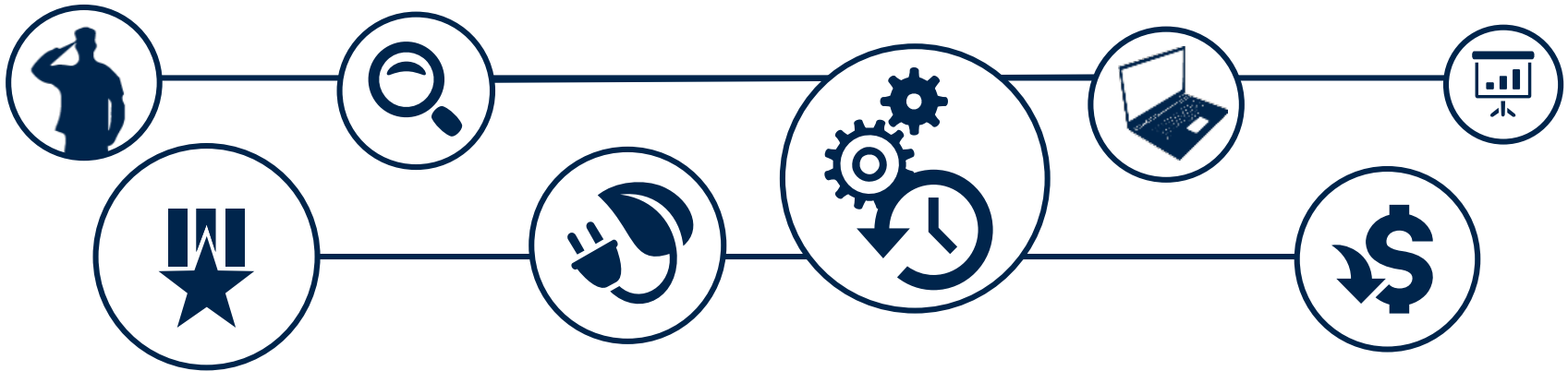# Business Process Reengineering Center of Excellence (BPR CoE)
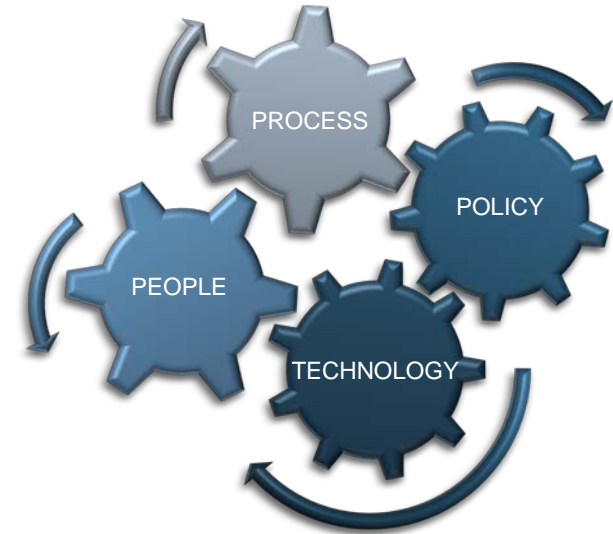

Innovating The Enterprise

What Is BPR?

According to the Army Regulation (AR) 5-1, Management of Army Business Operations:

"**BPR is a logical methodology for** assessing process weaknesses, identifying capability gaps, and implementing **innovation** and **optimization** opportunities to achieve breakthrough **improvements in operational performance**."

The Army has developed a modernized version of BPR that fits the unique needs of the Department and strives to develop creative solutions to business problems, operational inefficiencies, and process weaknesses.

The approach goes beyond traditional process improvement by focusing on the holistic environment including the **people**, **process**, **policy**, and **technology** affecting the current and future states.

BPR has some overlap with other process improvement methodologies but differs in that it often **seeks radical change**, **enables new process outcomes**, and focuses on **end-to-end business processes** rather than functional silos.

PROCESS

POLICY

PEOPLE

TECHNOLOGY

Functional Area 1/ Domain	Functional Area 2/ Domain	Functional Area 3/ Domain	Functional Area 4/ Domain

End-to-end process x…

VALUE

Opportunity for BPR

BPR CoE Vision and Mission

The BPR CoE is the primary service provider and source of expertise for BPR services across the Army. The services transform processes to achieve cost savings, deliver readiness at best value, and ensure a smooth transition of the change into the organization.

Vision

Empower the Army enterprise to deliver innovative BPR and achieve world-class Readiness

Mission

To enable BPR throughout the enterprise through training, guidance, and execution

BPR CoE

Advise and Support BPR Efforts in the Enterprise

Provide Training to Enable BPR

Conduct BPR Efforts on Behalf of Army Orgnziations

Vision

Mission

Services
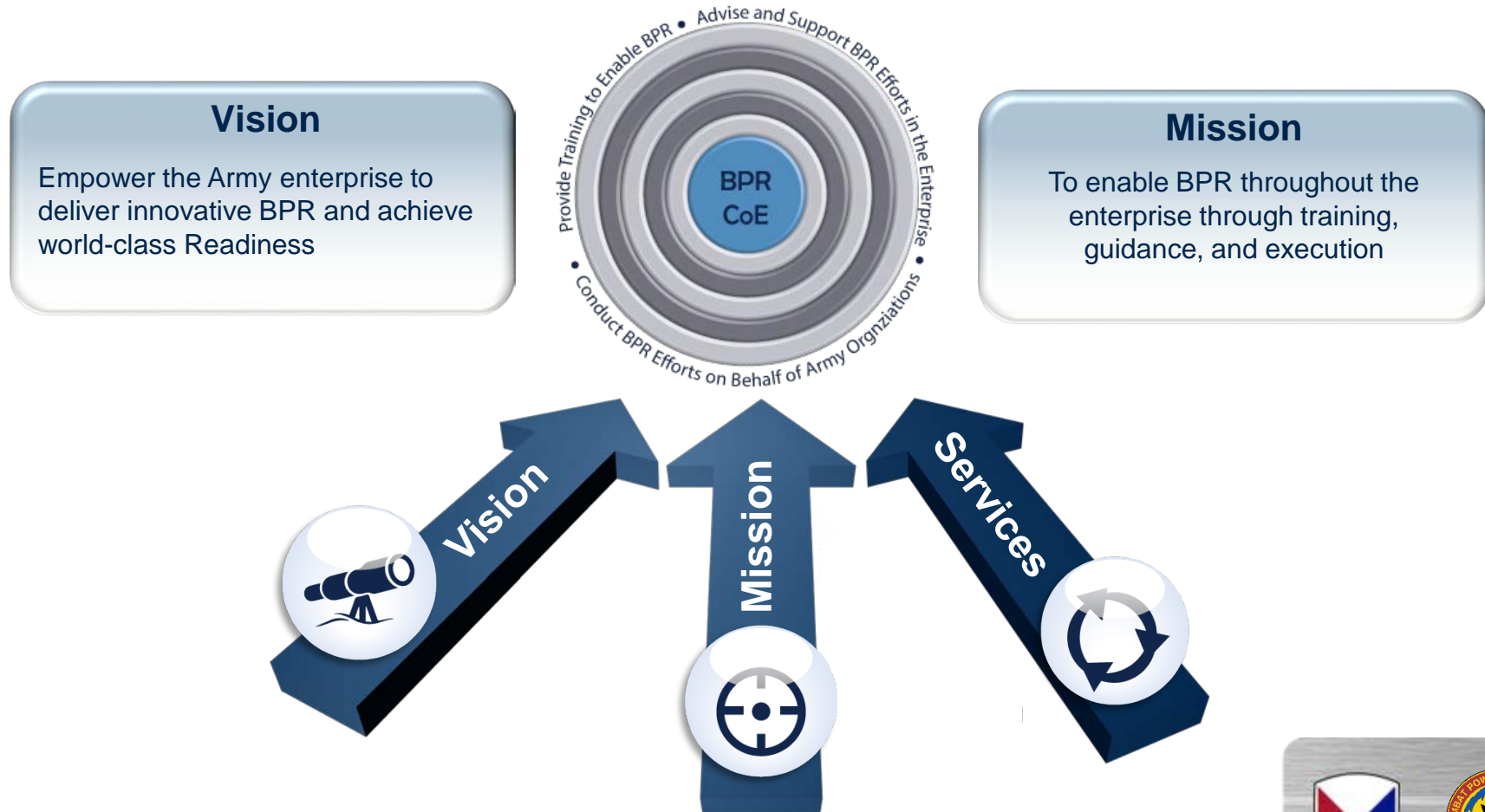
Innovating The Enterprise to Deliver Readiness at Best Value

When Should BPR Be Used?

You are acquiring a new business system

You need to significantly improve mission or operational performance

Your mission has changed and you need to build new processes

A people, technology, or policy factor requires a change in the way work gets done

You need to find ways to do more with less

Change is coming and you must prepare the workforce

BPR

Delivers Readiness at Best Value

Cultivates innovative solutions

Supports organizational cultural transformation and change adoption

Supports effective system acquisition

Improves visibility and transparency

Drives efficiency, effectiveness & agility

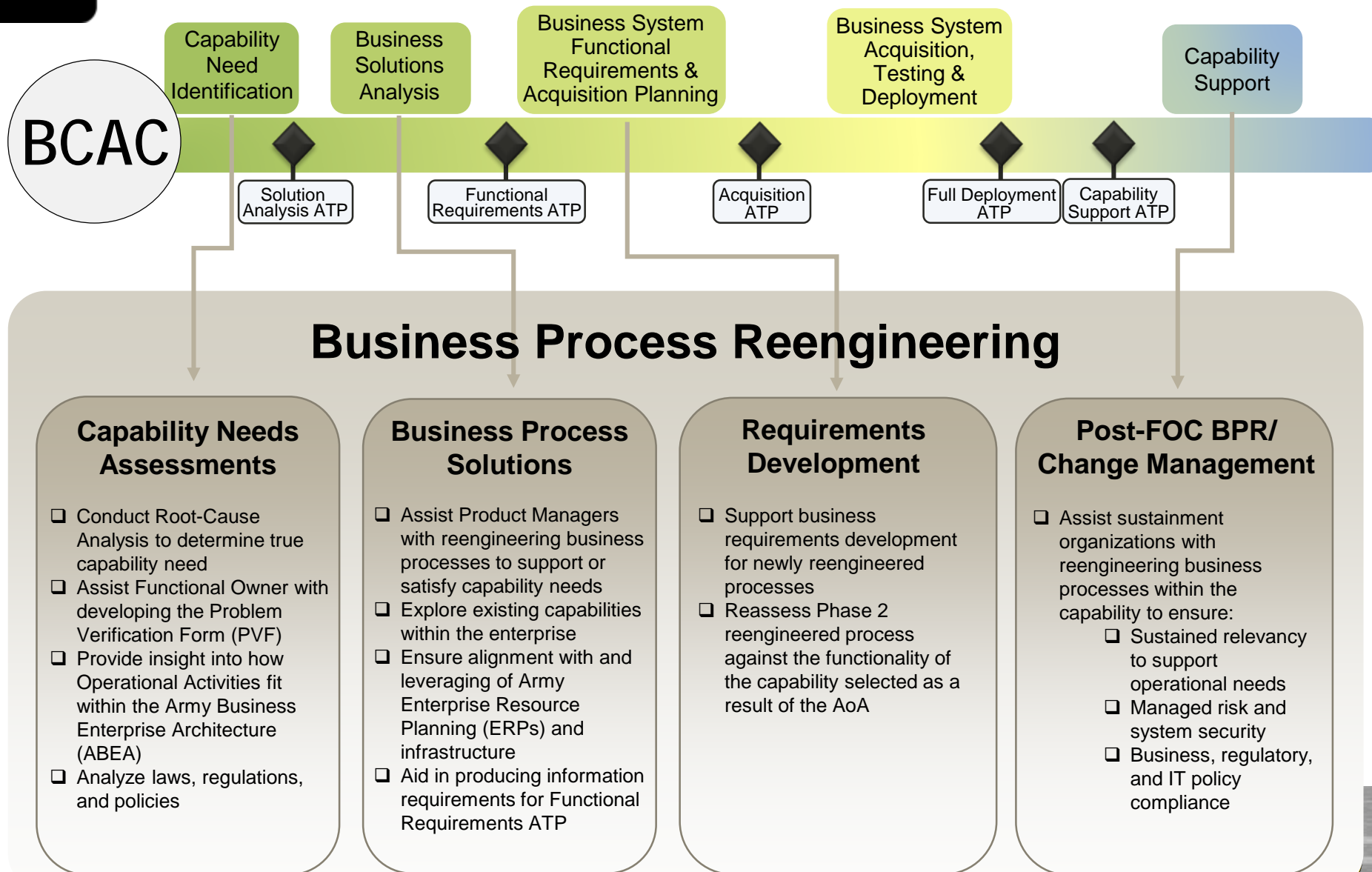*Enables integration between processes & groups*

Increases stakeholder and process executor buy-in

Required by Business Capability Acquisition Cycle (BCAC)

The Role of BPR in the BCAC

BCAC

| Capability Need Identification | Business Solutions Analysis | Business System Functional Requirements & Acquisition Planning | Business System Acquisition, Testing & Deployment | Capability Support |

Solution Analysis ATP

Functional Requirements ATP

Acquisition ATP

Full Deployment ATP

Capability Support ATP

Business Process Reengineering

Capability Needs Assessments

❑ Conduct Root-Cause Analysis to determine true capability need
❑ Assist Functional Owner with developing the Problem Verification Form (PVF)
❑ Provide insight into how Operational Activities fit within the Army Business Enterprise Architecture (ABEA)
❑ Analyze laws, regulations, and policies

Business Process Solutions

❑ Assist Product Managers with reengineering business processes to support or satisfy capability needs
❑ Explore existing capabilities within the enterprise
❑ Ensure alignment with and leveraging of Army Enterprise Resource Planning (ERPs) and infrastructure
❑ Aid in producing information requirements for Functional Requirements ATP

Requirements Development

❑ Support business requirements development for newly reengineered processes
❑ Reassess Phase 2 reengineered process against the functionality of the capability selected as a result of the AoA

Post-FOC BPR/ Change Management

❑ Assist sustainment organizations with reengineering business processes within the capability to ensure:
  ❑ Sustained relevancy to support operational needs
  ❑ Managed risk and system security
  ❑ Business, regulatory, and IT policy compliance

BPR Throughout the Enterprise

Army Level

- Advance and institutionalize BPR within the Army
- Optimize cost-savings and improve the Army's ability to deliver readiness at best value through Army-wide BPR efforts
- Train and coach BPR practitioners across the Army
- Support and validate BPR efforts for the Business Capability Acquisition Cycle (BCAC)

End-to-End Level

- Radically improve end-to-end processes by using the BPR methodology and tools
- Assess end-to-end process performance and leverage opportunities for improvement and cross functional integration
- Ensure end-to-end processes align with Army Business Enterprise Architecture (ABEA)
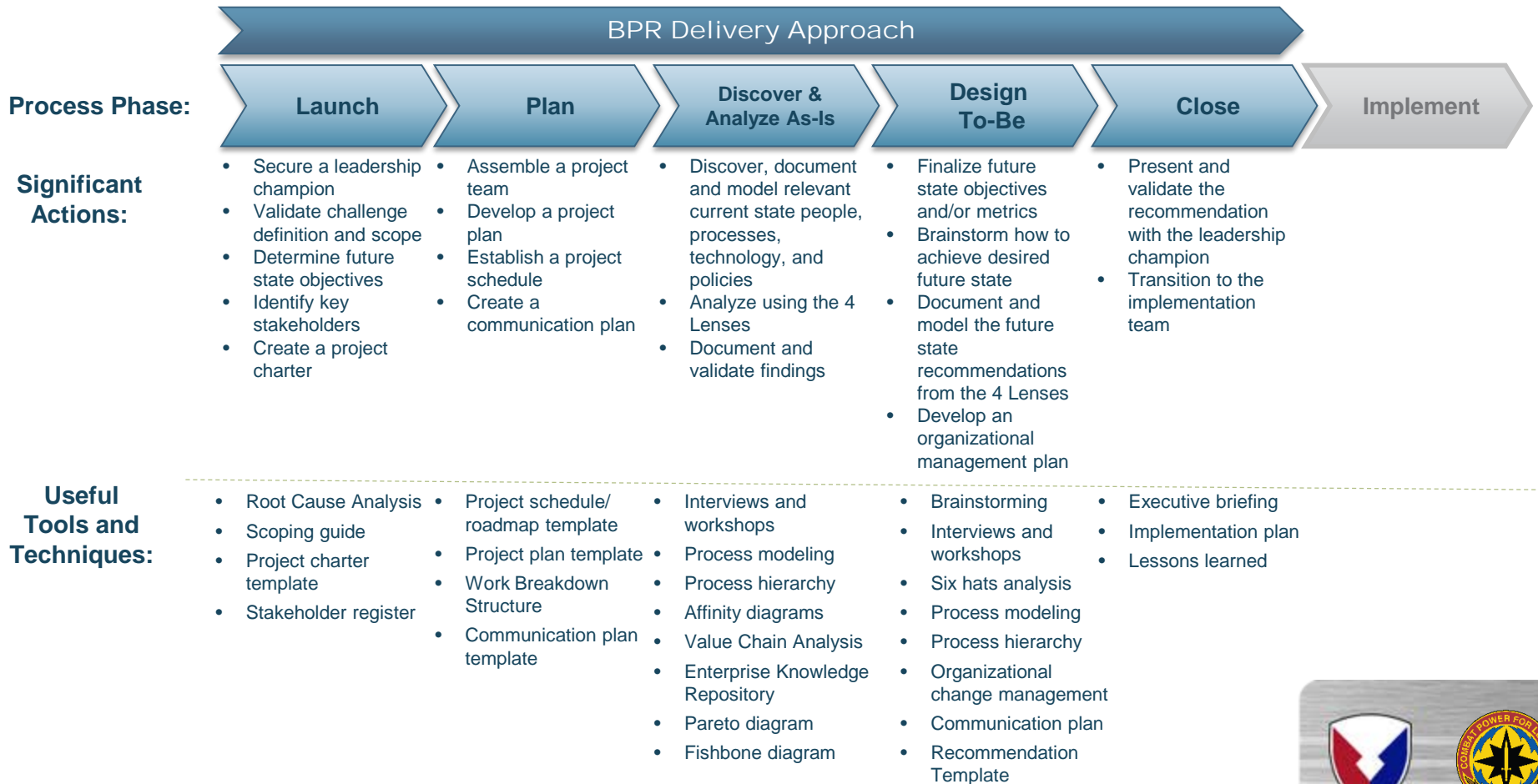
Functional Level

- Radically improve domain activities and processes by using the BPR methodology and tools
- Use BPR to develop or engineer business processes for new missions
- Use BPR as part of the BCAC for acquiring new business systems
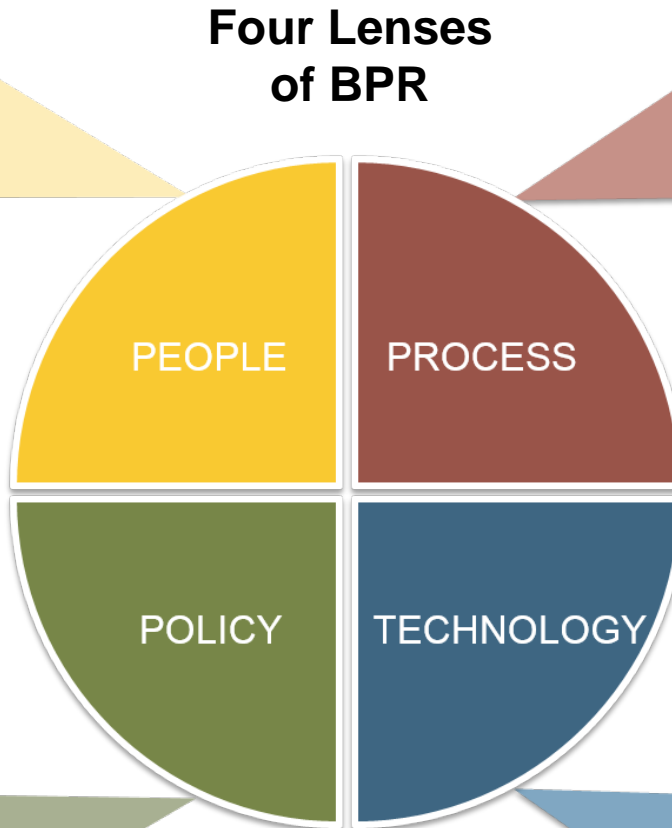- Successfully transition changes to the workforce

Standardized BPR Approach

The BPR CoE developed a standardized approach to conducting BPR. The standard approach enables practitioners to **consistently achieve successful results**, **facilitates information exchange among stakeholders,** and **maximizes the potential benefits gained** from process engineering.

BPR Delivery Approach

Process Phase:	Launch	Plan	Discover & Analyze As-Is	Design To-Be	Close	Implement
Significant Actions:	• Secure a leadership champion • Validate challenge definition and scope • Determine future state objectives • Identify key stakeholders • Create a project charter	• Assemble a project team • Develop a project plan • Establish a project schedule • Create a communication plan	• Discover, document and model relevant current state people, processes, technology, and policies • Analyze using the 4 Lenses • Document and validate findings	• Finalize future state objectives and/or metrics • Brainstorm how to achieve desired future state • Document and model the future state recommendations from the 4 Lenses • Develop an organizational management plan	• Present and validate the recommendation with the leadership champion • Transition to the implementation team	
Useful Tools and Techniques:	• Root Cause Analysis • Scoping guide • Project charter template • Stakeholder register	• Project schedule/ roadmap template • Project plan template • Work Breakdown Structure • Communication plan template	• Interviews and workshops • Process modeling • Process hierarchy • Affinity diagrams • Value Chain Analysis • Enterprise Knowledge Repository • Pareto diagram • Fishbone diagram	• Brainstorming • Interviews and workshops • Six hats analysis • Process modeling • Process hierarchy • Organizational change management • Communication plan • Recommendation Template	• Executive briefing • Implementation plan • Lessons learned	

The Four Lenses of the Standardized BPR Approach

Four Lenses of BPR

PEOPLE

- Are the right people involved in the process?
- Are the right number of people involved in the process? (not too many or too little)
- Do the people have the right skills and training?
- Do the people understand their role in the process?
- Do the people understand the overall process?
- Do the people have the time to execute the process properly?
- Who is formally held accountable for the process?

PROCESS

- Is the process standardized and consistently followed?
- Is the process documented? If yes, where is it located?
- Is the process manual or automated?
- What is the process trigger?
- Are there pain points or bottlenecks?
- Is this an enterprise (end-to-end) or local process?
- Does the process have associated service levels (SLAs)/key performance indicators (KPIs)?
- How is the process monitored?

POLICY

- Are there existing policies that guide the process?
- How do policies and regulations constrain the process in the future?
- Are new/changed policies needed to support process changes ?
- Where are the applicable policies posted?
- How are policies communicated out?
- What type of policy would be the most effective?

TECHNOLOGY

- What technology supports the process?
- Is the technology meeting the needs of the users administering the process?
- Can the technology be replaced or altered?
- How is the technology changing in the future?
- What are the plans for future releases and capability improvements?
- When is the end of life for the application? If yes, has an alternative or replacement been selected?
- Is there an enterprise solution that could fill the capability needs?

OCM and the Standardized BPR Approach

Process reengineering starts with a focus on developing innovative solutions to business problems, operational inefficiencies, and process weaknesses where as Organizational Change Management (OCM) seeks to prepare the organization for the impending change and serve as a catalyst for the organizational culture transformation.

OCM is part of the Standardized BPR Approach and should be woven into the implementation plan.

What projects typically focus on

- **Logical objectives and results receive most of the focus in project communications…**
  - Schedule, Milestones
  - Costs
  - Documents / Objects
- **These are essential for a successful project delivery, but not necessarily a successful project 'outcome' where change is successfully adopted and benefits are realized.**

What projects often miss

- **Project engagement and communication approaches often fail to address the human dynamics associated with implementing change…**
  - How does this change my job?
  - What's in it for me?
  - What degree of control or influence will I have?
  - Will this make my life easier?
  - I'm anxious, frustrated, excited – all of the above.
- **The human element is often missed.**

We need a blend of engineering and psychology to effectively lead change
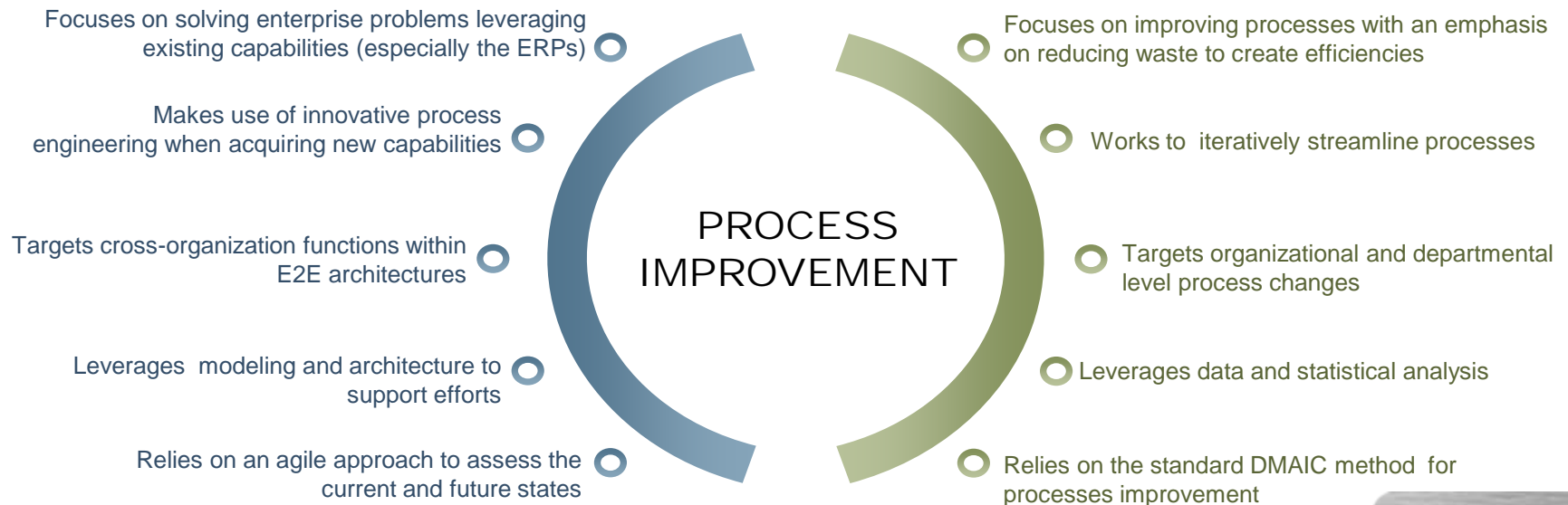
BPR and LSS

BPR has some overlap with other process improvement methodologies, like Lean Six Sigma (LSS), but differs in that it often **seeks radical change**, **enables new process outcomes**, and focuses on **end-to-end business processes** rather than functional silos.

BPR is a logical methodology for assessing process weaknesses, identifying gaps, and implementing opportunities by taking a holistic view of the current and future states and considering the people, process, policy, and technology impacts to fix problems and achieve goals.

LSS is a disciplined, data-driven approach that combines Lean and Six Sigma methodologies. It is a methodology that relies on a collaborative team effort to improve performance by systematically (incrementally) removing waste and reducing variation in existing processes.

PROCESS IMPROVEMENT

Focuses on solving enterprise problems leveraging existing capabilities (especially the ERPs)

Makes use of innovative process engineering when acquiring new capabilities

Targets cross-organization functions within E2E architectures

Leverages modeling and architecture to support efforts

Relies on an agile approach to assess the current and future states

Focuses on improving processes with an emphasis on reducing waste to create efficiencies

Works to iteratively streamline processes

Targets organizational and departmental level process changes

Leverages data and statistical analysis

Relies on the standard DMAIC method for processes improvement
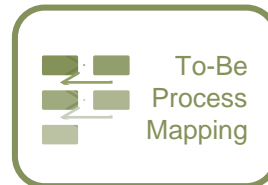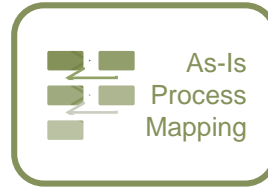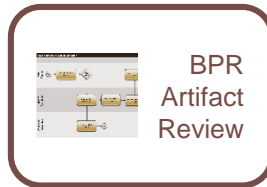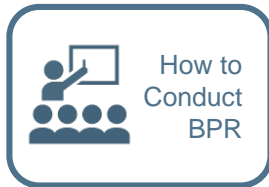
BPR CoE Services

The BPR CoE provides three core BPR services: Training, Advisory Support, and BPR Facilitation.

Training

The BPR CoE provides knowledge and increases BPR capabilities through a broad range of curriculum offerings and best practices in BPR.
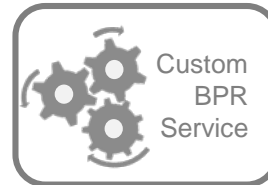
Advisory Support

The BPR CoE provides consultancy with process maturity assessments and advisory support on BPR projects facilitated outside of the BPR CoE team.

BPR Facilitation

The BPR CoE provides expert assistance with BPR projects. From capturing and analyzing current state, to designing a more efficient and effective to-be process.

- How to Conduct BPR
- Expert BPR Guidance
- BPR Artifact Review
- Organizational Change Management
- As-Is Process Mapping
- As-Is Process Analysis
- Workshop Facilitation
- To-Be Process Design
- To-Be Process Mapping
- Custom BPR Service

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Bpr CoE Contact Information

To learn more about additional BPR services:

Visit our Milsuite Site at: https://www.milsuite.mil/book/groups/bpr-coe

Contact the BPR CoE team at usarmy.apg.sec.mbx.assc-bpr-coe@mail.mil