

Enterprise Workflow Project
BPM Capability Plan

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DOCUMENT APPROVAL

Name

Position Title

Signature

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2. OVERVIEW

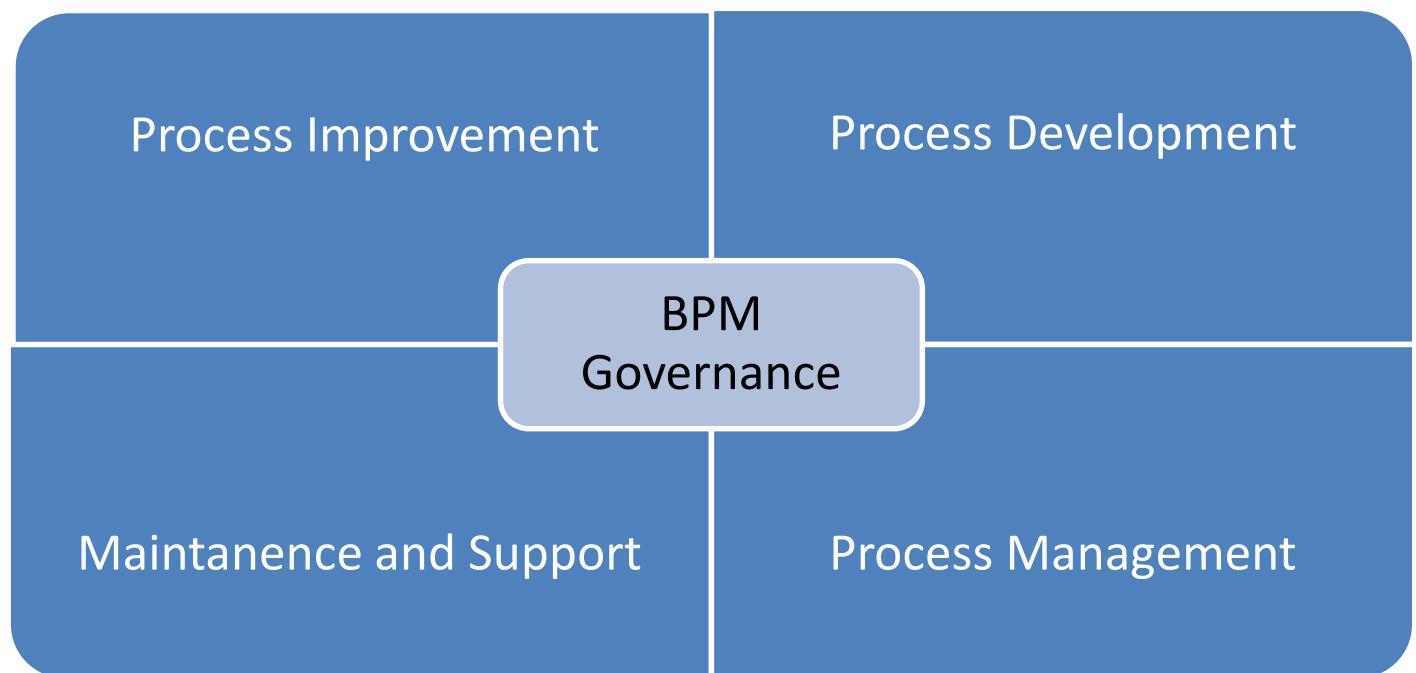
CSU has embarked on an Enterprise Business Process Management initiative to re-engineer, improve and automate prioritised business processes within CSU.

The BPM Capability Plan defines the approach to developing a Business Process Management Capability within CSU, assess current gaps in capability, and proposes recommendations on addressing identified gaps.

The plan covers the required uplift in people, process and tools required to improve the efficiency of selected CSU enterprise processes and covers their selection, analysis, re-engineering and automation.

3. BPM CAPABILITY REQUIREMENTS

The BPM Capability Plan considers the people, process and tools requirements across five different segments of business process management.



1. Business Process Management Governance

The overarching governance that ensure business process management activities in CSU are aligned with organisational goals and are implemented with an enterprise focus as opposed to divisional/departmental focus.

2. Process Improvement

To ensure that any business process management focuses on delivering an improved efficiency process, targeted at key business objectives and performance indicators, and taking into account enterprise and customer considerations

3. Process Development

To develop the required in-house skills to undertake technical process analysis, technical architecture, process development, testing and project management.

4. Process Management

To review process and business performance data in order to best manage workload, meet KPI's, and continually improve business processes.

5. Maintenance and Support

To develop a core level of skills and operational procedures covering maintenance and support of the BPM environment and process applications.

4. BPM GOVERNANCE

OBJECTIVES

Develop and implement the required governance framework and steering group to ensure business process management activities in CSU are aligned with organisational goals and are implemented with an enterprise focus as opposed to divisional/departmental focus.

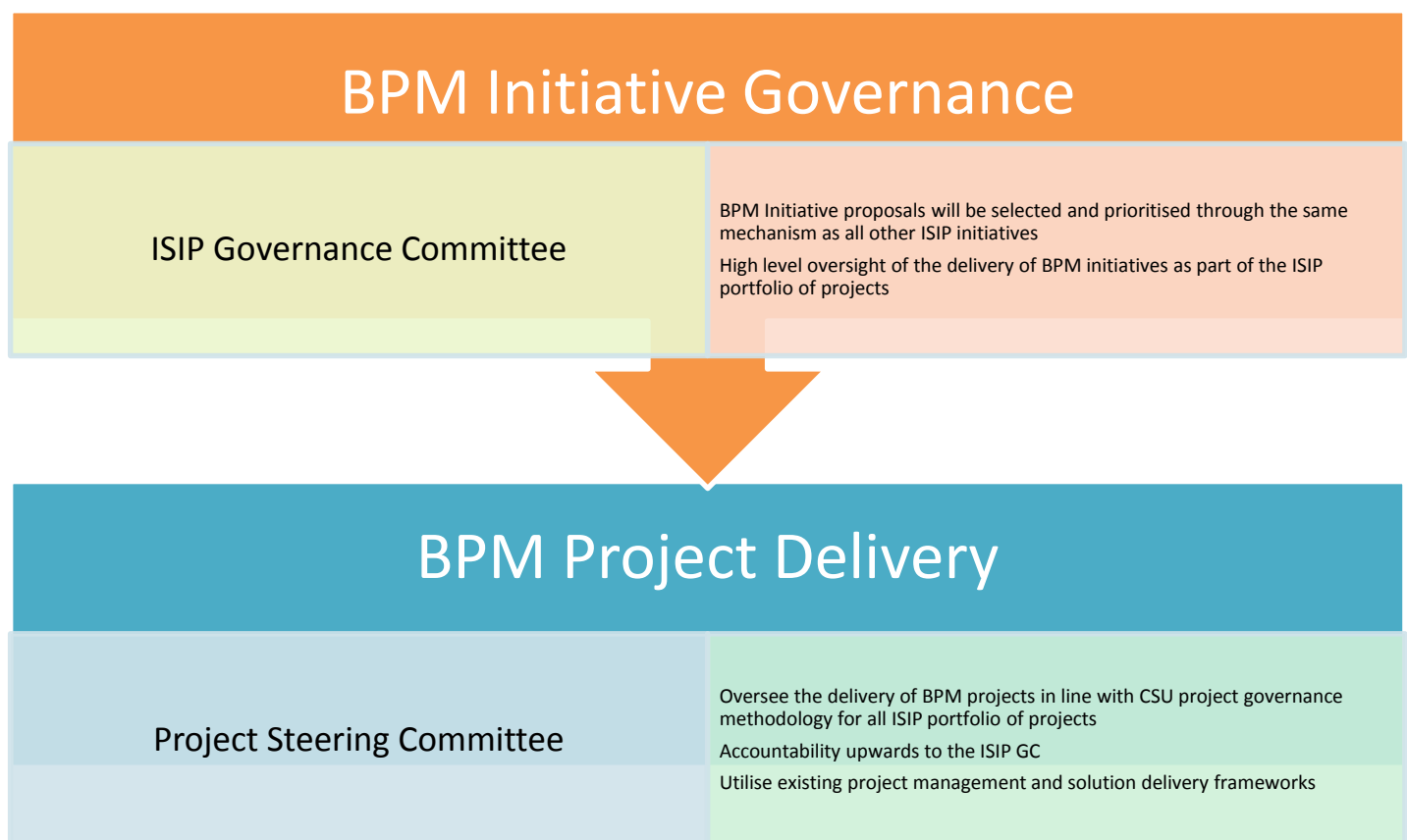
CURRENT STATUS

An initial review and prioritisation framework was put in place for the initial 2015 ISIP meeting, which will be further developed. A Steering Group existed for the Enterprise Workflow initiative and Admissions Workflow.

APPROACH

Alignment with existing governance framework

For the large part, BPM practices should and will be integrated into existing governance frameworks. The governance of BPM initiatives from planning through to delivery will follow the existing model with oversight by the ISIP Governance Committee and the individual Project Steering Committees. Minor changes will be necessary to processes within that structure to accommodate the difference between BPM initiatives and other initiatives.



BPM Initiative Governance

BPM initiatives will follow the existing governance framework for strategic initiatives.

ISIP Governance Committee – Objectives and Scope

The ISIP Governance Committee will oversee all BPM initiatives. Specifically, in alignment with existing processes, the ISIP Governance Committee will be responsible and accountable for:

- Selection and Prioritisation of BPM initiatives through the same mechanism as all other ISIP initiatives
- High level oversight of the delivery of BPM initiatives as part of the ISIP portfolio of projects

ISIP Governance Committee – Membership

The current ISIP GC membership is appropriate for managing the additional BPM responsibilities.

BPM Project Delivery

BPM projects operate under the guidance of a Project Steering Committee in exactly the same way they do now for other ISIP initiatives.

Project Steering Committee – Objectives and Scope

- Oversee the delivery of BPM projects in line with CSU project governance methodology
- Ensure project decisions are in keeping with CSU's BPM strategy
 - Where possible, align project planning and resourcing decisions with BPM capability objectives
 - Ensure business change management and communications consider the business capability impacts of any BPM components in the solution.
- Accountability upwards to the ISIP GC
- Utilise existing project management and solution delivery frameworks

Project Steering Committee – Membership

Project Steering Committee membership will be representative of the stakeholders of the process being developed, and determined in collaboration between the project sponsor, project office and stakeholders.

Managing BPM Standards

BPM projects and initiatives will be temporary in nature. Governance and management of standards is required to ensure BPM projects follow standards, and that standards are reviewed and improved with lessons learnt.

Whilst work has been conducted to establish best practice templates/approaches around ARIS, a further review is taking place to ensure the most “fit for purpose approach” is taken, particular with regards to requirements gathering and the requirements lifecycle.

The management of these standards will be required to sit outside of any BPM project structure, and a role will be required to ensure that standards are applied and followed by any projects.

Managing of Enterprise Architecture Artefacts

Workflow Process Application projects will generate a range of artefacts that will be stored and managed in ARIS.

On completion of the project authorised artefacts will be moved to the Enterprise Architecture Library in ARIS. There will be ongoing maintenance activities around the EA Library.

Appropriate resource time will need to be allocated out of the EA team for this activity, with the required skillsets being available. This is likely to require further ARIS training.

5. PROCESS IMPROVEMENT

OBJECTIVES

To ensure that any business process management focuses on delivering an improved efficiency process, targeted at key business objectives and performance indicators, and taking into account enterprise and customer considerations, as opposed to 'automating the status quo'.

CURRENT STATUS

The enterprise workflow project engaged with our partner Software AG for the analysis and development of the Admissions Workflow. This scope included training and mentoring on process modelling using ARIS.

Opinion on the outcome of this is that whilst the arrangement may have led to up skilling in 'how to model', we have not built capability in process improvement and 'what to model'.

APPROACH

The first phase of any business process management project is the analysis, improvement and optimisation of the selected process.

CSU should adopt an agreed structured approach and framework for the undertaking of these activities, with an appropriate governance layer to ensure the approach is being adhered to.

The role of BPM team in this activity is not to scribe the stated requirements of the stakeholders involved in the process, but to be trusted advisors who are empowered to challenge and change the current way of operating to ensure the optimum enterprise outcome.

RECOMMENDATIONS

With the organisation's focus on 'student experience', an approach which takes into account the customer perspective is recommended.

A number of Universities have adopted Lean as a framework for process improvement (widely implemented across a diverse range of enterprises including its origins in manufacturing, and service related industries such as finance and government). This has led to the creation of Lean Higher Education which provides a body of knowledge for applying lean within education, (<http://www.leanhehub.ac.uk/>)

This, and potentially other approaches to process improvement should be assessed by an appropriate group within CSU (EA, BA and PM team members plus other stakeholders), with a recommendation made on a fit for purpose framework for CSU.

This activity should be prioritised and expedited to provide an agreed approach to process analysis and improvement for the next BPM projects. This may not require a 'heavy touch' implementation, but should at least provide a point of reference, mindset and approach for how we tackle process improvement in the upcoming projects.

6. PROCESS DEVELOPMENT

OBJECTIVES

To develop the required in-house skills to undertake process analysis and technical architecture.

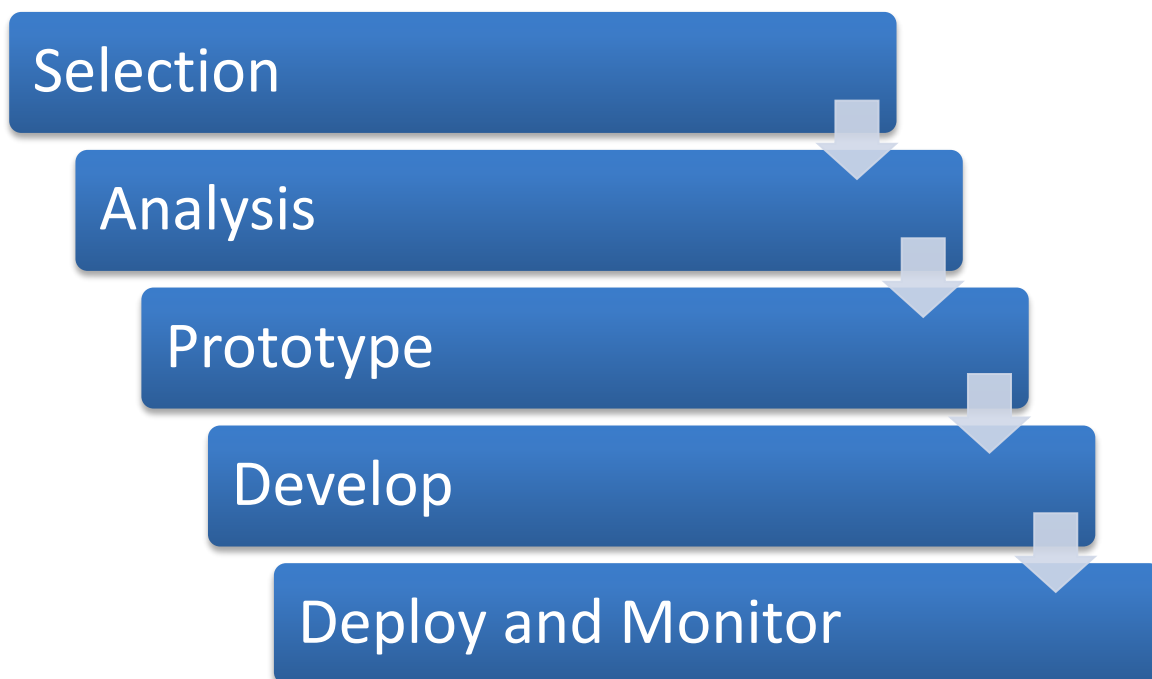
To develop or source the required BPM development skills to prototype and develop executable models

To develop or Source required BPM testing skills to ensure quality releases to the business

To Project Manage iterative process feature selection, development and release to ensure frequent delivery of value adding processes to the business

APPROACH

The CSU BPM capability will be responsible for the full-lifecycle of technical process development when a business process is chosen to be automated on the webMethods BPM platform. This process development lifecycle starts within the overall governance activities for the selection and prioritisation of process. This is due to the fact high-level analysis of a candidate process for BPM must be undertaken to provide the required details for process selection and prioritisation.



Selection (Part of BPM Governance)

- Initial analysis activities undertaken to support selection and prioritisation
- Develop a strong understanding of the process objectives and goals
- Analysis
- Perform process discovery for sufficient understanding of the current state and desired future state
- Document process, requirements and rules
- Develop and document user stories for process
- Prioritise user stories for sprints
- Agree release requirements for the next incremental release of the process

Prototype

- Present future state concepts through story boards and process models
- Perform step by step walkthroughs for proposed solutions
- Obtain process agreement from the business stakeholders prior to development
- Drive the technical requirements with other CSU technical teams Banner, Talisma, Blackboard etc

Develop

- Design process implementation ARIS/webMethods
- Work with technical teams on any required integration points
- Develop data structures and data stores for process
- Develop business rules for process
- Select any suitable components from BPM reuse library, and select any new opportunities for reusable components
- Develop process, required dashboards, security etc
- Conduct unit testing
- Prepare test case and scripts
- Conduct system integration test cases and scripts

Deploy & Monitor

- Conduct User Acceptance Testing
- Log any defects for fix prior to release
- Prepare release go-live readiness including any required training and help support for staff
- Perform production pilot
- Release for general availability
- Monitor with process owners on metrics & reporting, bottlenecks, process performance, defects and future enhancements.

BPM DEVELOPMENT METHODOLOGY

BPM development projects lend themselves to Agile development, and it is recommended CSU adopt an Agile approach to the delivery of BPM projects.

In particular there should be a strong focus on the initial analysis of requirements, the creation of a product/process backlog, and the creation of a 'Minimum Viable Product/Process' targeting an early release which delivers value to the business.

When considering the traditional "Time, Cost, Quality" triangle, traditional project management methodologies such as PRINCE2® and PMBOK® take an approach whereby the Features (Quality) is fixed and the Time and Cost are managed (and may vary).

Agile methodologies focus on incremental releases of working software as one way to increase confidence in delivery. This approach takes the view whereby Time and Cost are fixed, and Features (Quality) are managed (and may vary). This approach guarantees the delivery of something of value, on time and on budget.

Although the approach taken during Phase 1 with the Admissions process has been termed 'agile' by the vendor, in reality it has predominately been a traditional waterfall approach with a full spec and all requirements being documented up-front, no defined minimum viable product, and a single targeted release which includes all requested functionality.

The important difference that may challenge conventional CSU thinking is the notion that the delivered product (a release) may not be feature complete.

It is advised that CSU split agile thinking around BPM initiatives into two areas:

- Agile requirements, backlogs, prioritisation and releases
 - Scope, analyse and manage BPM initiatives in an agile manner to concentrate on early release of value to the business
- Agile teams and iterative development
 - Developed teams are cross functional – the team includes developers, BA's and testers
 - Early prototypes should be built of the process
 - Development should be iterative, with a focus on completed work at the end of an iteration being potentially released
 - Testing is considered from the beginning of the development lifecycle with test cases being prepared for accepted requirements to aid developers and development.

BPM DEVELOPMENT TEAM ROLES

Process Analyst

Overview:

The process analyst role is involved in all phases of the BPM delivery lifecycle: Opportunity, Analysis, Prototype, Design, Build, Test, Deploy and Monitor. The role works closely with the business process owner.

Role:

- Discovering, validating, and documenting a selected business process
- Facilitating workshops with the business process owner and any business subject matter experts
- Development of detailed process maps, process actors, document requirements, business requirements and business logic/business rules
- Identification of any issues or risks that may be associated with the business process
- Identification of any process areas that may be suitable for simplification or improvement using a structure process improvement methodology
- Documentation of users stories for the selected business process
- Input into prioritisation of users stories for Agile sprint
- Input into minimum set of users stories required for an incremental process release which delivers value to the business

Current Status:

CSU DIT has a pool of BA's, one of whom has been active on the current Admissions Process.

The admissions process is still defining and refining standards around the Process Analyst role, approach and supporting toolset (ARIS). A wider working-group within the BA practice has commenced to undertake reviewing standards around discovering and documenting requirements, rules and processes during the project lifecycle, and appropriate use of supporting toolsets.

This work is set to continue during Q2 2015 with the view of having a defined, reviewed and agreed model and standards for any new initiatives.

Formal toolset training will be required to ensure the whole BA group are competent in modelling in ARIS, as well as some internal training to reinforce the standards for modelling and process discovery. Further ARIS training will be necessary to provide the technical skills needed to undertake the quality assurance processes associated with process modelling.

Additional work and training around adopting a structured process improvement approach will be required.

BPM Developer

Overview:

The BPM developer role is a critical function of the BPM capability. The developer role is involved in all phases of the BPM delivery lifecycle: Opportunity, Analysis, Prototype, Design, Build, Test, Deploy and Monitor. The role works closely with the BPM process analyst, business process owner, and product owner.

Role:

- Reviews and provides input into estimates of selected user stories for a sprint
- Develops selected business processes for execution on the BPM engine
- Develops required process data structures
- Develops business rules required for a selected business process
- Develops document management requirements for a selected business process
- Develops reusable integration processes for any integration with 3rd party systems
- Develops user interface and forms for a process
- Implements user interface look and feel aligned to CSU standards
- Implements required security roles for a process
- Updates tasks and deliverables for selected user stories
- Performs unit testing of developed processes
- Identifies process areas that are suitable for reuse
- Fixes any logged defects during the test execution phase
- Provides support for production processes

Current Status:

Development work is currently fully outsourced to SAG for the admissions process, with no internal capability for this position.

Although training was provided in 2014 for BPM development, it has not been practiced since then.

Knowledge transfer from the vendor to integration team members is scheduled to occur April/May 2015.

The proposal for the next initiatives to tackle in 2015 contain a number of processes with are many orders of magnitude simpler than the admissions process. It is recommended that CSU resources are utilised to develop one of these processes, under guidance from a 3rd party.

The BPM Developer roles may be split between Integration and Applications team, with Forms Development likely to be within the Applications Team skills set.

A long term partnership with an offshore developer should be considered to assist in implementation of BPM processes.

Project Manager**Overview:**

The project manager role is involved in all phases of the BPM delivery lifecycle: Opportunity, Analysis, Prototype, Design, Build, Test, Deploy and Monitor. The role works closely with the BPM process analyst,

business process owner, and product owner.

Current Status:

An external PM has been used for the delivery of the Admissions Process following the initially allocated workflow PM leaving CSU.

The PM approach for the next BPM initiatives should also involve an element of the scrum master role, advising the process owner, development team, and other stakeholders on following an 'agile' approach.

It is recommended that a CSU PM is assigned to work on some of the new initiatives in 2015, to ensure a skills transfer to CSU occurs.

Tester

Overview:

The testing role ensures that a functioning incremental release of a BPM process meets its defined requirements, and is of acceptable quality for release to User Acceptance Testing and ultimately into the production environment.

The tester creates and performs test cases, both manually and via automated methods, and records the results of any bugs found.

Role:

- Specify, develop and write test plans, test scripts and test cases
- Conduct manual BPM testing against the developed test scripts and cases
- Log defects during the test execution phase
- Carry out regression testing on update BPM processes
- Document the results of tests in required tool
- Investigate potential defects and discussed them with the BPM development team

Current Status:

CSU does not currently have a Test practice within DIT, with the role generally being carried out by BA's, developers and the business etc.

Each BPM initiative should undertake at least three forms of testing:

- Unit Testing – Typically carried out by BPM developer
- System Integration Testing – Typically carried out by BPM tester
- User Acceptance Testing – Typically facilitated by BPM tester and carried out by the business

Although CSU may not wish to allocate a full time staff member to Testing at this stage, it is recommended that the role itself and its requirements and purpose are agreed and endorsed.

The role should be allocated on a project to an appropriate resource, with relevant time, toolsets and backing given to this critical function.

The testing workload should commence at the beginning of a BPM development project, with test cases for accepted business requirements being written at the start to aid developers and help validate requirements with the business. Testing should not be an activity which is bolted on post development.

7. PROCESS MANAGEMENT

OBJECTIVES

To manage and continually improve business process by reviewing business performance, KPIs, and the meeting of business objectives.

CURRENT STATUS

CSU will shortly release its first process on the webMethods BPM environment. Although business units have previously measured and monitored business performance, there is no prior experience with the new real-time dashboard and KPI's that a BPM Suite provides.

A change in approach to 'continual monitoring' and 'continual improvement' will also have knock on effects for the ongoing support and development of applications on the BPM platform. This is due to the likelihood of the business requesting minor enhancements and improvements to processes released on the BPM platform, due to revision being requested based on performance.

APPROACH

DIT Process Management

Some aspects of process monitoring will be the responsibility of the DIT team in ensuring the current process instances are performant and that there are no operational issues with the process platform. These activities are covered under the maintenance and support section of this document.

Business Unit Process Management

All developed process applications will have role assignment and KPI measurements built into them, which along with process instance meta-data will allow the development of process dashboard providing real-time performance information for the business to review and act upon.

These dashboard will provide real-time information to help the business on a daily basis regarding current workload, distribution amongst process participants, and high-lighting any processes at risk of falling outside SLA's.

As well as the regular operational reviews, released processes should be formally reviewed on an agreed basis to validate:

- The process is meeting the required business target, performing as required and no change is required
- The process is meeting the required business target but minor enhancement has been identified
- The process is not meeting the required business target and further process improvement should be undertaken
- The business target is no longer valid and requires to be changed, which may require further process improvement.

Whilst reviews of process performance and business targets are undertaken in CSU, there may be an opportunity to formalise the management and review of processes on the BPM platform at a regular basis, to ensure that this activity takes place.

Minor Enhancements

Once process applications have been released, it should be expected that requests for minor enhancements will occur. This may be due to reasons including business rules changes, optimisations from metrics collected etc.

In order to sustain the viability of the BPM approach responses to these request should be quick, and the business should be involved in prioritisation. Demand management must prioritise and provide resource for both new process applications 'projects', and minor enhancements. A forum for prioritisation of requests and resource allocation is required.

Existing processes exist that can be leveraged (LanDesk, ISIP, ICT:SWR etc) – however review may be required regarding business input into prioritisation.

8. BPM MAINTENANCE AND SUPPORT

OBJECTIVES

To develop a core level of skills and operational procedures covering maintenance and support of the BPM environment.

The development of a 'process application specific' support plan for the Admissions Process will also be required.

CSU will need to develop and scale maintenance and support activities as appropriate to support the on-boarding of new BPM initiatives, including 'process specific' support plans.

APPROACH

BPM maintenance and support activities break down into two specific areas:

- Platform Support Activities – General operation of the ARIS Modelling platform, BPM Platform and supporting technologies such as Integration Platform.
- Process Execution Activities – Each specific process release will require having support for its process executions, and should have a support plan developed specific to itself.

Classroom based webMethods training was undertaken during 2014 by a number of resources from the integration team.

As the immediate requirement is to support the BPM Platform for the Admissions Workflow Process, it is suggested that the EWP project facilitates specific training and support scenario troubleshooting exercises during April 2015 with relevant technical resources.

This will take the form of a series of onsite workshops during that will walk through the developed process end-to-end, and simulate potential issues and resolution approaches. These workshops will be lead by the lead developer from SAG who has worked on the process implementation.

This may be done in conjunction with additional classroom based technical training if required.

Some form of 3rd party relationship should also be establish to provide 3rd level technical support arrangements. An initial enquiry has been made with SAG around a model to support this, on-top of general product support services already in place.

PLATFORM SUPPORT

The enterprise BPM initiative has implemented a new webMethods 9.6 BPM platform, and updated the current installed version of ARIS. These platforms must be incorporated into standard CSU Support, Maintenance and Monitoring procedures and services.

Details of activities related to the support of these platforms can be located in the BPM RACI at the end of this document.

PROCESS APPLICATION SUPPORT

In addition to the platform support requirements, which are to an extent an extension of similar activities already performed in CSU, an additional skill set, procedures and support model will be required for Process Execution Support.

Even after a full cycle of system and user acceptance testing it is still likely than an occasional bug may be logged in a production scenario, which requires remediation to an in-flight process execution.

Adequate in-house knowledge, potentially supplemented by a suitable partnership arrangement, must be in place to re-mediate any logged issues in line with expected SLA timescales.

Each process released on the webMethods BPM platform should be considered an 'application', and standard CSU process for releasing a new application should be followed.

PROCESS SUPPORT PLAN

Each executable process will have specific requirements, integrations and dependencies that will warrant a specific support plan being developed.

This support plan should cover key triggers, CSU and 3rd Party Integrations, and configuration and support contact details for each area.

The support plan should also detail business specific SLA's, availability requirements and key contacts.

PROCESS SUPPORT SKILLS

The skill set to remediate issues with an in-flight process execution is predominantly the same as a BPM Developer. Details can be found in the BPM Capability RACI.

9. BPM CAPABILITY RACI

9.1. ARIS

ARIS has been used by CSU for a number of years, and it's use may extended to initiative's outside BPM Workflow Projects. The table below identifies those activities required to support Workflow Projects, and also additional capability requirements if the use of ARIS extends within the BA practice.

Early in 2015 it was also identified that ARIS should not be the sole repository/tool for use in documenting business requirements, and effectively managing them during their lifecycle from identification, to sign-off, implementation, testing, and implementation sign-off.

Area	Process	BA	Int	Inf	Apps	EA	PM	Current Capability Rating (1-5)	Gap Analysis	Action Plan	BPM	Ext
Server Support	Maintain and support the server infrastructure			R,A				4	Already happening	No Action Required	x	
Backup of environments	Backup the ARIS data and configuration			R,A				5	Already happening	No Action Required	x	
Business Continuity Testing	Maintain the BC Plan for ARIS	R		?		?		4	ARIS is already in the BC plan	No action Required	x	
	Conduct BC Testing	R		A		R		1			x	
Maintenance and Updates	Maintain and upgrade the ARIS application	C,I			R,A			3	Fits into the current processes for system maintenance.		x	

Area	Process	BA	Int	Inf	Apps	EA	PM	Current Capability Rating (1-5)	Gap Analysis	Action Plan	BPM	Ext
Performance Monitoring	Monitor performance of the ARIS environment	I		S	R,A			3	Fits into the current application monitoring processes.		x	
Import models into ARIS	Import models into ARIS							0	There is little experience in this and no established norms.	Not required unless further expansion on the use of ARIS outside of workflow projects.		x
	Import Library Objects							0	There is no experience in this and no training has been undertaken. The tool skills are quite specific.	Not required unless further expansion on the use of ARIS outside of workflow projects.		x
	QA imported data							0	As the practice of importing hasn't been used, there are no norms in place to follow.	Not required unless further expansion on the use of ARIS outside of workflow projects.		x
ARIS Model Quality Assurance	Conduct Technical Content QA	R,A				S,I		1	Semantic checks are not used, and user understanding of them is low. QA standards need to be agreed.	Training Required – Second BA to verify produced work – Peer Review Process – 1/7	x	
	Conduct QA for wM Synchronisation	R,A				S		2	Some limited experience through the EW Project, but	Training Required – Second BA to verify produced work – Peer Review Process – 1/7	x	

Area	Process	BA	Int	Inf	Apps	EA	PM	Current Capability Rating (1-5)	Gap Analysis	Action Plan	BPM	Ext
									not well understood across the team.			
ARIS Technical Management & Support	Method Maintenance	R,A				C,I		3	Methods are reasonably well understood, practice will improve this capability.	Review Method at end of Admissions Project. Scott Barlow currently has skillset. To expand across further resources in BA. Skills Transfer to be arranged. Review with Scott.		x
	Template Maintenance	R,A				C,I		2	Templates are not currently used or well understood. Some training and practice would be needed to understand them and become proficient.	Currently not used. Training has been provided, but not practiced. Currently using baseline templates –No requirement to change at this point in time. No Action Required.		x
	Query Maintenance Development & Maintenance	R,A				C,I		1	Queries and Reports are important tools to extract information and value from the assets in ARIS. The tool skills are quite specific, and very limited training has	More advanced skillset for querying objects in ARIS. Will become required if we get a larger repository of processes. Provide training to identify BA resources prior to commencing use of ARIS	x	

Area	Process	BA	Int	Inf	Apps	EA	PM	Current Capability Rating (1- 5)	Gap Analysis	Action Plan	BPM	Ext
									taken place. Training and practice would be needed.	for non Workflow projects.		
	Reports / Macro Development & Maintenance	R,A				C,I		1	Queries and Reports are important tools to extract information and value from the assets in ARIS. The tool skills are quite specific, and very limited training has taken place. Training and practice would be needed.	More advanced skillset for querying objects in ARIS. Will become required if we get a larger repository of processes. Provide training to identify BA resources prior to commencing use of ARIS for non Workflow projects.	x	
	Create and manage folder structures and access privileges	R,A				C		3	The basics are well understood, but training has only been undertaken by one person. Training for additional staff and practice will improve this capability.	Cross-Transfer Skills (internal – Scott Barlow)	x	

Area	Process	BA	Int	Inf	Apps	EA	PM	Current Capability Rating (1-5)	Gap Analysis	Action Plan	BPM	Ext
ARIS Logical Database Management	Create ARIS logical database	R,A						1	The tool skills are quite specific, and only one person has undertaken training and has had little subsequent practice.	Cross-Transfer Skills (internal – Scott Barlow)	x	
	Copy, version and archive logical database	R,A				I		1	The tool skills are quite specific, and only one person has undertaken training and has had little subsequent practice.	Cross-Transfer Skills (internal – Scott Barlow)	x	
ARIS Library Management & Support	Identify new library objects	S				R,A		1	The tool skills are quite specific, and nobody has undertaken training.			x
	Create and maintain library models	S				R,A		1	This is an important activity to ensure consistent modelling information. The tool skills are quite specific, and no training has been undertaken.			x
ARIS Publisher Management	Assign & manage Publisher user access privileges	R,A						2	Only one person has undertaken training.	Cross-Transfer Skills (internal – Scott Barlow)	x	
	Publish models	R,A						2	Only one person has undertaken training.	Cross-Transfer Skills (internal – Scott Barlow)	x	

Area	Process	BA	Int	Inf	Apps	EA	PM	Current Capability Rating (1-5)	Gap Analysis	Action Plan	BPM	Ext
User Licensing & Access Management	Create and manage user groups	R,A				C,I		3	This activity is quite straight forward.	Cross-Transfer Skills (internal – Scott Barlow)		
	Assign & manage user licences	R,A						3	This activity is quite straight forward.	Cross-Transfer Skills (internal – Scott Barlow)	x	
	Assign & manage user privileges	R,A						3	This activity is quite straight forward.	Cross-Transfer Skills (internal – Scott Barlow)	x	

9.2. WEBMETHODS

Area	Process	Int	Apps	Inf	BA	EA	Current Capability Rating (1-5)	Gap Analysis	Action Plan
Server Support	Maintain and support the server infrastructure			R,A				Already Happening	No Action Required
Backup of environments	Backup the webMethods data and configuration			R,A				Already Happening	No Action Required
Business Continuity Testing	Maintain the business continuity plan for webMethods	R,A		C,I					Integrations: To confirm and advise
	Conduct BC Testing	R		R,A					
Maintenance and Updates	Maintain and upgrade the webMethods application	R,A		I	I	I		Already Happening	No Action Required

Performance Monitoring	Monitor performance of the Webmethods environment	R,A		S					Integrations: To develop
Performance Monitoring	Create Process Application support plan and knowledge	R,A	C						Project team will be providing support handover workshops for admissions workflow Integrations: create support & knowledge framework.
User Licensing & Access Management	Create and manage user groups	R,A						Already Happening	
	Assign & manage user licences	R,A						Already Happening	
	Assign & manage user privileges	R,A						Already Happening	

9.3. BPM DEVELOPMENT

Area	Process	BA	Int	Apps	Inf	EA	PM	Current Capability Rating (1-5)	Gap Analysis	Action Plan
BPM Initiative Analysis	Identify and assess processes for improvement	S				RA		3	The framework has been defined and used, but needs some refinement to streamline the work involved, it is currently very time intensive and needs to	Has been reviewed and agreed by DIT management for BPM initiative discovery and handling to follow the standard ISIP proposal handling process.

									fit more neatly in with the ISIP initiative assessment process.	
BPM Process Analysis & Design	Business Level - End to end mapping of to-be target state process. Includes 'process improvement/re-engineering' as opposed to mapping of current business process	RA	CI	CI		CI	CI	2	Workflow project has provided training on how to use the modelling tool, but not on how best to optimise/re-engineer a process. Additional training and an agreed approach to process design (i.e Customer Centric, Lean) should be adopted.	High-Level Process Improvement Guideline being produced by Project – Due 30/6
	Document business process requirements and user stories	RA	CI	CI		CI	CI	3	Requirements documentation and management is fairly waterfall oriented. A shift away from application centric requirements to process and customer focus is needed.	Initial discussion paper on requirements management have been produced. Wider BA activity. prioritising this area – Due to commence when SD is available when SIP completes 1/7
	Document functional requirements, data requirements and business rules	RA	C	C			S	3	Familiarity with the types of information required and the best capture methods is the main gap here, along with requirements management tools and approach.	Initial discussion paper on requirements management have been produced. BA prioritising this area – Due -

BPM Solution Design	High level solution design	C	RA	S	C	C	S	2	Under the CSU structure, high level design is the responsibility of the Principal Design role in the project. There is little experience at this stage in producing cross discipline designs that incorporate BPM with other application and integration components.	Integrations: Capability development – possibly 1 other (Sam, Jason currently done BPM training). Same for following Integrations roles – develop capability in 3 rd integrations person.
	Design Process Implementation (Technical Level) - End to end technical design for to-be target state process. Includes all aspects of design and design co-ordination across all technologies included in process	CI	RA	CI	CI	CI	CI	1	Workflow project has provided training on how to use the BPM tool, but this has not yet been put into practice. Due to availability of local partners is considered CSU will need to build a level of competence in this capability for support and design to operate in local hours.	
BPM Project Management	Agile and interactive development of BPM initiatives	CI	CI	CI		CI	RA	1	Projects are currently managed in a waterfall manner. A move to agile should involve a structured agile methodology, along with cultural adoption of agile principals by all project team members (business and technology) to be effective.	Tenders for Agile currently being reviewed. Next BPM project should be one of the agile pilot projects. A CSU project manager will be assigned.

BPM Technical Development	Develop Process Web Service Calls	CI	RA					2	We have 2 staff that have undertaken training, but haven't used in practice yet.	
	Develop Process Rules	CI	RA	CI				1	We have 2 staff that have undertaken training, but haven't used in practice yet.	Int & Apps: Awareness and capability to be developed.
	Develop Process Forms (CAF)	CI	CI	RA				1	We have 1 staff member with some CAF experience, no other experience or training at this stage.	Int & Apps: Awareness and capability to be developed. RA to be confirmed pending further information session end of April. – Review session held and confirmed this should sit with Applications.
	Configure Process Roles and Assignments	CI	RA					2	We have 2 staff that have undertaken training, but haven't used in practice yet.	Admissions Project will delivery workshop prior to 10/6
	Configure Access and Authorization	CI	RA					2	We have 2 staff that have undertaken training, but haven't used in practice yet.	Admissions Project will delivery workshop prior to 10/6
	Configure Process Archiving	CI	RA					2	We have 2 staff that have undertaken training, but haven't used in practice yet.	Admissions Project will delivery workshop prior to 10/6
	Configure Process Email - Notifications	CI	RA					1	We have 2 staff that have undertaken training, but haven't used in practice yet.	Admissions Project will delivery workshop prior to 10/6
	Configure Process Email – Inbound Triggers	CI	RA					1	We have 2 staff that have undertaken training, but haven't used in practice yet.	Admissions Project will delivery workshop prior to 10/6

BPM Solution Testing	Prepare test plan	CI	RA	R	C		S	2	Test planning would be the responsibility of the Principal Design We still have limited experience with testing a full solution and are yet to identify a good practice strategy for testing BPM solutions.	Assumption Principle Designer responsible for Test Strategy –Developers Unit Testing, Principle Designer – System Integration Testing, BA does UAT scripts. – Wider scope than BPM capability plan BPM Test requirements will following overall decision on DIT re-testing.
	Conduct Unit Testing		RA	R			S	3	Unit testing is generally well understood, and the skills gained in BPM development should directly lift the unit testing capability.	
	Conduct System Integration Testing	CI	RA	R			S	2	We are generally lacking experience in this area for BPM solutions. This capability will improve with practice.	
	Conduct User Acceptance Testing	CS	CI	CI			A	2	Test case identification and user competency have both relatively low maturity. This capability will improve with practice. Defect management and prioritisation is not a structured and standard process.	

BPM Solution Deployment	Deploy BPM solution	I	RA	R			S	3	BPM Release management controls are relatively immature and will need further improvement as more process applications are developed and maintained.	Project will document lessons learnt from Admissions Workflow.
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9.4. PROCESS MANAGEMENT

Area	Process	Business Manager	Business Experts	BA	EA	Current Capability Rating (1-5)	Gap Analysis	Action Plan
Manage Work In Progress	Monitor active process instances	RA				1	CSU has no experience with process dashboards. It will take time to become familiar with the tools. Having no competency centre to access will make it difficult for individual business areas to learn best practice and improvements in this area will be patchy for some time.	Admissions Project will delivery workshop prior to 10/6
	Proactively identify and manage KPI risks - identify cases at risk of failing SLAs, and use that information to manage workloads and resources.	RA				1	This is a shift from retrospectively monitoring past performance and responding in the hope of influencing the outcomes of future work. A cultural shift would be necessary, driven through education.	Admissions Project will delivery workshop prior to 1/7

Continuous Improvement	Review business performance through process KPIs and PPIs.	RA				2	Some business areas, such as DSA, are very accustomed to reviewing process stats, while others will find this relatively new. Business areas that are not typically process oriented will have difficulty improving their capabilities in this area without further guidance. The project will roll out a basic set of reporting for the first process, so as business appetite subsequently grows for meaningful metrics to diagnose their process performance, it will be necessary to look at more advanced process monitoring and reporting tools and reports.	Admissions Project will delivery workshop prior to 1/7
	Map business processes for business understanding	A	R	SI	I	1	The level of process modelling experience and skill in the business units is low, and it does not follow CSU's process modelling standards. Business analysts in DIT do not have the capacity to model processes for business, outside of a formal project. There is no tool available at present for business users to model that would easily allow the models to be incorporated into our central process repository in ARIS.	No Action. Sharing – EA

Process Management Competency	Define and maintain process modelling standards			CI	RA	4	The modelling standards for enterprise processes are well defined. Those BAs using ARIS are familiar with the standards.	Bruce Crawford and Sophie Dewar to review the standards prior to finalizing the project to incorporate any learnings. Due 15/6/2015 and Communicate - and update methods if required. B
	Define and maintain standards for process mapping for business understanding		CI	CI	RA	1	There are loose standards that have not been formalised or rolled out consistently across the business yet. The identification of a tool to support business process mapping should be a priority that will steer the standards development.	Will become required if we get a larger repository of processes. Provide training to identify BA resources prior to commencing use of ARIS for non Workflow projects.
	Support the use of My webMethods for business users					1	There is no competency centre for BPM. Business users and managers will need to rely on Tier 0 support.	No Action Required – there will be no business support beyond the completion of the project.
	Support the understanding of process KPIs and dashboards.					1	There is no competency centre for BPM.	No Action Required – there will be no business support beyond the completion of the project.

Document Distribution

No.	Recipient	Position
0.1	John Russell	Project Manager