

## **Business Process Reengineering (BPR) Intermediate Course**

BPR Center of Excellence (CoE), BPR-18-02

Time, Location, and Dates vary by customer

### ***Contact Information***

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### ***Course Description***

This challenging four-day course builds on the foundational knowledge students possess, to produce BPR professionals capable of leading BPR efforts. Where the foundation course provides an overview and awareness of BPR, this course consists of hands-on skill building. Attendees will successfully complete a notional BPR effort, utilizing the Army's BPR methodology.

### ***Course Goals***

Students who successfully complete this course will:

- Understand the BPR professional's role in transforming the Army's business processes
- Utilize facilitation and interview techniques
- Create a BPR project charter, project plan, and implementation plan
- Discover business processes using the Enterprise Knowledge Repository (EKR)
- Document business processes using Business Process Model & Notation (BPMN)
- Analyze business processes using the Four Lenses
- Design business processes
- Select and utilize an appropriate Organizational Change Management (OCM) framework
- Produce BPR documentation to support the Business Capability Acquisition Cycle (BCAC)

### ***Required Texts, Materials, or Equipment***

- Handouts are provided on the first day of class which include the BPR Playbook, directions for the class exercises, applicable templates, and information about the Army scenario used in class.
- Students will be asked to provide a pre-course assignment via email.
- Students are not required to bring any additional materials to class.
- Students will have access to a computer lab for team projects.
- References can be found on the BPR milSuite site: <https://www.milsuite.mil/book/groups/bpr-coe>

### ***Pre-Requisite Training Requirement***

Students must have completed a BPR Foundation equivalent course to attend the Intermediate course. Class work will be challenging and based on the foundational knowledge acquired in previous classes.

**Major Assignments: Descriptions**

Pre-course reading assignment: In preparation for the course we ask that you familiarize yourself with the BPR Playbook, the Army Business Strategy, Army Regulation 5-1, and Department of Defense Instruction 5000.75. Pre-course assignment: prepare one slide and submit to course POC NLT one week prior to start of class on an assigned BPR-related topic. There is no template for the slide and students are encouraged to use recognized best practices to complete this assignment. The student will present the slide as a 5-7 minute presentation on day one of the course.

Daily work includes instruction, exercises, team activities, and student presentations. Reading assignments are provided each afternoon, to be discussed the next day.

**Class Participation**

This training is intended to be highly interactive, so student engagement is actively encouraged. Students will be asked to take turns as team lead for in-class projects. We expect that all interactions in class will be civil, respectful, and supportive of an inclusive learning environment for all students. Students are encouraged to speak with an instructor about any concerns they may have about classroom participation and classroom dynamics.

**Course Grading**

Course evaluation will be based on attendance, peer evaluation, and participation. Students can miss no more than two hours of class time in order to graduate.

**Course-Specific Support or Supplementary Instruction**

The BPR CoE is the primary service provider and source of expertise for BPR services. Members of the BPR CoE will be available to provide support and supplementary instruction as needed.

**Disclaimer**

The instructor reserves the right to make modifications to this information as needed.

**Preliminary Schedule of Topics \***

DAY 1	DAY 2	DAY 3	DAY 4
Course Introduction	Reading Assignments and Briefings	Reading Assignments and Briefings	To-Be Refinement
BPR Overview w/ Briefings	Plan Phase	As-Is Analysis	Close Phase
Lunch	Lunch	Lunch	Lunch
Team Activity	Team Activity	Team Activity	Team Time
Launch Phase	As-Is Discovery	To-Be Design	Briefings
Team Time	Team Time	Team Time	Graduation

\* This is an interactive course, and timing may vary.

**Next Steps**

The path to BPR Professional certification (as pictured below) is three tiered. This class is Level 2, intended for students who will be leading BPR projects. The next step in the certification path would be to successfully lead a BPR project and receive a BPR CoE evaluation.

