

Every child is a National Asset

BUSINESS PROCESS MANAGEMENT

DATE: 2018

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PRESENTATION OUTLINE

- Purpose
- Problem statement
- DPSA OMF
- What is BPM?
- Value Chain / SDIPs
- DBE's BPM programme
- Progress report
- Recommendations

PURPOSE

1. To inform the meeting about **Business Process Management (BPM)**
2. To inform the meeting about how the **programme is structured.**
3. To discuss the **progress** thus far.
4. To obtain **support** from Branches

PROBLEM STATEMENT

- **Reporting**

- Officials are overburdened with reporting and uninspired/unfocused
- Officials sometimes do not give adequate, coherent reports or none at all
- Reporting timeframes create unnecessary pressure and are not in sync with deliverables
- Unable to tell whether projects are actually proceeding or there's concealment of failure

- **Delivery**

- SCM processes do not guarantee delivery and can obstruct good projects; SCM committees such as BEC don't necessarily pick the right solution
- Citizens complain about the sector and its outputs as 'inadequate'
- Projects run for many years, becoming programmes, or white elephants, or sunk costs
- Too many small pilot projects - "pilotitis", which are inconsistent and unfocused



PROBLEM STATEMENT

- **External stakeholders**

- Hard to hold external stakeholders to deliverables, SLAs or MOUs, even PEDs, DTPS and SITA do not deliver as expected;
- Hard to accurately track progress of external stakeholders; concealment of failure leads to projects dragging on and using up funds;
- MOUs seldom honoured/hard to track delivery; and
- Too many external stakeholders to reasonably deliver a consistent product sector-wide.

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DPSA OMF



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BACKGROUND

- **Each** of the Department of Basic Education (DBE) **Branches** and **chief directorates** and **directorates** currently have their own **unique** Business Processes
- These processes include **Process Mapping** and **Standard Operating Procedures** that were developed to suit the specific Branch and its chief directorates and directorates' requirements, according to its own purpose and strategic objectives.
- These “processes” refer to the daily **administrative procedures** and process management
- DPSA has produced the **OMF Framework** which is discussed below.

DPSA OMF

- DPSA mandates the use of their **Operations Management Framework (2016)**
- In brief, the **OMF** defines the structure of Government Workflow and Operations
- It is divided into four parts:
 - **Operations Strategy,**
 - **Operations Design,**
 - **Operations Planning and Control, and**
 - **Operations Analysis and Improvement.**

DPSA OMF

- **Concepts of Good Governance defined in the DPSA OMF include:**
 - **Batho Pele**
 - Business process **management** and **Mapping**
 - Learning and **knowledge management**
 - **Operational planning, control, management framework**, and operations managers
 - Organisational **functional assessments**
 - **Service delivery models** and **Charters** (SDM and SDC)
 - **Service Standards**
 - **SMART** (specific, measurable, achievable, realistic, time-bound)

DPSA OMF

- **Required documentation in Governance as defined in the DPSA OMF include:**
 - **Service Delivery Improvement Plans (SDIPs)**
 - **And as before:**
 - Operational planning, control, management framework, and operations managers
 - Organisational functional assessments
 - That processes are SMART (specific, measurable, achievable, realistic, time-bound) ... **and**

DPSA OMF

- **Required models and procedures in Governance as defined in the DPSA OMF also include:**
 - A required **departmental strategy** (drafted as the DBE BPM Framework);
 - A **Service Delivery Model** (SDM);
 - The **Business Process Model** or Management Cycle (BPM), defined in the DBE BPM Framework;
 - The **Standard Operating Procedures** (SOP) (which most Branches already have);
 - The **Service Standards** (SS); and
 - **Service Charters** (SC).

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WHAT IS BPM?



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DISCUSSION: BPM

- **According to the BPM CBOK:**

“Business Process Management (BPM) is a disciplined approach to identify, design, execute, document, measure, monitor, and control both automated and non-automated business processes to achieve consistent, targeted results aligned with an department’s strategic goals.”

DISCUSSION: BPM

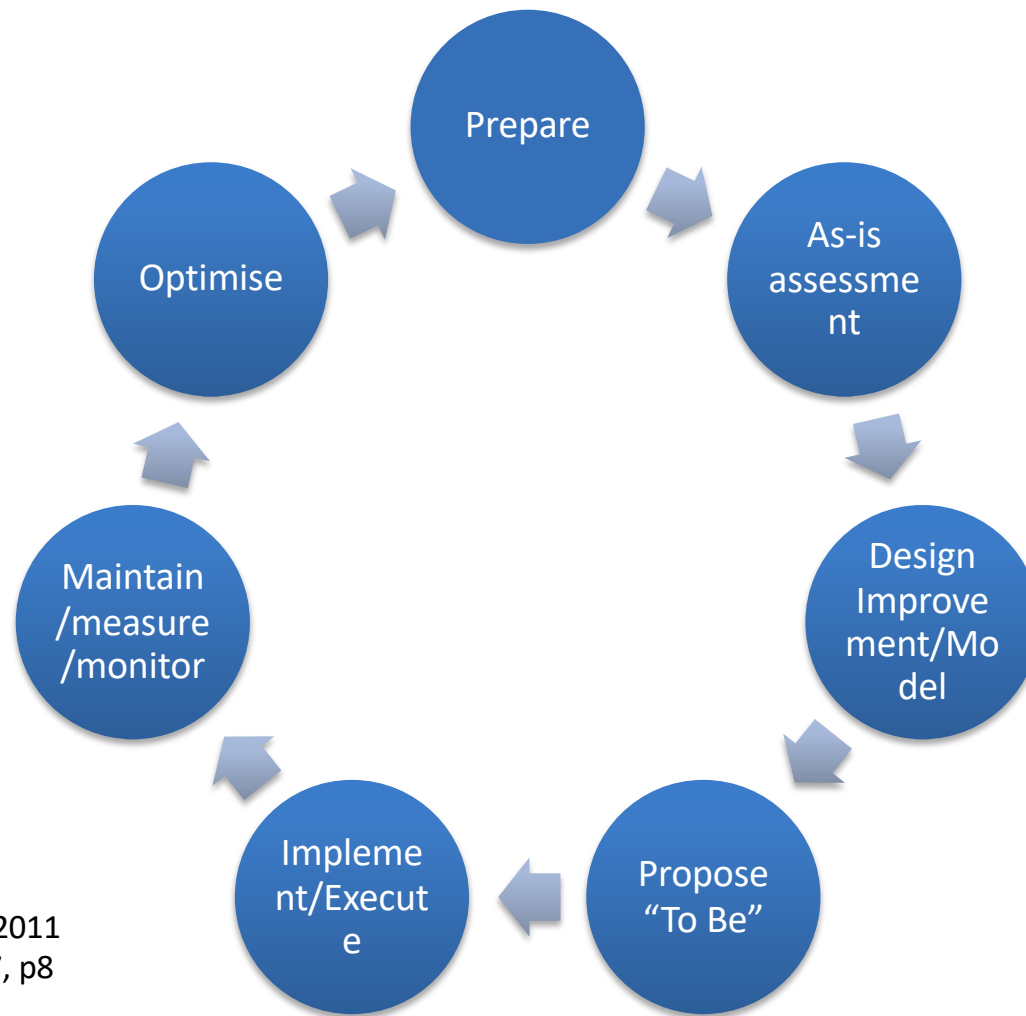
- **According to the BPM CBOK:**

“BPM involves the deliberate, collaborative and increasingly technology-aided definition, improvement, innovation, and management of end-to-end business processes that drive business results, create value, and enable a department to meet its business objectives with more agility.”

DISCUSSION: BPM

- BPM typically involves **studying the workflow processes** of an organisation to **identify** the processes, stakeholders, and bottlenecks, and propose approaches to streamline or accelerate the processes to improve service delivery
- It requires **the clear definition of roles, responsibilities, inputs and predictable outputs** into the workflow process; specifically with process mapping
- In defining the outputs or deliverables of projects and the steps or workflows to achieve those outputs, **BPM requires project management**, and thus aligns with the Programme and Project Management toolkit offered by National Treasury (PPM). This PPM is derived from the PMBOK (Project Management Book of Knowledge) method.
- An Integrated **Value Chain (see below)** which in turn determines the...
- **Service Delivery Improvement Plan (SDIP)**

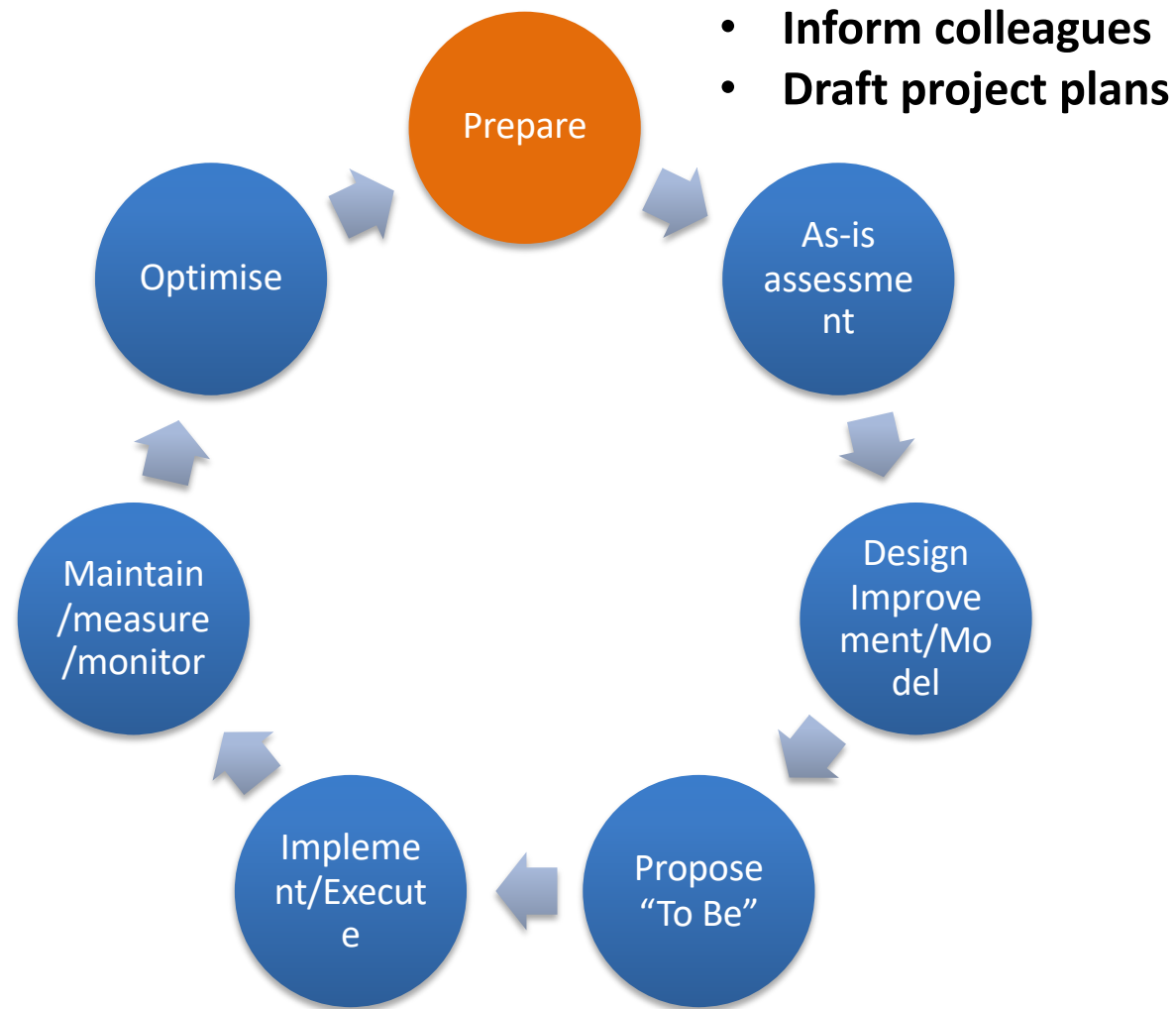
DISCUSSION: BPM



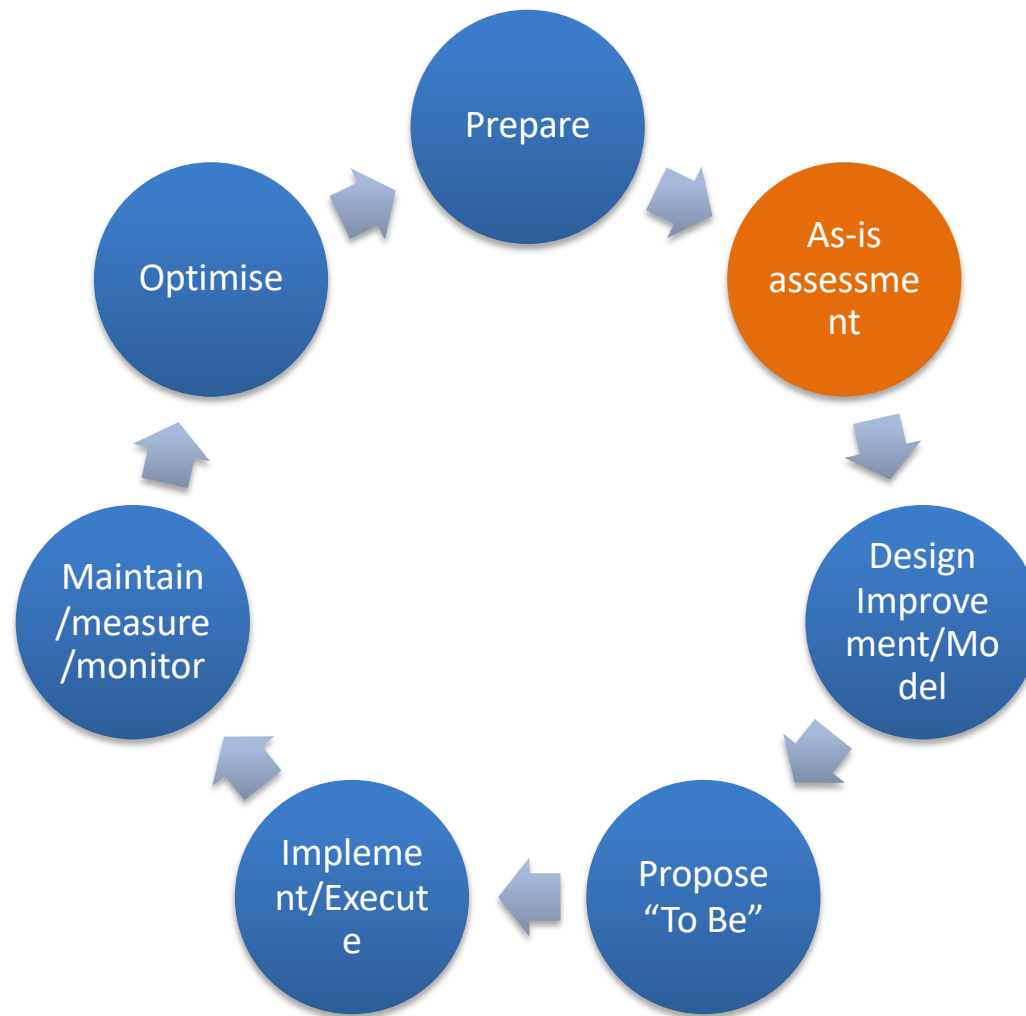
The BPM lifecycle, DPSA 2011
Compare Davis et al 2007, p8



DISCUSSION: BPM



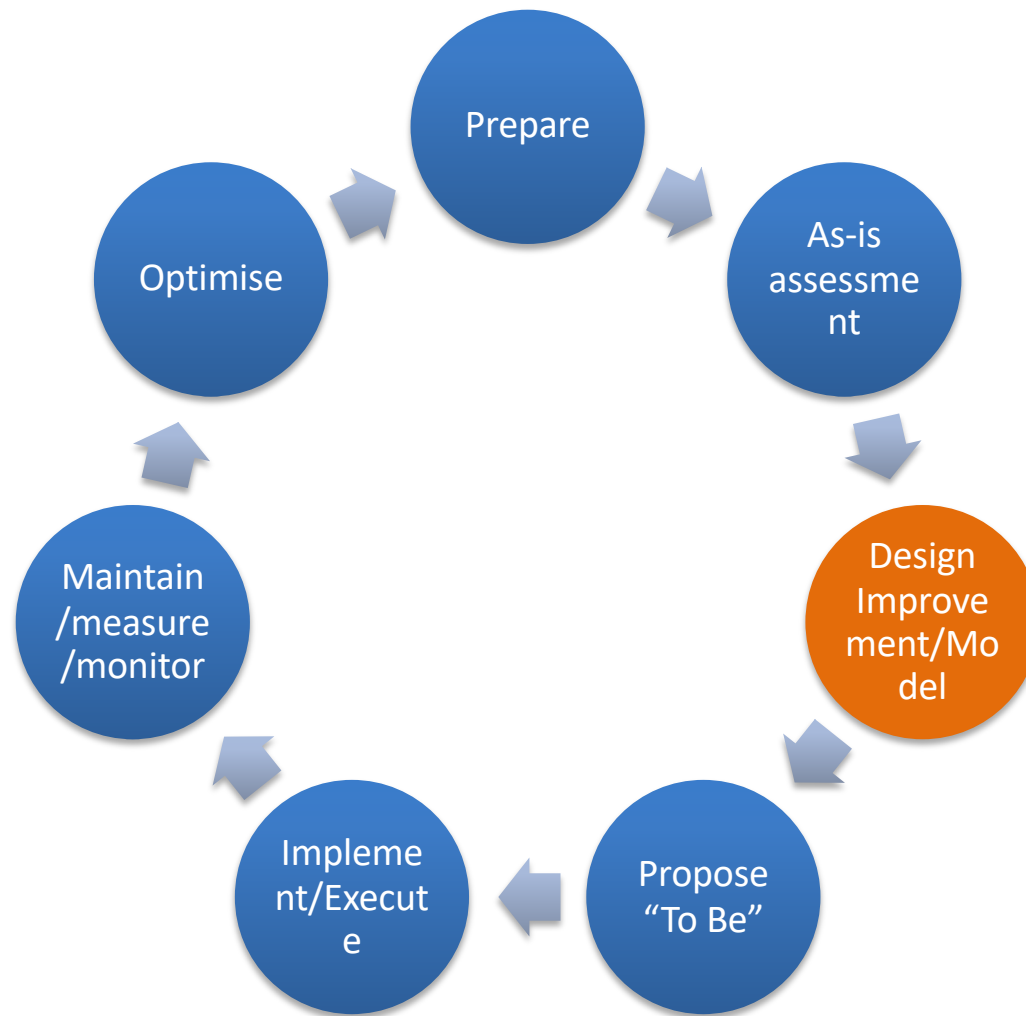
DISCUSSION: BPM



- Engage colleagues
- Discover and map



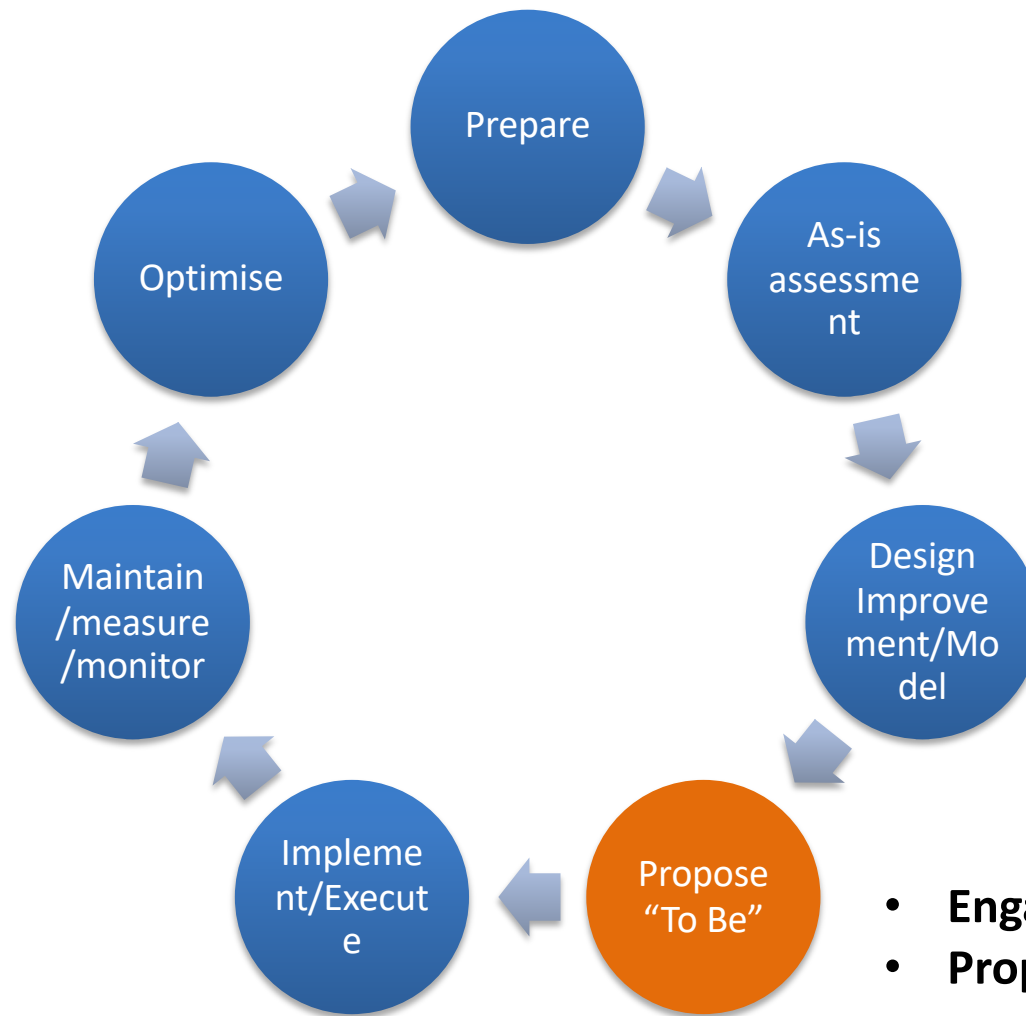
DISCUSSION: BPM



- Engage colleagues
- Understand processes

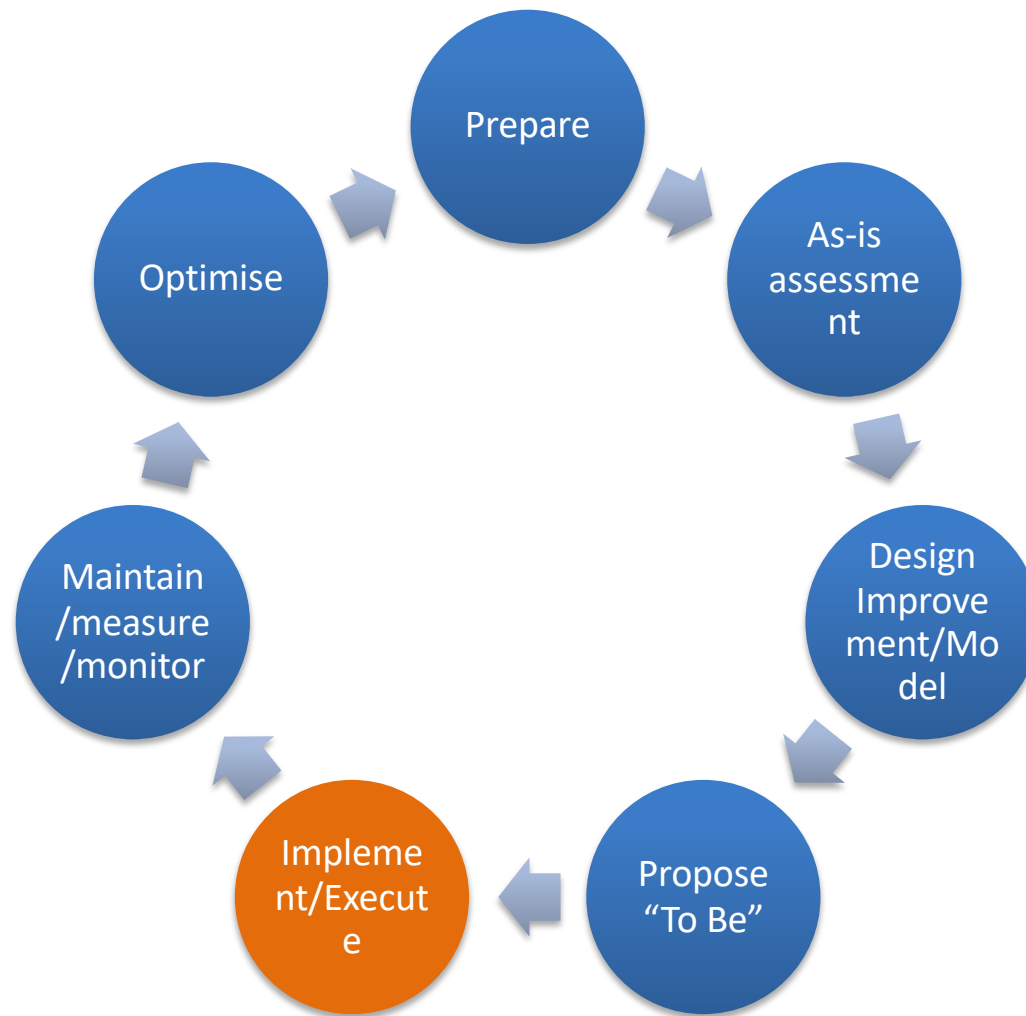


DISCUSSION: BPM



- Engage colleagues
- Propose changes

DISCUSSION: BPM

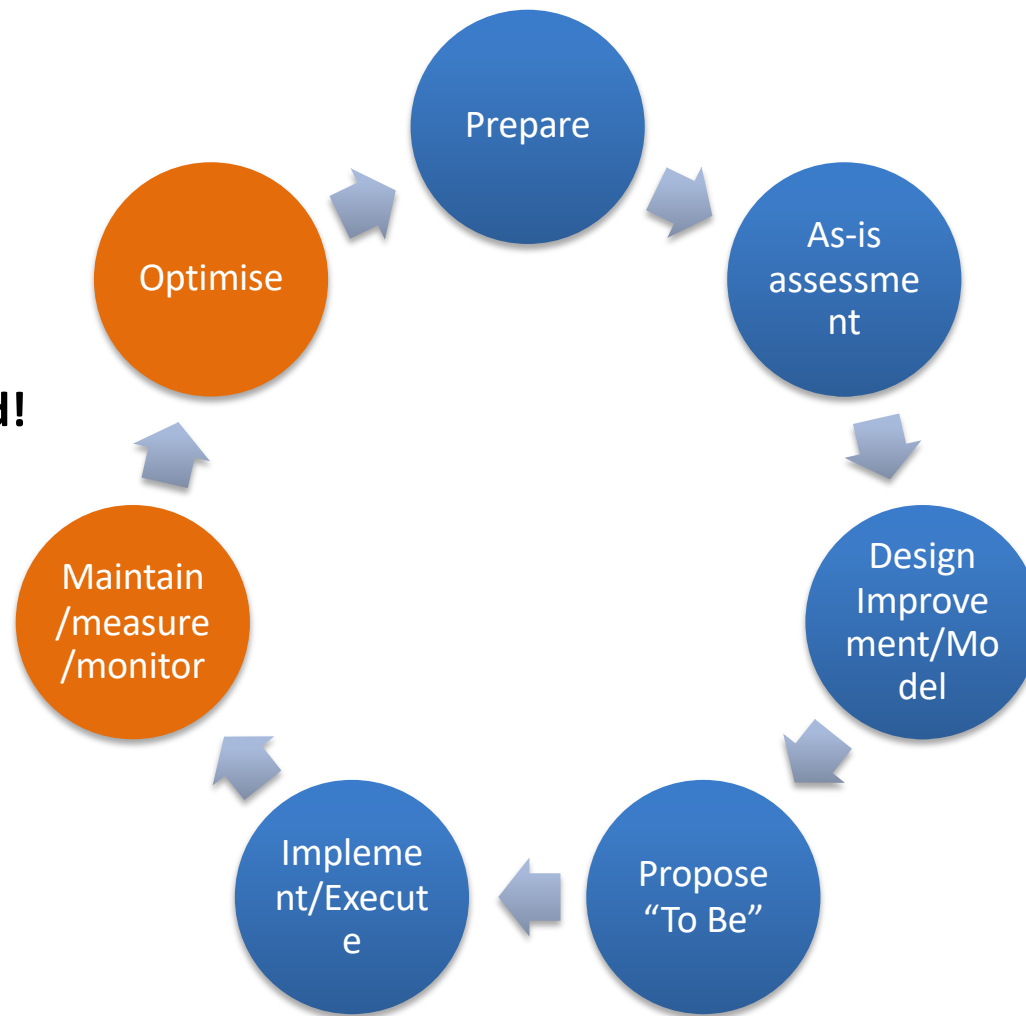


- **Implement changes**



DISCUSSION: BPM

- See if it worked!



DISCUSSION: BPM

- **Proper BPM ensures *mitigation of*:**
 - **Fragmented** results obtained from processes
 - **Unresolved** problems
 - **Waste** of resources
 - Low **productivity**
 - Low **Employee** satisfaction
 - Low **Service** recipient satisfaction

VIEWS OF PROCESSES

- **Organisation View** – static models of the structure of the organisation.
- **Data View** – static models of business information. Includes: data models, knowledge structure, information carriers, technical terms and database models.
- **Product/Service View** – static models of the structures of products and services. Includes: product trees, products, services.
- **Process (Control) View** – dynamic models showing the behaviour of processes and how they relate to the resources, data and functions of the business environment.
- **Function View** – static models of process tasks. Includes: function hierarchies, business objectives, supporting systems and software applications. ***This is the view we're taking**

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VALUE CHAIN/SDIPs



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VALUE CHAIN / SDIPs

- Part of the process of understanding what the DBE does in the **mapping process** undertaken is identifying what each Branch and Directorate **does / delivers**
- The **key deliverables** of each Branch determine the value that the DBE delivers to the public
- The **processes** involved in delivering that value is called the “value chain”
- The outputs of the processes, where they are key outputs, can be identified as targets for **Service Delivery Improvement Programmes (SDIPs)**
- Most of the DBE’s public-facing value chains can be characterised by four steps: **Design** (plan), **Build** (create), **Engage** Stakeholders (to deploy/support), **Deploy** (roll out).

DBE Value Chain and Proposed SDIPs

DBE value chain: Delivering Free Public Basic Education

TYPE	BRANCH	DESIGN	BUILD/CREATE	ENGAGE PEDS	DEPLOY	SDIP	OUTPUT	ASSESS
PRIMARY ACTIVITY	C	Determine curriculum content	Create curriculum content / select content	Engage PEDs for delivery	Deliver curriculum content (textbooks, LTSM, lesson plans, etc).	Revision of Curriculum to align with MST Strategy; revise curriculum to be ready for 21st Century skills and 4th Industrial Revolution	Free Public Basic Education delivered	Assess success of initiatives in delivering basic education
	I	Design new school buildings	Build new schools		Handover new schools	Delivery of school buildings	Free Public Basic Education delivered	Assess success of initiatives in delivering basic education

DBE value chain: Delivering Free Public Basic Education

DBE Value Chain and Proposed SDIPs

DBE value chain: Delivering Free Public Basic Education

TYPE	BRANCH	DESIGN	BUILD/CREATE	ENGAGE PEDS	DEPLOY	SDIP	OUTPUT	ASSESS
PRIMARY ACTIVITY	S	Design social support interventions for learners	Create social support interventions and enablers	Engage PEDs for delivery	Deliver social support solutions to learners	Develop tool to monitor schools for safety	Free Public Basic Education delivered	Assess success of initiatives in delivering basic education
	T	Design teacher support interventions	Create teacher support interventions and enablers, training	Engage PEDs and HEIs for delivery	Deliver teacher support solutions, trained teachers	Greater standardisation of courses between HEIs and SACE; development of national standards in teacher quality and teacher training course content	Free Public Basic Education delivered	Assess success of initiatives in delivering basic education

DBE value chain: Delivering Free Public Basic Education

DBE Value Chain and Proposed SDIPs

DBE value chain: Delivering Free Public Basic Education

TYPE	BRANCH	DESIGN	BUILD/CREATE	ENGAGE PEDS	DEPLOY	SDIP	OUTPUT	ASSESS
SUPPORT ACTIVITY	D/PDOU	Perform continuous oversight of delivery at district level					Free Public Basic Education delivered	Assess success of initiatives in delivering basic education
	P	Design monitoring and assessment tools	Build monitoring and assessment tools e.g. SAMS, NSC	Engage PEDs for delivery	Deliver NSC to schools; monitor schools, etc.	Improvement of the issuance of public certificates; commencement of development of modernised SA-SAMS	Free Public Basic Education delivered	Assess success of initiatives in delivering basic education

DBE value chain: Delivering Free Public Basic Education

DBE Value Chain and Proposed SDIPs

DBE value chain: Delivering Free Public Basic Education

TYPE	BRANCH	DESIGN	BUILD/CREATE	ENGAGE PEDS	DEPLOY	SDIP	OUTPUT	ASSESS
SUPPORT ACTIVITY	R/ODG	Inform, determine and deliver policy through various mechanisms, communications, and policy documents; maintain oversight of sector				Improvement of business processes to accelerate delivery across the sector.	Free Public Basic Education delivered	Assess success of initiatives in delivering basic education
	A	Support DBE officials in performing their tasks			Envisaged: GITO to assist deployment in schools	GITO supporting in delivering Operation Phakisa as per the ICT Strategy	Free Public Basic Education delivered	Assess success of initiatives in delivering basic education

DBE value chain: Delivering Free Public Basic Education



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DBE's BPM PROGRAMME



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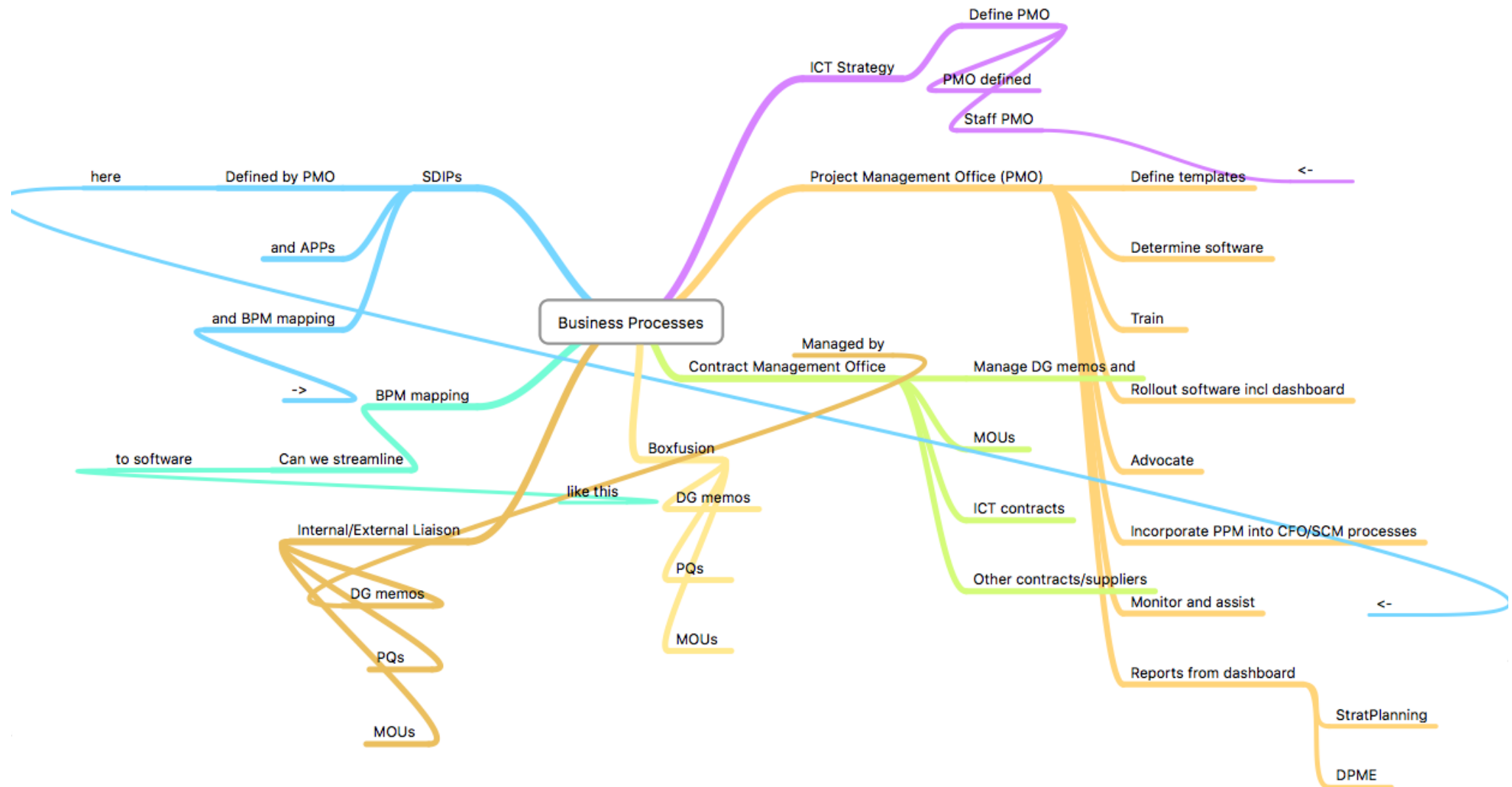


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GOALS

- The ultimate goals of the Programme are to:
 - Propose ways in which to make processes more **efficient**, whilst **adhering** to the relevant **legislative** requirements from DPSA, and
 - Produce clear **flowcharts** which could ultimately be **implemented** in a **digital** workflow system
 - **Digitise** as much as possible of the workflow (digital document management and collaboration)
 - **Streamline reporting** and business processes and **reduce** reporting **burden**
 - **Monitor and track progress** of projects more effectively than with existing reporting architecture (**project manage**)
 - Reduce **time and resources wasted** on “pilotitis” and white elephants
 - Render the Department’s workflow more **efficient**, **agile**, and responsive to the needs of citizens and therefore
 - **Increase service delivery.**





Initiatives

- **Top-level concepts and initiatives include:**
 - ICT strategy
 - BPM mapping
 - Digital workflows e.g. Boxfusion, cloud solutions
 - Project management (Office)
 - Contract management (Office)
 - Internal/External Liaison
 - SDIPs
- **We now summarise each initiative**

Initiatives

- **ICT strategy**
 - Defines PMO ToR
 - Once PMO is defined...
 - Staff PMO
 - ICT Strategy provides for a PMO and a CMU
 - Once CMU is defined...
 - Staff CMU
 - Identify/design CMU functions: that is, **Internal/External liaison**
 - Aim of ICT Strategy is to focus ICT delivery, however...
 - The same Strategy and challenges applies to BPM generally; there is a general need for PMU/CMU functions to ensure milestones are met, spend is tracked, delivery focused and meets stated plans' goals; there's a general problem of pilotitis.

Initiatives

- **BPM mapping**
 - Map processes
 - Identify opportunities to streamline
 - Identify options to digitise, e.g. Boxfusion (PTO)
 - Streamline
 - Burden reduced

Initiatives

- **Digital workflows e.g. Boxfusion, cloud solutions**
 - PQs
 - DG memos
 - Submissions
 - Cloud collaboration (collaborative editing of documents and reports to accelerate reports and reduce errors)
 - Digitisation of MOUs through DG memo software and PPM templates, tracking signature and SCM engagement with MOUs
 - Digitised DG memo input system for citizens to reduce DBE workload on engaging, capturing, interviewing, etc., proposed projects from general public.

Initiatives

- **Project management (Office)**
 - Define templates / revise GTAC templates
 - Determine software to plan, map and monitor projects
 - Train officials in software
 - Rollout software including the monitoring dashboard
 - Advocate solution e.g. to PEDs, esp. Section 100
 - **Incorporate PPM into CFO/SCM processes to ensure MOUs and contracts adhere to PPM principles.** At present, EU Funding requires this.
 - Monitor projects and assist in removing blockages, streamline project portfolio – rationalise, reduce, merge, shut down.
 - Reports from dashboard and template business plans etc. can then be used to satisfy reporting requirements across the board.

Initiatives

- **Contract management (Office)**

- Manage DG memos and...
- Creating, drafting and signing MOUs and...
- ICT contracts / SLAs
- Other contracts/suppliers, e.g. NSNP or similar
- Internal/External Liaison function
- Risk analysis of proposals
- Legal analysis of proposals / Vetting for corruption
- SCM – ensuring funding goes to properly PPM-defined MOUs which have a project plan, charter, business case, etc.
- Which in turn could affect: SDIPs, which may be delivered through contractors.

Initiatives

- **Internal/External Liaison**

- Role: Receiving requests from public, including companies
- Receiving and first-stage processing of:
 - MOUs
 - DG memos
 - PQs
- Identifying Branch officials responsible and engaging CMU to follow up on contracts for MOUs
- Rejecting proposals with Intellectual property issues, requests for funding, political/legal risks, etc.

Initiatives

- **SDIPs**

- Defined by Strategic Planning in accordance with key APPs
- BPM mapping identifies key processes
- Each Branch selects one key initiative
- PMO/PMU assists in drawing up plans, charters, business cases, and monitors delivery
- Reports go to DPSA

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PROGRESS

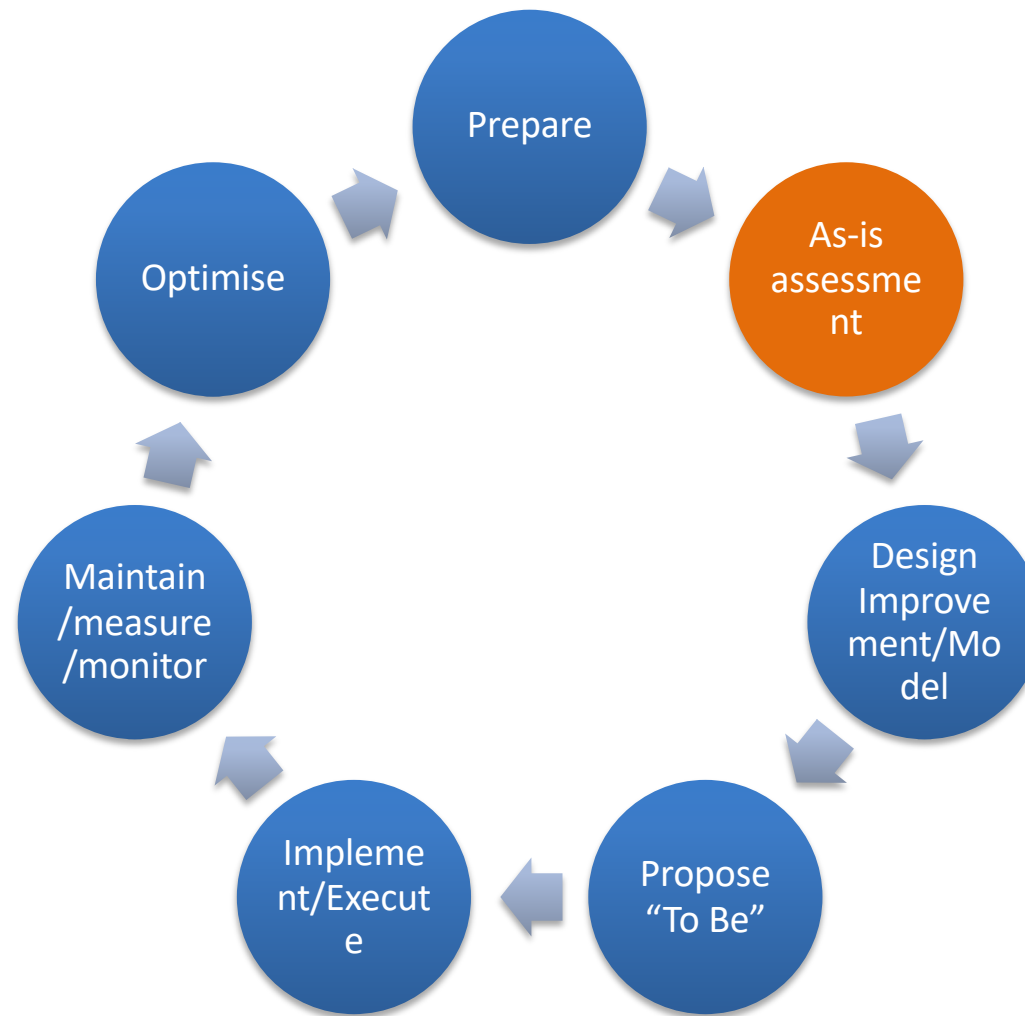


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Progress: BPM



- Engage colleagues
- Discover and map
- Software provided

Progress: BPM

- A **draft BPM model/strategy** has been created aligned with DPSA's OMF
- DPSA has provided documents
- Alignment in progress
- DPSA to be engaged

Progress: ICT Strategy Recommendations

- **ICT Strategy drafted**
- **PMO ToR and CMU ToR created**
- **PMO ToR v1 was signed, new version pending**

Progress: Digital workflow

- Boxfusion **workflow** solution pilot installed, costing determined
- **Cloud collaboration** solutions being investigated

Progress: PMO and CMU

- **Project management** software provided on temporary basis
- Four **training** sessions done
- First-pass **survey** of templates to identify redundancies completed
- PMO and CMU **ToRs** drawn up

Progress: SDIPs

- **Proposed SDIPs identified**
- Project charter produced

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NEXT STEPS



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NEXT STEPS: ICT Strategy

- **Finalise** ICT Strategy document
- **Establish** PMO and CMU

NEXT STEPS: BPM

- Engage DPISA on BPM framework
- Revise BPM processes

NEXT STEPS: PPM

- **Revise GTAC templates** and obtain GTAC's approval
- **Roll out** revised GTAC **templates** with training
- Cost PPM **software** and **procure**
- **Provide training course** in templates
- Roll out PPM again
- Engage **StratPlanning** on PPM as a reporting tool
- **Engage DPME** on e-QPRS and PPM as a reporting tool
- Provide training course in software, e.g. MS Project
- Roll out software/dashboard

NEXT STEPS: SDIPs

- **Identify / finalise list** of SDIPs
- **Project manage** SDIPs in terms of write-up
- **Inform** DPSA of SDIPs
- **Assist** Branches in rolling out SDIPs

NEXT STEPS: Digital Workflow

- **Finalise cloud collaboration platform**
- **Procure Boxfusion**
- **Procure cloud collaboration platform**
- **Provide training**
- **Roll out software**

NEXT STEPS: CMU

- Create **CMU**
- Roll out revised **Internal/External liaison** process and MOU process
- Engage CFO, EU and Treasury on SCM
- Roll out revised processes including **PPM** processes incorporated into SCM

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RECOMMENDATIONS



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RECOMMENDATIONS

- It is **recommended** that the meeting notes:
 - The meaning of BPM
 - The DBE's BPM programme
- It is **recommended** that the Branches **support** the initiative.

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Thank you!

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