



**White Paper:
Engineering Value – Accelerated Business Process Reengineering™**

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Introduction

Efficient and effective business processes are mission-critical to organizations in the current environment of limited resources and fierce competition. In order for organizations to maintain forward momentum in such an environment, it is imperative that they develop strategic processes that utilize proficient systems, technology, and other enablers to optimize performance and reduce costs.

Mission achievement is the primary goal of every organization and its employees play a critical role in the execution of that mission. At any point, an organization can lose focus of what is essential for the continued achievement of its mission. Requests for Business Process Reengineering services typically stem from recognition by senior-level management that current working-level processes do not support efficient execution of objectives at an organizational and interdepartmental level. Effective reengineering requires an understanding of vertical and horizontal structures within an organization, the different needs associated with each level, and the manner in which all levels integrate to execute the mission. Oxley Enterprises, Inc. understands this dynamic and tailors our services and solutions to solve the totality of the problem beyond immediately recognizable issues or symptoms.

Oxley Enterprises Accelerated Business Process Reengineering™ (ABPR) Methodology is a unique, fast-paced approach to the facilitation and implementation of strategic, streamlined business processes that supports continuous improvement within the organization. By collaborating with the Process Owners and Operators, our consultants ensure that all changes are understood and accepted by key stakeholders in the process and are successfully integrated into day-to-day operations.

What is Business Process Reengineering?

Business Process Reengineering (BPR), revolutionized by Michael Hammer in the 1990s, is a methodological approach to analysis and restoration of business processes within an organization designed to optimize efficiency and productivity. BPR efforts break down organizational barriers and redirect focus on missions, goals, and customers rather than bureaucracies and management structures. BPR seeks to analyze and understand the processes and workflows that exist within an organization and then modify those processes and workflows in a manner designed to achieve maximum results.

Through reengineering of processes, organizations can enhance service delivery and improve key performance indicators such as quality, cost, and timeliness. Management can realize cost savings and revenue growth through increased efficiencies; employees become more attuned to their missions and place a greater value on their roles within the organization; and ultimate value is realized by customers who receive best-in-class products and services.

Accelerated Business Process Reengineering™

Business Process Reengineering is a model that was articulated for the commercial sector and has gained popularity in Federal Agencies and other not-for-profit organizations as they have begun to recognize the importance of focusing on process and workflow efficiency as crucial to mission delivery. With the ABPR Model, Oxley Enterprises enables organizations to realize better results faster and to achieve their mission and goals in a manner that maximizes value, whether it is for the commercial organization, members or the American Taxpayer. Our four-phased approach to the development of efficient processes that improves overall performance is designed to deliver sustainable impact to mission-driven organizations by involving key stakeholders in all stages of process redesign and through institution of a Continuous Process Improvement framework. The four phased approach to this framework is described in more detail below:

Phase 1: Understanding the Environment

In the Understanding the Environment Phase, the Process Team is formed and the project foundation is laid in order to ensure full integration, alignment, and overall success of the effort. An initial assessment is conducted using a specific set of criteria in order to ensure that the methodology is tailored to the clients' needs. This assessment also allows our consultants to collect metrics to better understand the issues and quantify the time and resources required to complete the tasks.

Phase 2: Modeling the Process

Oxley Enterprises' consultants facilitate the Process Team through a mapping of its business process during the Modeling the Process Phase. A visual representation of the current process is created along with metrics, inputs, and outputs and business rules for each activity within the process. External influences to the process are considered and a stakeholder analysis is conducted to ensure that the needs of all parties will be met.

Phase 3: Creating the Solution

A four-step problem solving approach is employed during this phase. Data collected from the stakeholder analysis, existing or targeted process metrics, and opportunities for improvement identified in the Modeling the Process Phase are evaluated. The Process Team analyzes alternatives for each opportunity and the feasibility of the alternatives and solutions are generated.

Phase 4: Empowering Change

Strategic Change Management tools and techniques are utilized to implement the re-engineered business processes in the Empowering Change Phase. These tools and techniques are used to ensure process effectiveness and acceptance by all

stakeholders. These tools support continued process improvement through development and measuring of new metrics

Now that the four phases have been defined, it is important to understand what our ABPR process strives to accomplish for each of our clients. The nuances of this framework include:

Customized Solutions for Vertical and Horizontal Structures

Organizations that engage in the ABPR process do so out of the desire to increase the overall effectiveness or efficiency of legacy processes that impact the organization's ability to meet its bottom line or achieve its mission. When delivering Business Process Reengineering services, Oxley Enterprises ensures that problems or pain-points are addressed at initiation and throughout the effort.

The members who are involved in the ABPR process are part of the Process Team, which is comprised of a Department Head or senior executive champion, Process Operators, and, often, key stakeholders. For example, a Department Head may wish to streamline processes and encourage better communication with customers and between departments. To help the Department Head meet this goal, Oxley Enterprises will develop a communication management plan which identifies and analyzes the Process Team's communication requirements. This management plan will include communication guides that address organizational structures, departmental involvement, internal and external information requirements, stakeholder information, and other data to aid customers, new employees, and other process stakeholders in understanding the department's processes and mission.

Perhaps the most important part of the Process Team is the Process Operators. Process Operators are the individuals that perform the actual tasks and are usually the most knowledgeable of the activities associated in each process that ultimately provide the services to the customer. In many cases, Process Operators in several departments within an organization must work together efficiently and seamlessly to produce a quality product or service for its customers. Oxley Enterprises supports the development of integrated processes across departments by facilitating joint sessions between co-dependant departments. These sessions provide an avenue for communication between departments, enabling them to resolve existing issues and establishing a team environment that allows for collaboration in the future.

Understanding and Conveying Organizational Dynamics to All Employees

The goals of Executives, Department Heads, and Process Operators are in most cases, slightly different. However, this does not mean that all employees should not understand why those goals are different. Therefore, from the kick-off meeting with the Process Team to the facilitation of the new and improved process, our consultants ensure that the Process Team understands the big picture perspective of their process by focusing on the outcomes of the entire process, instead of each individual task. Educating team members of their roles in the big-picture process promotes teamwork,

and a sense of awareness of their contribution to the organization's mission, goals, and objectives.

The Desire to Change Must Come from Within

Successful facilitation of reengineering efforts requires employee input. After all, it is the employees who must implement the newly developed processes and play the greatest role in their success or failure. Oxley Enterprises encourages participation and communication among the Process Team by facilitating the discussion and development of ABPR efforts. In this connection, our consultants set the tone and expectation of dialogue from the first Process Team meeting by fostering a professional, friendly, relaxed, and non-threatening environment where input is encouraged from all members of the Process Team, especially the Process Operators. Participation from the Process Operators is essential to an effective, integrated process because we understand that the process knowledge lies within the Process Operators and that they are the experts for performing each of the tasks that construct the process. In addition, Process Team participation and our facilitation of the new process development ensures consistent buy-in from all team members and results in successful implementation of the process.

Measuring Continuous Improvement of Newly Developed Processes

Finally, Oxley Enterprises strongly believes in continuous improvement of processes. Our clients' new and improved process must be constantly monitored and reviewed in order for it to continually add value to the organization. In order to do this, a Process Owner is selected by the Process Team and our consultants assist in the creation or revision of metrics to ensure that performance of the process can be measured successfully. Process performance is measured continually using these metrics to ensure process optimization

Oxley Enterprises Problem Solving Approach

One of the key aspects of the ABPR^T Model is the utilization of a proprietary four-step problem solving approach designed to quickly and efficiently identify issues and articulate alternatives for resolution (Figure 1). Working with client stakeholders, our consultants identify target outcomes and goals for the Business Process Reengineering effort by evaluating the data collected from the stakeholder analysis, existing or targeted process metrics, and opportunities for improvement that were identified by the client in initial sessions.

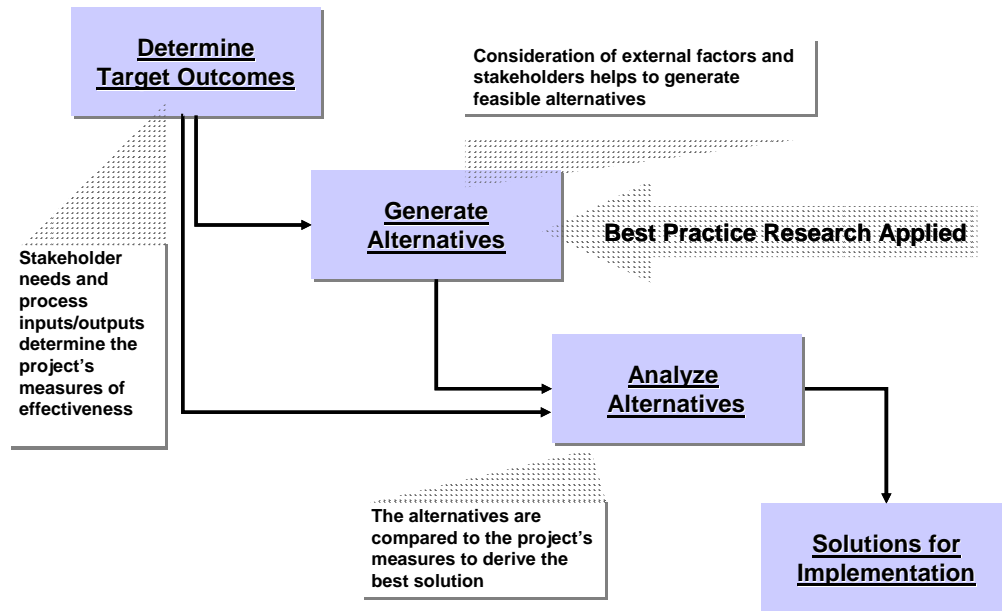


Figure 1: Problem Solving Approach

Benefits to the Accelerated Business Process Reengineering™ (ABPR) Model

The Oxley Enterprises' Accelerated Business Process Reengineering™ Model enables the rapid facilitation and implementation of strategic and streamlined business processes that support continuous improvement within the organization. Our ABPR model promotes communication among key stakeholders and taking ownership of processes to develop for the long term benefit of the organization. Our customized communication tools and business process mapping methodologies linked with our problem solving approach are highly regarded by our clients because they provide them with tangible results that improve organizational efficiency and effectiveness in a short period of time.

More specifically, this model has several benefits that help improve the competitive position of client organizations because it:

- Positively impacts bottom line results
- Facilitates achievement of mission and goals
- Sustains process improvement
- Fosters a learning environment for continuing process improvement
- Streamlines processes and reduces redundancies
- Encourages communication and teamwork by removing organizational barriers and silos and integrating of processes within and across departments
- Enhances efficiency and productivity through the development of effective process improvement metrics

About Oxley Enterprises, Inc.

Oxley Enterprises, Inc. is a woman-owned, service disabled veteran-owned, small business consulting firm dedicated to helping organizations improve performance, enhance productivity, and increase overall organizational effectiveness through strategic planning of organizational improvements, human capital development, transformational workshops, and information technology (IT) integration. We have helped our clients to work more efficiently, enhance productivity, excel at their missions, and achieve bottom line results. By bringing tools such as the ABPR Model to bear in the client environment, Oxley Enterprises, Inc. enables our clients to achieve better results faster and to realize their organization's full potential.

Oxley Enterprises develops dynamic, mission-aligned strategies and solutions to help organizations across the spectrum of business and government address the challenges of today and thrive tomorrow through:

- **Optimize Project Performance:**
Deliver fully integrated, results-based solutions that help organizations operate more efficiently and effectively by strategically aligning project and program activity with organizational mission and goals
- **Build Customer Relationships:**
Assist organizations in building and maintaining customer and stakeholder relationships
- **Maximize Human Capital:**
Assist organizations in increasing individual and organizational performance through the development of human capital systems using systematic, research-based organizational development methods
- **Enhance IT Service Delivery:**
Assist organizations in implementing and sustaining a high-performing infrastructure to support the development and delivery of products and services to customers
- **Optimize Organizational Performance:**
Provide all of the organization's employees with a common direction and vision by fully aligning and integrating business lines, processes, and operations
- **Deliver Best-Practice Training Solutions:**
Help customers develop and implement learning systems that support their organizational strategy and goals by building high-impact workshops that best fit the unique learning needs of the organization

**Discover Our Solutions and
Realize Your Potential!**

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