

Approach to the Development Work Within Easy@york

The principles within this document should also form the basis of any formal contract/agreement/Memorandum of Understanding (MOU) drawn up and signed, between The Programme and the business area.

The Approach

Step 1: Preparation:

Before attempting to initiate any involvement with the Programme a number of key questions need to be answered around the following issues (in no particular order). Where appropriate a method of addressing these preparatory issues is indicated:

- What are the drivers for this work (a strategic planning exercise may be relevant)?
- What benefits are trying to be achieved (may lead to a benefits mapping exercise)?
- What are the required timescales (broadly speaking)?
- Who is available as resource to the work?
- What is the scope of the work? (May require a scoping exercise to take place)
- What are the priorities in terms of which areas to address first, second, etc – if a phased approach is going to be appropriate?
- Who is the main sponsor for the work?
- What is their commitment to ensuring this work is given sufficient priority and focus to be successful?
- What other initiatives/work is currently ongoing in the function/directorate that may impact upon, or be impacted by, this work? (These may be looked at in terms of other projects, IT developments, organisational changes or political events)
- Who is potentially affected by this work (which departments/functions/teams and individuals) – in other words – who are the key Stakeholders (may result in some Stakeholder Analysis to be carried out)?
- What is the current culture of the organisation? (Will require the running of workshops to establish the cultural identity and the key “soft” issues that exist in the business areas being considered).

The following activities/events/processes are recommended:

- Strategic Planning Meeting to clarify objectives, broad timescales, scope, resourcing requirements, priorities and to identify all potential Stakeholders
- Stakeholder Analysis to identify:
 - Stakeholder/Stakeholder Group
 - Perceived benefits for them
 - Changes required to realise the benefit
 - Perceived reasons for resistance
 - Strength of resistance
 - Strategy to deal with resistance
- Benefits Planning – to clarify the benefits opportunities (for all stakeholders) and produce an agreed benefits plan highlighting the benefits inter-relationships (benefits map), along with the Drivers, Measure, Baseline and Timescales for each Benefit
- A Cultural Assessment Workshop (or several of them depending on numbers) to gauge the current culture and identify any management, communication or current process/workload issues that may exist.

Step 2: Map and Analyse As-Is Process:

Before any process can be redesigned it is important to fully understand the existing process. Many people do not understand the value of an As-Is analysis and rather prefer to spend a larger chunk of their time on designing the To-Be model directly. The main objectives of this phase are:

- To identify “quick wins” – changes that can be made that will be immediately beneficial but that will also be carried through (wherever possible) to the full solution – these generally fall into the categories of reducing duplication, bottlenecks, consolidation, simplification and eradication of non-value added activities
- To identify disconnects (anything that prevents the process from achieving desired results and in particular across the interfaces between systems, organisations or people)
- Establish process ownership, and identifies the roles that support the process
- Helps to see actual and potential differences between cycle time and process time
- For each process it is important that process performance measures are identified (and established where they don't already exist – this should link in with the Benefits Plan from Step 1) and set some of the Benchmarks/Baselines for the Benefits Realisation Process
- Establishes performance baselines when creating "to be" processes

- Shows relationships between activities and products

It is also in this phase that the longer-term vision in terms of technology, organisation and service deliverables are refined and agreed.

Resources should be drawn from all relevant parts of the function/business being mapped and the mapping is done in a series of Workshops designed to cover all of the relevant end-to-end processes following a top-down approach – starting at the highest level, over all purpose of the function/business – identifying the key end-to-end processes that exist and then drilling down into each step of the high-level process to define the activities and steps that take place at each stage. Focus should be on which activities contribute towards the delivery of the products and services that the business offers.

Records will be kept of all identified opportunities for improvement (possibly in the Lessons Learned Log).

Step 3: Design To-Be process:

The objective of this phase is to produce one or more alternatives to the current situation, which satisfy the strategic goals, business needs and customer requirements of the function/work area. Innovative practices can be adopted from anywhere, no matter what their source. Having identified the potential improvements to the existing processes, the development of the To-Be models is done, bearing in mind the principles of process design. It is important at this stage that the ultimate objectives of the BPR exercise are clearly defined and understood in terms of:

- The over all Programme/Project Objectives
- The IT strategy and developments
- The Organisational implications and expectations
- The constraints and limitations within which the Project exists (e.g. budgetary constraints, resources issues, deadlines and timescales, risks, dependencies and political limitations)
- The impact of any other initiatives taking place in the Service Area at the same time.

From the point of view of the Easy@york Project the following design principles have been agreed and the “To-Be” Model should be designed to meet these principles:

- **Single Point of Entry to Processes** - Service requests cannot be made directly to contractors/service providers.
- **Capture data at the first point of contact**

- **Movement of work to the individual/team best placed to resolve the request (immediately)** - The processes move a transaction to the individual or team best equipped to resolve it. They do not move work to intermediaries to either check the data capture or prioritise activity. The general intention is to move the data-capture elements of the work towards the front office and the customer and to leave the back-office/business to deliver the specialised services.
- **Access to work queues will be provided** - The ability to review work pending/processed should be provided. This will allow priorities to be changed by exception.
- **No process is held up by a 'checking/reviewing' function** - Work should be queued with the individuals/teams tasked with completing it. There should not be 'holding' points. It may be necessary to set a future date when a case is likely to be resolved e.g. repairing a road, but this should be by exception rather than rule. (There is a cultural challenge here relating to trusting whoever handled the previous process step).
- **Consistent application of business rules** - The 'rules' relating to a service should be applied consistently. Whilst some services carry higher priority, the policy for higher priority work should take into consideration the impact on the "day-to-day" business and any measure of importance/urgency should be applied fairly. In particular, for example, there should not be a distinction between a service request from a councillor and a request from a resident.
- **Review points set for business rules** - The service areas should identify when policy decisions are likely to be reviewed because of things such as budget or organisational changes.
- **Access to systems given to contractors/service providers** - Access to the CRM interface needs to be made available to everyone who carries out a service request. The most practical way to do this may, in some cases, be through hand held devices.
- **Required data will be fed to the CRM by electronic interface or manual input in real time** - The mid level processes assume that information is provided to the CRM system in a timely manner. Provision must be made to ensure that changes in policy, legislation or data, are captured at the time that they are needed or at the time that they become "live", not before and certainly not after. All data that the CRM system needs to enable a transaction to be completed needs to be transferred in real time either by IT integration or manual input.
- **All individuals using the system/related systems will be trained** - Everyone using the CRM or the systems that are integrated to it, must be trained adequately to perform their expected role and in a timely fashion to ensure that their newly acquired skills are useful and employed immediately to aid knowledge retention.

- **There will be a standard reporting set** - Service areas will identify their reporting requirements in advance of system go-live. There will be one reporting set with reports produced to the specification and timescales determined by service areas.
- **Each service area will have one member of staff who can, by exception, run additional reports** - Each service area will nominate one individual who can run additional ad-hoc reports.
- **Cases entered onto the system will only be 'closed' when the transaction is complete** - A case is only closed when the transaction/service request has been met. In some situations this may mean that cases are open for a number of months.
- **Processes seek to remove paper** - The processes are based upon exploiting technology at the expense of paper processes.
- **Measurements and Service Level agreement (SLA's)** - will be agreed for each key step taken in order to resolve a case.

The following activities/events/processes are recommended:

- Workshops with the appropriate people from the business area to look at the end-to-end processes for each "To-be" new process. The attendees need to be very clear that they are designing a process that meets the agreed objectives for the future in terms of performance, efficiency, management information requirements, outputs and interfaces with other business/process areas. Solutions should avoid being couched in terms of what already exists unless it is appropriate to the "To-be" model – for example, just because a particular team structure exists today, it is not necessarily the case that the same team structure is appropriate to deliver the service in the future – this may require a change to job roles, responsibilities and in some cases the total dissolution of a given team where appropriate.
- The outputs of the meeting need to be reviewed by the attendees so agreement is reached on the "To be" model prior to implementation.
- Derivation of Functional Specifications - Functional specifications are the blueprint for how the deliverables from the project will look and work. It details what the finished product will do, how a user will interact with it, and what it will look like. It also enables the management of user expectations and forms a basis for the development of Acceptance Criteria when Test Plans are being produced

Step 4 :Implement Reengineered Process:

The next step is to develop a transition plan from the As-Is to the redesigned process. This plan must align the organisational structure, IT and information systems, and the business policies and procedures with the redesigned processes.

Additional requirements for the construction of the To-Be components can be added and the result organised into a Work Breakdown Structure (WBS). The following elements need to be given consideration:

- Training programs are initiated and the plan is executed in full scale.
- The transition plan should cover all change management activities, from expectation setting to communication, to training, to guidance documentation needed to effectively accomplish the transition. The plan will include
 - Activity descriptions,
 - Timeframes with key milestones
 - Responsibilities,
 - Affected organizations,
 - Assumptions and references used in developing the plan,
 - Indicators of Successful Transition.
- **Process**—what processes are required at each step to move the organisation to the final “to-be” model? What performance, support and training measures must be in place to support the transition?
- **Organisation structures**—what organisations are impacted by the transition? What is the current organisation structure and how will the relationships transform during the transition?
- **People**—who are the primary staff impacted by the transition? What new knowledge, skills, and abilities are required in the new environment? What training is required to support staff moving into new roles? What communications are required to ensure the staff are aware of changes? What is the timing of the communication and training?
- **Technology**—what is the timeframe for technology deployment? What testing is required? What is the data conversion approach? What is the order in which the implementation activities need to take place?

Step 5: Post Implementation Activities

A vital part in the success of every reengineering effort lies in constantly monitoring the re-engineered processes. Two things have to be monitored – the progress of the processes and the results.

It is also essential that a feedback mechanism is set up in order that the customer/users understand where to go for help, support and also the means by which any amendments and/or suggestions for improvement can be recorded and assessed. In order to deliver this a number of mechanisms will be established including:

- Change Management process – following sound configuration management principles and ensuring that all change requests are suitably categorised in terms of off-specification reports or changes and dealt with in a timely manner against agreed SLA's.
- Support Desk facilities to give user support on systems issues and problems that occur in the day-to-day operations.
- User Group meetings whose remit will include:
 - The identification and prioritisation of changes
 - Feedback on implemented system performance and functionality
 - A Forum for sharing best practice ideas and opportunities across services
 - Identifying resource to take part in the development and testing of ongoing changes
 - Provide key contacts for communicating updates on system changes and other Easy@york Programme developments
 - Provide a forum for the generation of change ideas and/or suggestions for improvements in both the products and the Programme itself. This will include the discussion of ideas about changes to e.g. Scriptflow/CMS content
 - Provide a first line of support in answering any queries about current practices and implementation.
- Programme Review – conducted within Easy@york to review the Lessons Learned Log and identify any areas for improvement in future Phases of the programme.