Module 3.2 – Planning a BPA Project
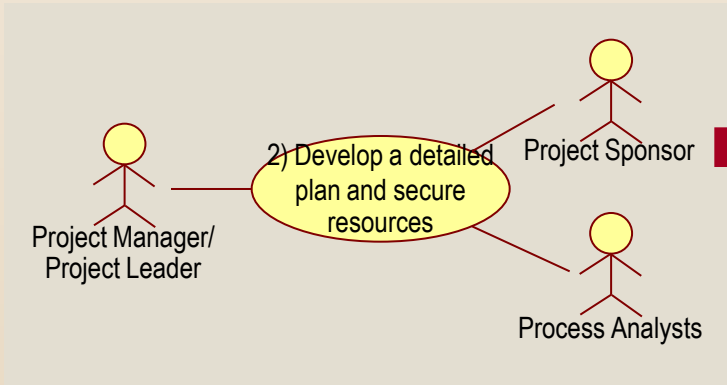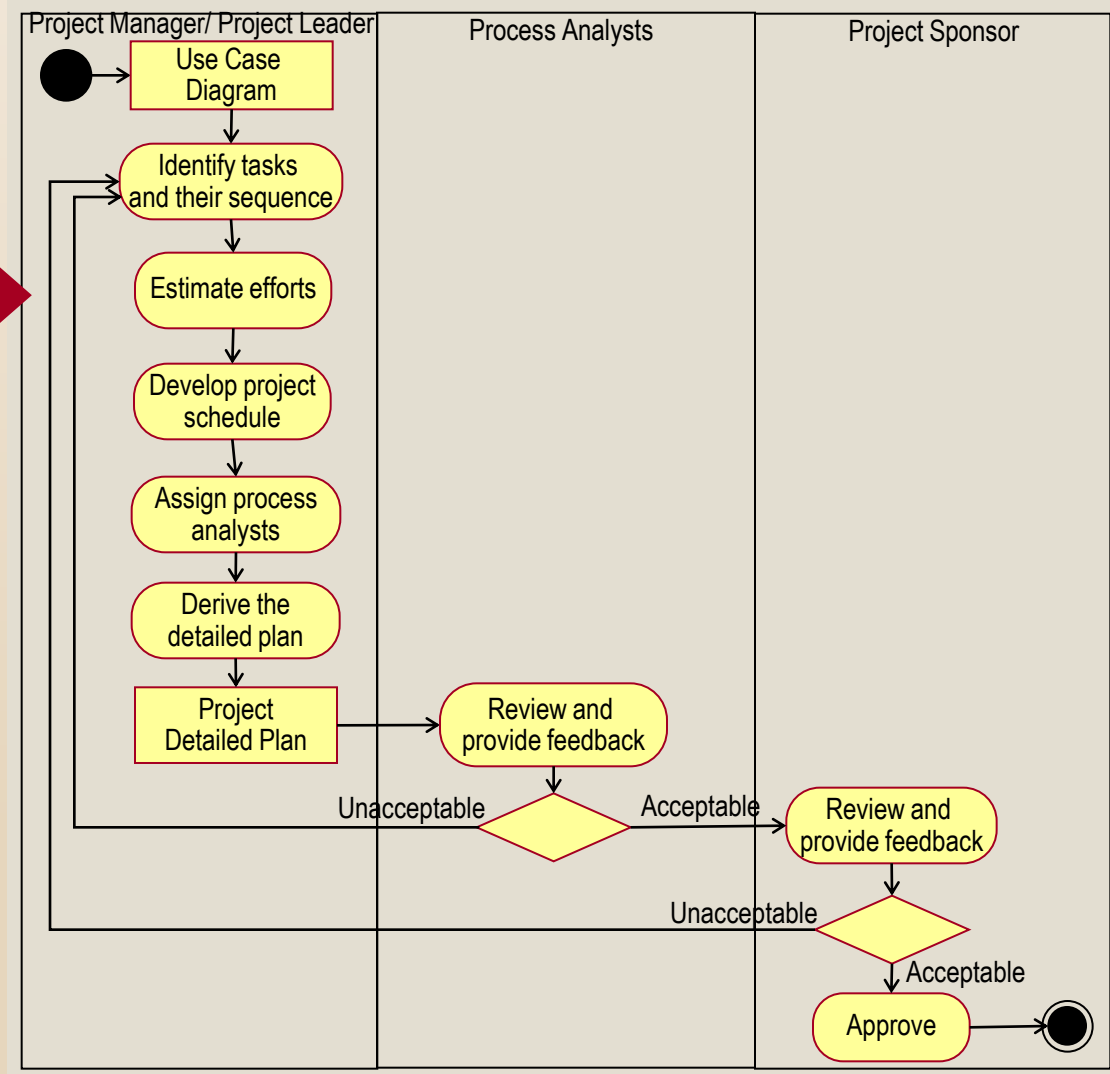
Dr. Somnuk Keretho
Advisory Committee, UNNExT
Director, **i**NOVA, Kasetsart University
sk@ku-inova.org

ADB

UNITED NATIONS
ESCAP
Economic and Social Commission for Asia and the Pacific

Planning a BPA Project

Objective – To develop a detailed work plan that helps guide and manage the implementation of a business process analysis project
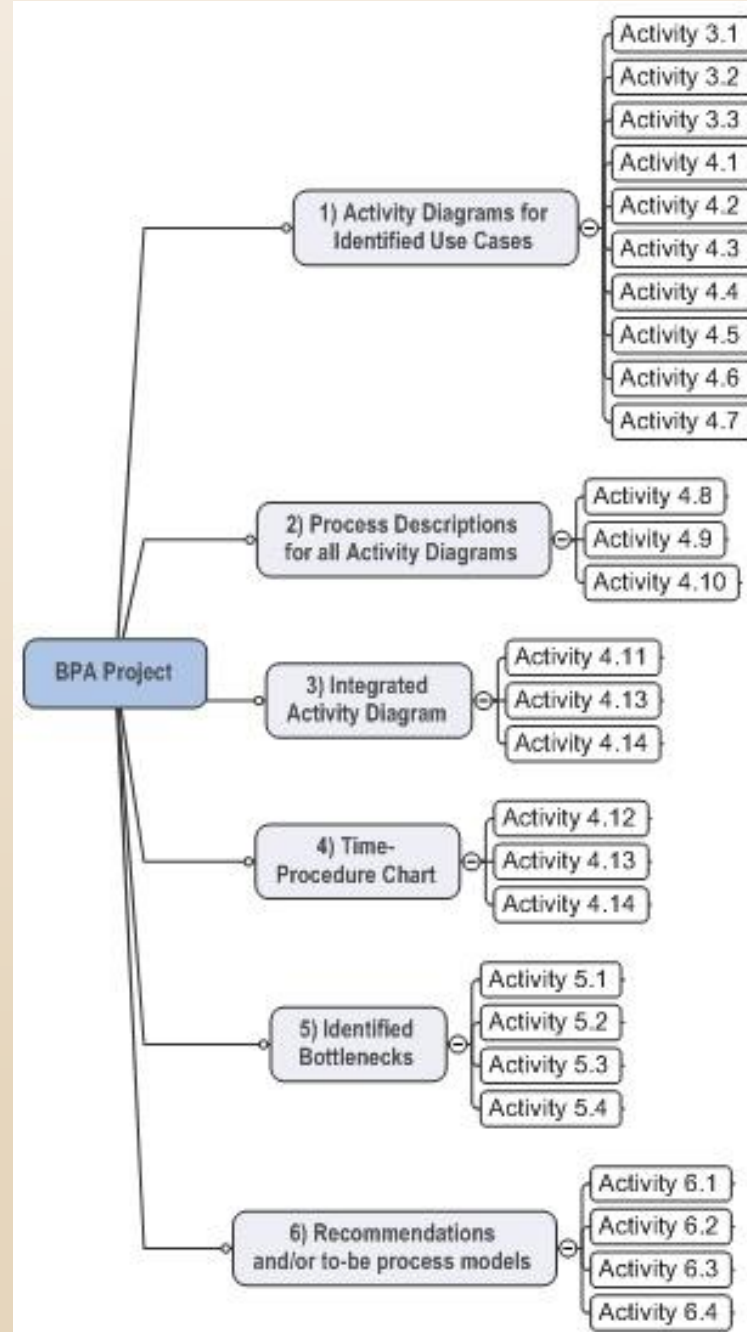
Identifying BPA Project Tasks

❖ Develop a work breakdown structure for a BPA project

▸ A work breakdown structure is an output-oriented description of project tasks. It typically starts with outputs. The work components of outputs are then broken down into tasks necessary to achieve them.
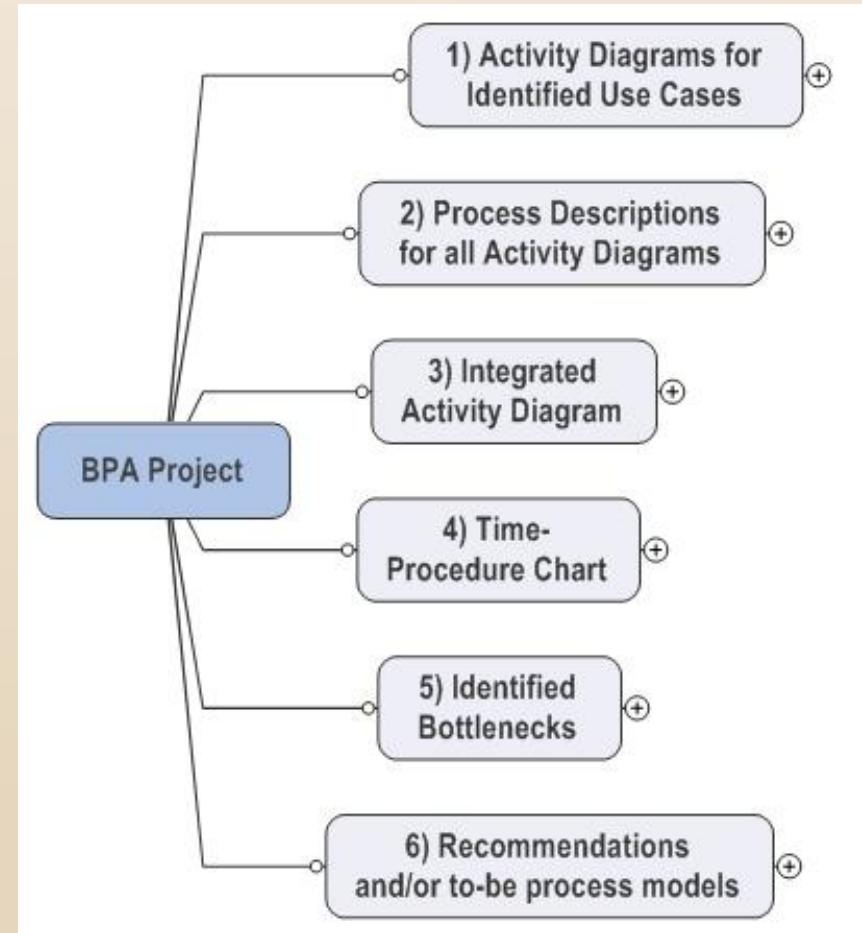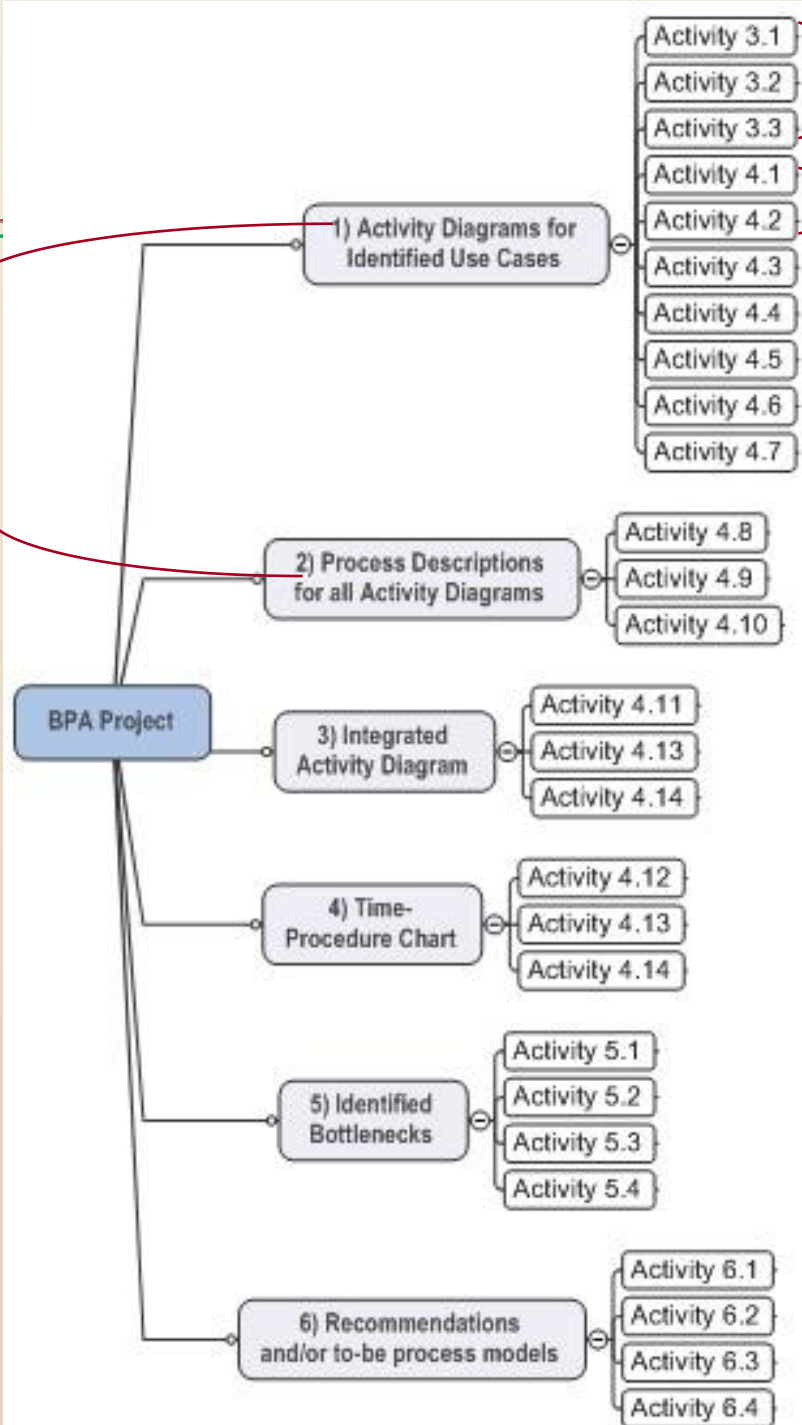
Identifying BPA Project Tasks

❖ Use the Business Process Analysis Guide to Capture and Simplify Trade Procedures, as an input for identifying BPA tasks for each output

▸ Activity 3.1 – 3.3 and Activity 4.1 – 4.7 for the modeling of activity diagrams describing core business processes represented by use cases in the use case diagram

▸ Activity 4.8 – 4.10 for the development of process description for all activity diagrams

▸ Activity 4.11 – 4.14 for the development of an integrated activity diagram

▸ Activity 4.12 – 4.14 for the development of time-procedure chart

▸ *Activity 4.15 – 4.16 for the consolidation and submission of output no. 1 – 4 to project sponsor for perusal*

▸ Activity 5.1 – 5.4 for the identification of bottlenecks

▸ Activity 6.1 – 6.4 for the development of recommendations and/or new business processes

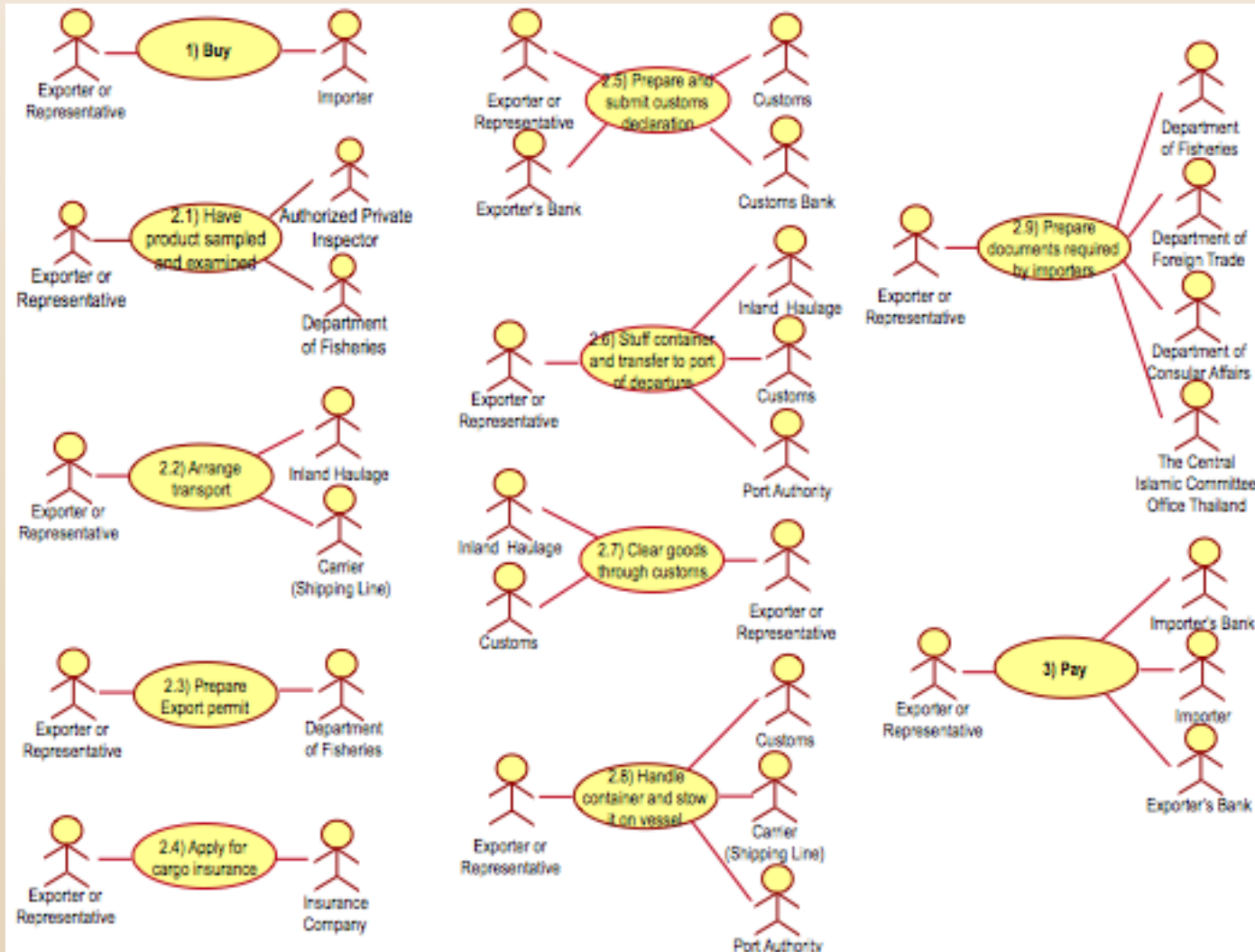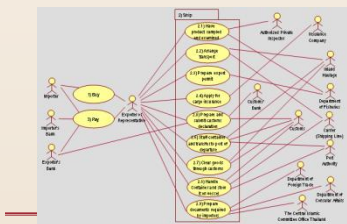**Small activities may be grouped into one prior to the estimation of efforts for a BPA project.**

The number of key business processes and stakeholders involved in each business process must be taken into account when estimate time required for elaborating them into activity diagrams.

5

Source: Case Study – Thailand's Export of Frozen Shrimp

Estimating Efforts for a BPA Project

Task Estimate =	**Optimistic Time + (4 * Most Likely Time) + Pessimistic Time**		
(PERT*)	**6**		

Task/Activity (Shrimp Case)	Predecessor	Optimistic Time (day)	Most-Likely Time (day)	Pessimistic Time (day)	Estimated Time (day)
A 3.1-3.3	None	5	8	10	7.83
A 4.1-4.2	A 3.1-3.3	2	4	5	3.83
A 4.3	A 3.1-3.3	2	3	5	3.16
A 4.4	A 4.1-4.2, A 4.3	3	5	10	5.5
A 4.5	A 4.4	3	4	10	4.83
A 4.6	A 4.5	5	8	10	7.83
A 4.7	A 4.6	1	1	2	1.16
A 4.8	A 4.7	3	4	10	4.83
A 4.9	A 4.8	5	8	10	7.83
A 4.10	A 4.9	1	1	2	1.16
A 4.11	A 4.10	2	4	5	3.83
A 4.12	A 4.10	1	1	2	1.16
A 4.13	A 4.11, A 4.12	5	8	10	7.83
A 4.14	A 4.11, A 4.12	1	1	2	1.16
A 4.15	**A 4.7, A 4.10, A 4.14**	1	1	2	1.16
A 4.16	A 4.15	1	1	5	1.66

* Project Evaluation and Review Technique

Training Workshop on TTFMM, Dhaka, Bangladesh, 28-29 April 2014

Developing Project Schedule

Task/Activity (Shrimp Case)	Predecessor	Estimated Time (day)	Week 1					Week 2					Week 3					Week 4					Week 5					Week 6					Week 7			
			M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F	M	T	W	T	F
A 3.1-3.3	None	7.83																																			
A 4.1-4.2	A 3.1-3.3	3.83																																			
A 4.3	A 3.1-3.3	3.16																																			
A 4.4	A 4.1-4.2, A 4.3	5.5																																			
A 4.5	A 4.4	4.83																																			
A 4.6	A 4.5	7.83																																			
A 4.7	A 4.6	1.16																																			
A 4.8	A 4.7	4.83																																			
A 4.9	A 4.8	7.83																																			
A 4.10	A 4.9	1.16																																			
A 4.11	A 4.10	3.83																																			
A 4.12	A 4.10	1.16																																			
A 4.13	A 4.11, A 4.12	7.83																																			
A 4.14	A 4.11, A 4.12	1.16																																			
A 4.15	A 4.7, A 4.10, A 4.14	1.16																																			
A 4.16	A 4.15	1.66																																			

Assigning Process Analysts

❖ **Technology skills:** The basic knowledge of UML notations, especially in use case diagrams and activity diagrams is desirable. Related work experience is complementary.

❖ **Business/ organization skills:** It is important that the selected process analysts know or have an access to the individuals of the business domain under investigation. It is also very useful if they have knowledge of a particular organization or industry associated with the targeted business domain.

❖ **Interpersonal/ communication skills:** Process analysts' ability to effectively communicate and interact with other project members is mostly crucial to project success. They should have the ability to create and sustain reasonably good relationships with project stakeholders and especially Process Participants/Business Domain Experts.

❖ **Analytical skills:** Process analysts should be able to capture relevant information from verbal expression and written documents, and then formalize them in various types of BPA output.

Group Exercise (if time permitted) – Planning your BPA project.

Discussing within your small group.

❖ More detailed & more precise scope of your BPA project with a Use Case Diagram, e.g.

  ▸ Identify all stakeholders/agencies involved **[actors]**

  ▸ Identify all key business processes **[use cases]**

  ▸ Identify their **relationships** [which actors are associated with which actors]

❖ Who is or who should be the right sponsor?

❖ A Draft Plan, including

  ▸ Identify necessary **tasks, e.g. data collection, process description, validation/verification of the findings, improvement recommendations – all tasks for each use case/activity diagram, etc.**

  ▸ Identify those **who should be involved**

  ▸ Roughly **estimate** the **timeline/schedule**, needed **budget**, …

  ▸ How we are going to **utilize** and **escalate** the **outcomes of this BPA project**?

An Example: A BPA Project Execution Plan

Project Kickoff Date

Project End Date

Timeline

Month 1   Month 2   Month 3   Month 4

Work Breakdown Structure

WBS 1
- **Refine the scope of the project**
- **Develop the detailed plan**

WBS 2
- **Collect information**
- **Capture & Document the process**
- **Verify & validate the findings**

Several iterations of verification & validation (refinement) are needed

WBS 3
- **Analyze and identify bottlenecks**
- **Provide recommendations for improvement**
- **Review and feedback by stakeholders**

WBS 4
- **Wrap-up & submit the final report**

WBS 5 – Administrative Support, Daily Project Tracking and Control

Milestones

Commonly Agreed Plan

As-Is Report

To-Be Report

Final Report

BPA Stakeholder Review Workshop

Red Boxes are Milestones, and key Work Products.