



Office of the  
**DEPUTY CHIEF  
MANAGEMENT OFFICER**

# **Appendix A**

## **Business Process Reengineering**

### **Standard**

#### **Version 1.0**

## Purpose

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This standard is intended to improve the conformance, quality, consistency and audit-ability of BPR assessments. The content replaces the BPR assessment form issued on April 30, 2011 and provides a standard method for assessing BPR efforts to support consistent compliance with BPR requirements.

Many questions within the BPR Standard require that objective evidence be available at the time of assessment. The intent is not to recreate existing documentation or to duplicate efforts, but to ensure evidence exists that appropriate BPR was undertaken on the business processes supported by a covered DBS.

The last page of the BPR Standard may be used as a template for listing all applicable objective evidence, including reference question number, BPR Standard category, description and file name of the objective evidence.

For questions, please contact the Enterprise Business Integration (EBI), ODCMO at (571) 372-3034.

## BPR Standard Version 1.0 - Assessment Questions

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### Q1. What business need are you trying to solve or sustain through this BPR submission?

- Describe and document the current or existing need to be addressed. The business need shall:
  - Define the scope, magnitude and duration of the business need (e.g., issue, situation or opportunity).
  - State the product or service developed, delivered, or being maintained to support the business process involved.
  - Identify the customer of the product or service, and describe the expected standard of quality.
  - Describe the current operating environment and performance level of the product or the service provided.
  - Describe the problem, issue, situation or opportunity as a quantifiable gap between current performance and customer expectations.
  - Describe why the status quo is a challenge (or opportunity) to the organization's mission.

## Q2. Which of the 15 BEA End-to-End Processes does the business need support or sustain?

- Identify the primary and any secondary E2E process (es) relating to the involved business need. The submission shall:
  - Identify the E2E business process flows aligning to the business need.
  - Identify the Operational Activities (OV-5) aligning to the business need (whether they are connected to E2Es or not).
    - Identify all standards associated with operational activity (ies) aligning to the business need.  
*(e.g. Operational activities with associated Standard Financial Information Structure (SFIS) identified within the BEA)*
- Identify all redundant functional capabilities across the business processes to include secondary E2E processes in order to leverage existing solutions internal and external to the organization.

## Q3. Have you completed an “As-Is” map of the current process that illustrates the specific business need that requires change? If yes, include objective evidence.

- Document an “As-Is” process map of the current-state business process relevant to the business process being reengineered. The process map shall:
  - Identify process start and stop point(s) in the business process that encompass the full scope of the business need.
  - Fully document the current state of the business process, with sufficient detail to visually analyze rework loops, errors, duplication of effort, and process constraints.
  - Identify those laws, regulations and policies mandated for compliance.

## Q4. What are the operational process metrics (e.g., time, defects, production, and cost savings/avoidance) for the baseline "As-Is" process?

- Based on the business need in Q1, identify the baseline/current performance and source of data. The submission shall:
  - Identify and describe the operational process metrics for the baseline/current performance.
  - Identify and document operational process metrics that include no less than:
    - Operational definitions, thresholds, scope, and calculations.

- A data collection plan, including data sources, collection method (e.g., manual, system-generated), and required data fields.

## **Q5. Root Cause Analysis - What are the root causes of the business need identified above?**

- Conduct Root Cause Analysis (RCA) on the specified suboptimal situations/conditions described in the business need. The submission shall:
  - Document the method used to identify each root cause.
  - Document root cause(s) in the order of determined impact to the problem, issue, situation or opportunity.
  - Document specific efforts to involve affected stakeholders directly impacted by specific root causes in the analysis.
  - Analyze and document environmental impacts on the root cause(s), including laws, regulations, directives, policies, governance, personnel to include senior level, training or lack thereof, oversight, facilities, etc.

## **Q6. What non-materiel solutions (e.g., process, organizational, or training changes) are you implementing across the full spectrum of operations to address the business need? Why are non-materiel solutions alone insufficient to solve the business need?**

- Document how each step of the DOTMLPF-P Analysis is applied to each root cause identified by Root Cause Analysis. *The submission shall:*
  - Identify non-materiel solution(s) utilized in an attempt to address the business need.
  - Document if/how the identified non-materiel solution(s) will impact existing DOTMLPF-P.

## **Q7. What other existing materiel solutions (internal and external to DoD) did you consider to meet your business need? Why were these solutions unable to meet the business need?**

- Identify existing materiel solutions across the business missions that can potentially satisfy the business requirements. The submission shall:
  - Document the method used to evaluate /consider existing materiel solutions within DoD, and Commercial Off-the-Shelf /Government Off-the-Shelf (COTS/GOTS) solutions, including resources used, decision making criteria, and efforts to ensure sufficient analysis.

- Document a detailed justification if the existing material solution that is unable to meet the business need is currently identified in a Functional Strategy as a Mandatory / Enterprise Solution or System
- Document the Analysis of Alternatives conducted to demonstrate why the existing material solutions and/or COTS/GOTS solutions may not be sufficient to address the problem, issue, situation or opportunity.

**Q8. Which industry best practices/ benchmarks were leveraged to develop and evaluate potential “To-Be” processes and solutions? For example, did you consult with industry leaders, use the Supply Chain Operations Reference (SCOR) Model or an equivalent, incorporate written government best practices, incorporate industry leading performance metrics, etc.?**

- Describe benchmarking conducted and best practices adopted in developing and/or evaluating the proposed “To- Be” processes and RCA solutions identified. The submission shall:
  - Document the method used for benchmarking and incorporation of best practices.
  - Document how benchmarking and best practices enhance the “To-Be” process and address the problem, issue, situation or opportunity OR describe how the “To-Be” process was enhanced and the problem, issue, situation or opportunity was addressed without using best practices and bench marking.

**Q9. Have you completed a “To-Be” map of the target process that illustrates the improvements to the “As-Is” process that this effort will generate? If yes, include objective evidence.**

- Document a “To-Be” process (map) describing the future state of operations, indicating improvements, and efficiencies that will meet the business need. The “To-Be” process map shall:
  - Identify start and stop point(s) that encompass the full scope of the future state business process.
  - Fully document the future state of the business process with sufficient detail to visually analyze rework loops, errors, non-value added steps, potentials for duplication of effort, and process constraints.
  - Identify and document resolutions for each root cause identified in the RCA as well as the efforts taken to ensure that effective resolution of the identified root cause will inhibit recurrence of the problem, issue, or situation.
  - Demonstrate where processes were improved on the “To-Be” map or separate document to include at a minimum:

- Hand-off(s) between individuals or organizations are eliminated.
- Reduced resource requirements in achieving outcomes.
- Reduced time in achieving outcomes.
- Impact of laws/regulations/policies constraining the “To-Be” process.
- Identify standard enterprise data exchanges for all interfaces that are planned to remain as part of the target processes (e.g. the Standard Line of Accounting/Accounting Classification (SLOA)).

**Q10. How have you eliminated or reduced the need for unique requirements, processes, or Reports, Interfaces, Conversions, or Extensions (RICE) objects? How many RICE objects are planned as part of this development/modernization?**

- Identify and itemize the business need for unique requirements and/or unique interfaces by using the RICE approach. Detail and furnish justification for the involved RICE objects. The submission shall:
  - Evaluate and document Non-value added (NVA) activities.
  - Identify and describe RICE related to the business need.
  - Documented RICE analysis at a minimum should include:
    - Assessment of existing RICE.
    - Assessment of existing RICE for reuse opportunities.
    - Assessment of opportunities to leverage COTS/ GOTS vice new RICE development.
    - Detailed justification for proposed RICE, tying need and purpose to business need, customer requirements and/or process performance expectation.

**Q11. What are the operational process metrics (e.g., time, defects, production, and cost savings/avoidance) used for the targeted outcome "To-Be" process?**

- For each metric in Q4, identify the target performance and source of data. The submission shall:
  - Identify and describe the operational process metrics used to measure the targeted outcome.
  - Identify and document operational process metrics that include no less than:
    - Operational definitions, thresholds, scope, and calculations.

**Q12. How have you engaged key stakeholders in your BPR process to ensure they are willing to change their processes/operations as needed?**

- Document how key stakeholders were/are engaged in the BPR process to ensure buy-in. The submission shall:
  - Document quantifiable method(s) used to identify and assess the impact on stakeholders including people, groups of people, or institutions on the success of the business project.
  - Describe specific stakeholder interests in the BPR effort.
    - Project's benefit(s) to stakeholder(s).
    - Changes that the project might require the stakeholder to make.
    - Project activities that may cause conflict for the stakeholder.
    - The importance of a stakeholder's interests to the success of the proposed project.
    - The likelihood and impact of a stakeholder's positive response to the project.
    - The likelihood and impact of a stakeholder's negative response to the project.
- Document the strategy in obtaining support or reducing obstacles to the project.

**Q13. Have you developed an implementation /change management plan that includes: operating procedures, organizational training, interoperability, personnel, governance, infrastructure, etc? How have your stakeholders and solution providers been involved in the creating of this plan?**

- Develop an implementation/change management plan to include operating procedures, organizational training, interoperability, personnel, governance and infrastructure involving stakeholders and solution providers in creation of the plan. The submission shall:
  - Document an implementation/change management plan considering no less than:
    - Organization
    - Training
    - Interoperability
    - Personnel
    - Governance
    - Infrastructure
    - Other aspects determined relevant by consequential senior leadership

- Documentation of the communication of root causes beyond the scope of control of the project lead to involved senior leaders for escalation.
- A response plan for performance outside expected tolerances, including who is responsible, what the plan is, how the plan will be executed, and what the escalation plan is if intervention is insufficient.

## Objective Evidence Reference List

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Please document all objective evidence gathered while conducting BPR. This list may be used to cross check that you have documented all objective evidence. All objective evidence must be available for the BPR assessment conducted by the PCA and DCMO.

Question #	Objective Evidence	Description of Objective Evidence	Name of file attached
1	Business Need		
2	Strategic Alignment		
3	“As-Is” Process		
4	Baseline Business Performance Metrics		
5	Root Cause Analysis		
6	DOTMLPF-P		
7	Existing Materiel Solutions		
8	Industry Best Practices and Benchmarking		
9	“To-Be” Process		
10	Customization and Extension Justification		
11	Target Business Performance Metrics		
12	Stakeholder Engagement		
13	Implementation /Change Management		