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FOREWORD

Jon Pyke, Chair WfMC, United Kingdom

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SPOTLIGHT ON BPM IN GOVERNMENT

AN OPEN LETTER TO PRESIDENT OBAMA: IT'S TIME TO FIX BROKEN GOVERNMENT

Clay Richardson, Forrester Research, USA

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Dear President Obama:

The world paused on a remarkable day in January 2009 as you took the oath of office and promised to usher in a new era in American government. In many ways, the country and the world continue to bask in the afterglow of that historic day. However, critical observers closely interpreted your speech as a challenge to roll up our collective sleeves and recommit ourselves to good deeds, hard work and innovation. A call to employ the best minds, the boldest ideas, and the most innovative technologies to wage a war against the economic malaise brought on by the market crash of 2008.

MEASURING READINESS FOR BPM: INSIGHTS FROM CORPORATE ENTREPRENEURSHIP AND ORGANIZATIONAL CHANGE RESEARCH

Daniel T. Holt, Air Force Institute of Technology, USA

In this chapter, a framework that has been used by Department of Defense leaders to understand two fundamental issues that are keys to readiness for and sustainment of continuous improvement is presented. First, leaders must understand the extent to which the environment will support long-term, sustained improvement efforts, focusing on the top management's support, work discretion, rewards and reinforcements, and time availability. Second, leaders must understand how members view any specific BPM effort, understanding whether improvements are needed, are appropriate, can be done, and will be beneficial.

HOW CONVERGING METHODOLOGIES AND TECHNOLOGIES EFFECT ADOPTION AND SUCCESS OF BPM

Linus K. Chow, Oracle Corporation, USA

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Government Enterprises faced with incredible changes with multiple crises and political upheaval are trying to adapt their operations to handle increased workload, cut costs, and be more agile. BPM has indeed been very effective at addressing this need, but as BPM and other capabilities have evolved, governments are expanding their evaluation and use of BPM to include this convergence of technology and methodology.

BPM does not operate in a vacuum. In fact BPM has come to be the bridge among stakeholders, methodology, systems, and legacy applications. Especially in government, BPM plays a key role in not only cutting costs and increasing efficiency, but also in adding agility to their Enterprise Architecture (EA). For many in the government this is a new and radical change to the way they are used to doing business.

Here are stories of some early adopters of BPM to provide insight into their success and the way they leveraged BPM to provide capability to their constituents.

MANAGING CHANGE WITH RE-USABLE ASSETS FOR GOVERNMENT AGENCIES

Dr. Setrag Khoshafian, Pegasystems Inc., USA

Business Process Management (BPM) suites automate policies and procedures. The policies and procedures are captured in executable process flows, different types of business rules, case data, user interactions and service integration—all in the context of organizational access controls. These are the operational BPM assets of government agencies. This chapter will show how BPM can realize change and agility through re-usable government BPM assets. Dynamic BPM repositories allow each government agency to use common practices, while specializing for their particular agency extensions and needs. Thus re-usable assets can be organized in different collections pertaining to shared as well as specialized solutions for various sectors such as healthcare, financial management, education, and national security. The chapter will discuss dynamic BPM repositories for the public sector. These repositories organize the re-usable assets for specific agency needs.

STREAMLINING RESEARCH AND DEVELOPMENT CASE FILES AT THE AIR FORCE RESEARCH LABORATORY (AFRL)

Charles Joesten, PMP, ICOR Partners LLC, USA

The United States Air Force Research Laboratory (AFRL) provides leadership in scientific and technological research and development for Department of Defense, commercial, and academic organizations. Key artifacts that ultimately improve war-fighting technologies are assembled into official records known as laboratory case files. From 2002-2005 AFRL set out to streamline the management of its case files using improved processes and modern workflow tools. This case explores the challenges AFRL faced and its approach to better process, workflow, and records management of science and technology projects.

Practitioners in the field of workflow management and process improvement face a variety of challenges with each agency they support. Administrative, bureaucratic, and logistical challenges were all considered in determining the best business process management solutions for AFRL. Additionally, many challenges related to the unique nature of the content generated and managed at the lab, including rocket science.

DELIVERING STRATEGY THROUGH PROCESS: SAPO CASE STUDY

Marietjie Lancaster and Carien Venter, South African Post Office, Dr. Michelle Booyen, Pétanque Business Specialists, South Africa

This chapter presents the case study of how the South African Post Office (SAPO) applied a process approach to create a fit for purpose organizational structure which would effectively roll out its new business model. An innovative methodology of interactive, people focused process mapping created the platform where institutional knowledge was offered by staff, shared, captured, improved on and transferred, engaging the entire organization (twitter effect) to review and develop those processes needed to roll out the new business model; to debate duplications and agree the actions that will address those; to identify gaps and agree on ways to eliminate gaps; and to agree on innovation and change.

This resulted in organization wide buy-in of broad spectrum change in processes and roles aimed at improved customer service, efficiencies and resource utilization.

It further improved processes that would support the achievement of strategic goals, and delivered an organogram that would support the future growth of the SA Post Office with business model aligned processes.

INTEGRAL PROGRAM OF PROCESSES SYSTEMATIZATION OF THE HIGH COURT OF JUSTICE (MEXICO)

Juan Chacón, Vanina Marcote; PECTRA Technology, USA.

In this chapter, we analyze the implementation carried out by the High Court of Justice (Mexico) developed within the framework of e-governance strategy. The project included the integration of tasks of 51 first instance courts and their second instance courts, each one of them with numerous individual, complex, and manual processes. In addition, all the value chain participants – both internal and external - were integrated: Organization (Courts, Courtrooms); citizens (Lawyers, parties involved in the trial), and the Government.

OPTIMIZING THE INSTITUTION FOR CORPORATE DEVELOPMENT IN URUGUAY

Lucía Wainer, Corporación Nacional para el Desarrollo; Juan J. Moreno, INTEGRADOC / Universidad Católica and Martín Dauber INTEGRADOC, Montevideo, Uruguay

The National Corporation for Development is an organization governed by civil law whose capital belongs in 100% to Uruguayan government. It is the main organization that promotes corporate development, fostering the creation of new companies, strengthening the existing ones and eventually participating in them.

In order to continue the growth of the last years, in 2008 CNP focused on improving internal business processes, incorporating INTEGRADOC as a solution for its documents flows. In an extremely short 4-months period, all documents flows that support CNP operations were automated in electronic forms. An agile software engineering methodology was used to analyze requirements, to model the business processes, implement the solution and finally train users in the new system. Business Experts from CNP were integrated to the team and engaged in the project in order to achieve said objective. This chapter summarizes the project, its threats, unanticipated events, changes management and results achieved.

TRANSFORMING HEALTH CARE THROUGH ENTERPRISE ARCHITECTURE AND BPM

Christine Robinson, CSC, United States

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Health Care is one of President Obama's top priorities for the nation according to his 2009 State of the Union Speech and many other statements he and others have made. This area demands radical change to increase the accessibility and affordability of health care, find new cures for disease (especially a cure for cancer), assure privacy of patient data, lessen health care's draining effects on our economy, cut waste and fraud in Medicaid and Medicare, have greater participation in global health initiatives, accelerate health care's role in Emergency Preparedness and Disaster Recovery, and facilitate information sharing environments between organizations. These are some of the major objectives the United States must fulfill to improve our lives as individuals, as a nation, and as members of the global community. This calls for new ways of providing health care across the nation and beyond. With the frameworks and models already in place today, we can achieve profound improvements through adopting an Enterprise Architecture (EA) approach empowered by Business Process Management (BPM) and enabling technologies toward

improving affordability and accessibility of health care while protecting the privacy of patient data.

STREAMLINING THE CONGRESS OF THE REPUBLIC OF PERU E-GOVERNMENT

Rocio Angelica Sanchez, Congress of the Republic of Peru, and Amy Wyron, Colosa, Inc., Peru

In late 2008, the Congress of the Republic of Peru began the pilot phase of an initiative to automate and streamline governmental processes through application of a Business Process Management (BPM) System. After a competitive bid process, the Congress chose ProcessMaker, a leading Open Source BPM Solution, as its BPM Vendor. This case study examines the factors that drove the Congress of Peru to implement a BPM system, the expected outcomes of this BPM initiative, and suggestions of best practices for e-governments when transitioning to a BPM system.

BPM IN EGOVERNMENT: A GENUINE VIRTUAL COUNTER

Cédric Tumelaire, City of Waterloo, Belgium, Laurent Bagnoud, University of Applied Sciences Western Switzerland and Rémy Tzaud, Xpert.Ivy, Switzerland

This novel approach, based on BPM combined with RIA Technology, will show how processes are managed across different administration levels without predetermining the choice of technologies, platforms and tools made by each organization. This will allow them to preserve autonomy while providing task execution integrated from bottom to top of the organization. The city of Waterloo figures among the pioneers of 'Cyberadministration' clearly illustrated by W@tson, an innovative platform of exchange between administration and population. Agoria, the federation of technology industries, has honored Waterloo and its virtual agent W@tson with the E-Gov Awards 2007.

DELIVERING CASE MANAGEMENT WITH BPM IN THE PUBLIC SECTOR: COMBINING KNOWLEDGE WITH PROCESS

Michael White, Singularity, UK

Case management is the most common pattern of work in collaborative knowledge environments in Government. It is different from other types of process pattern because it is ad-hoc, non-sequential, non-deterministic and driven primarily by human discretion and judgment. This article defines Case Management in more detail and explains why case oriented Business Process Management [BPM] is the best way to address collaborative Case Management.

SECTION 2—THE BUSINESS VALUE OF WORKFLOW AND BPM

APPLICATION PROVISIONING IN THE CLOUD

Jon Pyke, Cordys, Netherlands

Everyone's having cloudy thoughts! The economic turmoil, globalization and the changes in the New World Order means that organizations cannot afford to waste time, human and financial resources on processes that can rapidly and easily be automated and managed. Businesses need to transform themselves into agile operations capable of turning a constantly-changing business environment into opportunities. Process innovation and speed of change are the key opportunities for competitive differentiation moving forwards. Traditional IT solutions are finding themselves under stress as the struggle to meet the demands of the business leaders

and customers they serve. Unfortunately the IT organization, responsible for facilitating changes demanded by the business, often falls short of being able to do just that. Many studies and surveys show that changes to IT infrastructure and applications are fraught with complexity, costing much more and taking much longer than initially anticipated. It is not uncommon for an IT organization to take five or more years to make significant enterprise-wide changes; this pace just doesn't support the business initiatives required in today's business climate.

PEOPLE RELATIONSHIP MANAGEMENT: COMPLETING THE BPM VALUE PROPOSITION

Roy Altman, Peopleserv, Inc., USA

Today's business environment is challenging and complex. Layoffs are rampant, and employees who remain are being asked to do more with less. The best way to remain competitive in this environment is to streamline your business processes, linking the touch points through automated workflow. As a result, software products with a workflow component have become ubiquitous in the enterprise, yet their true value has not been realized. The reason is that workflow software depends on worker relationships in order to automate the business processes effectively. Yet there is no source of worker relationship information available that is robust enough for all applications, guaranteed to be accurate, and a complete model of the organization to enable an automated process to scale across the enterprise.

BUSINESS TRANSFORMATION BLUEPRINT—BPM AS KEY ENABLER

Vinaykumar S. Mummigatti, IBM Global Business Services and Tom Bobrowski, Capgemini, USA

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Economic uncertainties put executive management under increased pressure to react to changing market conditions, protect revenues and deliver cost efficiencies quickly. Management needs to transform how the business operates without major new investments. This paper addresses how Business Process Management (BPM) can play a key role in enabling an effective business transformation (BT), driving measurable results while maximizing value from existing technology investments. This paper is an effort to provide an holistic look at Business Transformation and to provide a methodical approach to evaluate, implement and measure the outcome from BT.

FINANCIAL CRISIS FRONT LINE: SNS BANK

Eric D. Schabell and Stijn Hoppenbrouwers, SNS Bank and Radboud University Nijmegen, Netherlands

SNS Bank (the Netherlands) has made a strategic decision to empower her customers on-line by fully automating her business processes. The ability to automate these service channels is achieved by applying Business Process Management (BPM) techniques to existing selling channels. Both the publicly available and internal processes are being revamped into full scale Straight Through Processing (STP) services. This extreme use of online STP is the trigger in a shift that is of crucial importance to cost effective banking in an ever turbulent and changing financial world. The key elements used in implementing these goals continue to be Free Open Source Software (FOSS), Service oriented architecture (SOA), and BPM. In this paper we will present an industrial application describing the efforts of the SNS Bank to make the change from traditional banking services to a full scale STP and BPM driven bank that can survive on the Financial Crisis front lines.

LEVERAGING BEST PRACTICES THROUGH A HUMAN PROCESS MANAGEMENT SYSTEM

Jacob P. Ukelson, D.Sc. CTO ActionBase, USA

Human processes are business processes which are heavily dependent on interactions among people. These are also called “tacit interactions” (Beardsley, Johnson, & Manyika, 2006) by economists, which is an attempt to differentiate among routine, predefined transactions and interactions that rely heavily on human judgment and context. Other terms used to describe these types of processes include unstructured processes, ad-hoc processes, knowledge work and office work. No matter what the name, both analysts and organizations are coming to the realization that these tacit interactions make up most of the processes in organizations (Beardsley, Johnson, & Manyika, 2006) (Haag, 2006).

SECTION 3—STANDARDS AND TECHNOLOGY

OPEN SOURCE WORKFLOW MANAGEMENT SYSTEMS: A CONCISE SURVEY

Ricardo Garcês, Tony de Jesus, Jorge Cardoso* and Pedro Valente, University of Madeira, Portugal *SAP Research, Germany, *University of Coimbra, Portugal

The use of open source Workflow Management Systems (WfMS) is appealing for organizations due to its low or inexistent cost and its customization capabilities. In this chapter we analyze ten different open source WfMS using a framework that offers decision makers a starting point for selecting a workflow solution. The framework is to be used as a basis for characterizing WfMS based on a set of 22 parameters.

A DESIGN METHODOLOGY FOR BPMN

Michele Chinosi and Alberto Trombetta, University of Insubria, Varese, Italy

We present our contributions to business process design. Our starting point has been a thorough analysis of the OMG standard BPMN. While uncovering several of BPMN’s weak points, our analysis has brought in a novel three-phase design methodology for BPMN. Having a business processes notation and a corresponding conceptual model is not enough when dealing with the modeling of large, complex business processes. As already done in several other contexts, we provide a modeling methodology to support users design and represent business processes. Often, in real scenarios business processes are described using (more or less formalized) graphical languages and/or models. During the last few years, several efforts have been made in order to provide tools to accomplish this requirement, the more notable being WS-BPEL, XPD, UML, BPMN. As another active line of work, there have been several attempts to provide formalization.

EXTENDING XPD WITH THE TEMPORAL PERSPECTIVE

Denis Gagné, Trisotech, and André Trudel, Acadia University, Canada

We extend XPD to capture the temporal perspective of business processes. This extension deals with the various temporal constraints and dependencies that may occur while characterizing real world business processes. We precisely describe each temporal construct, and provide an XML schema for each. These individual schemas are then integrated into the XPD schema providing a simple extension. With this extension, XPD becomes expressive enough to account for a large set of time dependent real world business processes.

THE AUTO OPTIMIZER

Robert M. Shapiro and Hartmann Genrich, Global 360, United States

Continuous Process Improvement is touted as a feature of many Business Process Management suites. Usually this means the provision of analytical techniques for measuring performance. These include Business Activity Monitoring, Balanced Score Cards, real-time measurement of Key Performance Indicators and the capture and analysis of event streams generated by the running system. Some BPM suites provide a what-if simulation capability which allows the evaluation of changes to the system. This leaves the task of coming up with proposed solutions to the user, an often daunting task.

In this paper we describe an automated, goal-driven technology for process improvement. By focusing on the common characteristics of business processes in typical BPM applications, we have developed an integrated set of algorithms for generating and evaluating proposed solutions. The user specifies the desired goals in terms of performance or cost or KPIs. The algorithms run until the goal is achieved or no further improvement is found.

TWO STRATEGIES FOR HANDLING MODELS: PRESERVING VS. TRANSFORMING

Keith D Swenson, Fujitsu America, Inc., USA

This chapter defines two key concepts: the “Model Preserving Strategy” and the “Model Transforming Strategy”. It then compares the effectiveness of these two strategies in a number of different situations and assesses their effectiveness in meeting different goals. BPM systems tend to implement one of these two strategies. These strategies represent two fundamentally different approaches to providing Business Process Management (BPM). By identifying which strategy the product takes, we can identify which goals the product is more adept at achieving. Neither strategy is superior to the other in all cases. Instead, it is important to identify the goals of the solution you are implementing. Organizations wishing to have business people in control of processes and optimizing processes for business goals are likely to find the Model Preserving Strategy most effective. Organization wishing to empower the system engineers and allow for optimization of system resources may find the Model Transforming Strategy most effective. The most important thing is that we all need to be aware of these two strategies and understand that there is no single approach that works best for all BPM solutions.

BPM SAAS AS THE FOUNDATION OF A CLOUD-BASED POST-IT ENTERPRISE

Wolf Rivkin, B-Wave Software LLC, USA

In this chapter we are not trying to describe any isolated implementation of BPM but rather making an attempt to find a place and a role for BPM in the whole big orchestra of Enterprise Architecture and Processes (EAP). We believe that only by making this ‘orchestra’ play in harmony can we help the cause that heavily relies on BPM as well as other ‘instrument groups’ like SOA and ESB: The Enterprise Architectural and Business Transformation (EATB) from the current ugly legacy duckling to a gorgeous elegant swan that can easily reach the Cloud. Despite this rather lyrical tone of the previous sentences, the chapter itself has very precise ontological and methodological considerations and results, which not only lead to definitions of the Desired Post-IT Enterprise State but reveal the decisive role that BPM plays in it.

SECTION 3—DIRECTORIES AND APPENDICES

WFMC STRUCTURE AND MEMBERSHIP INFORMATION

AUTHORS' APPENDIX

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