

Conceptually, business process improvement (BPI) is a powerful model of change, emphasizing optimization of an organization's core business processes. This contrasts sharply with the incremental and ultimately unsustainable "tinkering" that often characterizes organizational improvement efforts. The Center for Organizational Excellence, Inc. (COE) recognizes that the work processes and systems employees work within are a critical determinant of organizational effectiveness.

## What is Business Process Improvement?

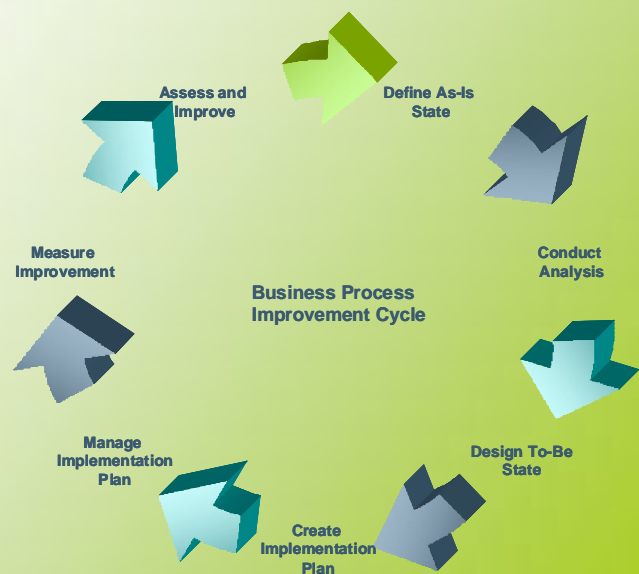
BPI is a change strategy designed to support restructuring, retooling, and customer-driven initiatives. As such, BPI allows you to:

- Define and document your organization's existing process activities, policies, practices, and facilitate understanding of the processes to staff and stakeholders
- Conduct an analysis of the existing system to explore alternatives, brainstorm solutions, conduct benchmarking studies, and explore available technology
- Envision and document an ideal view of your organizations desired future processes and establish clear objectives
- Assess the gaps between the current and desired future states and develop a strategy for successful implementation
- Develop an action plan that addresses the process changes impact on your organization's leadership, governance, people, resources and technology
- Measure the effective results of the improvement effort



## What are the Benefits?

- Specific measurable improvement in performance and cost savings
- BPI can play a fundamental role in how organizations accomplish work and exceed the performance mandates of a changing work environment
- BPI, if done correctly, can breathe new life into organizations that have not been able to break the cycle of doing the work the way it has always been done



## What can COE Offer?

COE has provided BPI services to public and private sector organizations for many years, resulting in increased efficiency and effectiveness, improved technology, adoption of automated processes, and development of clear performance and outcome metrics. The overall result of our past work has been: improved outcomes, higher system capacity, and improved organizational effectiveness.

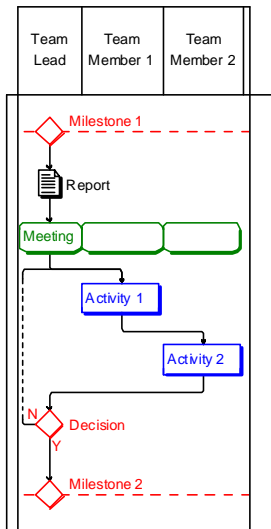


Figure 1: Deployment Flowchart

## How it Works

COE documents processes using deployment flowcharts and functional decomposition diagrams. We create a detailed description of the current process, including inputs, outputs, triggers, process flow, decision points, accountabilities, resources, etc. Each process activity will be decomposed to the level required for clear and unambiguous understanding of the work effort, resources and costs. Using deployment flowcharts, activities are captured in a logical sequence, using conventional symbols for decisions, processing, etc. While our process maps are easily read and understood, COE augments each process map with a detailed narrative to further enhance utility.

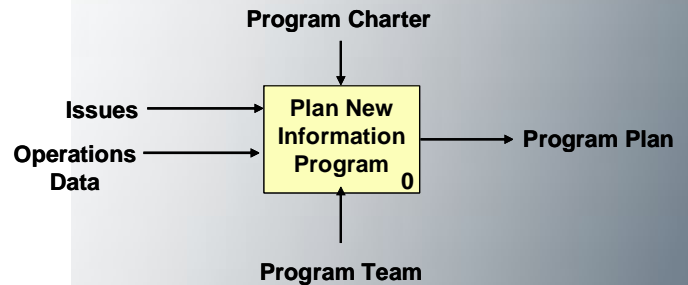


Figure 2: Decomposition Diagram

## Typical Process Elements Collected

<b>Triggers</b>	What starts the process? It can be processes or events and can be more than one.	
<b>Inputs</b>	Data, documents, approvals, etc. required to run the process.	
<b>Outputs</b>	Data, documents, approvals, etc. resulting from the process.	
<b>Dependencies/Integration Points</b>	<ul style="list-style-type: none"> <li>- Other events, processes or subprocesses that depended on this process for triggers or input.</li> <li>- Points where this process interacts with other processes and/or workflows.</li> </ul>	
<b>Assumptions</b>	Any conditions assumed in capturing process, ex. "System X is system of record for HR transactions"	
<b>Internal Business Controls</b>	Identified controls	Required Actions
	<ul style="list-style-type: none"> <li>- Policy References? Specific Colgate policies</li> <li>- Other? Other key controls to ensure integrity of the process</li> </ul>	Outline specific actions and who performs them to mitigate impacts or ensure business controls are in place
<b>Performance Metrics</b>	Existing measures and key performance indicators either assigned from business controls or corporate performance measure program. Additional recommended measures and indicators associated with the process.	
<b>Localization Considerations</b>	Unique conditions impacting process flow due to specific local/subsidiary requirements requiring specific instructions, workarounds or process modifications.	
<b>Timeline</b>	The time spent performing the associated tasks and activities of the process.	
<b>Resources</b>	The technology, people, governance, etc. required for performing the process activities and tasks.	
<b>Activity-Based Cost</b>	Documentation of costs associated with performing the activities of the process.	

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