



TABS Business Process Redesign (BPR)

25 June 2004

Agenda



- Introduction
- BPR Overview
- BRAC 95 example



Purpose & Learning Objectives



- ❑ Purpose:
 - Familiarize TABS Personnel with the BRAC 2005 business process redesign (BPR).

- ❑ TABS personnel learning objectives:
 - Understand what BPR is and objectives
 - Understand the major steps of the process
 - Be familiar with the BRAC 95 process
 - Understand the BRAC 05 BPR process



What is BPR?

Business Process Redesign:

- removes non-value added activities from processes,
- improves cycle-time response and lowers cost.
 - Moderate improvement in quality with respect to services
 - Generally process remains intact
 - Little to moderate impact on supporting IT

Business Process Reengineering radically transforms processes through enabling technology to gain dramatic improvements in process efficiency, effectiveness, productivity and quality

Majority of the BRAC work will be
Redesign not Reengineering

BPR Goals/Aims



BPR should achieve dramatic improvements in profitability, service, quality, time-to-market, responsiveness and effectiveness with a goal to achieve:

- Enhance value added
- Obliterate non value added
- Eliminate, simplify, consolidate, integrate or automate

The goal of BPR is to improve functional process, by:

- Understanding the business
- Understanding the cost of doing business
- Understanding the performance of the business
- Exploiting improvements opportunities



BPR Approach

1. Develop Vision and process objective

- Cost reduction
- Time reduction
- Quality improvement

2. Identify process to be redesigned - Organizational structure and mission (line, staff, special staff)

3. Understand current processes – organization functions, mission, staffing, IT support and relationships

4. Identify IT levers – should work with-in existing or proposed IT capabilities

5. Design new process

Successful re-engineering must have:

1. Needs assessment
2. Leadership support
3. Steering teams
4. Implementation teams
5. Quantitative measures

Must have support and help from MACOM



BRAC 95 Example

AVSCOM merger with MICOM

Options for disestablishment of ATCOM

- Transfer of function (duplicative functions – staff, special staff) – RIF at St Louis
 - IMMC
 - Acquisition
 - RDEC
 - Legal
 - Safety
 - Etc.
- Merger, all employees offer a position for aviation specific positions

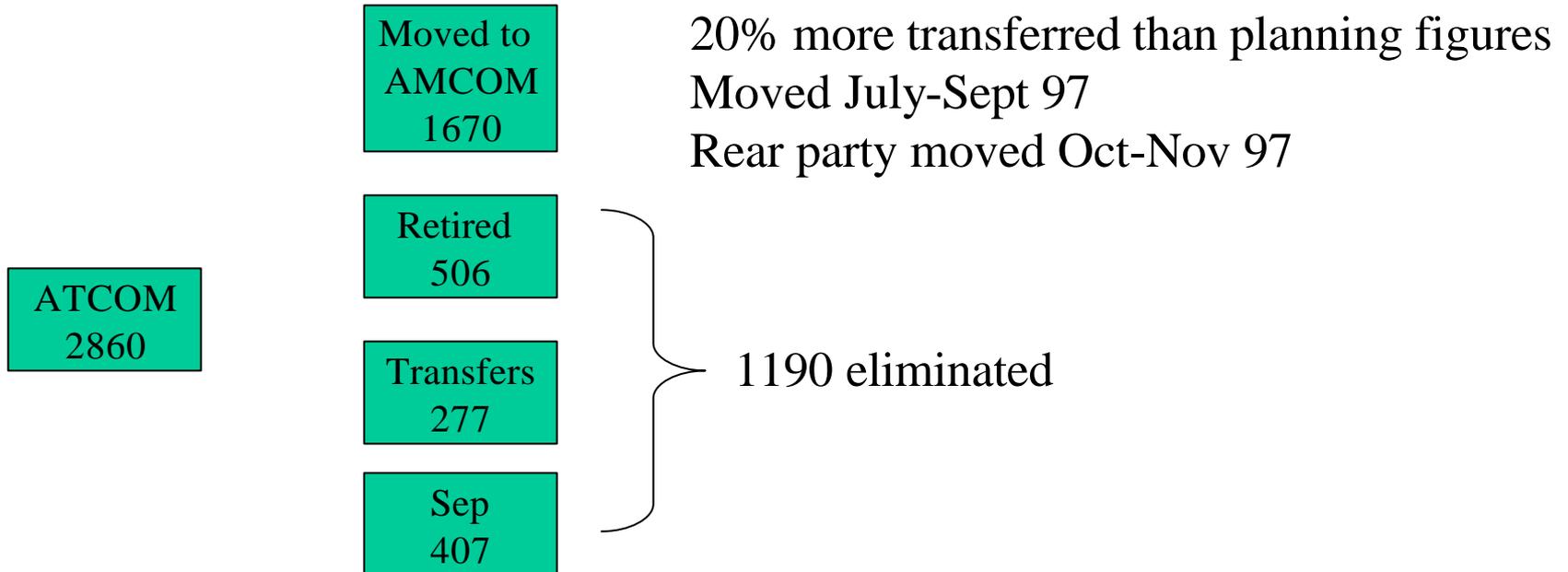
MSC commanders agreed to merger

NEED MACOM Support



BRAC 95 Example

AVSCOM merger with MICOM





BRAC 95 Example



AVSCOM merger with MICOM

	<u>Planned (\$M)</u>	<u>Actual(\$M)</u>	<u>Notes</u>
Environmental	.36	.00	
Facilities	4.641	4.368	
IMA	22.641	30.364	CCSS migration
PCS	59.750	70.894	increased transfers
Severance	18.05	6.359	increased transfers
Lump sum payment	9.741	0	Not allowed under BRAC
Restored Lv	0	2.5	
MILCON	47.61	43.8	2 new bldgs + renovation
Other	<u>4.122</u>	<u>8.424</u>	Contractor spt
TOTAL	166.915	166.709	

Transfer of Mission vs. Merger
Increased transfers



BRAC 05 Analytical Procedures



- ❑ BPR initiative will drive alternative selection of competing scenarios/proposals due to increased saving
- ❑ TABS Analytical Procedures checklist identifies the following:
 - Work with MACOM – must be involved and champion
 - Organizational relationships – must understand
 - Manpower saving – will achieve significant recurring savings
 - Construction – may reduce construction requirement
 - Feasible schedule to implement – may stretch out implementation due to complexity of consolidation
 - Equipment requirement – may reduce moving expense



Conclusions

- ❑ Look for opportunities for BPR – real savings to support a scenario and BRAC recommendations
- ❑ Understand organization, mission, staffing, command and supporting relationships
- ❑ Use internal assets with expertise in manpower and organizational structures
- ❑ Work with the user MACOM that will have the understanding of the organization/mission, will have to implement and be the champion for the change

BPR will increase savings, improve efficiency and transform Army processes – Meet BRAC 05 Goals