# [System Name] Business Process Reengineering Effort & Outcomes

Date of Last BPR: [DD Month YYYY]

BPR Effort Led By: [FirstName LastName] of person that oversaw the effort

Army BPR Certification Level: Enter whether this individual completed the Foundation, Intermediate, or EBMC Course, or have received their certification as an Army BPR Professional

## Challenge Definition

Describe the business process challenge to be solved by the reengineering effort. This may be purely from a process or functional stand-point, or may be as a result of an out-of-the-box capability that cannot be supported by the current business process. Describe the problem(s) you are trying to solve and the impact when the problem is resolved. Describe what gaps exist between the current capability and the desired future state.

## Future State Objectives

By solving the challenge, describe what strategic objectives shall be achieved. Describe how these objectives were derived and what Army strategies and/or command objectives were considered when defining the future state objectives.

## As-Is State

Describe the current state business process. Include an assessment leveraging the four lenses of BPR: people, process, policy, and technology. This includes a description of the applicable process steps; stakeholders and process performers; laws, regulations, and policies (LRPs); and existing technical capability or lack thereof. Describe how relevant LRPs apply to the As-Is process, and how the As-Is process may differ from the process described in these LRPs. Architectural artifacts, including operational views, will assist in describing the process. Reference these artifacts and their location here.

## Root Cause Identification and Analysis

Several factors may contribute to the inefficiency or ineffectiveness of the process. These shall be identified, analyzed, and described here. Describe how root cases were prioritized and addressed, as well as how stakeholders were involved in the analysis effort.

## To-Be Design

A To-Be design shall meet future state objectives and resolve process challenges. Moreover, the To-Be design shall be compliant with applicable laws, regulations, and policies; subsume legacy systems where possible; leverage commercial best practices; reuse enduring enterprise capabilities; and maximize out-of-the-box (OOTB) technology to the fullest extent practical. Describe the following:

* The approach used to design the To-Be;
* How LRPs may be changed or leveraged to support the To-Be design;
* How non-materiel solutions were leveraged to meet the capability need, resolve the identified challenges and root causes, and meet future state objectives
* How existing enduring or legacy systems were assessed for potential use and why these were or were not selected for the To-Be design;
* How commercial best practices and OOTB capabilities were identified, what criteria was used to assess their applicability to satisfy the capability need, and which of these was ultimately leveraged as part of the To-Be design;
* The amount of forecasted customization, as a percentage, of out-of-the-box capabilities that will be used and rationale for not leveraging OOTB in aspects of the To-Be

## Measures of Performance and Effectiveness

Evidence of a successful design will be demonstrated through measures of performance and measures of effectiveness describe here. Provide clear operational definitions for MOEs and MOPs, as well as how these align to the ABEA standard metrics, expression of how the metric is calculated, a data collection plan, and how these will be continuously monitored. Describe what change management strategy will be used to enable the workforce to achieve these objectives.

## Continuous Assessment

Describe the plan for continually assessing and documenting future BPR opportunities based on evolving capability needs; audit readiness objectives; changing strategic guidance; and ongoing improvement needs in order to sustain relevancy and effectiveness of the capability.