**Business Process Reengineering**

**Center of Excellence**

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

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

**“To-Be” Analysis and Recommendations**

****

**<<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 SLAs 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 “To-Be” Process

* Provide a brief overview and narrative of the future state process.
* Provide information about the domain, command, E2E processes, BEA/ABEA linkages, data stewards, etc.
* Include the future 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 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 there new roles? If so, does it impact process or technology?
	+ Are the right people involved in the new process?
	+ Are the right number of people involved in the new 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?
	+ Are there new processes? If so, does it impact people or technology?
	+ 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?
	+ Are any new processes 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 To-Be process??

## 5.3 Technology

* Provide both strengths and weaknesses with respect to the technology if applicable.
* The type of questions to address include:
	+ Is there new technology? If so, does it impact people or process?
	+ 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 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 Gap Analysis

* A gap analysis better prepares an organization to transition from one state to another and implement new changes.
* A gap analysis matrix / table is a helpful aid to clearly identify differences amongst People, Process, and Technology between the “As-Is” and “To-Be” or even between components within the “To-Be” future state. See Appendix.

# 5.0 Recommendation & 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 – “To-Be” 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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# APPENDIX C – Gap Analysis Matrix

The **gap analysis matrix / table** is a great tool to quickly identify the delta between variables while analyzing the People, Process, and Technology, as well as, the organization holistically from a strategic perspective. This information is helpful to feed EA/BEA artifacts, communication plan, and status reports. Here is an example of a basic gap analysis matrix / table.

**Organization / Strategy** [This could highlight goals vs. objectives or programs vs projects, domains vs departments]

|  |  |  |
| --- | --- | --- |
| **Goals** | **As-Is Environment** | **To-Be Environment** |
|  | **Project** | **Project** | **Project** | **BPR Project 1** | **BPR Project 2** |
| Goals 1 | X |  |  | X |  |
| Goals 2 |  | X |  | X | X |
| Goals 3 |  |  |  |  | X |
| Goals 4 |  |  | X | X | X |

**People** [This could highlight skills vs. responsibilities]

|  |  |  |
| --- | --- | --- |
| **Skills** | **As-Is Roles** | **To-Be Roles** |
|  | **Role 1** | **Role 2** | **Role 3** | **Role 4** | **Role 5** |
| Skill 1 |  | X | X | X |  |
| Skill 2 | X |  |  |  | X |
| Skill 3 |  |  |  |  |  |
| Skill 4 | X | X |  | X |  |

**Process** [This could highlight manual vs. automated or phases vs process]

|  |  |  |
| --- | --- | --- |
| **Components** | **As-Is Process** | **To-Be Process** |
|  | **Process 1** | **Process 2** | **Process 3** | **Process 4** | **Process 5** |
| Activity 1 | X |  | X |  | X |
| Activity 2 | X |  |  | X | X |
| Process 3 |  |  | X | X |  |
| Document 4 | X | X |  |  | X |

**Technology** [This could highlight standalone and COTS products, capabilities vs requirements]

|  |  |  |
| --- | --- | --- |
| **Capability** | **As-Is Technology** | **To-Be Technology** |
|  | **Tech 1** | **Tech 2** | **Tech 3** | **Tech 4** | **Tech 5** |
| Capability 1 | X | X | X | X | X |
| Capability 2 | X |  | X |  | X |
| Capability 3 |  |  | X |  | X |
| Capability 4 | X | X |  | X |  |