**Business Process Reengineering**

**Center of Excellence**

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

**[Project Name]**

**Future State Analysis and Recommendations**

****

**[Date]**

Version 1.0

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# 1.0 Executive Summary

Provide a summary of what the challenge is and general recommendations for the solution cited during the BPR effort.

# 2.0 Introduction

Describe the background of the process and why there was a need for business process reengineering

***Use dialogue boxes to highlight pertinent information and break up the content of the report.***

# 3.0 Laws, Regulations, and Policy

Laws, regulations, and policies (LRP) provide an integrated framework of guidance and rules that shape and constrain an environment. Laws are mandatory rules that are enacted by Congress and regulations are mechanisms for implementing laws. Violations of either laws or regulations can result in severe consequences. Policies are principals of guidance that are often use to direct the management of a given environment. All programs, systems, and organizations must strive for full compliance with LRP by taking the steps necessary to identify the applicable laws, regulations, and policies and ensure they are following the outlined requirements. Below are the LRPs applicable to [project name]

### 3.1.1 LRP 1

Describe this LRP and how it directly impacts the process. Cite sources as appropriate.

### 3.1.2 LRP 2

Describe this LRP and how it directly impacts the process. Cite sources as appropriate.

Insert visuals to help depict how a LRP may impact the process

Figure X. Illustration of policy

# 4.0 Challenge Definition

Provide detail on the challenges and root causes identified when developing the challenge definition. Provide the actual challenge definition and describe the scope of the effort.

# 5.0 Methodology

The BPR CoE has an established methodology for the approach and execution of BPR projects. The approach uses a holistic view of the current and futures states to remediate process problems and achieve BPR goals. This approach is designed as an essential strategy to rethink and redesign business processes to achieve new and elevated mission outcomes. These outcomes may range from reduced time and costs, to improved customer service, or the achievement of new objectives.

The following is the standardized approach to conducting BPR, as developed and established by the BPR CoE. This standard approach enables practitioners to consistently achieve successful results, facilitates information exchange among stakeholders, and maximizes the potential benefits gained from process engineering and reengineering.



Figure X. BPR CoE Standard BPR Approach

Designing the As-Is and To-Be processes are built on a comprehensive strategy that considers people, processes, technology, information, and policies. The BPR CoE refers to these elements as the *five lenses*. Each component forms a cornerstone for a thorough understanding of the current and future environments that enables effective business transformation. The people lens looks at whether the right people are in the right place at the right time doing the right things. From a more comprehensive viewpoint, all of the human elements are considered from identifying key stakeholders to ensuring process users have the training and skills necessary to conduct their activities. The process lens examines activities and procedures to determine if business objectives are being met effectively and evaluates innovative ideas to transform processes and meet goals. The technology lens explores the information, technological assistance, and automation potential to support business processes. The Information Lens analyzes and the data and information surrounding the business process, that is consumed during the process, and the quality and confidence associated with that information. It Finally, through the policy lens, the team reviewed whether there were policies that support or constrain the processes and potentially contribute to the problem or the solution as well as if there are policy any gaps.



Figure X. The Five Lenses of BPR

# 6.0 As-Is Discovery, Documentation, and Analysis

## 6.1 As-Is Discovery

Describe the methods used to discover the As-Is process and what insights these yielded. Describe any subject matter experts or other key stakeholders that participated in the discovery process. This can likely be re-used from the Project Charter.

## 6.2 As-Is Documentation

Include any applicable process maps or other documentation used to capture the As-Is. This may be included in the Appendices if they are too lengthy.

In addition to including process maps, it may be helpful to include an illustration that summarizes any breakdowns, gaps, loops, key themes, or other issues causing challenges with the process

Figure X. Image Describing the Process

## 6.3 As-Is Analysis

Provide detail on how the process was analyzed. Include any findings related to the four lenses, as well as any gaps, redundancies, or other issues discovered with the process.

# 7.0 Future State Recommendation

## 7.1 Recommendation

Describe some of the options explored during the To-Be Design and Analysis phase, but avoid going into excessive detail on ideas that were not explored in-depth. Include any roadmaps or other implementation planning documentation prepared. Carefully describe how the To-Be solution addresses all aspects of the challenge definition and remains in scope for the effort. This may be broken down into several sub-headings.

## 7.2 Process Details

The To-Be process may require an in-depth description, including data needs, specific policy changes, a phased rollout approach, etc. This should all be described to further enlighten the leader on how this To-Be process is truly a change from the As-Is and will prove to enhance the process as a whole.

## 7.3 Business Requirements

Describe the business requirements developed to support the implementation of the process or needed to move through the Business Capability Acquisition Cycle (BCAC).

## 7.3 Key Performance Targets

Describe any key performance measures and metrics associated with the process change. Include both those that have already been proven (i.e. this process change will reduce the process time from 8 days to 5) or future measures (i.e. by the end of FY18, there will be 20% fewer help desk tickets).

# 8.0 Conclusion

Summarize the need for the BPR effort, the findings from the As-Is Analysis, and the recommendation for the reengineered process.

# APPENDIX X

Appendices may include, but are not limited to, the following:

* Additional details from the As-Is discovery that may or may not be pertinent to the BPR effort
* Additional details on other To-Be findings or possible future BPR opportunities
* Acronym List
* Acknowledgements
* References
* Process Maps
* Project Charter
* Project Schedule
* Implementation Plan