Case Study: Process & Quality for a National Regulatory Body

www.torquemanagement.com

Case History: Process & Quality

New 'business process management' streamlines national regulator's operations and makes them more cost-effective

In sharp contrast to other business process management (BPM) consultants, Torque Management, marked by its deep knowledge and international experience, not only consulted and developed a comprehensive BPM programme for its client, a national regulatory body but, in addition, it trained and empowered management and staff 'to do it themselves'.

They now have the capabilities to run the organisation based on 'work processes' (not fragmented departments and 'functions' as before) and by becoming professional process and quality managers their 'machine' is leaner, more cost effective, streamlined and efficient. The organisation's entire culture has been successfully changed for the better.

The Full Story

New 'business process management' makes national regulator's operations more cost-effective

A national regulatory body appointed Torque Management (TM) to develop and introduce "a formal Quality Management System (QMS)". The regulator's strategic goal was "to be, and to demonstrate that we are an effective, efficient and well-governed organisation that delivers service excellence to our citizens".
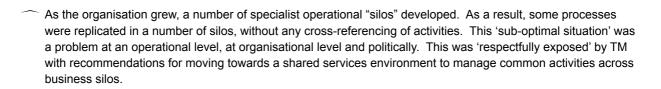
Following a rapid expansion of its activities, it also needed to dramatically improve one critical core business process and to re-engineer three other core business processes. Torque Management's aim was to transform the organisation, making it more efficient and cost-effective in its operations.

The regulator's questions and requirements:

1. What are the key components of a process-based QMS Strategy and what accreditation should the organisation seek?
2. How can 'process capability' be embedded in the organisation, ensuring that existing resources, i.e. the staff, can continuously improve their activities?
3. How can "the four critical core processes" which are essential to the running of the organisation be re-engineered, quickly and effectively?

Special Challenges
In addition to the usual challenges associated with changing an organisation's entire culture, there were two specific issues to be addressed:

- As the organisation grew, a number of specialist operational "silos" developed. As a result, some processes were replicated in a number of silos, without any cross-referencing of activities. This 'sub-optimal situation' was a problem at an operational level, at organisational level and politically. This was 'respectfully exposed' by TM with recommendations for moving towards a shared services environment to manage common activities across business silos.

- The re-engineering and improvement of one of the core processes was urgent and up against an unchangeable deadline. Dramatic improvements in process cycle-times, elimination of waste, re-training of staff and external stakeholders were required. This challenge was met by providing specialist expertise to support newly appointed 'process leaders'.

Torque Management's Approach

Torque Management addressed the organisation's questions and requirements through an integrated approach involving training, assessment, governance for process management and quality and QMS strategy development.

Training

Following an intensive Business Management Training Programme, seventeen executives were nominated as 'process leaders' with responsibility for improving processes and embedding process-based working throughout the organisation.

The training provided:

- An introduction to 'process' and quality-based thinking and methodologies
- A standard methodology for conducting 'process improvement' which was integrated with the pre-existing project management approach
- A single vocabulary for process and quality

Assessment

The organisation's 'current business and quality maturity level' was assessed across the five key dimensions critical to the success of process-based quality system implementations:

- Alignement and Vision with the business strategy
- Leadership
- Operating Model
- Capability
- Infrastructure

TM's assessment guided management discussions, set expectations correctly and provided a basis for the QMS implementation plan. Assessments will be repeated in the future to measure progress, identify gaps and prioritise activities.

Governance for BPM/Quality

Working with the management team, a governance plan was established; a project charter, governance, roles and responsibilities were defined; reporting mechanisms and targets were developed.

QMS Strategy Development

QMS Strategy Development incorporated eight key elements:

- Baseline assessment of the organisation's current processes
- Mitigation or elimination of current risks
- Development of a vision and quality policy
- Development of a project plan
- Identification of quality and compliance requirements
- Definition of the process 'architecture'
- Identifying and meeting stakeholder needs and wants
- Establishing appropriate governance

Concepts such as Process Architecture and Value Chain were new to the organisation and provoked discussions about re-definition of the organisation in a new, streamlined way in terms of processes rather than the current 'functional silos' structure. The move to 'process-based' operations, simplified the organisation's day-to-day work. This eliminated wasteful process duplication and reduced costs.

Four Core Process Improvement Projects

Torque Management's unique methodology for Process Discovery was key to accelerating first phase re-engineering of these processes. A series of workshops were conducted to accelerate the improvement of four core processes. Following the completion of the initial workshops, the new 'process leaders' were supported through coaching - enabling them to re-engineer these processes.

Results

Through facilitation and coaching of 'process teams' who were involved in the initial four core process improvement initiatives, Torque Management delivered a new business process management capability to this national regulator.

Working with the corporate management team, a 'quality management strategy' was developed.

Over a six month period:
- A Standard BPM Process Improvement methodology was implemented across the organisation. A 'one way to do process' philosophy was fully embraced by the management team.
- 30 people were trained in BPM and QMS concepts.
- Torque Management's 'governance model for Process and the QMS/Process Centre of Excellence' empowered the organisation to develop a whole new 'process capability'.
- One core process was re-engineered and phase I of the new re-designed process was implemented:
  - Process cycle reduced by 50%
  - Process throughput increased by 40%
  - Waste was eliminated
  - Quality was improved
  - Operations were Improved
- Three other core processes were re-engineered – and will improve all operations when fully implemented.
- A 'value chain' which took a single view of the organisation and identified duplicate activities, was documented and agreed.

TM developed a single governance framework to manage, measure, monitor, and drive process improvements. This provides transparency, informs operational management and informs the organisation's strategy.
The QMS Strategy was developed and an accreditation standard selected. This enabled realisation of the national regulator's strategic objective, "to be, and to demonstrate that we are an effective, efficient and well-governed organisation that delivers service excellence".

Embracing business process and quality management as the best way to run an organisation is a journey. In this case, the QMS is at an early stage of implementation. Future phases will address more processes that will be implemented faster as internal process capability grows.

Finally

In sharp contrast to other business process management (BPM) consultants, Torque Management, marked by its deep knowledge and international experience, not only consulted and developed a comprehensive BPM programme for its client – a national regulatory body - but in addition, it trained and empowered management and staff 'to do it themselves'. They now have the capabilities to run the organisation based on 'work processes' (not fragmented departments and 'functions' as before) and by becoming professional process and quality managers their 'machine' is leaner, more cost effective, streamlined and efficient. The organisation's entire culture has been successfully changed for the better.

For more information on how we can help you implement process changes and reap the rewards, visit
www.torquemanagement.com