**Business Process Reengineering**

**Center of Excellence**

**U.S. Army Shared Services Center**

**<<Enter BPR Project Name>>**

**“As-Is” Analysis and Findings**

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**<<Enter Date>>**

Version 1.0

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# Executive Summary

Provide a high-level summary of the key points made in the rest of this document. This section should be no more than one page.

# 2.0 Project Objectives

* Use this section to put this BPR project in the context of other major efforts, and explain why it has been chosen.
* Objectives to mention here may include the opportunity to reduce operating costs now and in the future, consolidation of redundant systems, to improve business performance, or to enhance service levels.
* This section may also review BPR efforts in a historical context and explain how the current efforts are gaining popularity and delivering agility and continuous improvement as added capabilities.
* Clearly link the benefits of improved process performance to larger enterprise goals, policies, strategies, etc. of the U.S. Army in order to create a more compelling business case in the future. BPR efforts are primarily about changing the business performance (for example, by lowering business risk, speeding the time to market, improving the customer experience or creating new business opportunities) — not just about shrinking the overhead costs of.
* A list of compelling reasons for the project should summarize the primary motivating factors for BPR.

# 3.0 Business Background and Compelling Reasons

* Provide some context and history about how the proposed project evolved. This should cover the origins of the effort and what has been accomplished so far.
* A list of compelling reasons for the project should summarize the primary motivating factors for BPR —costs are too high and always over budgeted amount, service times exceed SLA’s due to latency in ticket routing, etc.
* Additional topics that may be addressed in this section include spending and efforts that have already occurred that have established a preparatory base for the project, or a discussion of other costs that would be accrued if the business case were not approved.

# 4.0 “As-Is” Process

* Provide a brief overview and narrative of the current state process.
* Provide information about the domain, command, E2E processes, BEA/ABEA linkages, data stewards, etc.
* Include the current state process maps in the appendix or a separate attachment.

# 5.0 Analysis and Findings

* Provide an overview of the methodology and approach used to conduct the analysis and develop findings.
* Provide a list of the individuals or stakeholders who participated in interviews and/or workshops in stakeholder register / table. See appendix.
* Provide a list of the materials or documentation that was reviewed or referenced for the analysis and findings.

## 5.1 People

* Identify opportunities of improvement and strengths in respect to the people involved in the process. This can include the customers (recipients of a process), providers (doers of the process), partners involved in the process, FTEs/contractors, etc.
	+ Ensure to collect input from leadership, management, and non-management levels in the process to get a full perspective.
	+ Interviews, workshops, as well as, shadowing are great observation techniques
* The type of questions to address include:
	+ Are the right people involved in the process?
	+ Are the right number of people involved in the process (e.g., too many or too little)?
	+ Do the people have the right skills and experience?

## 5.2 Process

* Provide both strengths and weaknesses with respect to the process itself.
* The type of questions to address include:
	+ Does the process tie to the BEA or ABEA?
	+ Is the process documented?
	+ Is the process in the Enterprise Knowledge Repository (EKR)?
	+ Is the entry in EKR complete?
	+ Is the process standardized and consistently followed?
	+ Is the process governed?
		- In not, how are decisions made regarding the process?
		- If so, how?
		- If so, is the governance effective?
	+ Is the process manual or automated?
		- If not, are there activities that could be automated?
		- If not, are there activities that people desire to be automated?
	+ Are there pain points or bottlenecks in the process?
	+ Does the process have associated service levels (SLAs) or key performance indicators (KPIs)?
		- If so, what are they?
	+ How is the process monitored (e.g., SLAs or KPIs)?
		- Manually collected or automated such as reports?
		- Who reviews the performance data?
		- What happens if the process is performing not as expected or desired?

## 5.3 Technology

* Provide both strengths and weaknesses with respect to the technology if applicable.
* The type of questions to address include:
	+ What technology is used to support the process?
	+ From a business perspective, is the technology meeting the needs of the users or people administering the process?
	+ Is the technology fixed or can it be replaced or altered?
	+ From an IT perspective, how is the application performing?
		- How many incidents and problems are associated with the application in the last year?
		- How many releases and changes are typically implemented in association with the application?
		- What are upcoming are the upcoming plans for the application with respect to bug fixes, changes, upgrades, etc.?
	+ From an IT perspective, how is the technology changing in the future?
		- What are the plans for future releases and capability improvements?
		- What type of bug fixes, upgrades, or version changes are in the foreseeable future?
		- When is the end of life for the application?
		- Has an alternative or replacement been selected?
			* If so, when is the expected implementation?

## 5.4 Other

* Provide some context with respect to analysis and findings outside of people, process and technology. For example, this could include findings related to regulations, policy or procedures. Perhaps regulations or policy has recently been implemented or previous regulations or policy has been changed.

## 5.5 Sample Problem Summary

* If the customer does not have a formal problem statement/summary defined or developed, and if applicable, provide a sample problem summary that would allow the customer to leverage in the acquisition process.

# 5.0 Recommended Next Steps

* Provide an overview the BPR team’s recommendations on next steps.
	+ If at this point BPR is not the appropriate approach provide an alternative (e.g., perhaps leaning towards being a continuous process improvement effort, a technology change request, or an update to policy).
	+ If additional BPR services are the best option, then recommend the customer continue to pursue using BPR CoE services, and highlight which ones, that would best enable their goals and objectives.
	+ If additional BPR services are the best option and already approved and funded, discuss the BPR team’s continuation and next steps in the BPR service offering to be provided.

# APPENDIX A – “As-Is” Process Maps

Include the current state process maps in the appendix or a separate attachment.

# APPENDIX B – Stakeholder Register / Table

The **stakeholder register** is a standard Project Management Institute (PMI) best practice to maintain a record of key stakeholders or groups. This information is helpful to feed into the communication plan and status reports. Here is an example of a basic stakeholder register/table.

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Name of Stakeholder** | **Organization** | **Title** | **Role on Project** | **Phone/Email** | **Interview/ Workshop Date** |
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