the group will affect the results. If it is a small group (less than 5 people), cross off items with only 1 or 2 votes. A group of 15, eliminate anything with 3 or fewer votes. If it is a group of more than 15, eliminate anything with 4 or fewer votes.
8. If necessary, repeat steps 4 through 7 with the remaining list. Continue until only a few items remain, or use the Nominal Group Technique (NGT) to further prioritise the list.



Step 3: As Is -

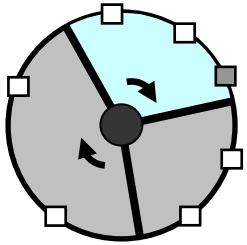
b. Greatest Impact – Nominal Group Technique

- The Nominal Group Technique (NGT) is a tool to help prioritise a small number of items. It is often used after a group Multivoting session has reduced the number of items to between 5 & 15.

Technique:

1. Select a facilitator to lead the session.
2. Generate a small list of items (<15) and number each one.
3. Each team member allocates 100 votes across the list of items. Each team member can allocate a maximum of 70 points for a single item.
4. Tally the score for each item. If there is not a consensus for the highest scoring issue, then discuss the relative merits of each issue, and ask for a recast of votes on the tied issues alone.

Reasons for Being Late to Work					
Issue	**Team Member**				**Total**
	AB	**CK**	**DD**	**HB**	
Transport		5	50		55
Traffic	60	70	25	70	225
Childcare	10	5	25	30	70
Weather	30	5			35
Overslept		15			15
Total	100	100	100	100	400



Step 3: As Is -

b. Greatest Impact – Pareto (1 of 2)

- A Pareto Chart is used to determine which causes are 'key' – those few that cause the bulk of the issues. Pareto's Principle states that 80% of the effects come from 20% of the causes. A Pareto Chart need only be used where data is available to support the argument. In other words, you must be able to measure the causes to make use of a Pareto chart.
- This exercise is to determine the key causes using a Pareto Chart. It is a two-part exercise – first, a data table is developed, and secondly a Pareto Chart is drawn.

1. **Develop the data table:**
   - Decide what needs to be measured, and develop a data gathering plan.
   - Collect data and calculate the total number of times each issue/cause occurs.
   - For each cause, list the number of occurrences over the total, then list this result as a percentage.
   - Finally, in the last column calculate the cumulative percentage for each cause down the list.

Example Table: Frequency of Reasons for Being Late to Work			
Cause	**Total Number of Occurrences**	**Occurrences/Total**	**Percentage (%)**
Childcare	11	11/40	27.5
Overslept	2	2/40	5
Weather	3	3/40	7.5
Traffic	15	15/40	37.5
Public Transport	6	6/40	15
Emergency	1	1/40	2.5
Poor Health	2	2/40	5
	40	40/40	100

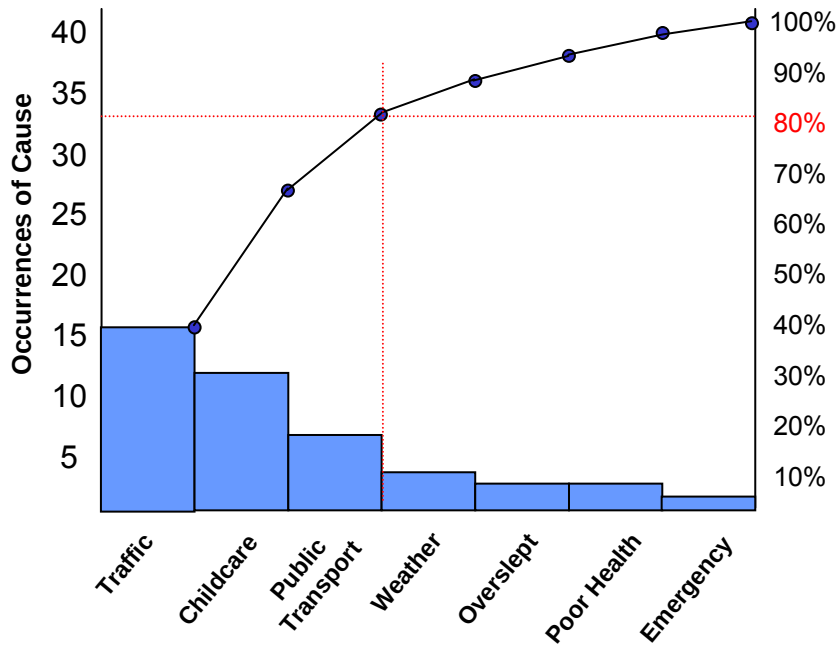
Step 3: As Is -

b. Greatest Impact – Pareto (2 of 2)

2. Develop the Pareto Chart:

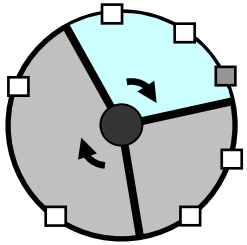
- Draw the horizontal and vertical axes. On the horizontal axis mark off intervals for the causes in descending order starting with largest number on the left.
- Scale the left axis according to the largest number of occurrences.
- Draw each bar with the height corresponding to the occurrences of each effect.
- Draw the right vertical axis, and scale 100% to the top of the left vertical axis.
- To draw the Pareto curve, plot the top right hand side of the 1st cause. Then draw the cumulative line for each cause corresponding to the appropriate percentage from the data table.

Example Pareto Chart:
Reasons for Being Late to Work[1]



In this example, we can see that 3 causes (traffic, childcare and public transport) are cited as being responsible for 80% of the problems. We would therefore divert our resources to look at those 3 key causes

1. *Chart sourced from Wikipedia, Pareto Chart, 2007*



Step 3: As Is -

c. Opportunities & d. Quick Wins

3c Opportunities for Improvement:

- Opportunities for improvement will naturally fall out of the Key Cause Analysis work; however opportunities will also be raised by stakeholders during As Is interviews and validation sessions.
- It is important to capture the opportunities for improvement (for example in an Opportunities Log, illustrated below) you may identify may opportunities for change, some of which will be handled through this project, others may be referred to future or different projects.

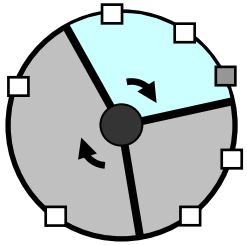
By the end of the As Is phase of work you will have listed numerous Opportunities for Improvement. Prioritise them using the Multivoting and/or the Nominal Group Techniques listed in this booklet.

3d Quick Wins:

- Quick Wins: You might also identify some quick wins – solutions that can be easily implemented without waiting for the full To Be rollout.
- As long as the Quick Wins don't impede the overall project implementation plan, they are a great way to demonstrate early project success.

Opportunities Log

Number	Description of Opportunity	Uses IT? (Y/N)	Stakeholders	Benefits	Costs	Complexity (H/M/L)	Quick Win?



Step 3: As Is -

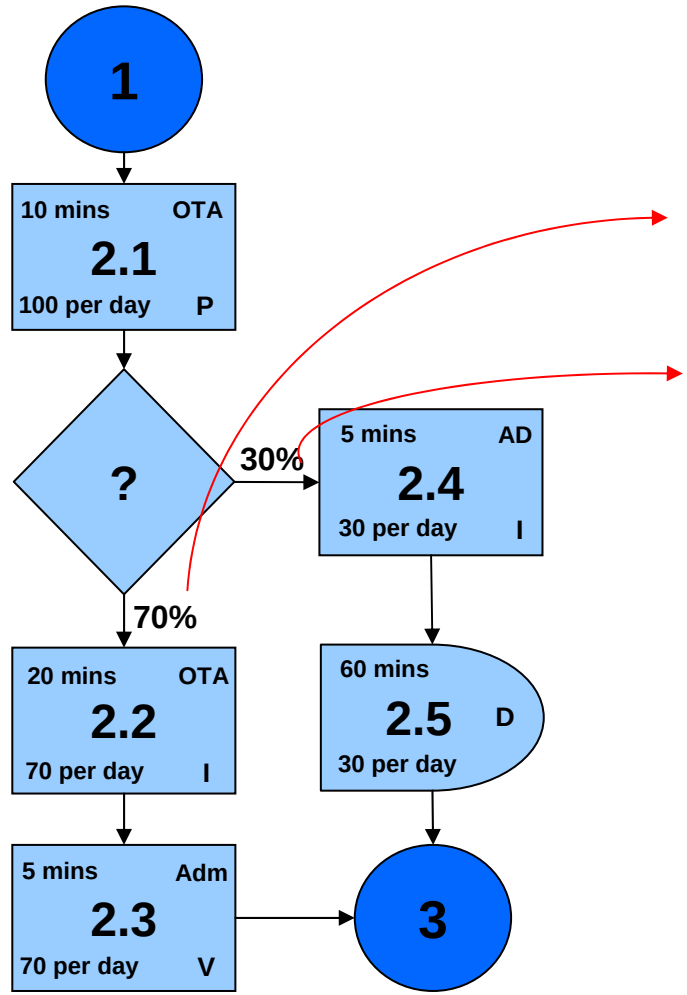
e. Build the Case for Change

- A high level, outline business case is developed for the Project Sponsor. The business case should demonstrate the scope of opportunity for change within the process as it currently operates, and to seek permission to continue with the project.
- The As Is business case emphasises *performance* rather than *financial* opportunities.
- Much of the work that is required for this section has already been completed in the preceding project tasks.
- Your council might have a business case template. If this is the case, please use it. If not, you may choose to use a regionally recognised option called MieTool. Please contact CSED who will be able to signpost you to the template.
- The results from the business case spreadsheet should be written up and distributed to the Steering Group and Project Sponsor.
- Items to include in the business case:
  - Background, including the Project Objective Statement, CSFs, KPIs, and the tasks that the team has completed so far.
  - Opportunities for improvement that you identified during As Is Phase.
  - Key causes and the effects of those causes
  - The As Is process cycle time[1].
  - The level of cost and effort required to complete the project.
  - You might want to include more of the detailed work that you have completed, such as the full set of As Is process maps. Include such documents as appendices to the business case.
- Overleaf is an illustration of how to source the information for the business case spreadsheet.

1. Used elapsed time to measure the total time taken to complete a process – including staff time and delays.

Step 3: As Is -

e. Build the Case for Change



- Value analysis tells a strong story - however it can be complex to calculate. As such, it is an optional task.

Calculate the cycle time. In this example:

- 70% of the time cycle time is:
  - Activity 2.1 (10 mins) plus activity 2.2 (20 mins) plus activity 2.3 (5 mins).
  - Equals cycle time of 35 minutes 70% of the time.
- 30% of the time it takes:
  - Activity 2.1 (10 mins) plus activity 2.4 (5 mins) plus activity 2.5 (60 mins).
  - Equals cycle time of 75 minutes 30% of the time.

Calculate the staff effort (don't count delays):

- 70% of the time it is:
  - Activity 2.1: 10 mins times 100 per day; plus 2.2: 20 mins times 70 per day; plus 2.3: 5 mins times 70 per day.
  - Equals a total staff effort of 2,750 minutes (46 hours)
- 30% of the time it is:
  - Activity 2.1: 10 mins times 100 per day; plus 2.4: 5 mins times 30 per day; Ignore 2.5 Delay.
  - Equals a total staff effort of 1,150 minutes (19 hours).
- Staff time by activity/process can also be worked out by multiplying out the effort by the position that completes each task.

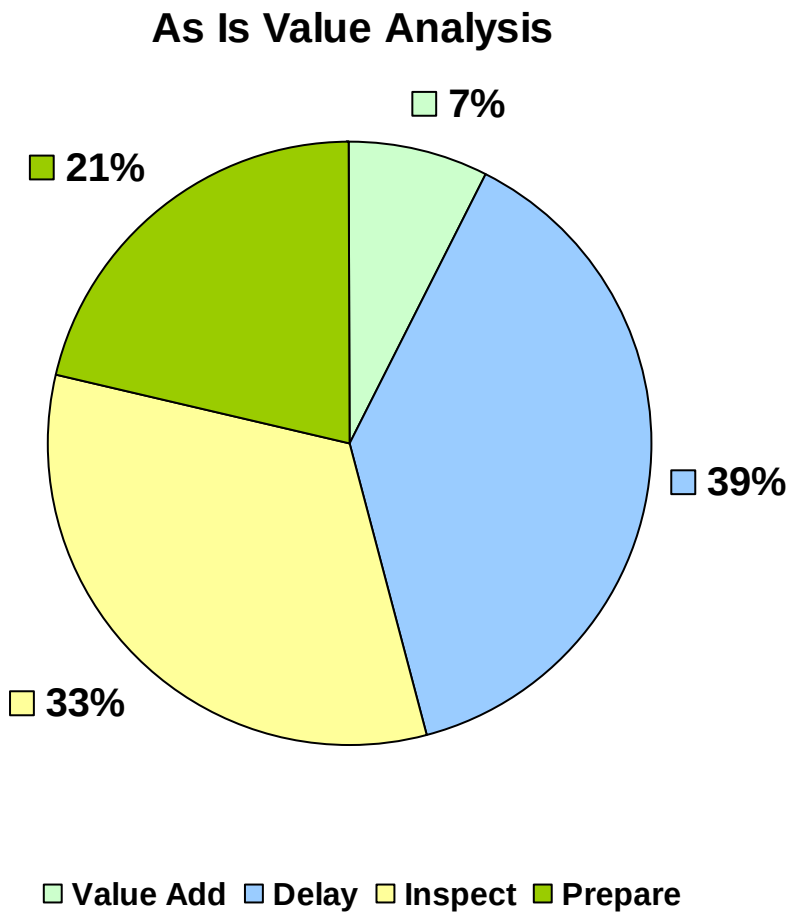
Value analysis overleaf…

Step 3: As Is -

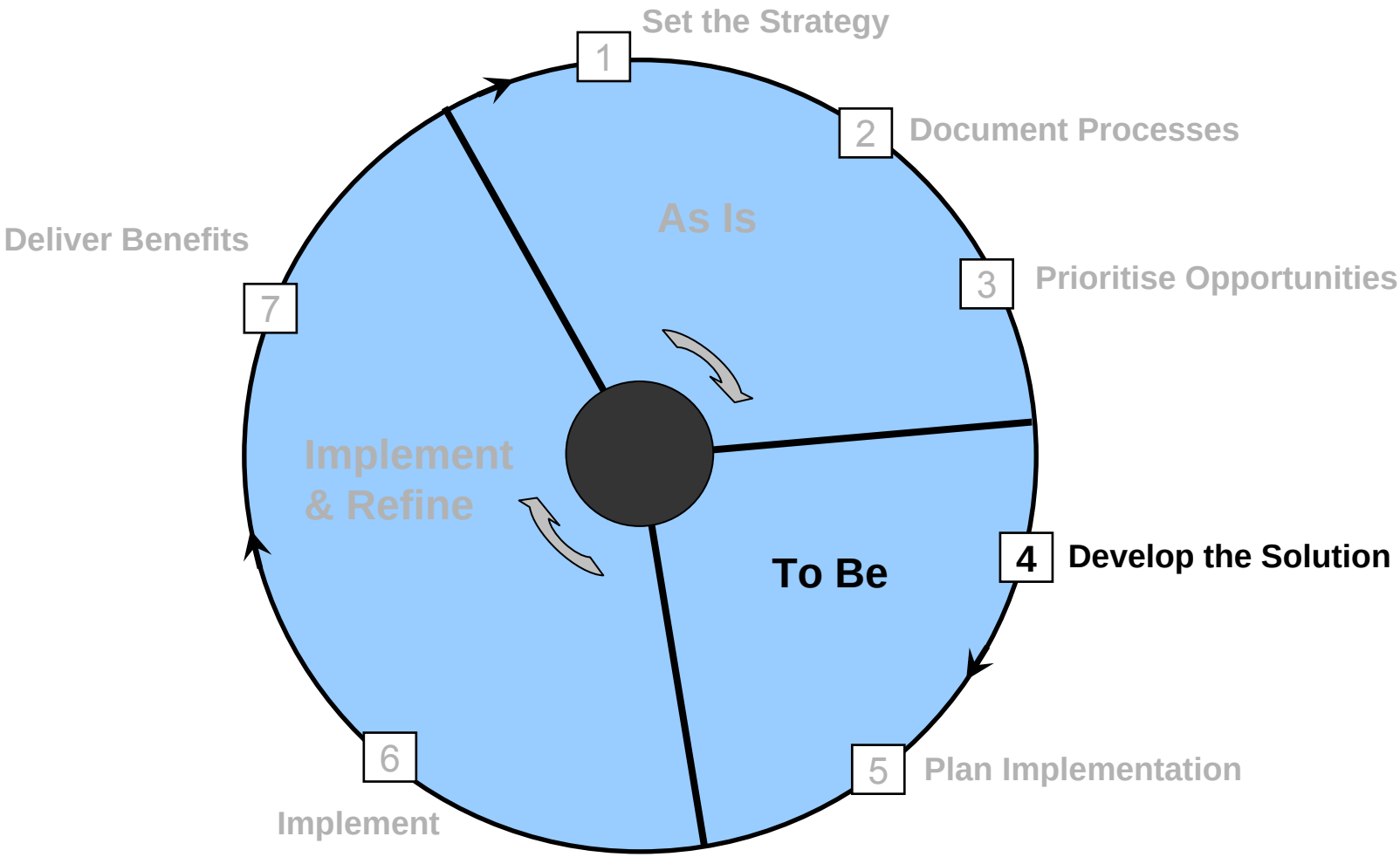
e. Build the Case for Change

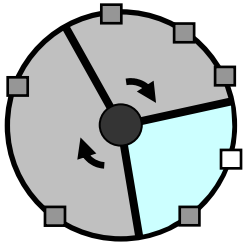
Value Analysis:

- Calculate the value analysis by multiplying each activity by it's value. From the flowchart on the previous slide:
  - 2.1 – 100 per day times 10 minutes = 1,000 minutes of Preparation (P).
  - 2.2 – 70 per day times 20 minutes = 1,400 minutes of Inspecting (I).
  - 2.3 – 70 per day times 5 minutes = 350 minutes of Value Add (V).
  - 2.4 – 30 per day times 5 minutes = 150 minutes of Inspect (I).
  - 2.5 – 30 per day times 60 minutes = 1,800 minutes of Delay (D).
- Add the times together for each value type and plot the results in a pie chart. This provides the baseline value-analysis.
- The goal in the To Be Phase is to reduce the non-value adding tasks from the reengineering effort (ie maximise the size of the V segment).



Methodology Lifecycle





Step 4: To Be - Develop the Solution

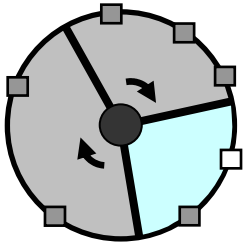
Department of Health

Why complete this step?

This step is the "engine room" of the process review effort. The value-added steps from the As Is maps are used to create an all new process. The key causes are addressed either in the new process design, or specific solutions are introduced depending on circumstance. The communications plan is updated based on the new phase.

Tasks:

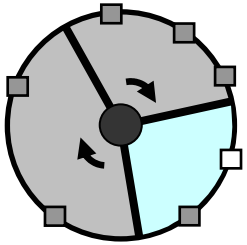
a. Set performance targets
b. Update the communications plan for the new phase (pg 10)
c. Develop high level To Be process maps
d. Consult with stakeholders & further develop solutions
e. Develop, test & re-work detailed To Be process maps
f. Workflow & Workforce Analysis
g. Confirm the case for change



Step 4: To Be -

a. KPI Targets

- The re-design of the processes begins with the project sponsor setting performance targets, using the identified KPIs.
- Setting effective performance targets is a balance between setting targets that are achievable when all constraints are considered, and setting targets that stretch the team to consider new and radical designs. In the context of process re-engineering, performance improvement of (say) 10% would be modest; above 50% would be considered extremely successful.
- Note that setting targets does not necessarily limit the upside of the change; targets compel the team to try harder in their re-design efforts, however they might exceed the targets if a good solution is found.
- Remember the performance improvement framework being used: the Project Objective Statement is supported by several Critical Success Factors (CSFs); these CSFs are measured using KPIs. As such, if the team achieves the performance targets set against the KPIs, by definition they will have achieved attainment of the Project Objective Statement.



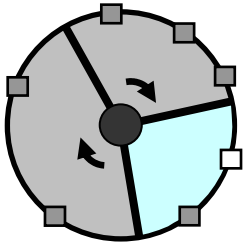
Step 4: To Be -

b. Communications Plan

- The To Be phase of the project involves brainstorming, problem solving, testing solutions and consulting with stakeholders. Careful and well-timed communications are vital to ensure that stakeholders receive the right message at the right time.
- Some golden rules of To Be communications:
  - You can't communicate too much.
  - If you don't tell people what you are doing, even if there is nothing to tell them, they will always assume the worst.
  - Involving people in the change effort is significantly stronger than simply sending them a message.
- Revisit Step 1, e&f (Stakeholder Identification, Prioritisation, and Communications Planning) to update your communications plan for the new project phase.

Communications Tracker

Status	Stakeholder/group	Business Area	Challenger Advocate Passive Allies?	Key Message	Planned Periodic Communication	Planned Ad Hoc Communication	Notes



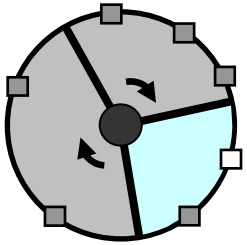
Step 4: To Be -

c. Develop High-Level To Be Process

- Once performance targets have been set, processes are redesigned in a workshop. Attendees to the workshop should include:
  - The project sponsor.
  - Team-leaders or managers from the process area under review.
  - The project team leader.
  - Other key stakeholders who understand the process and will have ongoing involvement.
- Try to limit the number of workshop participants to 8, plus a facilitator:
- Inputs to the workshop include:
  - Full set of As Is maps, validated and signed-off by appropriate stakeholders.
  - Project Objective Statement.
  - CSFs and KPIs, together with performance targets.
  - Performance Issues Log.
  - Opportunities for Improvement Log.
  - Clean sheet of brown paper.

How to Complete this Step:

- Begin the workshop with a vision statement from the project sponsor. The vision should describe:
  - The characteristics of the redesigned function, rather than how it will work.
  - The process attributes, including process capabilities, supporting infrastructure, personnel capabilities, and the desired culture.
- Start with a (perhaps) unrealistic To Be design, and work backwards until a realistic solution is achieved. This will result in a more radical final process design.
- Work from the high level As Is process. If you work at a more detailed level, you will miss the big picture. Additionally, changes made at level 2 will affect the lower level processes.
- Try to think outside the box. Brainstorm possible solutions and discuss ideas within the team.
- *See overleaf for guidelines to brainstorming*



Step 4: To Be -

c. Develop High-Level To Be Process

How to Complete this Step: (continued)

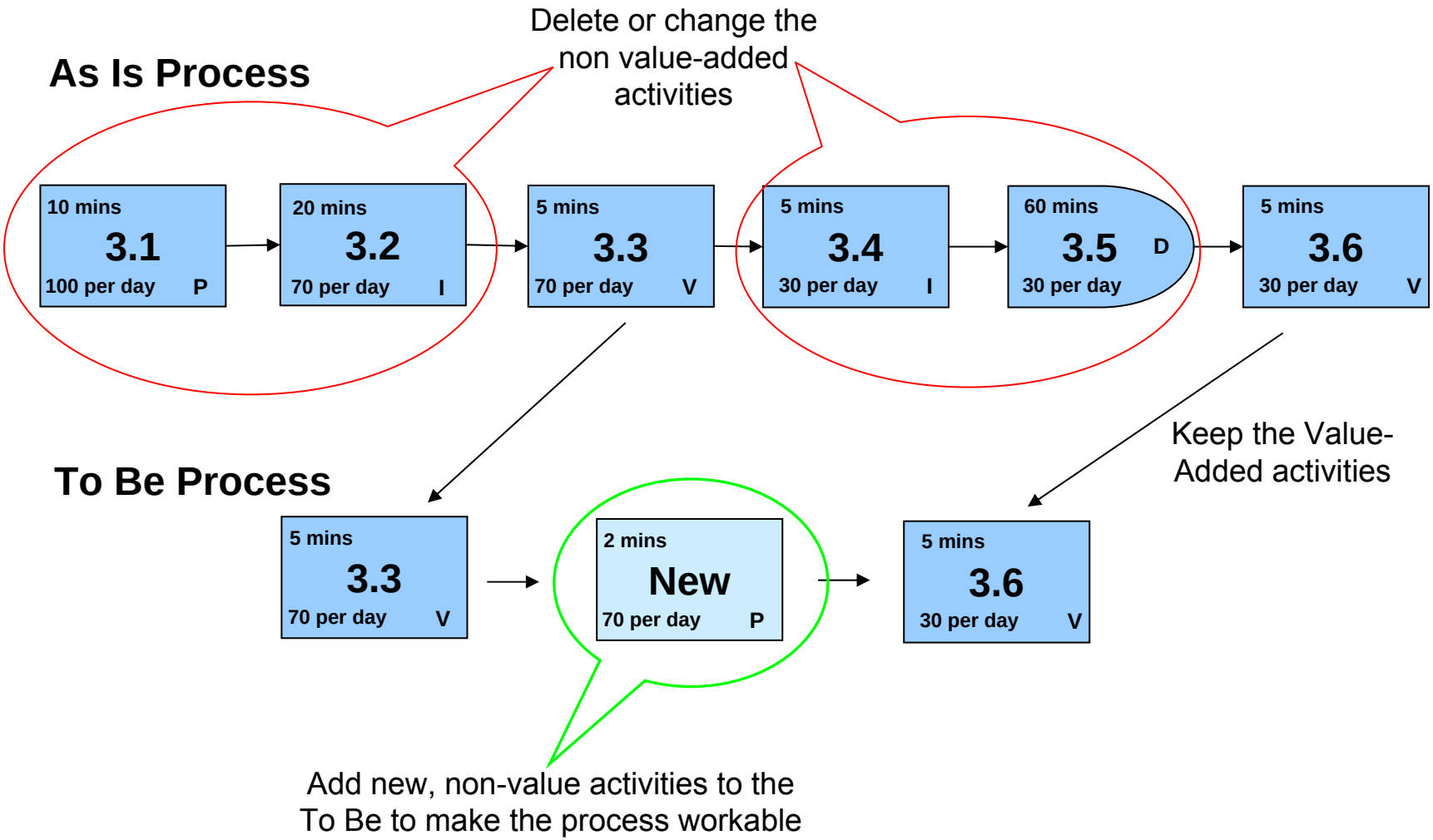
- When you've brainstormed a possible solution, start mapping onto the brown paper using only the key steps from the. See the graphic overleaf.
- Build the process chain into a workable model by linking the value steps with non-value steps:
  - By definition, the value-steps are those that are vital to the new process. All other steps are non-value added and theoretically can be removed.
  - Minimise the number of non-value steps that you add. All processes contain non-value steps; the goal is to design a process that minimises non value-added activities.
- Check the new process against the key causes:
  - Does the new process address the key causes?
  - What about the Opportunities for Improvement?
  - Does it achieve the performance targets documented in the Business Case?

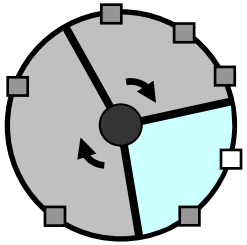
Brainstorming Guidelines:

- Decide who will facilitate the session. This person will not participate in the exercise per se, rather they will control the session and offer ideas to stimulate discussion.
- Decide who will scribe. This may also be done by the facilitator.
- Scribe captures ideas on a flipchart.
- Ideas are captured regardless of their worth. Analysis will take place later. Wild ideas are encouraged!
- Take breaks at regular intervals to allow the group to recharge their energy.
- Effective team brainstorming is essential for a quality outcome. Here are some simple rules to follow for effective brainstorming:
  1. Postpone and withhold your judgment of ideas.
  2. Encourage wild and exaggerated ideas.
  3. Quantity counts at this stage, not quality.
  4. Build on the ideas put forward by others.
  5. Every person and every idea has equal worth.

Step 4: To Be -

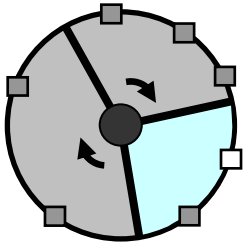
c. Develop High-Level To Be Process





Step 4: To Be -
d. Consult & Develop

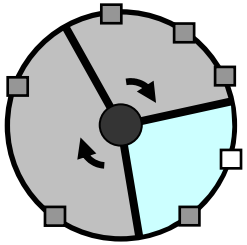
- Consulting with operational-level stakeholders during the To Be design phase is crucial for project success:
  - People that work in the process have a fundamental understanding of their environment, and will know whether planned changes will work or not.
  - Additionally, operational-level stakeholders will have tremendous buy-in into the newly redesigned process if they are given the opportunity to help design it.
  - Consulting widely helps break down the 'silo' nature of work teams, and this will help maximise the benefits from the redesign effort.
- For these reasons it is vital that the Communications Plan is updated to reflect a proactive and wide-ranging engagement of stakeholders, both to further develop and to validate the To Be design.
- Consult outside the process boundaries:
  - Suppliers to the process, or recipients of process outputs (customers or clients) might be affected by the changes that your team is proposing. Keep these groups in the loop. Ask them for their opinions. Tell them how they will be affected, if at all.
- Keep senior management on-board:
  - Senior management's support is vital if the new processes are to be successfully implemented. Ensure that senior management is consulted regularly, and asked for their opinion and advice. Escalate issues to your project sponsor if problems emerge.
- Keep your messages clear, concise and factual. Don't make promises that you can't keep or aren't sure about.
- Incorporate feedback and learnings from the stakeholder group into the process design, as appropriate. Build up the process gradually, consulting widely, and testing at regular intervals.



Step 4: To Be -

e. Develop, Test & Rework

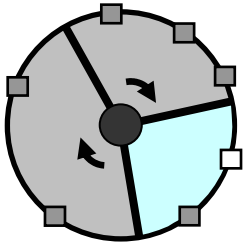
- By now you will have a relatively high-level redesigned process that has been agreed to by stakeholders.
- In this step the high-level process is built up, so that individual process steps are turned into linked tasks that form a detailed workflow.
- Test the proposed workflow diagrams with stakeholders. Incorporate changes to the workflows according to stakeholder input.
- Once you have a detailed process that is acceptable to stakeholders, test it:
  - Does it perform well enough to support the KPI goals?
  - Does it satisfy the process design criteria set out by the project sponsor?
  - Does it address the Issues?
  - Does it address the Opportunities for Improvement?
- Design is an ongoing, iterative process:
  - The high-level design is tested with stakeholders.
  - More detailed designs are then drafted and tested with stakeholders.
  - Stakeholder testing will usually require a redesign of proposed processes. However sometimes a stakeholder will spot a major design issue and suggest changes to the high-level design.
- This approach to the detailed To Be design satisfies both the technical design requirements of the project, and much of the change management effort:
  - The quality of the process redesign is enhanced because a wide selection of expertise is consulted.
  - Stakeholders are asked for their opinions, and their advice is always considered (if not always incorporated). This provides tremendous buy-in or ownership for the stakeholders, who are being treated like team-members.
  - By continually testing proposed processes against KPIs, Issues and Opportunities, the team is ensuring that the project objectives are being satisfied.



Step 4: To Be -

f. Workflow & Workforce Analysis

- In almost all BPR projects, data analysis is used to underpin the case for change. Measures such as full-time equivalent (FTE) effort, time, cost, call volume, complaints, errors, rework etc. are used to build a picture of how the To Be processes will impact the business once implemented.
- The precise data to be collected will depend upon the objectives of the project and how you want to build the case for change. The one data set that is almost always used – workforce analysis, is described here.
- Workforce Analysis is used to compare the workforce profile in the new versus the old processes.
- The first step is to examine the profile of the As Is workforce. We suggest three alternate ways to do this:
  1. Use the timings from the As Is process maps, if collected. Note that to create an accurate picture of an employee's workday, an allowance should be made for work activity not captured by the As Is process maps, and for normal downtime (such as breaks);
  2. Use survey sheets. Break an employee's workday into 'buckets' of activity, agree the buckets with employee, and ask the employee to allocate time spent each day to each of the activity buckets. This method should provide a reasonable level of accuracy.
  3. Observational study. Sit with a sample of employees, one at a time, and observe them at work; record time spent on different activities by (say) a 5-minute time block. This is the most accurate way to record employee activity although some staff might object to being monitored in this way.
- Once the study is complete, you can analyse FTE time spent on each activity in the As Is environment, and how FTE activity will change once the To Be is implemented. This analysis will enable the calculation of resourcing requirements in the To Be.
- Additionally, by using methods (2) or (3) above, you can check that all workday activity is captured so that when the To Be is implemented, vital tasks that might have been overlooked during the As Is phase will be captured and allowed for.



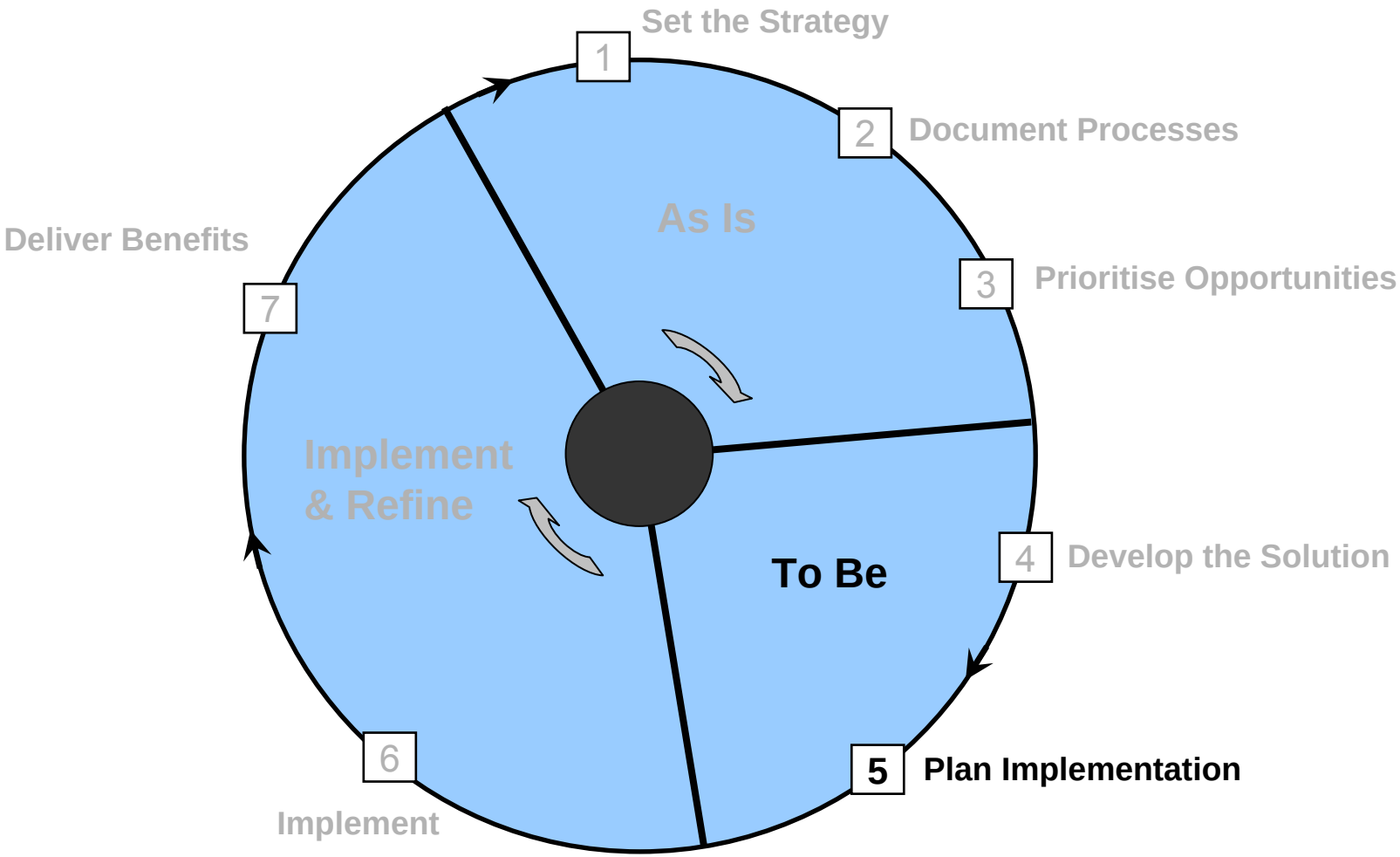
Step 4: To Be -

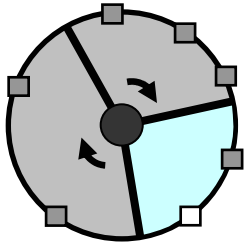
g. Confirm the Case for Change

- Similar to Step 3e in the As Is Phase, a business case is drafted that seeks permission from the Project Sponsor to move to the next Phase – Implement.
- The To Be business case confirms the case for change that was drafted during the As Is phase, by comparing the As Is processes to those designed in the To Be, in terms of:
  - KPI performance, listing the baseline (As Is performance), target KPIs, and the expected KPI performance from the To Be.
  - Addressing of the Key Causes.
  - Value Analysis, comparing the As Is to the To Be.
  - Issues and how they will be resolved in the To Be.
  - Opportunities for Improvement, and where they will be implemented in the To Be.
- The business case proposes that implementation of the new process will address the Project Objective Statement and the supporting measures.
- Additionally, the To Be business case will compare the cost of performing the To Be process against the current As Is. Transition costs (i.e. costs of implementing the new process) also need to be calculated and documented.
- If you used the MieTool business case template to draft your As Is business case, use it again as a 'save as' version to add the To Be business case. The To Be section of the business case builds on the work that you completed at the end of the As Is phase.
- The full business case should be written up and distributed to the Steering Group and Project Sponsor for signoff.

Continues…/

Methodology Lifecycle





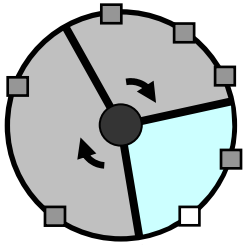
Step 5: To Be - Plan Implementation

Why complete this step?

Here the changes described in the previous step – Develop the Solution – are first described in words, then turned into a plan of action. The communications plan is updated again to ensure that the stakeholder list is complete and relevant, and to ensure that stakeholders aren't surprised when changes in their area begin to happen!

Tasks:

a. Update the Communications Plan for the new phase
b. Describe the future ways of working
c. Develop the Implementation Plan



Step 5: To Be -

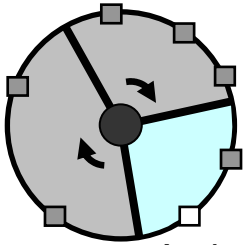
a. Communications & b. Ways of Working

a. Communications Planning:

- At this stage of the project it is important to revisit the stakeholder analysis and communications plan.
- Stakeholders affected by the project will have changed from the previous project phase. Additionally, the nature of communications with existing stakeholders might also need to change, given the project is now moving into the Implementation Phase.
- Revisit steps 1e and 1f from the As Is Phase of the project:
  - Stakeholder identification.
  - Stakeholder analysis and prioritisation.
  - Communications planning using the Tracker.

b. Future Ways of Working:

- The To Be design, as documented in the process maps, is described in a narrative across the various elements of the design.
- This exercise provides a simple and concise explanation for the changes that are about to happen.
- The narrative extends to describing the impacts or linkages between areas of change. For example, improving screening in the call centre will remove workload from the assessment team.
- Structure the narrative according to the following topics:
  - Organisation structure & job roles.
  - Information & communications.
  - Technology (hardware & software).
  - Facilities (office space, furniture, printers etc.).
  - Skills & culture.
- Once complete, the narrative can easily be modified to update the elevator speech you created as part of the As Is phase.



Step 5: To Be -

c. Develop the Implementation Plan

- An implementation plan, usually in the form of a Gantt chart, is developed. Gantt charts are usually developed using Microsoft Project, however if this tool is not available from your council then Microsoft Excel will also work.
- A Gantt chart lists project tasks in a column, then plots a timeline to complete each task across the page. A Gantt chart is a very powerful tool for project planning because it displays planned project activity in a visual format that is easy to read and understand. Slippages against project tasks are easy to spot which helps with tracking the project.
- A sample Microsoft Project Gantt chart is included overleaf.

Constructing a useful project plan:

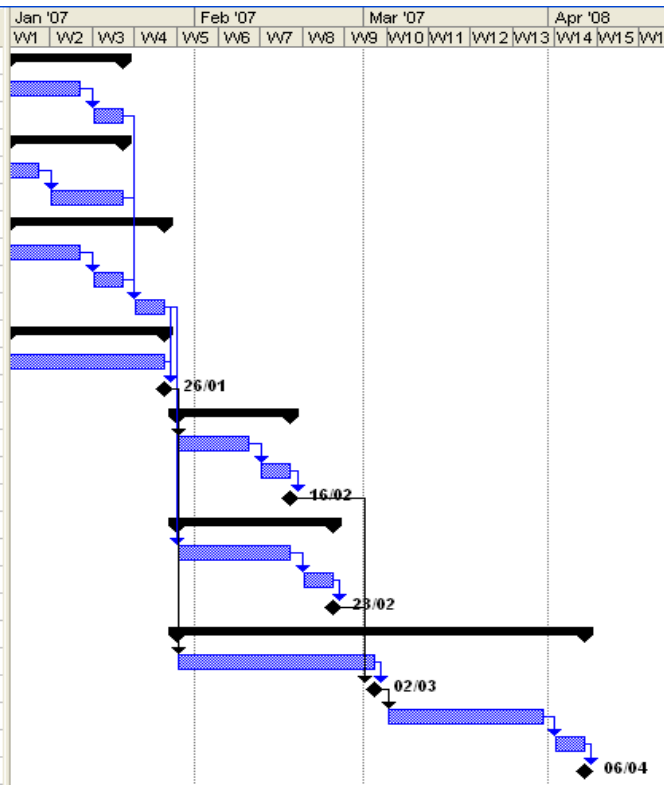
- The project plan lists the tasks required to bridge the gap from the As Is to the To Be.
- In a Gantt chart format, organise headings under which groups of tasks can be placed. As a suggestion, use the same headings that are outlined in Section 5b - Future Ways of Working:
  - Organisation structure & job roles.
  - Information & communications.
  - Technology (hardware & software).
  - Facilities (office space, furniture, printers etc).
  - Skills & culture.
- Develop implementation tasks under each heading according to the changes defined in the Future Ways of Working. Think about the expected outcomes and work backwards to determine the requisite project tasks.
- Determine task interdependencies and map onto the Gantt chart.
- Determine implementation resourcing requirements. If using Microsoft Project, this can be undertaken within the application.
- Determine whether a pilot solution will be trialled, & build into the plan.
- Validate the proposed project plan with stakeholders. This is a key step – changes are about to take place and it is important that stakeholders are aware.

Step 5: To Be -

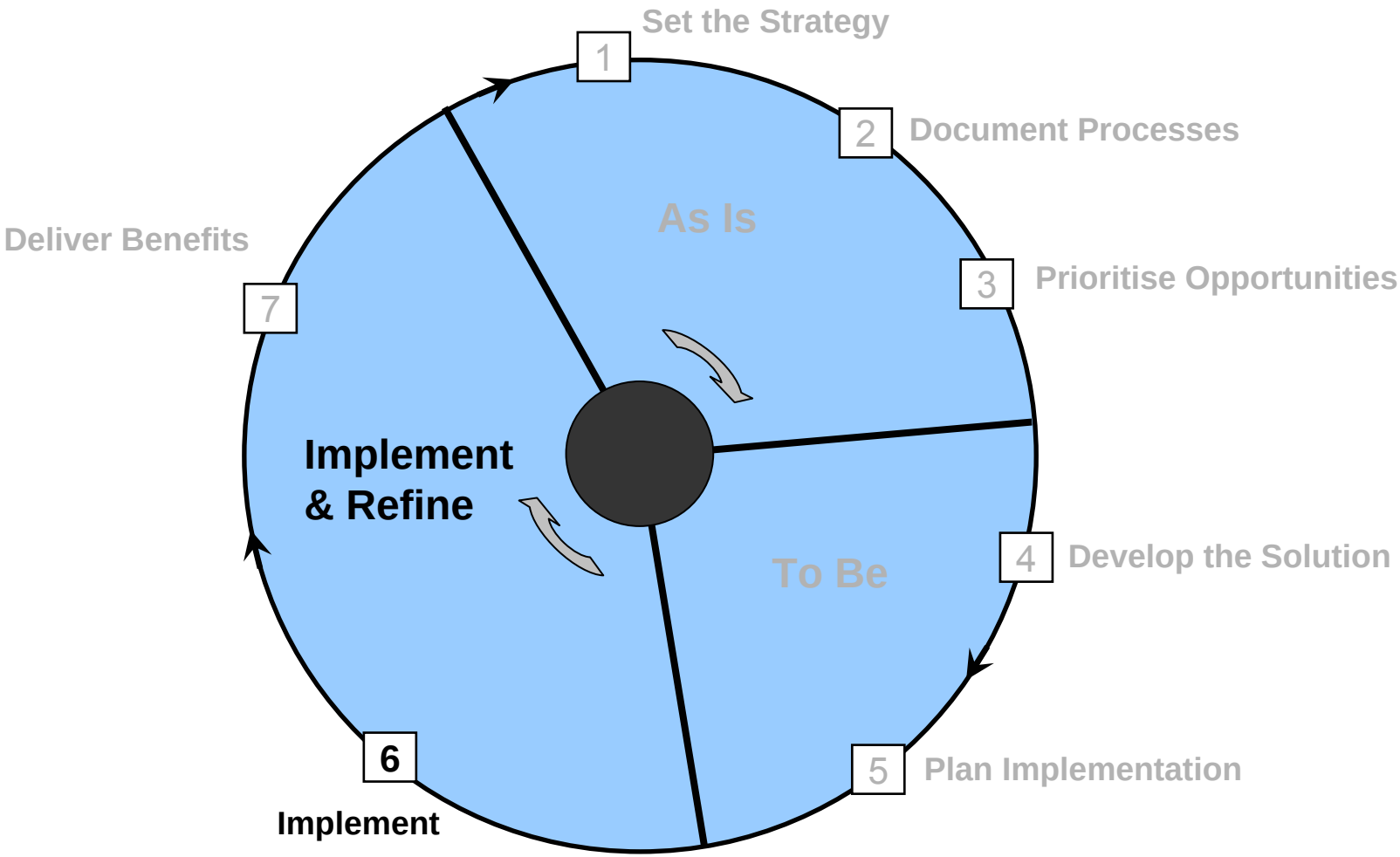
c. Develop the Implementation Plan

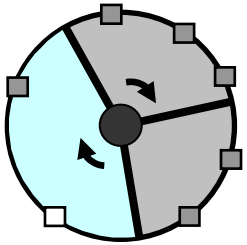
Sample Gantt Chart (in MS Project)

	Task Name	Duration	Start	Finish
1	**Business Case**	**15 days**	**01 Jan '07**	**19 Jan '07**
2	Write Business Case	10 days	01 Jan '07	12 Jan '07
3	Obtain Business Case sign off	5 days	15 Jan '07	19 Jan '07
4	**Stakeholder management**	**15 days**	**01 Jan '07**	**19 Jan '07**
5	Identify Stakeholders	5 days	01 Jan '07	05 Jan '07
6	Obtain Stakeholder buy-in	10 days	08 Jan '07	19 Jan '07
7	**Project Objectives and Approach Definition**	**20 days**	**01 Jan '07**	**26 Jan '07**
8	Define project Objectives and Success criteria	10 days	01 Jan '07	12 Jan '07
9	Define project approach	5 days	15 Jan '07	19 Jan '07
10	Obtain project sign off	5 days	22 Jan '07	26 Jan '07
11	**Project Kick off**	**20 days**	**01 Jan '07**	**26 Jan '07**
12	Resource the project	20 days	01 Jan '07	26 Jan '07
13	Project Kick off meeting	0 days	26 Jan '07	26 Jan '07
14	**As-Is Process definition**	**15 days**	**29 Jan '07**	**16 Feb '07**
15	Collect As-Is information	10 days	29 Jan '07	09 Feb '07
16	Document As Is information	5 days	12 Feb '07	16 Feb '07
17	Obtain As-Is sign off	0 days	16 Feb '07	16 Feb '07
18	**To-Be process definition**	**20 days**	**29 Jan '07**	**23 Feb '07**
19	Collect To-Be information	15 days	29 Jan '07	16 Feb '07
20	Document To-Be information	5 days	19 Feb '07	23 Feb '07
21	Obtain To-Be sign off	0 days	23 Feb '07	23 Feb '07
22	**Implementation**	**50 days**	**29 Jan '07**	**06 Apr '07**
23	Define implemenation Approach and plan	25 days	29 Jan '07	02 Mar '07
24	Sign off implementation plan	0 days	02 Mar '07	02 Mar '07
25	Implement	20 days	05 Mar '07	30 Mar '07
26	Document Lesson Learned	5 days	02 Apr '07	06 Apr '07
27	Close project	0 days	06 Apr '07	06 Apr '07



Methodology Lifecycle





Step 6: Implement

Why complete this step?

The To Be Design is implemented according to the Implementation Plan. Maintaining momentum – both in terms of process change and stakeholder communications – is vital to ensure that a successful implementation is realised.

This step is about managing the change effort. As such, this section recommends a set of standard project management techniques that if applied effectively, will help ensure successful project delivery.

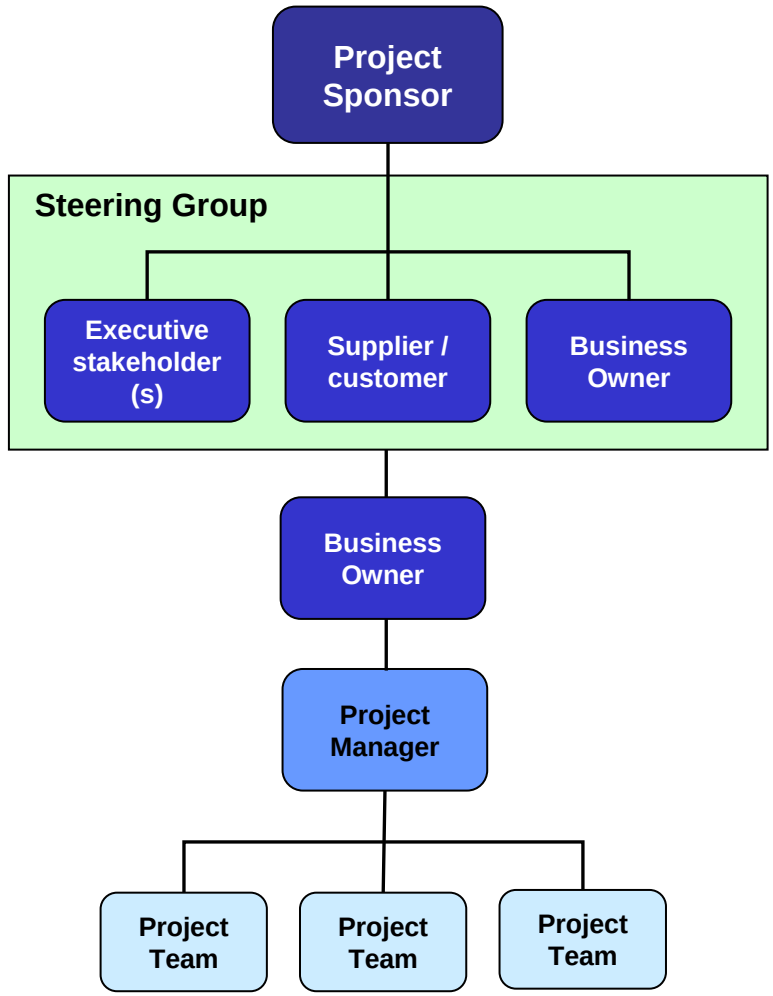
Project Management Tools:

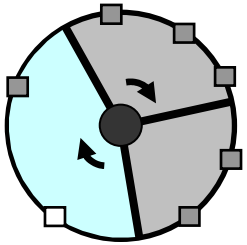
a. Project governance & reporting
b. Risk management
c. Issue resolution

Step 6: Implement -

a. Project Governance & Reporting

- Establish a project governance & reporting structure for the project.
- If you authority has an existing project governance framework, tap into that. Otherwise, establish a framework similar to the illustration opposite:
  - Project Sponsor: usually the Director or Assistant Director; this position owns the benefits flowing from the change. Fortnightly updates.
  - Steering Group: Include key senior stakeholders, executives whose departments will be affected by the changes, and the line manager responsible for implementation. Meet weekly to monitor progress, highlight & manage issues and risks, escalate major problems.
  - Business Owner (optional): responsible for project delivery, although not involved at tactical level. High level issue resolution, reporting and support to the PM.
  - Project Manager (PM): Responsible for delivering the project; day to day management; maintaining issues and risk logs; change management tasks; reporting against progress; managing team members.
  - Project Team Members: Responsible for day to day tasks as directed by the PM.





Step 6: Implement -
b. Risk Management

- Regular monitoring of project risks is a standard and necessary project management tool. Proactive risk management helps ensure that risks are anticipated in advance, contingencies are planned for, and that key stakeholders are aware of potential risks, the likelihood of the risks transpiring, and of the mitigation strategies in place.
- A risk register template is provided for you to use (unless your council has a standard template). Detailed instructions are included overleaf. Please monitor the register weekly.

Provide each risk with a unique number

Each risk should have an assigned owner, who is responsible for the mitigating actions

Level of severity if the risk is realised. See the scale on the next page

Document the mitigation strategy or actions

Risk Register

Number	Risk Name	Description	Owner	Likelihood	Severity	Priority	Mitigation	Raised By

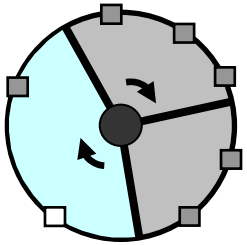
Short name for the risk

Long, detailed description of the risk

Likelihood of the risk being realised. See the scale on the next page

Urgency or priority of the risk; Likelihood multiplied by Severity.

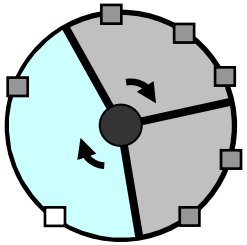
The person who raised the risk



Step 6: Implement -
b. Risk Management

Instructions for completing the Risk Register:

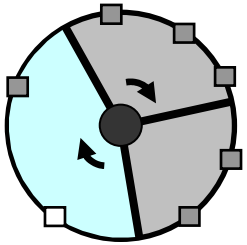
- Likelihood : this is the likelihood of the risk being realised. Use the following scale:
  - 5 - Almost certain.
  - 4 – Likely.
  - 3 – Medium.
  - 2 – Unlikely.
  - 1 – Very unlikely.
- Severity: this is the impact that the risk will have in the event that it is realised. Severity is rated as either a risk to the project (eg. timeline expanding) and/or a risk from the project (eg. Impact on service users):
  - 5 – To the project, 20% project cost or time increase; from the project, >£100,000 impact.
  - 4 – To the project, 10 to 20% project cost or time increase; from the project, between £10,000 & £100,000 impact.
  - 3 – To the project, <10% project cost or time increase; from the project, <£10,000 impact.
  - 2 – To the project, <5% project cost or time increase; from the project, <£10,000 impact.
  - 1 – To the project, insignificant project cost or time increase; from the project, no business impact.
- Priority: this is the key column and describes the level of priority that each risk requires. Priority is determined by multiplying Likelihood and Severity. The ratings are:
  - High: 12 and above.
  - Medium: 5 to 10.
  - Low: Below 5.
- Normally only the risks rated as High Priority are reported on at the Steering Group. It is the Project Manager's responsibility to maintain the status of the risks and to escalate or demote their Priority status as appropriate.



Step 6: Implement -

c. Issues Resolution

- Routine documentation, management and where necessary, escalation of project issues is a key part of effective project management.
- An issue is a matter that will or potentially will impact the project tasks or outcomes. Unlike risks, issues require resolution and need to be managed as such. Sometimes project risks, if close to realisation, will be escalated to project issue status and will need to be managed accordingly.
- As with to risk management, issues should be managed actively by the project manager.
- The project manager should assign issues to owners who (on acceptance of the ownership) become responsible for completing the mitigating actions. Ultimately however the project manager is responsible for reporting on the issues and as such high priority issues should be presented and where necessary escalated to the Project Steering Group.
- An issues log template is provided with this pack. If your council has a standard template, please use that instead.
- Overleaf is an explanation of the fields included on the template. However please modify the fields according to your requirements.



Step 6: Implement -

c. Issues Resolution

Department of Health

Long, detailed description of the issue

Describe the impact of the issue on the project (timeline, costs, outcomes)

List the mitigation strategy and/or step required for resolution

Documents the person who raised the issue. This will be useful if further explanation is required

Issues Log

Number	Issue Name	Description	Owner	Impact on Project	Priority	Mitigation	Resolution Date	Raised By	Updated

Provide each issue with a unique number

Short name for the issue

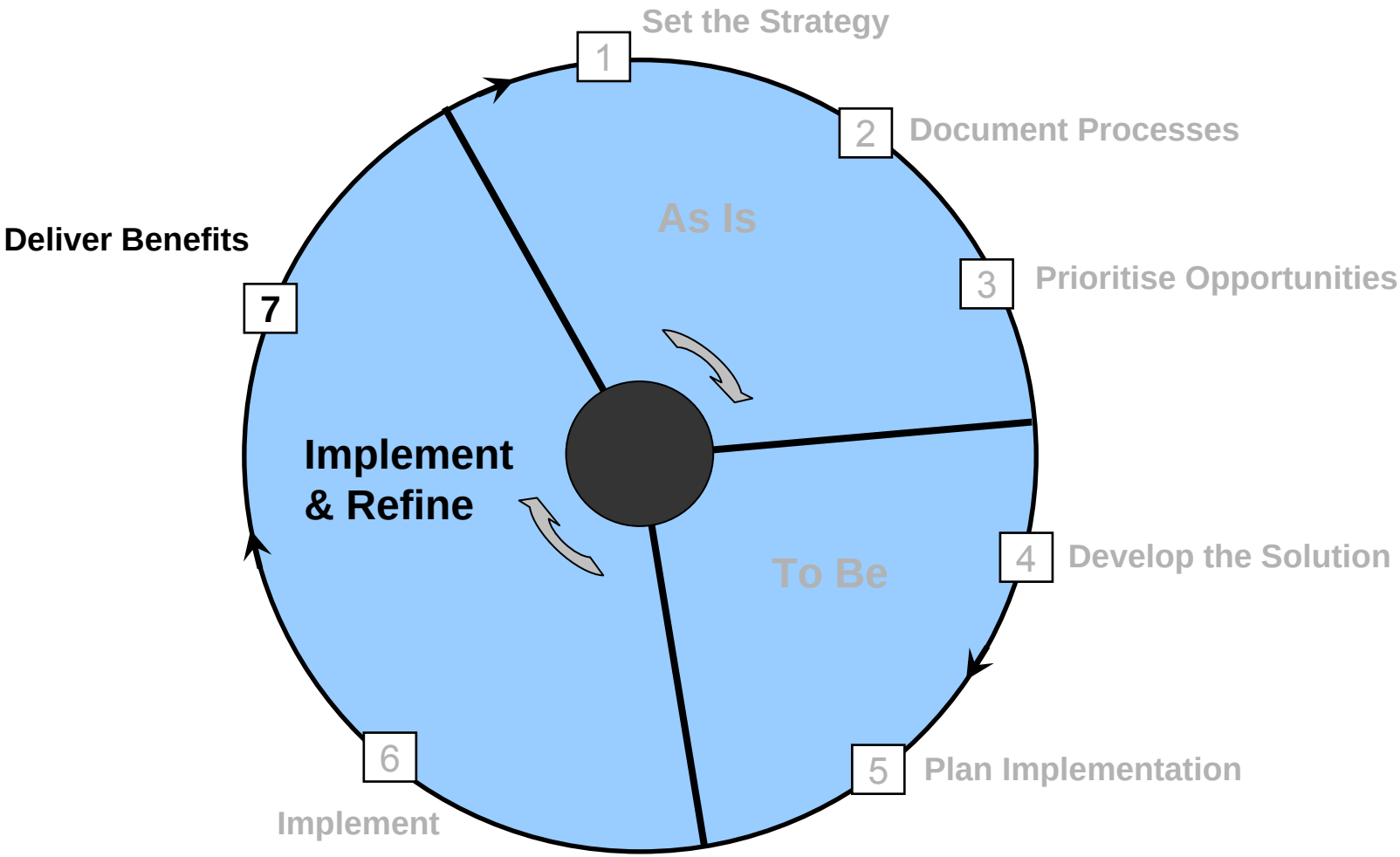
Each issue should have an assigned owner, who is responsible for the mitigating actions

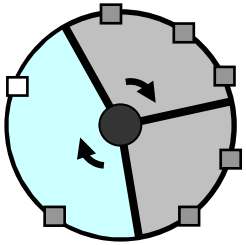
Prioritise the issue (H, M, L) according to importance of resolution

List the date by which this issue must be resolved

Record the date when the issue is updated

Methodology Lifecycle





Step 7: Deliver Benefits

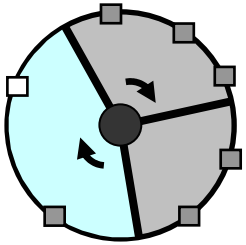
Why complete this step?

Re-engineering through the full project lifecycle requires a big effort. Once the new process is implemented, it is all too easy to close the project off & revert to business-as-usual activities. However, often problems with the new process are only realised weeks or even months after implementation, or process users don't change the way they work to accommodate the new process. In other words, the promised project benefits are not delivered.

Therefore it is important to establish measures for the process to monitor success, and to formally re-visit process stakeholders to gauge their views on the new process and to encourage/support them to work in the new way. If there are problems, follow them through starting at Step 3 of the methodology.

Tasks:

a. Compare performance against KPI targets
b. Document stakeholders' perception about the new process
c. Refine as necessary using Step 3 *Determine Key Causes*
d. Standardise processes
e. Deliver benefits



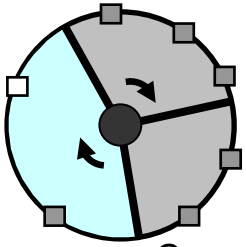
Step 7: Deliver Benefits

a. Compare Performance Against KPIs

- During the Business Case Development phase of the project, proposed business benefits were outlined in the form of anticipated cost savings, and improvements to key performance indicators. Target performance was determined and documented in the gap analysis.
- In this step, KPI data is analysed and stakeholders interviewed to ensure that the business benefits resulting from the project are being delivered.
- The output from this step is a brief report to the Project Sponsor (or to the Steering Group) that outlines the achievement of the business benefits and, where necessary, suggestions for ways to address performance gaps.

How to Complete this Step:

- The KPIs in the business case have current (As Is) performance and target (To Be) performance documented for each one.
- Measure the KPIs and record the results. Compare the actual results to the targets set out in the business case.
- Highlight where projected performance has been met, has been exceeded, or has yet to be met. Provide a short commentary against each and, where necessary, provide advice on how to address performance gaps.
- If you consider that the original performance targets were unrealistic or events have changed the appropriateness of targets, please explain that too.
- Compare achieved efficiency savings against those outlined in the business case. Again, please document the reasons for any variance, and recommend how to address savings gaps.



Step 7: Deliver Benefits

b. Document Stakeholders Perception

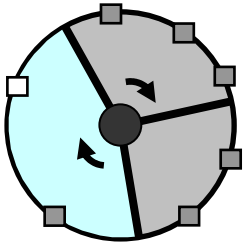
- Comparing the new To Be performance against KPI targets provides an explanation of the project achievements in qualitative terms.
- In this step stakeholders are interviewed to understand whether they believe things can be done even better, and to seek their views on both the success of the project.

How to Complete this Step:

- Determine which stakeholders you want to interview. A decent sized sample from across the business, and from different levels of seniority within the authority is important so that a balanced view of the change effort is collected.
- Compose a short questionnaire for your interviews, to ensure that you are asking each stakeholder similar questions. This will also make the job of compiling the answers much easier.
- Once the interviews are complete, aggregate answers (where possible) and present the results to the Project Sponsor. Remember to keep the identities of the interviewees secret!

Some suggested questions:

- Overall Success:
  - Was the project successful in your view?
  - If yes, what were the main factors for its success?
  - If not, what do you think were the main problems?
- Quality:
  - How would you rate the quality of the final solution (1 to 10, where 10 is best)?
  - Have changes in your area been well accepted? (1 to 10)? Comments?
- Communication:
  - Were you kept well informed about the progress of the project? (1 to 10)? Comments?
  - Were service users well informed? Did they experience poor service as a result of this project?
- Training:
  - Was training delivered to you & your team in a timely manner?
  - Was the training good quality & useful?
  - Was high quality support in place for you & your team?
- Do you have any other issues or comments?



Step 7: Deliver Benefits

c. Refine; d. Standardise; e. Deliver

c. Refine:

- Where process performance is lacking, either when compared to KPI targets or to stakeholders' perceptions, revisit Step 3 – Determine Key Causes.
- Work your way through the tasks in Step 3 (as required) to determine the key causes of process failure. Don't forget to consult with or inform the stakeholders of impending changes.
- Once implemented, re-test the process and/or re-interview process stakeholders to ensure that performance is satisfactory.

d. Standardise Processes:

- If you have implemented a pilot solution, at this point it is ready for rollout to the full process. Begin with Step 5 – Plan Implementation.

e. Deliver Benefits:

- The output from the steps *a - Compare Performance against KPIs* and *b - Document Stakeholders Perceptions* should be written up into a report and delivered to the Project Steering Group and to the Project Sponsor.
- It is important to capture the areas where cashable savings exist, to help ensure that the benefits flowing from the project are realised.
- The Benefits Report is the final step in the project.

Glossary of Terms

- **Active Time (AT) –** the amount of staff effort, in terms of time, spent on the process. AT does not include waiting time or delays
- **As Is –** the term used to describe how something is currently operating, not to be confused with how it should be operated. As Is process mapping should capture how things are actually operating
- **BPR –** business process re-engineering, the term used to describe the analysis and improvement of current business processes often to achieve cost savings or service improvements.
- **Cause –** the reason a process is going wrong or is inefficient
- **Communications Plan –** a plan detailing the timing and medium of all communications that will be issued to keep staff and stakeholders informed of progress on the project
- **CSFs –** an event that must occur for the project to meet its objectives
- **Effect –** the impact of something going wrong in a process
- **Efficiency –** a measurable reduction in time, cost or volume of completing a process
- **Improvement –** a change for the better usually linked to efficiency or improved quality of service
- **KPIs –** key performance indicators, when met these will confirm the project has been successful. Established at the outset of the project so that the project members are clear on what is to be achieved and in what timeframe
- **Pilot –** for some processes it may be necessary to pilot the new way of working this can be done to validate any assumptions made during the design phase or to help with communicating the new ways of working to the affected teams ahead of the change. It provides an opportunity to deal with any teething problems
- **Quick Wins –** solutions that can be implemented quickly and easily without impacting the overall project timeline
- **Stakeholder –** an individual or group who are affected by the change or who have a vested interest in the area under review
- **Standard Operating Procedures (SOPs) –** documented procedures for conducting work
- **To Be –** the term used to describe how the new process will work