

Intro to Business Process Improvement

What is Business Process Improvement (BPI)?

- It is a process that follows a structured approach to define and analyze a predetermined scope of work to improve its performance.
- It is an iterative process that challenges processes, technology, norms and patterns.
- It is a process of forward-thinking action aimed to understand what is happening now in a process, why it is happening, and what is desired to happen in the future.

What are some benefits of Business Process Improvement?

- Gains stakeholder buy-in for change and improvement
- Builds understanding of a current state of processes (what, who, how, why, interconnections)
- Takes a deep dive into a process by highlighting steps, decisions, systems, roles, movement/flow, and connections
- Creates visualizations of processes to understand interactions of complex processes - both technical and organizational
- Identifies and level sets common language
- Guided by a facilitation team to maximize efficiency and provide consistency in methodology
- Captures inputs and outputs to processes and classifies them as critical activity, noise (waste), standard operating procedures, or habits
- Defines pain points, waste, opportunities for improvements, metrics, desired metrics, and time
- Sets actionable goals

What does BPI consist of?

- **Current State:** In this stage we will document a process by highlighting what you do, how you do it, who does the work, and how frequently the process is done. You will receive a finalized current state process map.
- **Analysis of the Current State:** In this stage we will analyze your process by exploring why the work is done (necessary business function, technical limitation, regulatory or legal requirement, or other reason), identifying pain points, bottlenecks, gaps, inefficiencies or waste, and highlighting initial opportunities for improvement within the process. You will receive a finalized analysis spreadsheet that outlines the process in terms of policy, process, and technology, summarizes pain points, and reveals initial opportunities for improvement.
- **Desired Future State:** In this stage, we will collaboratively design a desired future state of the process that is informed by the information learned during the current state and analysis stages. You will receive a finalized future state process map and a detailed recommended action plan to guide prioritization of change efforts and detailed implementation planning.

What is expected of stakeholders or subject matter experts (SMEs)?

- As a stakeholder, you will be invited to be a collaborator in identifying and sharing your current process, assist in analyzing the process, and be a thought partner in designing a desired future state process. By committing to participate, you will be asked to attend the designated BPI sessions (as outlined above) for your functional area and do the following:
 - Think about what unique processes need to be mapped for your area (related to this project)?
 - Ensure that those responsible for doing the steps in the process are included in the mapping sessions.
 - Think about *how* you do your functional work. Consider, what is the objective of this process? What triggers or starts this process? What ends this process?
 - Share any forms, process charts, documents or artifacts that can aid in expediting the overall understanding and mapping of the process.
 - Think about any metrics or measures that are used within the process. Consider how often the process occurs, how long it takes, etc.