Business Process Reengineering (BPR)

General

BPR is a method to radically redesign processes and redirect resources in order to achieve dramatic improvements in service and customer satisfaction. This often results in reduced cost, reduced time, or improved quality. The two cornerstones of any organization are the people and the process. If the process is cumbersome, labor intensive, antiquated, or unnecessarily complicated, despite the motivation and hard work of individuals, the organizational performance may appear to be poor or the service provided expensive. If the organizational infrastructure is too hierarchical or employees are not empowered to make some decisions, resources may be improperly assigned. This can lead to poor performance, increased cost, or decreased customer satisfaction. BPR relies upon questioning, challenging, evaluating, and redesigning every element of an organization's operational process. BPR does not always involve widespread changes in organizational structure. It does, however, require radical changes in process.

OAS BPR Governance Committee

In October 2006 the OAS BPR Governance Committee was established to initiate the effort. The membership changes periodically, with participants volunteering from all parts of OAS. Meeting biweekly for discussions, the committee makes recommendations to the OAS Director, with a focus on BPR initiatives to be examined, personnel to be assigned to teams, standards to be maintained, methodologies to be followed, and governance procedures for oversight.

OAS BPR Governance Committee Members

- William Cruz
- Pat McNutt
- Angela McPhatter-Washington
- Kendra Parrucci
- Thomas Powell
- Dave Thomas
- Patrick Waller

OAS BPR Initiatives

- Convenience checks
- Fleet management data collection and reporting
- Moving services
- Oracle IT system support services
- Personal property accountability

Questions and Answers

With the introduction of the concept of Business Process Reengineering for OAS, naturally questions have been raised. Below are some of the most frequently asked questions, together with the answers:

Question 1:

What are the priorities for BPR within OAS?

Answer 1:

First the employees of OAS need to develop a list of processes to be reviewed. Only then can we establish our priorities.

Question 2:

This can be a very complicated effort; can we modify it?

Answer 2:

Yes; we can modify it to suit OAS.

Question 3:

To what are we applying BPR?

Answer 3:

We are applying this method to the processes of OAS.

Question 4:

Are we going to have a coach?

Answer 4:

Yes, we already have plans for additional training, with the possibility of contracting for more if we need it.

Question 5:

How long will it take to accomplish each BPR initiative?

Answer 5:

There is no uniform time duration; it will depend on the process to be reengineered.

Question 6:

How will the results of BPR affect the employees of OAS?

Answer 6:

The results of reengineering will certainly affect our employees, and together we will determine how best to implement our findings.

Question 7:

What results are expected?

Answer 7:

We are confident that the processes used within OAS will be improved to meet future customer needs.

Question 8:

Can we expect to see a downsizing of OAS?

Answer 8:

The size and makeup of the staff of OAS are issues which can not be addressed until we examine the results of the reengineering effort. Be assured, however, that no decisions will be made precipitately or without full involvement of the staff.

Question 9:

Was management represented at the initial BPR training session?

Answer 9:

Yes; two managers were able to attend, with additional participation planned for future sessions.

Question 10:

Who will determine the processes to be reviewed?

Answer 10:

The employees of OAS, led by the BPR Governance Committee, will recommend the initiatives.

Question 11:

What prompted the decision to apply BPR to OAS?

Answer 11:

The use of the BPR technique is a normal component of any Strategic Initiative, including the one we are developing in OAS.

Question 12:

What is the role envisioned for the 20 people in the recent BPR class?

Answer 12:

The trained employees are the individuals who will actually conduct the Business Process Reengineering from the list of initiatives approved by the Business Process Reengineering Governance Committee. Two of these employees will serve on the Governance Committee.

Question 13:

How much time will each trained employee devote to the BPR effort?

Answer 13:

Each participating employee is expected to spend approximately 8 hours per week.

Question 14:

When will BPR be completed?

Answer 14:

BPR is not a finite technique, so we foresee an effort which is ongoing and which will extend well into the future.

Question 15:

When will BPR begin?

Answer 15:

We can look forward to a startup of BPR on October 27, 2006.

Question 16:

How will OAS employees involved in BPR incorporate the additional duties into schedules which are already quite full?

Answer 16:

Be assured that we are cognizant of current responsibilities. The workload of employees participating in BPR will be reduced to allow for full commitment to this effort.

Do you have a question about BPR or the OAS Strategic Initiative? Or do you have a suggestion for a BPR or review initiative?

Please send your questions or suggestions to OASstrategicinitiative@doc.gov, or call the OAS BPR Facilitator, Norman Meltzer, at (202) 482-3989.