# BPR CoE Business Process Reengineering Maturity Assessment

| LENSE | LEVEL 1 | LEVEL 2 | LEVEL 3 | LEVEL 4 | LEVEL 5 |
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| | *INITIAL* | *DEFINED* | *STANDARDIZED* | *MANAGED* | *INNOVATING* |
| **PEOPLE** | | | | | |
| *Leadership* | No champion is in place to support the process. | A champion has been identified but there is no engagement. | A champion has been identified but delegated process engagement. | A champion has been identified and is engaged. | A champion has been identified, is engaged, and is committed to ensuring the success of the process and ongoing improvements. |
| *Employee Understanding and Use* | Employees are not aware of the process. | Employees are aware of the process but do not fully understand it and use many workarounds. | Employees understand the process but find it inefficient and use some workarounds. | Employees understand the process and implement it with few exceptions. | Employees understand the process, follow it, and are willing to continuously improve it to meet mission needs. |
| *Accountability* | There is a lack of accountability for process compliance or execution. | The need for accountability is defined but there is confusion as to who fills that role. | There is a clear understanding of who is accountable for the process and they engage in activities when requested. | There is a clear understanding of who is accountable for the process and they engage in some compliance and execution activities. | There is a clear understanding of who is accountable for the process and they regularly engage in ensuring compliance and successful execution. |
| **PROCESS** | | | | | |
| *Process Owner* | There is no process owner. | A process owner has been identified but does not actively manage the process. | A process owner has been identified and manages some activities. | A process owner has been identified and manages all activities. | A process owner is engaged and committed to ensuring its continued improvement and alignment to Army initiatives. |
| *Design* | Process is disjointed and not designed with the enterprise or value chain in mind. | Process has been designed with the enterprise in mind but there are gaps, non-value added activities, and little coordination with other domains and process owners. | Process has been designed from the enterprise perspective but there are some inefficiencies, gaps, and only some coordination with other domains and process owners. | Process has been designed from the enterprise perspective, most non-value added activities have been eliminated, and there is some integration with other processes and domains. | Process has been designed from the enterprise perspective and is efficient and effective. Non-value added activities have been eliminated, there is smooth integration with other processes and domains, and |

| | | | | | continuous process improvement is ongoing. |
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| *Documentation* | The process is not documented. | The process is documented but it incorrect, incomplete, or not disseminated. | The process is documented but it is not completed or widely disseminated. | The process is fully documented and disseminated. | The process is fully documented and disseminated. It is reviewed and updated on a regular basis. |
| *Measures* | There are no process measures in place. | There are some programmatic measures in place. | There are measures in place that look at programmatic and customer needs. | There are measures in place that look at programmatic and customer needs and that information is used to inform decision making. | There are measures in place for all critical success factors, the measures are routinely assessed and re-evaluated to ensure that the processes are continuously monitored, controlled, and optimized. |
| **POLICY** | | | | | |
| *Laws, Regulations, and Policies (LRPs)* | There is conflict between the process and existing LRPs. | Known LRPs were taken into consideration during process design but there is a lack of full compliance. | Known LRPs were fully complied with during process design. | LRPs were researched, identified, and complied with during process design. | LRPs were researched, identified, and complied with during process design, LRPs that prohibited an improvement in the process, are evaluated and/or recommended for update. |
| *Strategy* | Applicable Army and business strategies were not considered in the process design. | Some applicable Army and business strategies were reviewed and considered in the process design. | All applicable Army and business strategies were reviewed and considered in the process design. | All applicable Army and business strategies were reviewed and adhered to in the process design. | All applicable Army and business strategies were reviewed and adhered to in the process design, strategy is continuously reviewed for ongoing compliance and mission effectiveness. |
| **TECHNOLOGY** | | | | | |
| *Existing Technology* | No assessment was performed to determine if existing | Existing technology was reviewed and determined that | Existing technology was reviewed and determined that | Existing technology was reviewed and determined that | Existing technology was reviewed and determined that |

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| | technology could support the process. | it could support the business process but was not considered due to programmatic constraints. | it could support the business process. It was adopted to support the business need but the result is a suboptimal business process. | it could support the business process. It was adopted to support the business need but the software was customized to support the business process. | it could support the business process. The business process was designed to maximize out-of-the box functionality and long-term sustainability. |
| *New Technology* | A technology solution was selected without any consideration to enterprise integration. | A technology solution was selected, enterprise integration is minimal, functionality overlaps other existing systems, and the technology does not fit well with long term sustainment plans. | A technology solution was selected, enterprise integration is moderate, functionality has some overlaps with other existing systems, and the technology does not fit well with long term sustainment plans. | A technology solution was selected, there is full enterprise integration, functionality has minimal overlap with other existing systems, and the technology fits well with long term sustainment plans. | A technology solution was selected, there is full enterprise integration, functionality has no overlap with other existing systems, the technology can be leveraged to reduce the sustainment burden within the portfolio. |
| *Commercial Best Practices* | Commercial best practices were not reviewed or followed. | Commercial best practices were reviewed but there is minimal attempt to follow. | Commercial best practices were reviewed and adapted to fit with the business process. . | Commercial best practices were reviewed and the business process was designed based on that input. | Commercial best practices were reviewed and the business process was designed based on that input. Business processes are regularly reviewed and optimized base on new commercial practices. |