**[Insert Department Name]**

**BPR Improvement Plan**

**[Insert Project Name]**

Version History

| Version # | Date | Author | Key Differences |
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Introduction to the BPR Improvement Plan Template

The goal of the BPR Improvement Plan is to provide for continuous improvement of the newly implemented business processes. This is achieved by defining and adopting specific standards and practices, including periodic assessment, monitoring, and optimization of business processes and associated performance metrics. The BPR Improvement Plan describes how the organization will evaluate the overall performance of its processes and how it will take advantages of improvement opportunities as they are discovered.

This improvement template with instructions contains directions for properly completing a BPR Improvement Plan. Additional hints, examples and suggestions are included within each of the template tables where key information is recorded.

Template style conventions are as follows:

| Style | Convention |
| --- | --- |
| Normal text | Indicates placeholder text that can be used for any project |
| [Instructional text in brackets] | [Indicates text that is be replaced/edited/deleted by the user] |
| *Example text in italics* | *Indicates text that might be replaced/edited/deleted by the user* |

As you complete the template, please remember to delete all instructional text (including this section) and update the following items, as applicable:

* title page
* version history
* table of contents
* headers
* footers

Update the document to a minor version (e.g., 1.1, 1.2) when minimal changes are made and a major version (e.g., 2.0, 3.0) when significant changes are made.

# Introduction

[The BPR Improvement Plan provides a way to ensure that business processes are operating as designed and expected. The need for process improvements generally falls into two categories – the correction of a known deficiency, or an opportunity to optimize a process that is operating as expected but could be improved. When these conditions are encountered, the BPR Improvement Plan provides a structured, disciplined approach to implementing the improvement and communicating the change to affected staff. In this section, describe the purpose of the BPR Improvement Plan, and its scope and objectives.]

*This BPR Improvement Plan describes the approach the [Department Name] will take to ensure its business processes are performing effectively. It provides the methods for optimizing processes and/or correcting deficiencies. Specific methods include problem/opportunity identification, root cause determination, defining the improvement, implementing the improvement, measuring success, and communicating changes to affected staff. The objectives of the BPR Improvement Plan are to proactively address process-related issues and to implement improvements that improve performance.*

# Roles and Responsibilities

[The following table identifies primary BPR Improvement participant roles and responsibilities related to key tasks within the plan.]

| Name | Role | Responsibility |
| --- | --- | --- |
|  | *Bureau Chief* | * *Provides the necessary support to the Program Manager to ensure the execution of this plan.* * *Provides the necessary support to ensure that resources commit to addressing process improvement efforts.* |
|  | *Program Manager* | * *Tracks the progress of the process improvement efforts.* * *Ensures the [Department Name] follows this plan when conducting process improvements* * *Ensures there are sufficient resources to execute this plan and that process improvement activities are performed in a timely manner.* * *Assigns owners to process improvement efforts.* |
|  | *Process Improvement Owner* | * *Responsible for management, administration and documentation of the improvement effort.* * *Shares responsibility with the Program Manager and others affected by the particular process for ensuring that process improvements are organized, managed, controlled, and implemented in a timely manner.* * *Provides status updates to the Program Manager.* |

# Process Improvement Triggers

[This section of describes a basic set of conditions that could trigger process improvement actions. The Program Manager monitors these conditions in order to respond when deficiencies are identified or opportunities for improvement arise. The following table identifies some sample triggers to be considered. Triggers can be general in nature (such as a customer complaint) or specific (such as consistently low performance metric values compared to a target).

A main input to process improvement triggers is the BPR Performance Report which is described in the Closing Process Phase of the CA-BPR. This report contains current performance indicator values along with target values, allowing the monitoring of actual performance against expectation. The Program Manager should continuously analyze this data as a way to identify the existence of an opportunity. In many cases, time is needed for end users to assimilate new processes and for the organization to realize improvements. As such, data gathered immediately after deployment may paint a very different picture than data gathered several months after deployment. By identifying a trend, the Program Manager can be assured that there is an opportunity for an incremental improvement, and can avoid making process changes where none are needed.

The trigger, its description, and the process or processes involved should be noted.

* **Trigger** – The event or condition that signals a potential process improvement need or opportunity
* **Description** – A description of the triggering event or condition
* **Process involved** – The process that may be involved in process improvement activities based on the trigger

This sample table should be modified as needed to fit project needs.]

| Trigger | Description | Process Involved |
| --- | --- | --- |
| *Customer Complaint* | *Stakeholders expressed concerns that they are not being informed in a timely manner and not kept up to date on project status.* | *Project Status Reporting – frequency and content* |
| *Low quality work products* | *Project work products are going through multiple cycles of review and require extensive re-work.* | *Quality Management – quality assurance processes* |
| *Repeated failure* | *A specific milestone is continually being missed and pushed out.* | *Schedule Management – task duration estimation*  *Staff Management – resource planning* |
| *Over-allocated resources* | *There are not enough resources to allocate the work identified in the project schedule.* | *Staff Management – resource planning* |
| *Task durations consistently underestimated* | *Actual task durations are consistently exceeding planned duration.* | *Schedule Management - task duration estimation* |

# Documenting the Process Improvement

[Once a process problem or opportunity has been identified, it should be documented so that those involved in improving the process clearly understand the problem, its impact to the project, its root cause, the processes involved, measurements, and the plan to address the issue. In the following sections of this template, describe these attributes.]

## Problem/Opportunity Statement

[Working in conjunction with the appropriate staff, the Program Manager defines the problem or opportunity for improvement based on efforts to monitor triggering events. The BPR Performance Report, which reports current performance indicator values against targets should be included to aid in measuring the success of improvement efforts after they are implemented. In the following example, the Program Manager works with a Business Process Owner to create the problem/opportunity statement.]

*The Business Process Owner has reported that reported number of completed applications per month are lower than actual. The Business Process Owner estimates the difference to be approximately 20%. The division’s budget is funded in part by the number of applications completed, thus the issue may cause erroneous underfunding.*

## Root Cause

[Accurate determinations of root cause are critical to ensuring that improvement efforts are targeted correctly. It is especially important when deficiencies are involved. The process improvement effort needs to address the cause and not the symptoms of the deficiencies. Again, working in conjunction with the appropriate SMEs, the Program Manager analyzes the opportunity to determine its cause. Common sources of problems or opportunities include:

* **Organizational** – End users do not have the required knowledge, skills, and abilities to perform a particular function, or improvements to resource capabilities could result in higher quality outcomes. Steps, such as training, coaching, and mentoring, can be applied to resolve a deficiency or optimize outcomes.
* **Process** – The process is not clearly defined, is over/under controlled with regard to risk, or is duplicative or in conflict with others. Process refinement could bring clarity, balance between risk and control, and remove conflicts and replicated efforts, leading to better process efficiency, compliance, and outcomes.
* **Governance** – Policy and standards are lacking, ambiguous, or not communicated effectively. Improving governance creates clarity and helps the project hone and optimize its processes based on clearly stated policy and standards.
* **Technology** – The newly implemented technology is not fully aligned with business processes, leading to workarounds and extra effort to fill gaps. Fully aligning systems eliminates risks due to individual workarounds, reduces extra effort to overcome lack of support, and enables better process efficiency and outcomes.

Describe the root cause here.]

*The report mechanism used to generate numbers of applications per month is only capturing applications that are completed without correction. Applications are submitted and subsequently require correction for completion are not captured.*

## Owner

[In this section, the owner of the process improvement effort is identified.]

*The Application Intake Manager is the responsible owner of this improvement plan.*

## Improvement Plan

[Once the root cause has been identified, an effective improvement plan can be formulated.

The Program Manager should exercise judgment in evaluating the list of process problems or opportunities. Smaller process changes that involve minor modifications to the newly implemented business process can typically be made without a large effort. These types of changes include:

Changes to reports or forms, including elimination of redundant reports, combining reports, or modifying a form to capture additional information

Changes to a delivery mechanism, including information that will be emailed rather than printed, scanning a document rather than copying it and sending it to another department, or changing timing to make information available daily instead of weekly

Elimination of unnecessary steps, including eliminating an approval step, eliminating a quality check, or removing a department from a report distribution

Larger or more involved process changes may include shifting work from one department to another, combining tasks, or changing a work pattern to have two tasks work in parallel rather than sequentially. These types of changes typically require a design step to consider how to best implement them, and may involve additional end user communications.

In these cases, the Program Manager may find it useful to facilitate design sessions with SMEs to review the relevant opportunities documented in the BPR Improvement Plan. These sessions typically result in an updated Future State Process Model that can be used for the identification of solutions, whether technical or otherwise. For these tasks, the Program Manager can follow a streamlined version of the design and implementation steps described in the Planning and Executing Process Phases of the CA-BPR.

This section provides an overview of the improvement plan and its objectives. The Process Improvement Owner is responsible for task definition, resource assignments and the timeline. The following narrative provides an overview of the improvement plan and is supported by the table below, which provides the tasks, assignments and timeline for the improvement effort.]

*The report that generates the number of completed applications needs to be modified to include the data in [example field]. Report development requires minimal effort and implementation will occur 2 weeks prior to the next monthly report (XX/XX/XXXX).*

| Task | Assigned To | Timeline |
| --- | --- | --- |
| *Modify the Monthly Completed Applications Report to include [Example Field].* | *Developer* | *Complete by XX/XX/XXXX* |
| *Validate the Monthly Completed Applications Report is accurate and resolves the process issue.* | *Application Intake Manager* | *Complete by XX/XX/XXXX* |
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## Success Criteria

[To determine the effectiveness of improvement efforts, they should be compared to quantitative or qualitative criteria. Quantitative measures are usually preferred because they can be measured, while qualitative measures can only be observed. However, not all improvements can be measured quantitatively. In such cases, the process improvement owner will have to determine how to evaluate the success of the improvement effort qualitatively. In this section, describe how the success of the improvement effort will be measured.]

*The plan to improve the Monthly Completed Applications Report will be considered successful when the following criteria are met:*

* *The number of completed applications per month contained in the report matches the actual number of completes, confirmed by the Application Intake Manager.*