Business Process Redesign Methodology

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1 Executive Summary

The Yesser series of best practice toolkits empower Saudi public sector IT departments with practical guidelines for effective utilization and management of IT infrastructure (a synergy of the right people, tools and processes).

The aim of this booklet is to provide a comprehensive guideline for Business Process Redesign Methodology (BPR). The booklet starts with providing an overview of BPR, its concept, objectives and highlights how BPR relates to e-Government projects. After that, the booklet explains thoroughly the BPR methodology and its stages in more details with the support of examples and graphs for further illustration.

In addition, the booklet contains a final chapter named “Useful Readings”; which provides a list of books titles and online links for further information about BPR and its related subjects, grouped by topics.

This booklet was developed with the utmost care and proficiency to provide readers with the latest scientific knowledge related to Business Process Redesign (BPR) Methodology, theory and approach. The content of this booklet was written while taking into consideration the distinctiveness of the Yesser program projects and characteristics.

The guidelines in this booklet are scalable and can benefit smaller agencies with tens of employees as well as large Ministries with tens of hundreds of staff.
2 Introduction

In the past years organizations are challenged to improve their business processes since customers (internal & external) are demanding better and better products and services. Consequently, efficient and effective business processes are critical to any organization that hopes to maintain, or improve, its products and services. Improvement in quality, time, and costs can result in increased performance and profit. Therefore, the way an organization structures and manages its business processes has a great impact on these outcomes.

To meet these demands, different theories and solutions saw the light; and organizations adapted many of these solutions and frameworks each according to its needs. However, one of the main adapted approaches is the Business Process Redesign (BPR).

This booklet provides a comprehensive content about BPR concept and methodology. It discusses BPR content and its relation to e-Government initiative, point out a systematic methodology for successful BPR project outcomes and describes generally the work plan for redesigning e-Government services.

2.1 Document Purpose

The purpose of this booklet is to empower ICT (Information Technology and Communications) Managers in the Saudi Public Sector with a comprehensive resource for Business Process Redesign concept and methodology.

Any entity assigned responsibility for redesigning Saudi public sector services may use this document as a reference through the flow of the project.

2.2 Document Structure

This booklet provides a review of BPR “best of breed” practices from contemporary literature and introduces a consolidated, systematic approach to the redesign of business services/products. The methodology includes four stages which are mapping existing process; Define the aspired end-state process; Gap analysis; and Design the implementation plan.

The booklet covers the following subjects:
- Business Process Redesign Overview
- Business Process Redesign Methodology
- Work plan for designing e-Government Services
- Useful Readings

1 Also called; Business Process Reengineer (BPR).
3 Overview of Business Process Redesign

In a world increasingly driven by the three (Cs); Customer, Competition and Change, organizations are on the lookout for new solutions for their business problems and to provide better products and services.

To achieve these objectives, extensive research has been carried out and numerous methodologies churned out. Recently, some of the most successful business organizations in the world have recognized an incredible solution: Business Process Redesign (BPR).

Business Process Redesign is a discipline in which efforts focus first on understanding the organization's strategy and goals, core business functions, people, tools and utilities. Then assess the current processes and redesign processes to achieve improvements and adapt to customers increasing demands and needs.

It's fundamental to realize that BPR leads the change in how work is done in the organization with the objective of accomplishing higher performance rates. This change should affect procedural aspects not organization's strategies and core functionalities; unless analysis recommended certain changes. However, the organization should realize that to adapt a successful BPR requires the involvement of business process and procedures owners and needs the support of senior management to facilitate the change it brings.

Generally Organizations adapt BPR in order to:

- Optimize processes and procedures to:
  - Lower costs
  - Increase revenues
  - Enhance effectiveness, efficiency, and adaptability
  - Increase customer satisfaction

- Facilitate transforming the organization into an e-business ready organization; since BPR restructure processes and procedures in a way to eliminate obstacles and bottlenecks that hinder transformation to e-business.

3.1 Business Process Redesign

Business Process Redesign (BPR) is the framework for improving and redesigning the organization approach to providing its services and products. BPR best practices focus on streamlining bottlenecks, implementation of process changes and defining the “aspired end-state” of the processes where primer functions and tasks are achieved through more efficient and effective processes.

Though BPR focuses on processes, it puts into perspective the services processes function within and the multiple departments’ services might be active across. This positively enriches the redesign task and produces a comprehensive redesigned model.

"Business Process Redesign is the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance such as cost, quality, service, and speed." Hammer & Champy
Despite the fact that BPR advocates that organizations go back to the basics and re-examine work fundamentals and aims at total reinvention; its approach may either apply changes radically or through gradual phases of improvements. The approach mainly depends on the organization nature, functions and the required aspired-end state demand.

Improving services through redesign can have huge impact through minimum changes and alterations on services process. Regrouping required official papers according to their relevance when applying for a certain service can result in shortening the application period significantly and hence facilitate the service for users.

Redesign, with the change it brings, is an organizational program which includes policy changes, organizational restructuring, redefinition of roles and responsibilities and a variety of other alterations.

3.2 BPR and E-government

E-government is the use of Information and Communication Technologies to promote more efficient and effective government and present more accessible and accountable services to other government agencies, businesses and citizens. It involves changes on how government offers its services.

Achieving the new perspective for work in government agencies requires changing how work is performed in these agencies before utilizing electronic and modern ICT equipments into the space work. This approach to E-government ensures a well alignment with the government strategies and objectives while employing the change.

A country goal is to introduce e-Government – i.e., the provision of government services by electronic means. The primary focus of this goal is not on purchasing information technology, but on providing better government services – be it services to individuals (citizens and expatriates), to businesses or to government agencies – and on increasing the efficiency and effectiveness of the public sector.

E-government best practices and key learning's obtained from famous benchmarking stress the importance of redesigning processes as a success factor in e-government initiatives. By redesigning processes in government agencies; improvement can be achieved and e-government goals attained.

BPR will bridge the current organizational processes to a modified model that meet and provide the needed performance and quality desired.

To ensure that government redesign initiatives achieve the desired results, redesign projects shall put into perspective the following success factors:

- Adopting a structured process management approach
- Measuring and tracking performance continuously
- Ensuring top management support and sponsoring
- Adhering to change management techniques

In one of the countries e-Government initiative BPR has reduced the application time needed to set up a new entertainment outlet from 8 weeks to 2 weeks.
4 Business Process Redesign Methodology

This chapter explains thoroughly the stages and steps to be followed to perform a successful redesign for the organization processes. It will explain each stage in the methodology and support it with further illustrations, examples and tips.

4.1 Business Process Redesign Methodology

Following a well defined methodology for redesign enhances the chances of achieving better results and produces tangible outcomes. As illustrated in Figure 1, the main stages in BPR methodology are:

1. Map existing processes
2. Define aspired end-state
3. Gap analysis
4. Design implementation plan

It is essential to note that the sequence of phases in the methodology guarantees better change results. As each stage includes several sequenced activities and is ought to produce defined deliverables and outputs.

**Figure 1: BPR Methodology Stages**

<table>
<thead>
<tr>
<th>Workstream</th>
<th>Business process redesign</th>
<th>Define aspired end-state</th>
<th>Gap analysis</th>
<th>Design implementation plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>Activities</td>
<td>Map existing processes</td>
<td>Develop initial hypothesis on improved process</td>
<td>Measure gap along key performance criteria, e.g. - Time - Number of customer interactions - Headcount</td>
<td>Sequence steps to achieve target process</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Test hypothesis with cross-functional group of stakeholders</td>
<td>Measure and assess gap along underlying drivers to performance</td>
<td>Assign clear responsibilities</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Refine hypothesis in light of stakeholder feedback</td>
<td>Process steps</td>
<td>Develop approach to change behaviour and mindsets of stakeholders</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Syndicate results and generate stakeholder commitment</td>
<td>IT infrastructure</td>
<td>- Processes and procedures</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Rules and regulations</td>
<td>- Role modeling</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Legal environment</td>
<td>- Implementation plan for supporting infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- IT infrastructure</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>- Legal framework (if needed)</td>
</tr>
<tr>
<td>Deliverables</td>
<td>Stakeholder interviews &amp; workshop to test and syndicate hypothesis</td>
<td>Document gaps along series of performance drivers</td>
<td>Implementation blueprint</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Process flows at workplace level</td>
<td></td>
<td></td>
<td>Involvement of business process owners is major success factor; avoid impression of mere IT project</td>
</tr>
</tbody>
</table>
Each stage in the BPR methodology involves a set of activities steered by best practices tips and performance guidelines and generates a comprehensible list of outputs. Activities in each stage don’t necessarily follow a firm order, yet they must be conducted to meet the stage objectives and tasks.

Table 1 below, provides a high level definition of each stage of the BPR including the activities to be performed and the expected deliverables of each stage. However, in the following sections (3.2 and 3.3), the activities and deliverables of each work-stream are discussed in more details and illustrated with examples and graphs.

<table>
<thead>
<tr>
<th>Table 1: BPR Methodology Stages Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Map Existing Processes Stage</strong></td>
</tr>
<tr>
<td><strong>Activities</strong></td>
</tr>
<tr>
<td>In this stage, data related to the organization existing processes are gathered through several techniques. This data will be used later for mapping and documenting these processes which are performed through different documentation methods to ensure documenting different levels of processes' data. Also, mapped and documented data should be verified with processes owners and stakeholders to ensure establishing a good understanding for the current status as well as a coherent base for the redesign task and hence better quality results.</td>
</tr>
<tr>
<td><strong>Deliverables</strong></td>
</tr>
<tr>
<td>The outcome of this stage is the processes mappings and documentations which are a set of various files that represent the current status of the processes.</td>
</tr>
<tr>
<td><strong>Define aspired-end state</strong></td>
</tr>
<tr>
<td><strong>Activities</strong></td>
</tr>
<tr>
<td>After compiling current process's documentation, data collected should be analyzed to allocate deficiencies, obstacles and opportunities for improvement. Analysis findings should be presented to the processes' stakeholders to obtain agreement and support on the problems addressed for change and its end results.</td>
</tr>
<tr>
<td>Defining the aspired end-state shall be carried out through a comprehensive iterative approach that consists of the phases: Stating the Hypotheses Phase, Testing and Refining Phases and The Buy-in Phase. During this stage, defining the aspired end-state should adhere to a set of design principles and must be done against redesign objectives and goals to ensure defining the desired aspired-end state the best possible way.</td>
</tr>
<tr>
<td><strong>Deliverables</strong></td>
</tr>
<tr>
<td>The define aspired-end state stage final deliverable is the End-State processes documentation and stakeholders agreement on the changes proposed by the end-state processes model.</td>
</tr>
</tbody>
</table>
Gap Analysis

Activities
In the Gap Analysis stage a comparison between the aspired ended–state process stage models and the model documented in the mapping existing processes stage (current state) is conducted. The objectives of the comparison are to highlight functional differences between the two states, identify activities required to attain the aspired end-state with a clear resources, roles and responsibilities assignment. Analysis should be conducted against relative and agreed upon measurement criteria and change levers.

Deliverables
The Gap Analysis Stage outcome is the Gap Analysis Report in which tasks needed to accomplish the aspired end-state are stated and mapped in adherence to change levers decided earlier.

Design Implementation plan

Activities
The last phase in BPR methodology is to define the plan for implementing the new models of the aspired end-state as advised by activities in the Gap Analysis Report. The plan translates the required changes into a defined work plan that covers all changes needed to be done to reach the target process.

Deliverables
The final output of the Design Implementation Plan stage is the implementation blueprint

4.2 BPR Methodology Stages

1 Map Existing Processes Stage

Redesigning any organization processes requires developing a deep understanding of the current status for processes in the organization in order to:

- Provide basis for developing the services / processes framework
- Set the change boundary

At this stage, understanding processes should be accompanied by a similar understanding of the organization strategy, goals, objectives, structure, challenges, legal and social frameworks and all other related aspects that might affect the redesign.

In the case of complex processes it's crucial to understand the process core functionalities and aspects of change regardless the many irrelevant details that might not affect the redesign task.

Understanding the organization factors, mapping and documenting process information and facts is preceded by gathering information about these factors in a way that guarantees a sufficient level of
detail for later tasks. Needed information about processes and the organization can be gathered and conducted through several ways and from different sources like:

- **Interviews**
  Fact gathering through interviews will provide detailed information about how processes work bottlenecks and problems sources. Processes owners, stakeholders and customers are the main parties interviewed.

- **Available and existing documents**
  Checking the organization’s available documents such as the organization structure, legal framework, processes workflows and procedures will provide valuable information about the processes

- **Statistical analysis**
  In many cases available data might not reflect adequate information without analyzing statistics and conducting logical relations and sufficient conclusions. Therefore, the results from performing statistical analysis are important in understanding the organization and its processes.

After that, processes should be documented and mapped in order to develop a well defined processes chart and databank that contains the vital information gathered.

Mapping each process is expected to produce a comprehensive flowchart that contains vital information about the process which is:

- **Process parameters**
  Process objective and definition, process owner, process stakeholders, related processes, involved parties, communication interfaces, IT requirements

- **Process Flow**
  Process input, output, steps and activities.

- **Rules and regulations**
  Rules and regulation that govern the process and limit it works conditions.

Mapping information in a readable format provides better understanding for the process and its related aspects, by not only pointing out the process's normal flow but also illustrating all parameters that might affect the process in a way or another. Therefore, various documentation techniques and methods are used collectively on each process. Two of these methods are demonstrated in Figure 2 and Figure 3 below with further clarification.

*Figure 2* below, shows a sample of employment process parameters. The parameters cover several levels including: communication interface and parties involved, process owner and a verbal description of the process performance.

For process documentation; it’s advised to use international standard format such as Business Process Modeling Notation (BPMN) or unify a standard notation and work according to it in developing the flowcharts.
### Figure 2: Employment Process Parameters Sample

Another method for process documentation is illustrated in Figure 3; where it shows the process flow of activities and steps and who is performing them. This will enrich the knowledge obtained about each process.
Another value of process flow documentation is the benefit it provides for analysis purposes as it reflects, in a graphical representation, the flow of each process step in a way that shows interactions, output and input. The flowchart can show detailed process steps by breaking down the process map into several documents to guarantee a complete coverage for the details in the required level.

In conclusion it is essential to verify that the mapped processes reflect how processes function in a real environment and that the assembled understanding about the organization and its processes is correct and coherent.

Verification involves reviewing information gathered with process owners and stakeholders to test its validity and correctness.

By testing the documented processes, this will ensure establishing a good understanding for the current status as well as a coherent base for the redesign task and hence better quality results.
2 Define Aspired End-State Stage

Redesigning processes aims for enhancing processes and procedures to increase performance and productivity. That requires carrying out examination and analysis for the processes in order to allocate deficiencies, obstacles and opportunities for improvement. Analysis findings should be presented to the processes’ stakeholders, executives and top management to obtain agreement and support on the problems addressed for change and its end results.

Analysis should be conducted with the participation of experts familiar with the organization and process redesign functional demands and area of expertise through the use of several analysis techniques such Root Cause Analysis (Fishbone). Those Subject Matter Experts (SMEs) will provide analysts with all possible work constraints and options that might affect the redesign task.

Furthermore, in order to enrich the analysis task and increase the process performance of the End-State stage, input from various sources such as process owners and stakeholders is important. Figure 4 lists potential data and feedback sources along with possible questions and checklists that can help in generating a coherent feedback.

Furthermore, the contribution of top management will ensure mapping the analysis results against the organization objectives and strategy. Thus empower the redesigning task by prioritizing processes redesign to allow best results and conform to the organization objectives. Redesign prioritization should consider redesigning tasks that requires minimal efforts and results in evident effects stakeholders and customers can relate to; the acknowledged Quick-wins.

One of the used Analysis techniques is the Root Cause Analysis (fishbone) where processes parameters are analyzed against factors that cause or affect the process.

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2 For further information about Fishbone Analysis technique please refer to the following link http://en.wikipedia.org/wiki/Root_cause_analysis
**Figure 4: Analysis Potential Inputs**

*Figure 4* above points out potential data and feedback sources to enrich the analysis task and increase the process performance in End-State. It also provides the change levers, possible questions and checklists that help generating coherent feedback.

It’s important to remember that the results of performing process analysis include:

- Providing a clear image for what the redesign can result in
- Enabling better and more feasible suggestions and expected state for the overall expected aspired end-state for the processes among the organization to achieve higher effectiveness and efficiency

After analyzing the processes, defining the aspired end-state of the processes shall be carried out taking into consideration a set of guidance principles. As shown in *Figure 5*, among these principles is:

- Effective service delivery
- Ease of use for customers
- Transparency

### Table: Change levers and Checklist with key questions

<table>
<thead>
<tr>
<th>Change levers</th>
<th>Checklist with key questions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procedures/process steps</td>
<td>• What is the benefit of the specific procedure? Can we eliminate the process step altogether?</td>
</tr>
<tr>
<td>IT support</td>
<td>• How can the use of IT speed up the process? Which parts of the process can be e-enabled?</td>
</tr>
<tr>
<td>Incentive systems</td>
<td>• How can aligning the incentives for individuals with objectives improve productivity?</td>
</tr>
<tr>
<td>Internal rules/guidelines</td>
<td>• Are internal rules/guidelines slowing down the process? How can rules be made more flexible while at the same time maintaining control of process integrity?</td>
</tr>
<tr>
<td>Training/qualifications</td>
<td>• Are gaps in the skills of staff slowing down the process delivery?</td>
</tr>
<tr>
<td>Authority levels</td>
<td>• Are the authority levels still appropriate? Can we empower front line to eliminate unnecessary escalations?</td>
</tr>
<tr>
<td>Customer channels</td>
<td>• How can the use of alternative customer channels avoid delays and queries?</td>
</tr>
</tbody>
</table>
Defining the aspired end-state, which is governed by the guiding principles mentioned earlier, should follow an **iterative approach** that ensures designing the desired processes that achieve the objective expected from redesigning. The iterative approach phases required to define the aspired end-state process are illustrated in figure 6.
The phases to be followed in order to define the aspired end-state process are as follows:

- **Stating the hypotheses Phase (A)**
  In this phase, the initial set of hypotheses is developed based on the outcome of the analysis done earlier. Examples on methodologies that can be used to draw hypotheses are illustrated in Figure 6.

- **Testing and refining Phases (B & C)**
  The two phases, testing and refining includes a set of tasks done iteratively.

  After deciding on the initial hypotheses for the processes, these hypotheses must be tested and validated to find out if they are applicable or not. This includes filtering the hypotheses against several factors, among them are the robustness of design principles as explained in Figure 7.

  Validating the hypotheses requires working and discussing the possibilities that will show up if the hypotheses were applied with the processes owners, stakeholders and then validating it against expected scenarios.

  After generating feedback on the hypotheses, it should be envisioned for further analysis and later updates. Since, updating, refining and editing the hypotheses will generate a modified version of the hypotheses that will be tested and validated again.
• **The Buy in Phase (D)**

Once the hypotheses pass the testing-refining phase, it is time to obtain support and buy-in of all stakeholders.

Ensuring decision makers’ commitment is vital when the implementation stage begins. Decision makers’ buy-in can be acquired through several ways like one-on-one meetings and should be documented on a formal commitment document.

### (2) FINALLY, TARGET PROCESS NEEDS TO PASS SIX FILTERS

#### Robustness of Design Principles

| Difficult Links | • Group within a process step those tasks and responsibilities where the value from coordination is the highest and the coordination task is difficult  
| Specialist Cultures | • Group within a process step those tasks and responsibilities where the need for specialisation is high, i.e., in the case of specialist cultures with high autonomy needs  
| Redundant Hierarchy | • Grant tasks and responsibilities to the unit (or person or team) best placed to assemble the relevant information, knowledge and competence  
| Accountability | • Design process to provide adequate controls and performance measures at a reasonable cost ensuring both commitment and control  
| Flexibility | • Ensure that the organisation has sufficient flexibility in the face of uncertainty both to sustain its immediate-term performance and to develop the skills and resources needed to exploit longer-term opportunities  
| Excessive Complexity | • Consider a simple design as the default option and only create added complexity through interdependent processes when the benefits are clear and significant  

Source: Team

### 3 Gap analysis Stage

During the gap analysis stage, a comparison between the aspired ended-state process stage models and the model produced in the mapping existing processes stage (current state) is made. The objectives of the comparison are to:

- Highlight the functions that have been eliminated and added
- Identify the activities required to attain the aspired end-state
- Determine if resources are adequate to complete the implementation
The main outcome for this stage is the Gap Analysis report which

- States the outcomes from the analysis performed
- Compares the current situation with the aspired model
- Highlights the differences between key activities, knowledge and skills emphasized in the aspired model and those in the existing processes model

Figure 8 shows an example of a report for gap analysis on “expat entry in other country” process, pointing in it the gaps to be bridged and changes levers and parameters affected.

3 GAP ANALYSIS INDICATES THE MAGNITUDE OF THE CHANGE REQUIRED

<table>
<thead>
<tr>
<th>Change levers</th>
<th>Gap to bridged</th>
</tr>
</thead>
<tbody>
<tr>
<td>Procedures/ process steps</td>
<td>Eliminate 5 process steps (e.g., visa, residency permit, citizen quota)</td>
</tr>
<tr>
<td>IT systems</td>
<td>Link 9 ministries with individual IT systems to process all expat related data in one central database</td>
</tr>
<tr>
<td>IT systems</td>
<td>Automate individual process steps (e.g., security clearances)</td>
</tr>
<tr>
<td>Incentive system</td>
<td>Define and measure performance metrics</td>
</tr>
<tr>
<td>Incentive system</td>
<td>Make compensation of front line staff (e.g., call centre) dependent on performance</td>
</tr>
<tr>
<td>Internal rules/ guidelines</td>
<td>Redraft immigration laws to allow for single ‘work visa’</td>
</tr>
<tr>
<td>Internal rules/ guidelines</td>
<td>Adjust internal guidelines</td>
</tr>
<tr>
<td>Authority levels</td>
<td>Empower front line staff to make more decisions independently (e.g., complaints)</td>
</tr>
<tr>
<td>Customer channels</td>
<td>Open new internet based customer channel and offer customer incentive (e.g., reduced fee) to use it</td>
</tr>
<tr>
<td>Training qualifications</td>
<td>Develop training scheme and hire new qualified staff</td>
</tr>
</tbody>
</table>

Source: Team

4 Design Implementation Plan Stage

The last phase in BPR methodology is to define the plan for implementing the new models. The plan translates the required changes into a defined work plan that covers all changes needed to be done to reach the target process.
The implementation plan contains the sequence of steps to be taken to achieve target processes; through the plan, a clear responsibilities assignment takes place that clarifies related parties' roles and tasks to guarantee the best results.

Developing the implementation Plan happens by planning and scheduling the transition from the current state to the target processes in manageable increments to accommodate the involved entities' capacity to handle changes.

The plan will provide an overview of the required resources and tasks necessary to perform the migration. The aspired end-state solution has to be put on the timeline- areas of work.

In the implementation plan, the aspired end-state solution is placed on the time line against the changes levers as shown in Figure 9; where it demonstrates the changes according to a defined time frame and for different change levers that may affect the "payment order" process for re-design purposes.

In the Implementation plan prioritized tasks for implementation are time lined against the defined change levers in The Gap Analysis stage.

4) IN THE IMPLEMENTATION PLAN, THE ASPIRED END-STATE SOLUTION HAS TO BE PUT ON THE TIMELINE

<table>
<thead>
<tr>
<th>Change levers</th>
<th>Horizon 1</th>
<th>Horizon 2</th>
</tr>
</thead>
</table>
| Procedures/ process steps | • First -4 government agencies (Ministry of Health, Ministry of Interior, Ministry of Education, Ministry of Communications & IT) send all POs electronically  
- Salaries (chapter 1, 3) w/o manual MoF checking  
- All other payments still to be checked by MoF employees  
- For all other government agencies PO data still entered at MoF, but w/ new electronic PO auditing  
- Salaries (chapter 1, 3) w/o manual MoF checking  
- All other payments still to be checked by MoF employees | • For first -4 government agencies some additional payments without manual checking by MoF  
- Most other government agencies to send all POs electronically  
- Salaries (chapter 1, 3) w/o manual checking by MoF  
- All other payments still to be checked by MoF employee |
| Laws/guidelines | • Adopt Financial Instructions for Budgeting & Accounting, and amend other PO related rules to enable new electronic process |                                                                                                                                                       |
| IT support/infrastructure | • First -4 government agencies connected via integration bus to access MoF, SAMA, MoI, MoCI*  
• Setup new MoF system with checking logic  
• Internal financial auditing to be strengthened by automatic checks and through online access to budget etc.  
• Financial auditors to get direct access to budget database and more time to check POs | • Most government agencies connected via integration bus to MoF, SAMA, MoI, MoCI  
• Fully automated checking system supports internal auditing  
• Consider increasing number of financial auditors based on experience |
| Organisation   | Up to 12 months                                                                             | 1-4 years                                                                                     |

Source: Ministry of Finance; team

For a successful redesign project, the changes applied on the processes must be governed by several change control mechanisms. To achieve that, the technical changes should be combined by the changes in the mindset of work for employees who will be affected by the changes done to the processes.
To ensure a successful change in the mindsets, Figure 10 shows guidelines to be followed, which include:

- **Positive role modeling, by :**
  - Having the leaders of the new design role model and act upon the required behaviors
  - Rely on change agents

- **Compelling, energizing stories: fostering understanding and conviction, by:**
  - Ensuring alignment on aspirations of new design through success, great story
  - Ensuring detailed understanding of design, own role and implications for work
  - Ensuring two-way dialogue enabling managers and stakeholders to voice concerns
  - Making sure of vital communication

- **Right capabilities: developing talent and skills, by:**
  - "test" the design and key processes before launch
  - Immediately address resource and capability gaps with talent optimization and skill building

- **Reinforcing with formal mechanism**
  - Define Key Performance Indicators\(^3\) (KPIs)
  - Measure performance improvements
  - Hold performance reviews
  - Reward employees (non-)financially for performance improvements.

---

\(^3\) For further information about Key Performance Indicators (KPIs) please refer to the following links:
http://management.about.com/cs/generalmanagement/a/keyperfindic.htm
http://en.wikipedia.org/wiki/Key_performance_indicators
In addition to the above guidelines, Quick-wins boost employee's acceptance for the change brought by redesigning the processes when they witness and benefit from the enhancement achieved.

Figure 10: Aspects to Ensure Mindsets Change

4.3 Deliverables

The following table provides a summary of the main deliverables generated in each stage of the BPR methodology.

Table 2: BPR Methodology stages Deliverables

<table>
<thead>
<tr>
<th>Stage</th>
<th>Deliverables</th>
</tr>
</thead>
<tbody>
<tr>
<td>Map existing processes</td>
<td>• Current Processes Documentation</td>
</tr>
<tr>
<td>Define Aspired End-State</td>
<td>• End-State Processes Documentation</td>
</tr>
<tr>
<td></td>
<td>• Sign off Agreement</td>
</tr>
<tr>
<td>Gap Analysis</td>
<td>• Gap Analysis Report</td>
</tr>
<tr>
<td>Implementation Plan</td>
<td>• Implementation blueprint</td>
</tr>
</tbody>
</table>
5 Work Plan for Redesigning Government Services

In order to achieve the objectives desired from redesigning projects it is important to clearly identify the scope of each project which specifies the work needed to be covered during carrying out the project.

To achieve that, a work plan shall be developed to identify the project:

- Dates schedule
- Milestones
- Tasks
- Deliverables

It is essential to apply solid project management techniques to ensure the fulfillment of the project scope within allocated time and budget. A sample of work plan schedule is shown below in Figure 11.

EXEMPLARY WORKPLAN FOR REDESIGNING SERVICES

<table>
<thead>
<tr>
<th>Activity</th>
<th>Week</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Step 1: Developing initial hypotheses for redesign</strong></td>
<td>1</td>
</tr>
<tr>
<td>• Kick-off meetings with working team</td>
<td></td>
</tr>
<tr>
<td>• Process owner interviews</td>
<td></td>
</tr>
<tr>
<td>• Benchmarking, best practice</td>
<td></td>
</tr>
<tr>
<td>• Stakeholder interviews</td>
<td></td>
</tr>
<tr>
<td>• Expert interviews</td>
<td></td>
</tr>
<tr>
<td><strong>Step 2: Testing of hypotheses</strong></td>
<td></td>
</tr>
<tr>
<td>• Stakeholder workshop</td>
<td></td>
</tr>
<tr>
<td>• Processing of feedback</td>
<td></td>
</tr>
<tr>
<td>• Key decision maker interviews</td>
<td></td>
</tr>
<tr>
<td><strong>Step 3: Refining</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Step 4: Getting buy-in for redesigned services</strong></td>
<td></td>
</tr>
<tr>
<td>• Meetings with ministers/top level of government agency</td>
<td></td>
</tr>
<tr>
<td>• Meetings with deputy ministers (if additionally necessary)</td>
<td></td>
</tr>
</tbody>
</table>

Source: Team

Figure 11 Exemplary Work Plan
6 Useful Readings

- Business process management
  - www.bpmi.org
  - www.bpmbasics.com
  - www.bpmg.org
  - www.bpmenterprise.com
  - Business process reengineering: A theoretical framework and an integrated model by Jaideep Motwani, Ashok Kumar, James Jiang and Mohamed Youssef
  - How to succeed at reengineering. By Mohsen Attaran and Glenn G. Wood

- Change management
  - www.change-management.com
  - Change: How to Adapt and Transform the Business (Decision Makers) By Nigel Nicholson
7 Glossary

- **Business Process Modeling Notation (BPMN)**
  A standardized graphical notation for drawing business processes in a workflow. Aims to provide a standard notation that is readily understandable by all business stakeholders.

- **Business Process Re-design (BPR)**
  A management approach aims at improvements by means of elevating efficiency and effectiveness of the processes that exist within and across organizations. Through the analysis and redesign of workflow and business processes.

- **Effectiveness**
  Ability to achieve stated goals or objectives, judged in terms of both output and impact.

- **Efficiency**
  The ratio of total output power to input power expressed as a percentage.

- **E-Government**
  The use of Information and Communication Technologies (ICT) to promote more efficient and effective government services and provide better accessibility of these services by users.

- **E-Services**
  Government services re-designed, automated and provided to users through electronic means like websites and portals. These services are available 24 hours a day, 7 days a week from just about any computer with an internet connection.

- **Flowchart**
  A diagram that shows a step-by-step progression through a procedure or system.

- **Key Performance Indicators (KPI’s)**
  Quantifiable measurements, agreed to beforehand, that reflect the critical success factors of an organization.

- **Process**
  A series of actions, changes, or functions bringing about a result.

- **Root – Cause analysis (Fishbone)**
  A class of problem solving methods aimed at identifying the root causes of problems or events.

- **Stakeholder**
  A person, group, or business unit that has a share or an interest in a particular activity or set of activities.

- **Subject Matter Expert (SME)**
  A person expert in a particular area with technical knowledge and skills.

- **Work plan**
  A document describing in detail the activities required to complete a specific scope of work.