BPMM4EP

Business Process Management Methodology for the European Parliament
Objectives of the workshop

- At the end of the workshop BPM:
  - You will be familiar with the concepts of the Business Process Management and the most important modelling methods used as part of business process optimization projects
  - You will understand the BPM methodology and conventions defined by/for the European Parliament
Agenda

1. Business Process Management Key Principles
2. Business Process at the EP
3. BPMM4EP Methodology
   a. Disciplines
   b. Roles
   c. Milestones
   d. Documentation
4. BPMM4EP and Tools
5. BPMM4EP and Modelling conventions
6. BPMM4EP - What’s next?
1. Business Process Management

Key Principles
What is a Business Process?

- A business process is a collection of activities that has one or more "inputs" and generates one or more tangible results.
  - A business process is transversal:
    - A business process is realized by at least 2 different organizations/actors
  - A business process is triggered by at least one outside event and transforms inputs into outputs
Business Process vs. Procedure: Illustration

Process: Have guests for dinner

Sub-Processes:
- Go shopping
- Cook dinner
- Welcome guests
- Serve dinner

Sub-Process: “Cook Dinner”

Inputs: Ingredients

Cook dinner

Outputs: Meal

Procedure = Recipe

Operating mode = Instructions for oven’s use
Business Process Management

- **Concept:**
  - Holistic approach of the business processes and enterprise architecture for continuous optimization

- **Broadly speaking:**
  - Every methodology or tool that enables modeling, integrating, monitoring, and optimizing business process flows
What are the objectives of BPM?

- **Optimization:**
  - Make the processes that are core to your business run better

- **Productivity:**
  - Automate processes that bridge systems and people

- **Visibility into your organization**
  - So you can capitalize on opportunities

- **Leverage existing IT resources**
  - Integrating existing and new IT assets into business processes

- **Improved crisis response**
  - Put processes in place that reduce associated response times

- **Implementing best practices**
  - Create a knowledge base dealing with the loss of institutional knowledge associated with the volume of retirees
Your benefits

What are the core processes within my organization?

Where can I find documented processes?

How works the processes?

Which are the applications supporting the processes?

Who is the process owner?

What are the inputs (document/data) required by the processes?

Business Process Management
Business Process Modelling

- Activity of representing processes of an organization, so that the current process may be analyzed and improved:
  - the current ("As-is") processes
  - the future ("To-be") processes

- Business Process Modelling plays an important role in the Business Process Management (BPM) discipline.

- Since both Business Process Modelling and Business Process Management share the same acronym (BPM), these activities are sometimes confused with each other.
Business Process Analysis

- Business Process Analysis (BPA) involves the following tasks:
  - Define the process boundaries (entry and exit points of the process outputs)
  - Construct a process flow diagram (Business Process Modelling)
  - Determine the capacity of each step in the process (KPI)
  - Identify the bottleneck
  - Evaluate further limitations
  - Use the analysis to make operating decisions and to improve the process
BPA: What might be the weak points in a process?

Example: loan processing

- Organizational breaks
- Media breaks
- Wait times
- System breaks
- Division of work
- Superfluous process interfaces?
2. Business Process Management

At the European Parliament
Examples of BPM Project Types

- IT project: Pre-project analysis (Needs study)
- Application architecture mapping (CarAp)
- Business knowledge base (BPM Central repository)
- Business process optimization
- Business process automation
- SOA Implementation
- ...

Ex. BPM and Development of a new application

1. Create common agreement
2. Quantify
3. List
4. Justify

Processes View

Data & Document View

Application & System View

23/04/2009

- Integrated BPM Methodology within PMM4EP
- Roles clearly defined: Process Owner and Application Owner
- EP Business knowledge base: BPM Central repository
- BPM Project Documentation: Templates for deliverables
- Quality validation process for BPM and CarAp diagrams
- Release Management for diagrams
Standard BPM Lifecycle
BPMM4EP Methodology

- Definition and standardization of an EP Business Process Management Methodology
- Integration of the standard BPM lifecycle within PMM4EP v3
BPM Project Lifecycle

For more information, see « Life cycle for BPM Projects » on ISP.net
BPM and IT Projects Coordination (1/2)
BPM and IT Projects Coordination (2/2)

BPM Projects Lifecycle

Pre-Project | Definition | Realisation | ‘As-Is’ deliv. report | BPM Analysis report | ‘To-Be’ deliv. report | Closure

Implementation plan

Business Process Monitoring

Request for updating « To-be » map in the BPM central repository

IT Projects Lifecycle

Pre-Project | Definition | Realisation | Conception | Development | Deployment | Closure

Acceptance Report

Tests Report

Needs Study

‘As-Is’ Analysis

‘To-Be’ Dvl

Definition

Conception

Deployment

Realisation

Acceptance

Report

23/04/2009

IMS Ingénierie, Méthodes et Solutions
Detailed BPM Project Lifecycle

Pre-Project
- Needs Study
- Initial Risks Assessment
- Pre-Project meeting pres.
- Feasibility Study (cond.)
- Project Charter

Definition
- High-Level "As-Is" map
- Scope Statement
- Kick-off meeting pres.
- Project Plan (cond.)
- Detailed Schedule
- "As-Is" map
- Accept. Report Valid. A+B+C

Realisation
- 'As-Is' deliv. report
- BPM Analysis report
- 'To-Be' deliv. report
- Implementation plan

Closure
- Project Review

Monitor and Control Project

(cond.) Conditional document
3. BPMM4EP

Methodology
Project Management Methodology for EP v3.0

http://www.ispnet.ep.parl.union.eu/ispnet/cms/preconisations/P_Methodologie

Welcome

Concept: Welcome

Main Description

PMM4EP v3.0 is a global Project Management Methodology aimed at guiding the project manager in its daily activities on projects.

The preceding figure illustrates all aspects available on PMM4EP and the specific lifecycles.

PMM4EP provides a methodology with Templates, tools and a step by step approach to realise projects.

PMM4EP is based on the recommendations of the Project Management Institute (PMI) published in the PMBOK guide and an ‘Open UP’ method. PMM4EP should be applied on all projects at the European Parliament.

The basic idea behind PMM4EP is to have a common layer applicable to any kind of project.

Based on this layer and on the type of projects, specific Life Cycles with specific templates have been developed. PMM4EP includes so far two specific lifecycles: one for BPM projects and one for IT projects.

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BPMM4EP Components

Disciplines
- Strategy BPM (Business Process Management)
- Business Process Modelling
- Business Process Analysis (BPA)
- Governance BPM

Roles
- MOA Project Owner
- Process Coordinator
- Process Owner
- Key users
- MOE Project Manager
- Process Analyst
- BPM Designer

Milestones
- Pre-Project
- Scope
- Definition
- « As-is » Map
- « As-is » Analysis
- « To-be » Development
- Closure

Templates

Guides

Exemples
Disciplines

Methodology
Strategy, Modelling, Analysis, Governance

Discipline Grouping: BPM Projects

Disciplines
- Analysis
- Governance
- Modelling
- Strategy

Relationships

Back to top
Methodology
BPM Project Structure

Legend

Group within a project team

Role within an IT project team

Role within a BPM project team

MOA Project Owner

Process Coordinator

Process Owner

Key User

Methodology support

Unit ISMS

MOE Project Manager

Expert

Process Analyst

BPM Designer

Project Team

CoPi

MOA

MOE

Process Owner

Key User
BPM Project Structure- Example

(Project structure)
### BPMM4EP Profile competencies requirements

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<td>Good</td>
</tr>
<tr>
<td>Validation Level</td>
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**Levels:** None, Weak, Good, Excellent

**ARIS Access Rights:**
- None
- User Read
- User RWD
- Administrator

**Validation Levels:**
- Business validation
- Quality Validation
- MOA Final Validation
MOA Project Owner

- **Role:**
  - He has a detailed knowledge of the MOA environment because he forms part of the in-house set-up. He is likely to have functional design experience, an in-depth knowledge of the subject area and a good grasp of IT development issues.

- **Tasks:**
  - Define requirements
    - Validate the project scope
    - Validate the validation procedure for deliverables
  - Set up the MOA team and designate key users and process owners
  - Give required and sufficient information to the MOE
  - Final validation (C) of deliverables

- **Profile:**

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MOE BPM Project Manager

Role:
- A BPM project manager is a MOE project manager with BPM related preoccupations

Tasks:
- Bear the responsibility for his/her project
- Identify and plan all activities related to BPM modeling:
  - Define the functional scope of the project, considering the business map and database structure (for user access rights definition)
  - Identify the BPM designers and request necessary trainings
  - Request preparation of modeling environment
  - Plan and request execution of life cycle processes (for local administrator and process coordinator/owner)
- Request closure of project environment at end of project

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Process Coordinator

- **Role:**
  - To coordinate and administrate the various process activities at the business level (Optional)

- **Tasks:**
  - Reconcile process representation
  - First point of contact for the Process Analyst
  - Validate deliverables at the business level (A)
  - Analyse continuously the performance of key business processes with respect to defined KPI (key performance indicators)

- **Profile:**

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Process Owner

- **Role:**
  - The Process Owner validates the process of its own perimeter

- **Tasks:**
  - Bear the responsibility for the monitoring of his/her processes
  - Bear the responsibility for the optimum design of his/her processes
  - Apply the recommendations from the EP
  - Validate deliverables at the business level (A)

- **Profile:**

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Key User

- **Role:**
  - The employee in the specialist departments who executes the processes in business operations

- **Tasks:**
  - Provide inputs for design and modifications to the processes
  - Provide information to BPM designer
  - Raise any questions with their process owner/process coordinator

- **Profile:**

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Process Analyst

Role:
- The process analyst coordinates the BPM designers team and supervises the process modelling activities

Tasks:
- Coach BPM designers and to ensure the quality of models with respect to EP modelling conventions, using semantic checks
- Define requirements for developing tailored reports/analyses/semantic checks with the ARIS Local Administrator
- Run reports
- Control process validation
- Update the model attribute “validation level” into ARIS
- Organize delivery of ARIS models
- Define process publication (ARIS Business Publisher)
- Provide input for Process coordinator/Process Owner

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BPM Designer

- **Role:**
  - The BPM Designer creates and revises models together with the key user or the process owner of the specialized department
  - The BPM Designer can also be a key user or a process owner with modelling knowledge

- **Tasks:**
  - Be the functional interlocutor of the Process Owners
  - Fulfil the project referential
  - Provide/suggest to IMS any remark concerning the contents, the method for improvement

- **Profile:**

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Example - Role: Process Analyst

Role: Process Analyst

- BPM Project Team

### Main Description

**Role**

The process analyst is responsible for all process-related aspects of the project, he supervises the process modelling activities and performs the BPM analysis.

**Tasks**

- Educating and mentoring BPM designers on process-related issues
- Assisting the Project Manager in planning the project
- Ensuring quality of models with respect to BPM modelling conventions
- Defining requirements for tailored reports/analyses/sematic checks
- Running reports Updating the model attributes types related to "model validation" and "project closing" into ARIS Defining project publication (ARIS Business Publisher)
Milestone Pre-Project

Concept: Milestone Pre-Project

Summary

This is the first milestone of the project lifecycle. At this point, you examine the advisability, the risk and the objectives of the project, and decide either to proceed with the project or to cancel it.

Evaluation Criteria

• Project Management criteria:
  ● Necessity and Advisability of project,
  ● Agreement on the budget and timing of the project,
  ● Feasibility of project is analysed,
  ● Objectives of the project are described,
  ● Key stakeholders have been identified.

• BPM criteria:
  ● BPM sponsor is identified.
  ● Pre-project meeting was conducted.
  ● Modelling environment is available.

Decision might also be to review the objectives or the content of the project in order to obtain a better fit with the strategic objectives of the EP.

The project may be aborted or considerably rethought if it fails to reach this milestone.

Deliverables

• Deliverable: Feasibility Study
• Deliverable: Project Charter
• Deliverable: Needs Study
• Deliverable: Initial Risk Assessment

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Milestone Scope

Concept: Milestone Scope

Summary
At this point, you examine the Scope of the project for validation.

Evaluation Criteria

- **Project Management criteria:**
  - Project scope and Requirements are stable (80% of major requirements are defined).
  - Project boundaries are clearly defined in conformity of requirements.

- **BPM criteria:**
  - High-level "As-is" map is validated.

The project may be aborted or considerably re-thought if it fails to reach this milestone.

Deliverables

- Deliverable: Scope Statement
Milestone Definition

Concept: Milestone Definition

Main Description

Summary

At this point, you examine the plan, the schedule and the cost of the project for validation.

Evaluation Criteria

- **Project Management criteria:**
  - The iteration plans for the Realisation phase are of sufficient detail to allow the work to proceed, related milestones are described.
  - The Master plan is developed.
  - Actual resource expenditure versus planned expenditure is acceptable.
  - The key approaches to be used are proven.
  - All stakeholders agree the current vision.

- **BPM criteria:**
  - Processes-related KPIs are defined.
  - Project deliverables templates are selected and validated.
  - Training plan is defined.

The project may be considerably re-thought if it fails to reach this milestone.

Deliverables

- **Project Management Deliverables:**
  - Deliverable: Project Schedule (High level)
  - Artifact: Project Dashboard (Cost and Risks estimation)
Milestone « As-is » Map

Concept: Milestone "As-is" Map

Summary

Lots may be defined within the "As-is" Mapping phase. One lot represents one main processes area. In this case, you can generate an iteration of the "As-is" Mapping phase for each lot. At the end of each iteration the "As-is" Map is completed.

At the end of the phase, you examine the detailed planning for the next phase, you follow the state of the execution and you adjust the plan of the project.

Evaluation Criteria

- Project Management criteria:
  - The detailed schedule is updated.

- BPM criteria:
  - "As-is" map has gained the three-levels validation.
  - "As-is" map is published (if required).

The project may be considerably re-thought if it fails to reach this milestone.

Deliverables

- Project Management Deliverables:
  - Deliverable: Project Schedule (High level)
  - Artifact: Project Dashboard (Cost and Risks estimation)
Milestone « As-is » Analysis

Milestones ➤ BPM Projects ➤ Milestone "As-is" Analysis

Concept: Milestone "As-is" Analysis

Summary
At the end of the phase, you examine the detailed planning for the next phase, you follow the state of the execution and you adjust the plan of the project.

In the case of business process optimization project, the "As-is" Analysis phase may reveal no weaknesses within the "As-is" processes. Then the project could be closed at this stage.

Evaluation Criteria

- Project Management criteria:
  - The detailed schedule is updated.

- BPM criteria
  - BPM analysis report is validated.
  - Processes to be improved are selected.

The project may be considerably re-thought if it fails to reach this milestone.

Deliverables

- Project Management Deliverables:
  - Deliverable: Project Schedule (High level)
  - Artifact: Project Dashboard (Cost and Risks estimation)
Milestone « To-be » Development

Concept: Milestone "To-be" Development

Summary

The milestone could be of 2 types:

- **Hand-over to implementation project**: if the duration of the "To-be" processes implementation is long (more than a couple of months), a new specific project for the implementation should be started.

- **"To-be" integration**: if the duration of the "To-be" processes implementation is short, the project is frozen until the implementation of the new processes. Then the "As-is" map will be updated with the new processes.

Evaluation Criteria

- **Project Management criteria**:
  - The detailed schedule is updated (only if "To-be" integration).
  - The transition plan is defined (only if hand-over milestone).

- **BPM criteria**:
  - "To-be" processes map designed and approved.
  - Implementation plan is validated.

Deliverables

- **Project Management Deliverables**:
Milestone Closure

Concept: Milestone Closure

Summary

At the end of the Closure phase is the last important project milestone, the Closure Milestone. At this point, you decide if the objectives were met. The Closure Milestone is the result of the customer reviewing and acceptance of project deliverables.

Evaluation criteria

The primary evaluation criteria for the Closure phase involve the answers to these questions:

- Is the user satisfied by the delivered result?
- Are the stakeholders satisfied by the project management?
- Are actual resources expenditures versus planned expenditures acceptable?
- Is the methodology efficient?

At the Closure Milestone, the final result is delivered and used by final users and the post-release maintenance/monitoring cycle begins. This may involve starting a new cycle, or some additional maintenance release.

Deliverables

- Deliverable: Project Review
## Validation process for deliverables

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<tr>
<td>BPM designer or Key user</td>
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<tr>
<td>Key user</td>
<td>Check content (informal validation)</td>
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<td>Process Coordinator or Process owner</td>
<td>Validate business content</td>
<td>A - Business validation</td>
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<tr>
<td>Methodology support (IMS)</td>
<td>Validate compliancy with modelling rules</td>
<td>B - Quality validation</td>
</tr>
<tr>
<td>MOA Project Owner</td>
<td>Validate deliverables</td>
<td>C - Final validation</td>
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</table>

### Activities
- Design processes
- Check content (informal validation)
- Validate business content
- Validate compliancy with modelling rules
- Validate deliverables
# Deliverables Acceptance Report

## USER ACCEPTANCE REPORT

### Reference

- Project Code:  
- Project Name:  

### Works for acceptance

- Acceptance:  
- Rejection:  

### Document reference

---

## APPROVALS

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Model attribute “validation level”

The process analyst is responsible for updating the « Validation level » attributes.
Closing Process for Project into ARIS DB

**Responsible**
- MOA Project Owner
- BPM project manager MOE
- Methodology support (IMS)
- Methodology support (IMS)
- Methodology support (IMS)

**Activities**
- Validate project review “MOA final acceptance”
- Submit request for project closing to the Methodology support team
- Move ARIS project from “02.ProjectsBPM _ In progress ” to “04.Projects_Closed”
- Make available “As-is” deliverables within the ARIS central repository (optional, only on demand from the MOA Project Owner)
- Publish “As-is” deliverables within ISP.net (optional, only on demand from the MOA Project Owner)

**ARIS Project status**
- In progress
- -
- Closed
- Reusable (for central repository)
- Authorized distribution

23/04/2009
Model attribute “Project closing” into ARIS
Methodology

Documentation
Available Documentation (1/2)

- **Via the BPM Project Lifecycle**

  ![BPM Project Lifecycle Diagram]

  - Templates
  - Guides
  - Procedures
  - Examples
Available Documentation (2/2)

- **Via ISP.net, per domain:**

  http://www.ispnet.ep.parl.union.eu/ispnet/cms/preconisations/methode-bpm

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**MÉTHODE BPM**

Accueil > Préconisations PE > Méthode BPM

Cette rubrique présente :

- la méthodologie de gestion de projet BPM spécifique au Parlement européen (BPMM4EP)
- les informations relatives à la discipline de modélisation de Cartographie métier et CarAp (Cartographie Applicative)

Ces préconisations ont pour but d'uniformiser puis de rationaliser les bonnes pratiques utilisées pour la gestion de processus métier au Parlement.

**Le cycle de vie BPMM4EP est décrit dans le référentiel BPMM4EP version 3.**
Examples of deliverables
### Example of reports

#### 7.1. Description détaillée

Le tableau ci-dessous décrit les activités identifiées pour le sous-processus « Comptabilisation et contrôle des heures supplémentaires » :

<table>
<thead>
<tr>
<th>Activité</th>
<th>Description</th>
<th>Acteur humain</th>
<th>Ressource en entrée</th>
<th>Ressource en sortie</th>
<th>Application informatique</th>
</tr>
</thead>
<tbody>
<tr>
<td>Placer la demande pour comptabilisation</td>
<td>La secrétariat de la direction générale recevra la formule pour comptabilisation.</td>
<td>Secrétariat Direction Générale (carried out)</td>
<td></td>
<td></td>
<td>Document papier</td>
</tr>
<tr>
<td>Contrôler la demande pour heures supplémentaires</td>
<td>La secrétariat de la direction générale contrôle la demande avant comptabilisation. Cette activité fait référence au chap. Art.17 des « Règles Internes relatives à la compensation des heures supplémentaires ».</td>
<td>Secrétariat Direction Générale (carried out)</td>
<td></td>
<td></td>
<td>Document papier</td>
</tr>
<tr>
<td>Comptabiliser heures supplémentaires à comparer aux règlements</td>
<td>La secrétariat de la direction générale comptabilise dans un fichier Excel les heures supplémentaires à comparer aux règlements.</td>
<td>Secrétariat Direction Générale (carried out)</td>
<td></td>
<td></td>
<td>Excel</td>
</tr>
</tbody>
</table>
How to avoid any failure in your BPM project?

- **At the beginning of the project:**
  - Communicate objectives of your BPM project
  - Clearly define scope and planning
  - Identify process owners and key users
  - Establish a validation procedure for deliverables (e.g. process models)

- **Throughout the project life:**
  - Communicate the results
4. BPMM4EP

Tools
Authorized Tools

- ARIS Design Platform v7.02
  - ARIS Business Designer - For all users
  - ARIS Business Architect - For all administrators
  - With UML Package

- A training certificate for "ARIS Basic Training (ATS1)" and/or "Business Process Modeling with ARIS Business Designer (ABD)" is required for obtaining ARIS access rights.
EP Business Process Management approach

**Issues**
- Document management
- Business Process Analysis and Optimization
- Application development
- Workflow inter-institutional

**Approach**
EP Business Process Management approach

**Products (technology)**
- ARIS Platform

23/04/2009
Why ARIS Platform?

- ARIS (ARchitecture of Integrated Information Systems)
  - Modelling method and modelling tool
  - Proven, extensible methods for multiple areas of application
  - Developed by Prof. Dr. Dr. h.c. mult. A.-W. Scheer
  - Dynamic publishing of process portals
Login Wizard (1/2)

Logging into an ARIS DB

1) Select “PE” database

2) Enter user name and password

Note: “User” and “Password” are the same as your Windows access
Login Wizard (2/2)

- Method Filter and Language

3) Select method filter: “European Parliament v3”

4) Select DB language: “English (United Kingdom)”

5) Finish launches ARIS Business Designer and opens the selected DB
General User Settings

General user settings are made using “View -> Options”
Before modelling, the basic settings specified in the project conventions are made.

This ensures that project standards defined in the project preparation phase are used in the modelling.
For New Models: Representation

- The settings that influence the appearance of the new models are made under Representation.
- Attention: No effect on existing models!

1) Select the format « Multi-line text » for attributes in symbol

2) Select the current template « European Parliament V3 »

3) Click Ok and restart ARIS Business Designer
PE Database Organization

01. Central Repository:
- Read only,
- All models with MOA validation

02. ProjectsBPM_In progress:
- Read/Write/Delete Access per project,
- One folder per project,
- All BPM and UML models in progress

03. ProjectsCarAp_In progress:
- Read/Write/Delete Access per project,
- One folder per project,
- All CarAp models in progress

04. Projects_Closed:
- Read only per project,
- All closed models
01. Central Repository

- Improvement proposals
- Tasks of system
- Main group
- 01. Central Repository
  - A. Objectives view
  - B. Processes view
  - C. Organisation view
  - D. Data view
  - E. CarAp_Application system view
  - F. Objects Library
  - European Parliament Overview model [Function allocation diagram]
02. Structure per project

BPM Project Life cycle

- **Pre-Project**
  - 000 - Project management
    - 010 - Project organisation
    - Objects Library
  - 100 - Initiating
    - 110 - Objectives
    - 120 - Scope
    - Objects Library

- **Definition**
  - 200 - Business Process Analysis (BPA)
    - 210 - AS-IS Mapping
      - 211 - Organisation
      - 212 - Processes
      - 213 - Data/Technical Terms
      - 214 - Application systems
      - Objects Library
  - 220 - TO-BE Mapping
    - 221 - Organisation
    - 222 - Processes
    - 223 - Data/Technical Terms
    - 224 - Application systems
    - Objects Library

- **Realisation**
  - As-Is Map.
  - To-Be Dvl.

- **Realisation**
  - 300 - Functional Analysis (UML)
  - 400 - Archive
5. BPM4EP

Modelling Conventions
Level Concept: Top-Down Method

The number of levels and their names are organization specific.

Process architecture

- **Process map**
  - Level 1

- **High level processes**
  - Level 2

- **Detail level processes**
  - Level 3

- **Activity context**
  - Level 4

- **Supply Management**
- **Inventory Management**
- **Goods Receipt**
- **Receive Shipping Notification**
Modelling: Presentation formats

- **Presentation as text**
  - Requests for leave are checked by the unit responsible in the RFL system. He needs the employee data as an input.

- **Presentation in tables**

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Function</td>
<td>Actor</td>
<td>Application system</td>
<td>Input data</td>
</tr>
<tr>
<td>2</td>
<td>Check request for leave</td>
<td>Unit responsible</td>
<td>RFL system</td>
<td>RFL data</td>
</tr>
<tr>
<td>3</td>
<td>Validate request for holidays</td>
<td>HR employee</td>
<td>HR system</td>
<td>Employee data</td>
</tr>
</tbody>
</table>

- **Presentation in charts**

[Diagram showing the process of request for leave]
Modelling: Functional information

Events trigger functions

Functions create events

Request for leave received

Check request for leave

Request for leave checked

Validate request for training leave

Training leave validated

Validate request for holidays

Holidays validated
Modelling: Data information

Functions process data

Data
- Employee data
  - Validate request for training leave
    - Training leave validated
  - Validate request for holidays
    - Holidays validated
Employees belong to organizational units

Modelling: Organizational information

- Request for leave received
- Check request for leave
- Request for leave checked
- Unit Responsible
  - Unit B

Organizational Unit

- Employee data
- Validate request for training leave
- Training leave validated
  - HR employee
  - HR department

Organizational Unit

- Employee data
- Validate request for holidays
- Holidays validated
  - HR employee
  - HR department
Modelling creation: IT information

Functions call application systems

- Request for leave received
  - Check request for leave
  - Request for leave checked
    - Unit Responsible
      - Request for Leave application

- Employee data
  - Validate request for training leave
    - HR employee
      - HR application
    - Training leave validated

- Employee data
  - Validate request for holidays
    - HR employee
      - HR application
    - Holidays validated

Application system type
Reducing Complexity by Creating Views

Data view

Organizational view

IT view

Function

Event

Data

Org. unit

Position

Process view

Application system
Enterprise Architecture

- "The fundamental organization of an enterprise embodied in its different architectural descriptions, their relationships to each other and to the environment and the principles guiding its design and evolution" (Capgemini)
## Model types per view

### View / Model Type

<table>
<thead>
<tr>
<th>Level</th>
<th>Sub-Level</th>
<th>Process</th>
<th>Organisational</th>
<th>Business Motivation</th>
<th>Data / Document</th>
<th>Application / System</th>
</tr>
</thead>
<tbody>
<tr>
<td>Level 0</td>
<td>-</td>
<td>Process/Function Map</td>
<td>Organizational Chart (High level)</td>
<td>Objective diagram</td>
<td>Technical terms Model, IE Data Model, Information Carrier diagram</td>
<td>Application System Type diagram</td>
</tr>
<tr>
<td>Level 1</td>
<td>Sub-level detail is defined per project</td>
<td>VACD, Function Tree Process Context (FAD)</td>
<td>Organizational Chart (Mid Level)</td>
<td>Objective diagram</td>
<td>Technical terms Model, IE Data Model, Information Carrier diagram</td>
<td>Application System Type diagram</td>
</tr>
<tr>
<td>Level 2</td>
<td>Sub-level detail is defined per project</td>
<td>EPC, EPC column display, EPC row display EPC table display Function Allocation Diagram</td>
<td>Organizational Chart, Knowledge Map</td>
<td>Objective diagram, KPI Allocation Diagram</td>
<td>IE Data Model,</td>
<td>Screen Design Screen Navigation</td>
</tr>
<tr>
<td>Level 3</td>
<td>Sub-level detail is defined per project</td>
<td>EPC, EPC column display, EPC row display EPC table display Function Allocation Diagram</td>
<td>Organizational Chart, Knowledge Structure Diagram</td>
<td>Objective detail diagram, KPI Allocation Diagram</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Customized elements within BPMM4EP

- Model attributes
- Symbols
- Object attributes
- Connection attributes
- Which connection type between objects
- Object assignment towards model
6. BPMM4EP

What’s next?
Future Improvements

- Release Cycle Management
- Quality indicators
- Modelling: Risk and Control View
## Assurance and Quality Controls

### 2. Milestones

<table>
<thead>
<tr>
<th>Étape - Avant-projet</th>
<th>Valeur idéale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Le périmètre du projet a été exprimé et validé</td>
<td>oui</td>
</tr>
<tr>
<td>2. L'organisation du projet a été définie</td>
<td>oui</td>
</tr>
<tr>
<td>3. Le(s) responsable(s) de processus ont été définis</td>
<td>oui</td>
</tr>
<tr>
<td>4. La méthodologie de gestion des processus métier a été soumise et validée</td>
<td>oui</td>
</tr>
<tr>
<td>5. Le circuit de validation des livrables a été soumis, compris et validé</td>
<td>oui</td>
</tr>
<tr>
<td>6. Le compte-rendu de la réunion préparatoire a été validé</td>
<td>oui</td>
</tr>
</tbody>
</table>

### 2A. Étape - Définition

<table>
<thead>
<tr>
<th>Étape</th>
<th>Valeur idéale</th>
</tr>
</thead>
<tbody>
<tr>
<td>7. La cartographie des processus de haut niveau a été présentée et validée</td>
<td>oui</td>
</tr>
<tr>
<td>8. L'organisation de l'équipe projet est clairement définie</td>
<td>oui</td>
</tr>
<tr>
<td>9. La méthodologie de gestion des processus métier est clairement définie et validée par le CoPi</td>
<td>oui</td>
</tr>
<tr>
<td>10. Le macro-planning du projet a été présenté et validé</td>
<td>oui</td>
</tr>
<tr>
<td>11. Le compte-rendu de la réunion kick-off a été validé</td>
<td>oui</td>
</tr>
</tbody>
</table>

### 2. C Étape clé - Réalisation

<table>
<thead>
<tr>
<th>Cartographie As-is</th>
<th>Valeur idéale</th>
</tr>
</thead>
<tbody>
<tr>
<td>12. Nombre moyen d'interviews menées par processus pour la récolte des informations</td>
<td>&lt; 2 interviews</td>
</tr>
<tr>
<td>13. Les utilisateurs clés sont représentatifs et expérimentés</td>
<td>oui</td>
</tr>
<tr>
<td>14. Le modélisateur a suivi une formation sur l'outil standard de modélisation des processus préconisé au PE</td>
<td>oui</td>
</tr>
<tr>
<td>15. Le modélisateur a pris connaissance des conventions et procédures préconisées au PE pour la modélisation des processus</td>
<td>oui</td>
</tr>
<tr>
<td>16. L'analyste a pris connaissance de la méthodologie BPMN4EP</td>
<td>oui</td>
</tr>
<tr>
<td>17. Nombre moyen d'interviews annulées par les utilisateurs clés</td>
<td>&lt;20%</td>
</tr>
<tr>
<td>18. Nombre moyen d'interviews complétées par les modélisateurs</td>
<td>&lt;20%</td>
</tr>
</tbody>
</table>
Tools and Methods for EP

CobiT

Framework Contract

Master Service Handbook

• PMM4EP
  Project Management Methodology for EP
• BPMM4EP
  Business Process Management for EP
• CM4EP
  Contract Management for EP
• WEM4EP
  Workload Estimation for EP

Specific contract
CobiT v 4.1

Control Objectives

Master Service Handbook
- PMM4EP
- BPMM4EP
- CM4EP
- WEM4EP

Business Objectives

IT Objectives
Our Activities

- BPM Promotion - Workshop BPMM4EP
- BPM Methodology Support
- Quality Review - Validation
- Business Process Analysis
- BPM Central Repository maintenance
- CarAp Central Repository maintenance
- ARIS support and administration
- BPM market monitoring
Contacts

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