

Successful Organizational Restructure through Process Improvement

Queensland State Government Agency

Process Mapping and Optimisation,
Standardisation and Improvement

The Project:

In April 2018, the client set off its transformational journey by restructuring its organization to drive the business forward. The journey involved not only organizational restructuring, but also transform the organizational capabilities to embrace digital technologies.

About Client

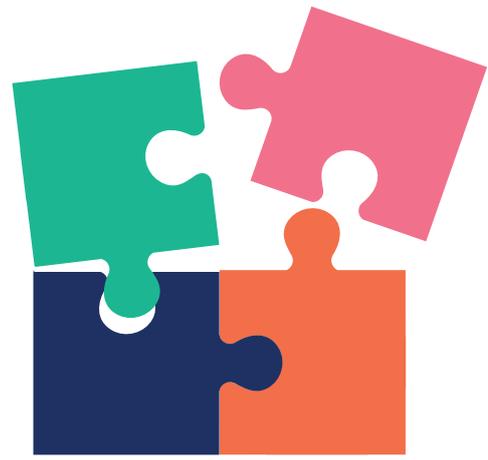
The client is one of the Queensland state government agencies, mainly responsible for providing financial services to the government and the public sector. Located in Brisbane, the client employs a staff of approximately 4000+ people.

The client is also responsible for providing debt funding and management, cash management, financial risk management, and public finance educational services to the customers of the public sector.

INDUSTRY:
Government Finance

EMPLOYEE: 4000+





Achievements

- Created a culture of customer-focused continuous improvement where all the employees were actively engaged in the process improvement.
- Helped managers to understand how to mitigate the risk of misalignment between functional objectives and overall organizational objectives.
- Transparency in the business processes and clarity on roles and responsibilities within the organization for employees.
- Supported in a continuous analysis and fine-tuning of the process flow while thoroughly tracking the transition of the process.
- Standardization in the processes and consistency in every repeatable process irrespective of a person who carries out the tasks within the process.

Major Challenges

- Lack of clarity on where and how the critical resources were being used, making it difficult to align restructuring process with organizational strategy and goals.
- Inconsistency in process ownership involving different set of people - some with over 30 years of work experience in the organization, while a few with just six months of engagement.
- Processes and procedures were not documented and available for the front-line staff and same process was performed by 50 different individuals differently in the business, hence the customers of the client received different experience every time they were touched.
- The team assigned to drive organisational restructure, process mapping and documentation had limited knowledge and prior experience in business process management.



Risks:

- The Impact on ROI after the implementation of new changes.
- Chaos from the confusion of new roles and responsibility.
- No alignment between organization level strategy and functional level strategy resulting in siloed teams.

The Approach

In order to make restructuring and digital transformation successful, client needed to first document all its business processes and then understand what the roles/ functions/ process/tasks are assigned to which resource. The client organised a team to undertake this project. Rather than using static tools such as VISIO, the client picked PRIME BPM as their preferred choice of Business Process Mapping/ Analysis and Improvement software to support this project. Two things in addition to great functionality of the tool that stood out for the client:



Dedicated Customer Success Manager and on the go coach to support the initiative.



Built in structured approach and methodology inside the software allowing team members without prior expertise in BPM space to drive the initiative.

Very quickly after the initial level training in PRIME BPM, the Qld State Government agency got on to the process mapping job.

1

Initially the team built all the process libraries identifying what are the different processes that exist in each business area.

2

The team members conducted all the relevant one on one process interviews to capture how the current state processes are executed.

3

Then the process maps were published, and the team now started to engage the front line staff in continuous improvement activities.

The proficient team initially identified 90 processes to be mapped, however as the process mapping exercise progressed, they realised that, there were roughly around another 30 processes which were never even understood or hidden.

These 120 processes are now published to front line staff and they all regularly check the process maps to ensure the processes are executed in consistent manner to maintain the standard customer experience.

Results/Benefits

CONSISTENCY IN REPEATABLE PROCESSES

The standard operating procedures underneath all the processes /tasks helped the client bring consistency in every repeatable process irrespective of a person who carries out the tasks within the process.

MITIGATE THE RISKS

Besides a clear understanding of AS-IS processes, it helped managers to understand how they can mitigate the risk of misalignment between functional objectives and overall organizational objectives.

TRANSPARENCY IN THE PROCESS

Transparency in the business processes and clarity on roles and responsibilities within the organization for employees.

CULTURE OF CONTINUOUS IMPROVEMENT

The smart use of the Collaboration module ensured the creation of a culture of continuous improvement where all the employees were actively engaged in the continuous process of improvement and reduced the employees' resistance for change.

ANALYSIS AND FINE TUNING

Supported in a continuous analysis and fine-tuning of the process flow while thoroughly tracking the transition of the process.

SIMPLIFIED RESTRUCTURING PROCESS

Improved process management by recording new processes and capturing existing ones, making restructuring uncomplicated.

With time, PRIME BPM became a trusted partner providing knowledge, guidance, and training to enhance and smoothen QLD State Government agencies Business Process Management journey. In future QLD State Government agency now ready to drive detailed analytics within each process to.

- Find waste to remove nonvalue adding activities
- Enhance customer value-adding activities improving customer experience
- Identify productivity improvement opportunity through Simulation
- Support the organization-wide digital transformation initiative

Key Lessons Learnt

- 1 Rome is not built in a day** – It took the client a good 6 months to map out the initial 90 business processes.
- 2 Train more individuals than what you need** - Initially the team of 10 individuals was trained to participate in the process mapping initiative but only 6 survived as the time passed due to competing priorities.
- 3 Senior Management support and mandate is crucial** - Director of the division was totally behind the initiative providing his team the time required to perform the activities.
- 4 Engagement is the key** - Process Owners and Front-Line staff were made aware of the objectives of the initiative, what is expected of them which helped immensely in driving change as well as fast tracking some of the process mapping activities.
- 5 Choose a partner, not a technology** - PRIME BPM's approach to customer success, guidance and ongoing coaching really helped propel the success of the implementation.