

**Achievement of Market-Friendly Initiatives and Results Program  
(AMIR 2.0 Program)**

**Funded By U.S. Agency for International Development**

**Jordan e-Government BPR Process Documentation Templates**

Final Report

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*This report was prepared by Elizabeth Rohde, in collaboration with Chemonics International Inc., prime contractor to the U.S. Agency for International Development for the AMIR Program in Jordan.*

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## 0 Document Control

### 0.1 Document History

Versions will be identified numerically with the Status either Draft, Draft for Review or Approved. Approved documents will have a whole numbering sequence, eg. 1.0, 2.0, with Draft documents using a decimal numbering sequence, eg. 0.1, 0.2.

Version	Status	Date
V 0.1	Draft	11 April 2002
V 0.2	Final Draft	16 May 2002
V 1.0	Final	19 May 2002

### 0.2 Changes From Last Issue

Ver	Date Updated	Revision Author	Summary of Major Changes Made	Reviewed by	Review Date
0.1	17 April, 2002	EM Rohde	Initial document created and reviewed	Dave Arthur	17 April 2002
0.1	18 April 2002	EM Rohde	Initial MoICT review	Rula and Deema	18 April 2002
0.2	06 May 2002	EM Rohde	Follow-up MoICT review	Rula and Deema	15 May 2002
0.2	19 May 2002	EM Rohde	Review by AMIR	Oraib Toulan	16 May 2002

### 0.3 Acknowledgements

N/A

### 0.4 Distribution List

Kendall Lott	EDS
Reginald Miller	AMIR
Mahmoud Ali Khasawneh	MoICT

### 0.5 Referenced Documents

Number	Title	Reference	Note
1.	N/A		
2.			

### 0.6 Abbreviations

BPR	Business Process Reengineering

### 0.7 Glossary

N/A

# 1 Introduction

## 1.1 Purpose

The purpose of this document is to provide templates for documenting each phase of the BPR methodology. Included will be a template for:

- Identifying and agreeing on Targeted processes
- Documenting and tracking changes to As Is and To Be Process Flows
- Pictorially representing As Is and To Be process flows.

## 1.2 Scope

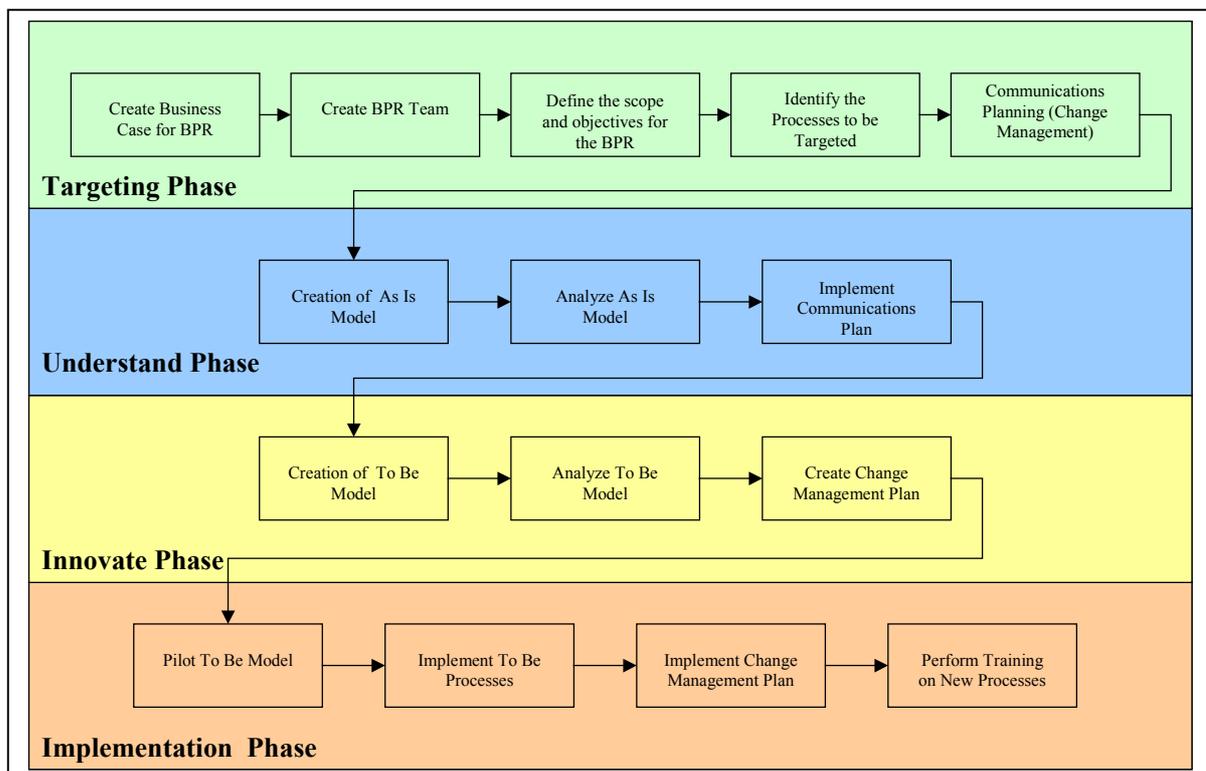
Each process chosen during the targeting phase should be documented pictorially as a process flow diagram. The As Is Model will be a compilation of process flow diagrams of the current state within the organisation, in combination with the input, output and other required information. The To Be Model will also be a compilation of process flow diagrams of the future state or reengineered processes, as recommended by the BPR team.

While delivering the various phases of the BPR methodology there are tools and templates to assist the BPR team in tracking and documenting their work. The BPR Team will need to identify the business processes and the individual steps to those processes during the implementation of the BPR.

**Process:** A Business Process is defined as the work that transforms inputs into outputs. Each process has at least one input and at least one output (although most have multiple inputs and outputs). A Business Process is one that takes an input, puts the input through a value transformation, producing a new output. There are often variations of (or exceptions to) the process. There is no product or service without a process. Likewise, there is no process without a product or service. Essentially, processes are “what an organisation does.” Processes are what contribute to the main value of the organisation, that is, the business process support the public need of the government organisations providing a reason that the organisation exists.

**Step:** A step is a discrete action taken by a specific actor as part of the transformation of inputs into outputs. It is the basic unit of the task workflow.

Each phase the BPR can be broken down into specific activities. Please refer to the BPR Methodology for more details on the activities below.



For each phase of the BPR methodology employed during the BPR, there will be inputs, outputs and specific tools to be used to make each phase a success. Illustrated in the table below are the inputs, outputs and tools to be used during each phase of the BPR.

	<b>Inputs</b>	<b>Outputs</b>	<b>Tools</b>
<b>Target Phase</b>	<ul style="list-style-type: none"> <li>• Vision of the Future State</li> </ul>	<ul style="list-style-type: none"> <li>• BPR Business Case</li> <li>• Scope and Objectives for BPR</li> <li>• BPR Team Assembled</li> <li>• Communications Plan</li> <li>• Targeted Processes List</li> </ul>	<ul style="list-style-type: none"> <li>• Communications Methodology and Template</li> <li>• Targeted Processes Identification and Agreement Form</li> </ul>
<b>Understand Phase</b>	<ul style="list-style-type: none"> <li>• Targeted Process List</li> <li>• Communications Plan</li> </ul>	<ul style="list-style-type: none"> <li>• As Is Model</li> <li>• Baseline Performance Metrics</li> </ul>	<ul style="list-style-type: none"> <li>• As Is Tracking Sheet</li> <li>• Process Flow Document Model</li> </ul>
<b>Innovate Phase</b>	<ul style="list-style-type: none"> <li>• As Is Model</li> <li>• BPR Objectives</li> <li>• Communications Plan</li> </ul>	<ul style="list-style-type: none"> <li>• To Be Model</li> <li>• Analysis of To Be Model</li> <li>• Change Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>• To Be Tracking Sheet</li> <li>• Process Flow Document Model</li> </ul>
<b>Implement Phase</b>	<ul style="list-style-type: none"> <li>• Change Management Plan</li> <li>• To Be Model</li> <li>• Communications Plan</li> </ul>	<ul style="list-style-type: none"> <li>• Implemented Processes</li> <li>• Training on Processes</li> <li>• Implementation of Change Management Plan</li> <li>• Performance Metrics</li> </ul>	

To see the specific templates and tools highlighted in the table above, please refer to the appendices of these documents.

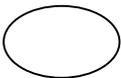
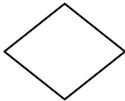
## 2 Appendix A: Process Flow Document Model

When performing a BPR it is critical to document the process flows as observed during the As Is Model and as reengineered during the To Be Model. The Process flows should be depicted clearly, concisely and accurately. To document the processes, a process flow picture should be used and the critical information needed for analysis and implementation around the processes should be documented as well. Please note that it is recommended that the processes flows be documented in process flow charting software, such as Visio and then inserted into a word processing software, such as Microsoft word in order to enable all stakeholder the ability to read the final output.

Each process flow should have additional information attached in the form of text:

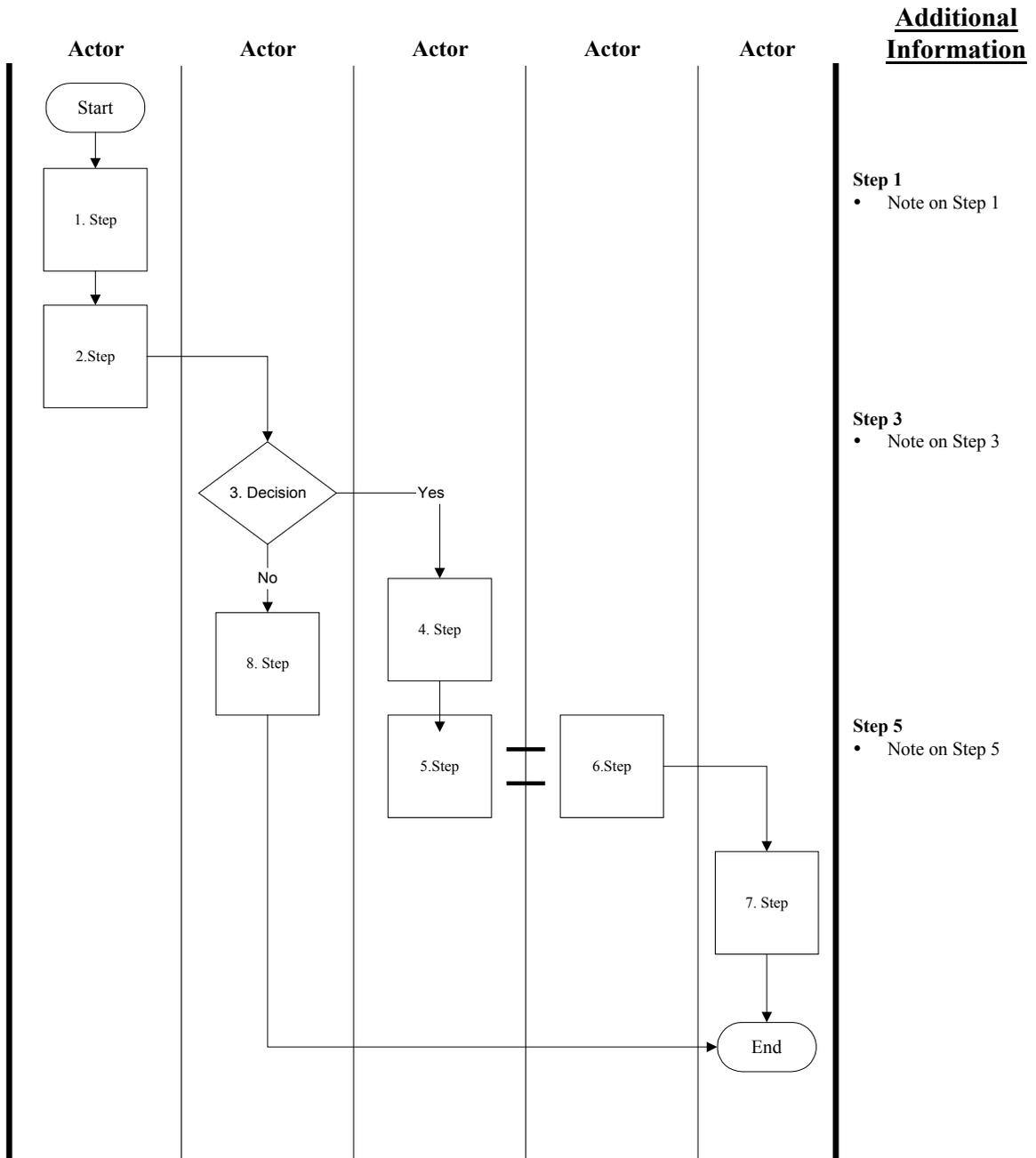
1. Process Title
  - a) Purpose of the process
  - b) Trigger factor for the process
  - c) Business input to the process
  - d) Business output of the process
  - e) Actors used in the process

### Symbol Chart

	The oval represents the start and the end of the documented process.
	The square box represents a process step.
	The diamond represents a decision and must a two exit points, a yes direction and a no direction.
	The double lines between two boxes indicate simultaneous activities.
	The small circle should be used when connecting the flow chart from one page to another. If more then one connector is necessary then each connector should be labelled and appears on both the page you have come from and the page you indent to connect to.

Numbers should be used within each step or decision box to indicate the flow of the process and reduce confusion for the reader.

Title of Process to be Documented



### 3 Appendix B: Targeted Processes Identification and Agreement Form

As the BPR team moves through the phases of the BPR, the documentation used to capture the needed information for the reengineering will become critical. Use the Targeted Processes Identification and Agreement Form, to assist in the communicating of the identified target processes. It is critical for the BPR team to get sign off on the targeted processes, before moving onto the next phase. The agreement form provided both the BPR team and the client of the BPR to come to agreement on the processes within the organisation that need to be reengineered.

#### Targeted Processes Identification and Agreement Form

<b>3.1 Suggested Target Process List</b>	<b>Approved Targeted Process List</b>	<b>Comments (describing the change from the first list to the second)</b>
A. Functional Area Name	A. Functional Area Name	
A1. Process Name	A1. Process Name	
A2. Process Name	A2. Process Name	
A3. Process Name		Text explaining why A3.was not selected.
B. Functional Area Name	B. Functional Area Name	
B1. Process Name	B1. Process Name	
B2. Process Name	B2. Process Name	
B3. Process Name	B3. Process Name	
B4. Process Name	B4. Process Name	

\_\_\_\_\_  
BPR Team Leaders

\_\_\_\_\_  
Client Team Leader

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## 4 Appendix C: As Is Tracking Sheet

The As-Is tracking sheet provided the BPR team will be a shared document to outline in text the process flows. As this phase nears the end, the BPR team will be able to take this form to the client for final buy-in to the documented As Is Process Model. This tracking form will allow the BPR team to note any differentiations between the final customer review and what was observed by the BPR team and why those differences occurred. The differences may assist the BPR team in doing the analysis needed to create the To Be Model and the Change Management Plan.

AS IS DETAILED FLOW TRACKER V1.0	Adaptations to Flows based on Client Review V1.1	Additional Information	Comments
<p><b>A1. Process Name</b></p> <ul style="list-style-type: none"> <li>1. Step</li> <li>2. Step</li> <li>3. Step</li> <li>4. Step</li> <li>5. Step</li> <li>6. Step</li> <li>7. Step</li> <li>8. Step</li> </ul>	<ul style="list-style-type: none"> <li>1. Adaptations to Step 1</li> </ul>		
<p><b>B1. Process Name</b></p> <ul style="list-style-type: none"> <li>1. Step</li> <li>2. Step</li> <li>3. Step</li> <li>4. Step</li> <li>5. Step</li> <li>6. Step</li> </ul>	<ul style="list-style-type: none"> <li>4. Adaptations to Step 1</li> </ul>	<p><b>Additional Information</b></p>	<p><b>Comments</b></p>

**C1.Process Name**

1. Step
  - A. Decision? If yes, go to Step X, else Step X
2. Step
  - B. Decision If yes, go to Step X, else Step X
3. Step
4. Step
5. Step

1. Adaptations to Step 1

**Additional Information****Comments**

## 5 Appendix D: To Be Tracking Sheet

The To Be Tracking sheet allows the BPR team to document in text their reengineered processes. This will assist the team in performing the continued analysis required to complete the reengineering. The To Be Tracking sheet allows the BPR team to document any changes made to reengineered process by the team or by the client, assisting the team in creating an institutional memory surrounding the assumptions and decisions made when reengineering the processes.

<b>Process Flow Area 1- DETAILED CHANGE TRACKER V1.0</b>	<b>Proposed changes to Flows based on Client Review V1.1</b>	<b>Additional Information</b>	<b>Comments (potential GAPS)</b>
<p><b>A1. Process Title</b></p> <ul style="list-style-type: none"> <li>1. Step</li> <li>2. Step</li> <li>3. Step</li> <li>4. Step</li> <li>5. Step</li> <li>6. Step</li> <li>7. Step</li> <li>8. Step</li> </ul>	<ul style="list-style-type: none"> <li>1. Change requested to Step 1</li> </ul>		
<p><b>B1. Process Title</b></p> <ul style="list-style-type: none"> <li>1. Step</li> <li>2. Step</li> <li>3. Step</li> <li>4. Step</li> <li>5. Step</li> <li>6. Step</li> </ul>	<ul style="list-style-type: none"> <li>4. Change requested to Step 4</li> </ul>	<b>Additional Information</b>	<b>Comments (potential GAPS)</b>
<b>C1. Process Title</b>		<b>Additional Information</b>	<b>Comments (potential GAPS)</b>

1. Step

A. Decision? If yes, go to Step X, else Step X

2. Step

B. Decision? If yes, go to Step X, else Step X

3. Step

4. Step

5. Step

1. Change requested to Step 1