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## **ANNEXURE “A”**



### **RELEVANCE ASSESSMENT QUESTIONNAIRE: BUSINESS PROCESS MANAGEMENT CRITICAL SUCCESS FACTORS AND CRITICAL PERFORMANCE AREAS**

Dear Participant

This questionnaire has been developed as part of the course PhD: Organizational Behavior at the University of Pretoria (2006) with the objective to develop a BPMCAM. You have been selected to participate in this assessment due to your expertise and experience in the Business Process Management environment. Your contribution to this study is valued and appreciated.

Please complete the questionnaire and return it by 11 August 2006 to:

All information will be treated as confidential.

Please mark the box with an “X” to indicate that you completed the questionnaire of your own free will and that you agree to the information being used for the purposes of this study.

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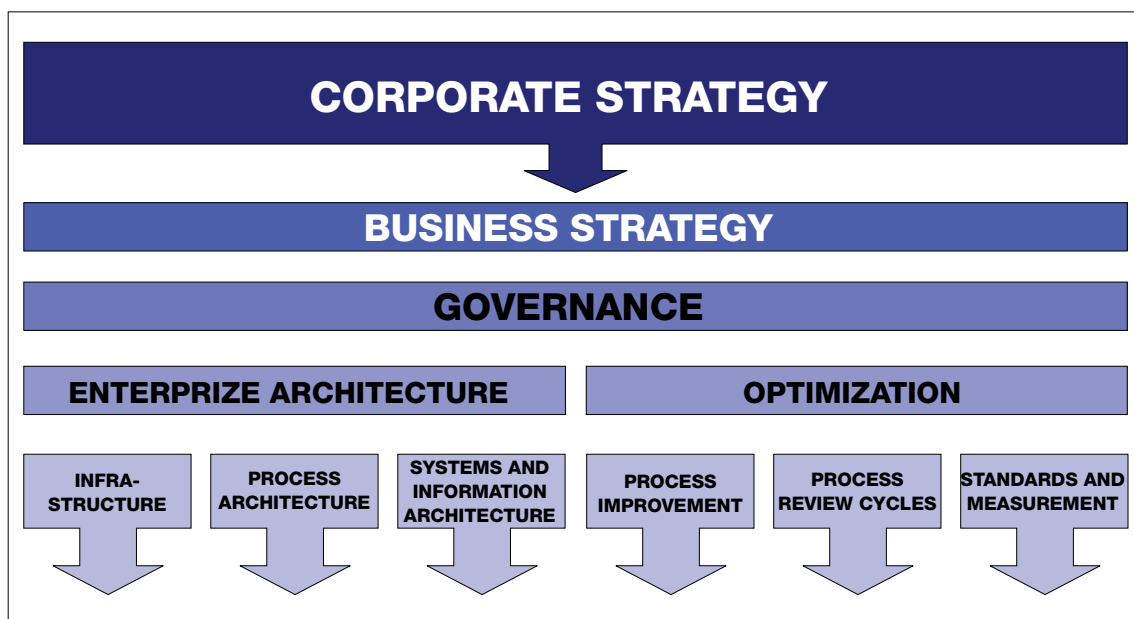
**SUPERVISOR**  
Prof. C Hoole



In their endeavor to remain competitive organizations have over the last few decades tried and tested all the various performance improvement approaches/performance enablers i.e.ISO 9000, BPR, Continuous Improvement, TQM, Six Sigma etcetera. Although thousands of organizations implemented these performance enablers, few organizations' achieved their envisaged state of "excellence".

Business Process Management was identified as core to all these enablers and was elevated to a core competency in most organizations. To be effective Business Process Management should be a Critical Core Capability that encompasses all the management functions (planning, decision making, leading, organizing, and controlling) as well as a proper organizational design framework whilst focusing on the principles of effective and efficient utilization of cost, time and performance of all resources.

This questionnaire attempts to assess **the relevance** of the following identified criteria supported by the associated Critical Success Factors, **to successfully implement and sustain Business Process Management as a Critical Core Capability within an organization:**



*BPMCAM Model (Defined by Researcher)*

**Relevance questionnaire on Business Process Management criteria and Critical Success Factors**

Please complete the following questionnaire. There are no right or wrong answers. Judge each question honestly as you perceive the relevance of it, based on your own experience. Indicate with an X in the block “Relevant” or “Not Relevant” to the success of Business Process Management as a Core Capability of an Organization.

CRITERIA AND CRITICAL SUCCESS FACTORS OF BUSINESS PROCESS MANAGEMENT AS A CORE CAPABILITY			
	What is the relevance of the following criteria with regard to contributing towards successful BPM within an organization?	RELEVANT	NOT RELEVANT
(C).A	<b>Corporate Strategy</b> (i.e. The way Top Management defines, cascades and reviews BPM strategy on a Corporate level).		
(C).B	<b>Business Strategy</b> (i.e. The way the organization converts Corporate Strategy into Tactical and Operational BPM Business Plans).		
(C).C	<b>Governance</b> (i.e. Define, monitor and control of BPM governance policies and procedures).		
(C).D	<b>Enterprise Architecture</b> (i.e. The engineering of the organization's infrastructure, business process model, information systems, and technology applications).		
(C).E	<b>Infrastructure</b> (i.e. The way the organization is structured to enable the management of business processes horizontally across business units).		
(C).F	<b>Process Architecture</b> (i.e. The way the organization ensures that all stakeholders have one standard, one view and shared meaning on all business processes).		
(C).G	<b>Systems &amp; Information Architecture</b> (i.e. The way the organizations' systems architecture incorporates and supports the BPM systems and processes).		
(C).H	<b>Optimization</b> (i.e. The way the organization remains competitive through optimizing current business processes).		
(C).I	<b>Process Improvement</b> (i.e. The way the organization utilizes resources and methodologies to improve business processes).		
(C).J	<b>Process Review Cycle</b> (i.e. The way the organization ensures continual improvement of business processes).		
(C).K	<b>Process Standards &amp; Measures</b> (i.e. The way the organization evaluates and assesses business processes against appropriate standards).		

	What is the relevance of the following Critical Success Factors (CSFs) and Guiding Principles with regard to contributing towards successful BPM within an organization (Critical Success Factors defines the most important issues or actions for management to achieve control over the business process functionality)?	RELEVANT	NOT RELEVANT
	What is the relevance of the following Critical Success Factors with regard to contributing towards successful BPM within an organization?	RELEVANT	NOT RELEVANT
<b>(C).A</b>	<b>Corporate Strategy</b>		
1	Management commitment to the development of BPM strategy must be visible.		
2	The BPM strategic planning process must balance the needs and expectations of all stakeholders.		
3	BPM strategy and supporting policies must regularly be reviewed, updated and improved.		
4	There must be an enterprize-wide evaluation of people's awareness of the BPM strategy.		
<b>(C).B</b>	<b>Business Strategy</b>		
1	The BPM strategy must be translated into strategic business plans in every business unit.		
<b>(C).C</b>	<b>Governance</b>		
1	Compliance to BPM standards must be measured via formal assessment practices.		
2	BPM governance rules must be defined, and integrated into the enterprize governance process.		
3	A formal reporting process must be in place supported by processes to rectify non-compliance.		
<b>(C).D</b>	<b>Enterprize Architecture</b>		
1	The organization should have a formal approved and maintained enterprize architecture in place.		
<b>(C).E</b>	<b>Infrastructure</b>		
<b>CSFE1</b>	<b>Organizational Structure</b>		
1	The organizational structure must enable the management of business processes horizontally across business units.		
2	The organizational structure must clearly define roles and responsibilities as well as the placement of power.		
3	The BPM organizational structure (centralized and decentralized) must be aligned with the organization's business model.		
<b>CSFE2</b>	<b>Financial Management</b>		
4	Financial management regarding BPM should be well established and controlled on strategic and operational level.		
<b>CSFE3</b>	<b>Roles and Responsibilities</b>		

	What is the relevance of the following Critical Success Factors with regard to contributing towards successful BPM within an organization?	RELEVANT	NOT RELEVANT
5	Essential BPM functions must be explicitly identified in the organization model, with clearly specified roles and responsibilities.		
6	Owners of core processes must be formally assigned the responsibility as part of their critical performance areas.		
7	Roles and responsibilities must be designed to empower BPM staff.		
<b>CSFE4</b>	<b>Management</b>		
8	Management must endorse, have control over, and display a hands-on responsibility and ownership of the Critical Success Factors of the BPM function.		
9	Staff and Line management must act as champions of change initiated by the BPM functionality.		
<b>CSFE5</b>	<b>Steering Committees</b>		
10	Steering committees with decision-making capability must be active within all the major BPM initiatives.		
11	Senior management must display their commitment to BPM initiatives through leadership roles within the steering committees.		
<b>CSFE6</b>	<b>Process Ownership and Custodianship</b>		
12	Process ownership and custodianship must be full-time dedicated positions with the major critical performance area being the management of end-to-end processes.		
13	Process owners and custodians should be regarded as role models with in-depth knowledge and should be respected within the organization.		
<b>CSFE7</b>	<b>Business Process Analysts</b>		
14	Analysts should be competent to manage the total process improvement cycle and functions.		
15	Analysts should be full-time dedicated to process management and not part-time committed.		
16	Analysts recommendations should be respected throughout the organization.		
<b>CSFE8</b>	<b>Project Teams</b>		
17	Cross-functional project teams with decision-making capability must be formed and utilized.		
18	Cross-functional project teams should be properly trained in process improvement techniques to complement their subject matter expertise.		
<b>CSFE9</b>	<b>External Consultants</b>		
19	External consultants should be utilized to introduce new thoughts into BPM initiatives.		

	What is the relevance of the following Critical Success Factors with regard to contributing towards successful BPM within an organization?	RELEVANT	NOT RELEVANT
20	The organization should have the ability to capture and utilize the intelligence that external consultants bring.		
<b>CSFE10</b>	<b>Stakeholders</b>		
21	All business process stakeholders (internal and external) must actively be involved in business and process improvement initiatives.		
22	Processes should be fully understood by all the stakeholders involved.		
23	The organization's stakeholders' expectations should be included into improvement initiatives.		
<b>CSFE11</b>	<b>Policies, Procedures and Rules</b>		
24	Well-defined policies, procedures, rules and goal statements must be developed for every process.		
25	There must be practical guidance on how to implement policies, procedures and rules.		
26	Awareness, understanding and compliance to policies, procedures and rules must be measured.		
<b>CSFE12</b>	<b>People Management</b>		
27	A Human Resources Management plan for the BPM Function must be in place supported by adequate funding.		
28	There must be consistency between the BPM Strategic plan and the BPM Human Resources Management plan.		
29	BPM enterprize-wide succession plans must be in place to ensure continuous availability of the required quality and skilled staff.		
<b>CSFE13</b>	<b>Training</b>		
30	A comprehensive education and training strategy supported by detail training programs, focused on individual and corporate needs, must be in place.		
31	Appropriate ongoing BPM training and career development must be performed to fulfil the needs of the BPM Human Resources Management plan.		
32	The education and training programs must be supported by budgets, resources, facilities and dedicated trainers.		
33	Training and education must be critical components of the employee's career path.		
34	All BPM staff must initially and on a continuous basis be trained on all technical aspects of their work e.g. analysis, mapping, improvement techniques etcetera.		
<b>CSFE14</b>	<b>Measurement of staff</b>		

	What is the relevance of the following Critical Success Factors with regard to contributing towards successful BPM within an organization?	RELEVANT	NOT RELEVANT
35	Business process staff's performance must be measured against the business process performance as apposed to functional activities.		
36	Performance and capabilities must be assessed and measured against agreed and contracted critical performance areas.		
37	The controls needed for measurement of BPM staff must be in place at the point of accountability.		
<b>CSFE15</b>	<b>Communication</b>		
38	BPM communication must be channelled through and reviewed at a central point to ensure it includes all the information required.		
39	There must be an inventory kept of all communication passed into the BPM system.		
40	There must be a control process in place to ensure that all participants received, acknowledged and adhered to communication passed into the BPM system.		
<b>(C).F</b>	<b>Process Architecture</b>		
	<b>Concept</b>		
1	The concepts "end-to-end process"/"process architecture" must be accepted by all stakeholders.		
<b>CSFF1</b>	<b>Taxonomy</b>		
2	A process taxonomy or classification must be agreed and designed for the organization and all processes must be classified accordingly.		
3	All process maps must be linked to the taxonomy to give a holistic view and sufficient details on all levels of the organizations business processes in all areas.		
4	Interfaces between the high-level processes and sub-processes must be clearly indicated in the taxonomy and on the maps.		
<b>CSFF2</b>	<b>Modeling/mapping</b>		
5	An agreed upon process modeling methodology inclusive of types of models and format of models must be implemented and adhered to within the total organization.		
<b>CSFF3</b>	<b>Standards of process models</b>		
6	A standard framework for process maps, process supporting documentation and procedures must be defined and monitored.		
7	Standards for every attribute on the process map must be determined, documented and implemented.		

	What is the relevance of the following Critical Success Factors with regard to contributing towards successful BPM within an organization?	RELEVANT	NOT RELEVANT
8	Process maps must clearly indicate what functions the system must perform to enable the utilization of process maps when systems are built.		
<b>CSFF4</b>	<b>Quality control</b>		
9	Measurable quality standards regarding process maps and documentation must be clearly defined.		
10	Roles and responsibilities to manage the quality assurance processes and quality control procedures must be defined.		
11	Quality education and training programs must be compulsory for all persons mapping processes – inclusive of external consultants utilized by the organization.		
<b>CSFF5</b>	<b>Change and version control</b>		
12	A well controlled change control and version control process must be in place.		
<b>(C).G</b>	<b>Systems and Information Architecture</b>		
<b>CSFG1</b>	<b>Architecture</b>		
1	The organization must have a formal systems architecture that governs the entire-enterprize information value chain.		
2	The systems infrastructure must be designed to promote and share standards on business process documentation, technical documentation and training material between stakeholders.		
3	There must be cooperation between BPM and Technology to ensure maximum benefit for the organization through the process management systems.		
<b>CSFG2</b>	<b>Modeling Tools</b>		
4	The organization must have an approved software modeling tool implemented enterprize-wide to ensure standardization and shared meaning.		
5	The BPM team must be fully trained to use the mapping tool.		
<b>CSFG3</b>	<b>Process automation</b>		
6	The automation of business process must form part of the organizations vision and current and future systems and process architecture.		
<b>CSFG4</b>	<b>Process repository</b>		
7	A centralized process repository must be used to ensure one approved process view across all business units.		
<b>CSFG5</b>	<b>Links to other systems</b>		
8	A systematic solution must be in place to link all business process related systems.		

	What is the relevance of the following Critical Success Factors with regard to contributing towards successful BPM within an organization?	RELEVANT	NOT RELEVANT
<b>CSFG6</b>	<b>Publishing of maps</b>		
9	All signed-off business processes must be published on an enterprize-wide public domain to allow read-only access to all stakeholders.		
<b>CSFG7</b>	<b>Change management control</b>		
10	A formal change management control system must be in place to track individual processes and to ensure that all process maps within the repository are current and up-to-date.		
<b>(C).H</b>	<b>Process Optimization</b>		
1	The organization must have a process optimization vision and strategy in place as part of the BPM strategic plan.		
<b>(C).I</b>	<b>Process improvement</b>		
1	The improvement of processes must be a continuous and joint undertaking between BPM staff, process owners, business units, and other stakeholders.		
2	Business process improvement must focus on end-to-end processes and overall process performance.		
3	All stakeholders must continuously focus on identification of process improvement opportunities.		
4	Management attention must be focused on execution and sustainability of improvement programs.		
<b>CSF 11</b>	<b>Process improvement models/approaches</b>		
5	The organization must adapt tested improvement models/ approaches/methodologies, supported by recognized process analysis- and improvement techniques to ensure scientific process improvement solutions.		
<b>CSF 12</b>	<b>Project Management principles</b>		
6	Process improvement initiatives must be performed according to Project Management principles to ensure a focus of resources and abilities towards the desired outcome.		
<b>CSF 13</b>	<b>Risk management</b>		
7	The management of risk (Organizational, process, project) must form an integral part of all BPM improvement initiatives.		
<b>(C).J</b>	<b>Process Review cycle</b>		
8	The organization must have an overall process review program that manage the life cycle of improvement and optimization.		
9	The individual business units and process owners must have a process review plan which focus on causing significant continuous improvements to processes.		
10	The workforce must have the big picture regarding review of enterprize-wide core processes.		



	What is the relevance of the following Critical Success Factors with regard to contributing towards successful BPM within an organization?	RELEVANT	NOT RELEVANT
11	There must be an integrated work plan that enforces the review of proposed processes by stakeholders during the improvement phase.		
12	All new process implementations must have a post-implementation assessment phase that will provide sufficient feedback on measurement aspects to management.		
<b>(C).K</b>	<b>Process Standards and Measures</b>		
1	Performance standards and compliance principles must be determined and included in all stages of the business process.		
2	The performance standards and responsibilities of stakeholders with regards to critical business processes must be well communicated and clearly understood by stakeholders.		
3	Measurements of process performance must involve all stakeholders and must be done on the end-to-end total quality of the process and must include financial, operational, customer, supplier and organizational criteria.		
4	Measurement techniques must ensure alignment with enterprise-wide goals, and must be integrated with the organizations overall measurement tools such as the Balanced Business Scorecard.		
5	Through "As-Is" processes it must be identified where and how measurement should be performed i.e. service level agreements etcetera.		

**PERSONAL INFORMATION:** Please complete the following information about you by indication next to the appropriate field with an “X”:

Highest Qualification	B-Degree/ Diploma	Honours	Masters	Doctoral	
Years of process-related employment	0-5 years	6-10 years	11-15 years	15+ years	
Your Age Group	20-30	31-40	41-50	50+	
Gender	Male	Female			
Your current position					

Any comment: .....

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Please state any additional Criteria or Critical Success Factors that you would have included in the Business Process Management Model: .....

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## **ANNEXURE “B”**



### **BUSINESS PROCESS MANAGEMENT QUESTIONNAIRE**

Dear Participant

This questionnaire has been developed as part of the course PhD: Organizational Behavior at the University of Pretoria (2006) with the objective to develop a BPMCAM. You have been selected to participate in this assessment due to your expertise and experience in the Business Process Management environment. Your contribution to this study is valued and appreciated.

Please complete the questionnaire and return it by 5 December 2006 to:

All information will be treated as confidential.

Please mark the box with an “X” to indicate that you complete the questionnaire of your own free will and that you agree to the information being used for the purposes of this study.

**Adri van der Westhuizen**

**E-mail: [adriw@absa.co.za](mailto:adriw@absa.co.za)**

**Mobile: +27 82 573 0283**

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## **INTRODUCTION**

In their endeavor to remain competitive organizations have over the last few decades tried and tested all the various performance improvement approaches/performance enablers i.e. ISO 9000, BPR, Continuous Improvement, TQM, Six Sigma, etcetera. Although thousands of organizations implemented these performance enablers, few organizations achieved their envisaged state of “excellence”.

Business Process Management (BPM) was identified as core to all these enablers and was elevated to a core competency in most organizations. To be effective Business Process Management should be a Critical Core Capability that encompasses all the management functions (Planning, decision making, leading, organizing, and controlling) as well as a proper organizational design framework whilst focusing on the principles of effective and efficient utilization of cost, time and performance of all resources.

This questionnaire attempts to assess the importance of the identified Critical Success Factors, to successfully implement and sustain Business Process Management as a Critical Core Capability within an organization.

## **QUESTIONNAIRE**

### **BUSINESS PROCESS MANAGEMENT AS A CRITICAL CORE COMPETENCY OF AN ORGANIZATION**

This questionnaire contains statements relating to Critical Success Factors in Business Process Management that must be in place and that managers must have control over to ensure the success and sustainability of the Business Process Management functionality as a Critical Core Capability of an organization.

Please complete the questionnaire - indicate to what extent you agree with each statement. Each item must be rated according to the following five-point scale based on your personal perception in general.

- 1 = strongly disagree
- 2 = disagree
- 3 = neither disagree nor agree
- 4 = agree
- 5 = strongly agree

Respondent Number	
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Please rate each of the following statements as per the indicated rating scale (indicate to what extent you agree with each statement):	RATING					OFFICE ITEM NUMBER
	strongly disagree	disagree	neither disagree nor agree	agree	strongly agree	
<b>Section A:</b> <b>Within strategy formulation and governance of the BPM function</b> ...						
Management commitment to the development of BPM strategy must be visible.						A1
The BPM strategic planning process must balance the needs and expectations of all stakeholders.						A2
BPM strategy and supporting policies must regularly be reviewed, updated and improved.						A3
There must be an enterprise-wide evaluation of people's awareness of the BPM strategy.						A4
The BPM strategy must be translated into strategic business plans in every business unit.						A5
Compliance to BPM standards must be measured via formal assessment practices.						A6
BPM governance rules must be defined, and integrated into the enterprise governance process.						A7
A formal reporting process must be in place to rectify non-compliance to BPM policy.						A8
<b>Section B:</b> <b>Regarding structure, roles, responsibilities, policies, procedures and people management for the BPM function ...</b>						
The organization should have formal approved and maintained enterprise architecture in place.						B9
The organizational structure must enable the management of business processes horizontally across business units.						B10
The BPM organizational structure must be aligned with the organization's business model.						B11
Financial management regarding BPM should be well-established and controlled on strategic and operational level.						B12
Essential BPM functions must be explicitly identified with clearly specified roles and responsibilities.						B13

<b>Section B:</b> <b>Regarding structure, roles, responsibilities, policies, procedures and people management for the BPM function ...</b>	strongly disagree	disagree	neither disagree nor agree	agree	strongly agree	OFFICE ITEM NUMBER
Owners of core processes must be formally assigned the responsibility as part of their critical performance areas.						B14
Roles and responsibilities must be designed to empower BPM staff.						B15
Management must endorse ownership of the Critical Success Factors of the BPM function.						B16
Management must display a hands-on responsibility and ownership of the Critical Success Factors of the BPM function.						B17
Management must have control over the Critical Success Factors of the BPM function.						B18
Staff and Line management must act as champions of change initiated by the BPM functionality.						B19
Steering committees with decision-making capability must be active within all the major BPM initiatives.						B20
Senior management must display their commitment to BPM initiatives through leadership roles within the steering committees.						B21
Process ownership and custodianship must be full-time dedicated positions with the major critical performance area being the management of end-to-end processes.						B22
Process owners and custodians should be regarded as role models with in-depth knowledge and should be respected within the organization.						B23
Analysts should be competent to manage the total process improvement cycle and functions.						B24
Analysts should be full-time dedicated to process management and not part-time committed.						B25
Analysts' recommendations should be respected throughout the organization.						B26
Cross-functional project teams with decision-making capability must be formed and utilized.						B27
Cross-functional project teams should be properly trained in process improvement techniques to complement their subject matter expertise.						B28
The organization should have the ability to capture and utilize the intelligence that external consultants bring.						B29
All business process stakeholders (internal and external) must actively be involved in business and process improvement initiatives.						B30
Processes should be fully understood by all the stakeholders involved.						B31
The organization's stakeholders' expectations should be included into improvement initiatives.						B32

<b>Section B: Regarding structure, roles, responsibilities, policies, procedures and people management for the BPM function ...</b>	strongly disagree	disagree	neither disagree nor agree	agree	strongly agree	OFFICE ITEM NUMBER
Well-defined policies, procedures, rules and goal statements must be developed for every process.						B33
There must be practical guidance on how to implement BPM policies, procedures and rules.						B34
Awareness, understanding and compliance to policies, procedures and rules must be measured.						B35
A Human Resources Management plan for the BPM Function must be in place supported by adequate funding.						B36
There must be consistency between the BPM Strategic plan and the BPM Human Resources Management plan.						B37
BPM enterprise-wide succession plans must be in place to ensure continuous availability of the required quality and skilled staff.						B38
A comprehensive education and training strategy supported by detail training programs, focused on individual and corporate needs, must be in place.						B39
Appropriate ongoing BPM training and career development must be performed to fulfil the needs of the BPM Human Resources Management plan.						B40
The education and training programs must be supported by budgets, resources, and facilities.						B41
The education and training programs must be supported by dedicated trainers.						B42
Training and education must be critical components of the employee's career path.						B43
All BPM staff must initially and on a continual basis be trained on all technical aspects of their work e.g. analysis, mapping, improvement techniques, etcetera.						B44
Business process staff's performance must be measured against the business process performance as opposed to functional activities.						B45
Performance and capabilities must be assessed and measured against agreed and contracted critical performance areas.						B46
The controls needed for measurement of BPM staff must be in place at the point of accountability.						B47
BPM communication must be channelled through and reviewed at a central point to ensure it includes all the information required.						B48
There must be an inventory kept of all communication passed into the BPM system.						B49

<b>Section B: Regarding structure, roles, responsibilities, policies, procedures and people management for the BPM function ...</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neither disagree nor agree</b>	<b>agree</b>	<b>strongly agree</b>	<b>OFFICE ITEM NUMBER</b>
There must be a control process in place to ensure that all participants received and acknowledged communication passed into the BPM system.						B50
There must be a control process in place to ensure that all participants adhered to communication passed into the BPM system.						B51

<b>Section C: Regarding the way the BPM function creates a sustained way of managing and maintaining the “process” architecture ...</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neither disagree nor agree</b>	<b>agree</b>	<b>strongly agree</b>	<b>OFFICE ITEM NUMBER</b>
The concepts “end-to-end process”/“process architecture” must be accepted by all stakeholders.						C52
A process taxonomy or classification must be agreed and designed for the organization and all processes must be classified accordingly.						C53
All process maps must be linked to the taxonomy to give a holistic view and sufficient details on all levels of the organization’s business processes in all areas.						C54
Interfaces between the high-level processes and sub-processes must be clearly indicated in the taxonomy and on the maps.						C55
An agreed-upon process modeling methodology inclusive of types of models and format of models must be implemented and adhered to within the total organization.						C56
A standard framework for process maps, process-supporting documentation and procedures must be defined and monitored.						C57
Standards for every attribute on the process map must be determined, documented and implemented.						C58
Process maps must clearly indicate what functions the system must perform to enable the utilization of process maps when systems are built.						C59
Measurable quality standards regarding process maps and documentation must be clearly defined.						C60
Roles and responsibilities to manage the quality assurance processes and quality control procedures must be defined.						C61



Quality education and training programs must be compulsory for all persons mapping processes – inclusive of external consultants utilized by the organization.						C62
A well-controlled change control and version control process must be in place.						C63
<b>Section D: Regarding the way the BPM function creates a sustained way of managing and maintaining the “systems and information” architecture ...</b>	<b>strongly disagree</b>	<b>disagree</b>	<b>neither disagree nor agree</b>	<b>agree</b>	<b>strongly agree</b>	<b>OFFICE ITEM NUMBER</b>
The organization must have a formal systems architecture that governs the entire-enterprise information value chain.						D64
The systems infrastructure must be designed to promote and share standards on business process documentation among stakeholders.						D65
The systems infrastructure must be designed to promote and share standards on technical documentation among stakeholders.						D66
The systems infrastructure must be designed to promote and share standards on training material among stakeholders.						D67
There must be cooperation between BPM and IT to ensure maximum benefit for the organization through the process management systems.						D68
The organization must have an approved software modeling tool implemented enterprise-wide to ensure standardization and shared meaning.						D69
The BPM team must be fully trained to use the mapping tool.						D70
The automation of business process must form part of the organization’s vision and current and future systems and process architecture.						D71
A centralized process repository must be used to ensure one approved process view across all business units.						D72
A systematic solution must be in place to link all business process- related systems.						D73
All signed-off business processes must be published on an enterprise-wide public domain to allow read-only access to all stakeholders.						D74

<b>Section E:</b> <b>Regarding the way the organization remains competitive through optimizing and improving current business processes ...</b>	strongly disagree	disagree	neither disagree nor agree	agree	strongly agree	OFFICE ITEM NUMBER
The organization must have a process optimization vision and strategy in place as part of the BPM strategic plan.						E75
The improvement of processes must be a continual and joint undertaking between BPM staff, process owners, business units, and other stakeholders.						E76
Business process improvement must focus on end-to-end processes and overall process performance.						E77
All stakeholders must continually focus on identification of process improvement opportunities.						E78
Management attention must be focused on execution and sustainability of improvement programs.						E79
The organization must adapt tested improvement models/approaches/ methodologies, supported by recognized process analysis- and improvement techniques to ensure scientific process improvement solutions.						E80
Process improvement initiatives must be performed according to Project Management principles to ensure a focus of resources and abilities towards the desired outcome.						E81
The management of risk (Organizational, process, project) must form an integral part of all BPM improvement initiatives.						E82

<b>Section F:</b> <b>Regarding the way the organization ensures continual improvement of business processes ...</b>	strongly disagree	disagree	neither disagree nor agree	agree	strongly agree	OFFICE ITEM NUMBER
The organization must have an overall process review program that manages the life cycle of improvement and optimization.						F83
The individual business units and process owners must have a process review plan which focuses on causing significant continual improvements to processes.						F84
The workforce must have the big picture regarding review of enterprize-wide core processes.						F85
There must be an integrated work plan that enforces the review of proposed processes by stakeholders during the improvement phase.						F86
All new process implementations must have a post-implementation assessment phase that will provide sufficient feedback on measurement aspects to management.						F87
<b>Section G:</b> <b>Regarding the way the organization evaluates and assesses business processes against appropriate standards ...</b>	strongly disagree	disagree	neither disagree nor agree	agree	strongly agree	OFFICE ITEM NUMBER
Performance standards and compliance principles must be determined and included in all stages of the business process.						G88
The performance standards and responsibilities of stakeholders with regard to critical business processes must be well-communicated and clearly understood by stakeholders.						G89
Measurements of process performance must involve all stakeholders.						G90
Measurements of process performance must be done on the end-to-end total quality of the process and must include financial, operational, customer, supplier and organizational criteria.						G91
Measurement techniques must ensure alignment with enterprize-wide goals, and must be integrated with the organization's overall measurement tools such as the Balanced Scorecard.						G92
Through "As-Is" processes it must be identified where and how measurement should be performed, i.e. service level agreements, etcetera.						G93

SECTION H: BIOGRAPHICAL INFORMATION					
QUALIFICATIONS (highest qualification only)					H94
Secondary school		1	Std. 10 or equivalent		2
Post-school certificate/diploma		3	National Diploma/National Higher Diploma		4
Bachelor's degree or equivalent		5	Honours degree or equivalent		6
Master's degree or equivalent		7	Doctoral degree or equivalent		8

ORGANIZATIONAL LEVEL/POSITION											H95
Management	Process Owner	Process Custodian	Process Administrator	Process Analyst	Work-study Officer	Consultant	IT	Business Analyst	General Management	Engineering	
Other Position: Please specify:											
Current Organization/Business Unit:											H96
Years of process-related employment:									Years	H97	
Your Age Group:									Years	H98	
Gender			Male			Female				H99	
ECONOMIC SECTOR IN WHICH YOU ARE WORKING (Mark one sector only)										H100	
Transport, storage and communication									01		
Financial, insurance, real estate and business services									02		
Community, social and personal services									03		
General government services									04		
Others (please name)									05		

Please note any comments:

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## **ANNEXURE “C”**



### **BUSINESS PROCESS MANAGEMENT QUESTIONNAIRE**

Dear Participant

You have been selected to participate in this assessment because of your expertise and experience in the Business Process Management environment.

The aim of this questionnaire is to test an instrument that has been developed to assess an organization's competency level with regard to Business Process Management as a Critical Core Capability of such organization.

This is the final part of a PhD thesis conducted by Adri van der Westhuizen in the Faculty of Economics and Management Services of the University of Pretoria. Your contribution to this study is valued and appreciated.

Informed consent:

All information will be treated as confidential.

Please mark the box with an “X” to indicate that you completed the questionnaire of your own free will and that you agree to the information being used for the purposes of this study.

You are kindly requested to complete this questionnaire and return it by 24 August 2007 to:

Lizelle Henning

henninl@telkom.co.za

#### **SUPERVISOR**

Prof. C Hoole

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Mobile: + 27 (0) 82 888 7481

E-mail: choole@deloitte.co.za

**TESTING INSTRUMENT**

**BUSINESS PROCESS MANAGEMENT COMPETENCY ASSESSMENT MODEL (BPMCAM)**

This questionnaire contains statements relating to Critical Success Factors in Business Process Management that must be in place and that managers must be able to control to ensure the success and sustainability of the Business Process Management functionality as a Critical Core Capability of an organization.

Please complete the questionnaire - indicate to what extent you agree with each statement. Each item must be rated according to the following five-point scale, based on your personal perception of your organization's abilities regarding each question.

- 1 = strongly disagree
- 2 = disagree
- 3 = neither disagree nor agree
- 4 = agree
- 5 = strongly agree

NB: please write the number of your choice in the block next to the question in the rating column e.g.

Respondent Number (Office Use)	
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QUESTION #	Please rate each of the following statements as per the indicated rating scale. Indicate to what extent you agree with each statement regarding the abilities of your organization:	RATING SCALE 1=strongly disagree 2=disagree 3=neither disagree nor agree 4=agree 5=strongly agree	
		RATING COLUMN	OFFICE ITEM NUMBER
	<b>Strategy</b>		
1	The BPM strategic planning process balances the needs and expectations of all stakeholders.		1
2	BPM strategy and supporting policies are regularly reviewed, updated and improved.		2
3	There is an enterprize-wide evaluation of people's awareness of the BPM strategy.		3
4	The BPM strategy is translated into strategic business plans in every business unit.		4
5	Compliance to BPM standards is measured via formal assessment practices.		5
6	BPM governance rules are defined, and integrated into the enterprize governance process.		6
7	A formal reporting process is in place to rectify non-compliance to BPM policy.		7
	<b>People and Structure</b>	RATING COLUMN	OFFICE ITEM NUMBER
8	The organization has a formally approved and maintained enterprize architecture in place.		8
9	The organizational structure enables the management of business processes horizontally across business units.		9
10	The BPM organizational structure is aligned with the organization's business model.		10
11	Financial management regarding BPM is well-established and controlled at strategic and operational levels.		11
12	Essential BPM functions are explicitly identified with clearly specified roles and responsibilities.		12
13	Owners of core processes are formally assigned the responsibility as part of their critical performance areas.		13
14	Roles and responsibilities are designed to empower BPM staff.		14
15	Management endorses ownership of the Critical Success Factors of the BPM function.		15
16	Management displays a hands-on responsibility and ownership of the Critical Success Factors of the BPM function.		16

<b>QUESTION #</b>	<b>Please rate each of the following statements as per the indicated rating scale. Indicate to what extent you agree with each statement regarding the abilities of your organization:</b>	<b>RATING SCALE</b> <b>1=strongly disagree</b> <b>2=disagree</b> <b>3=neither disagree nor agree</b> <b>4=agree</b> <b>5=strongly agree</b>	
17	Management has control over the Critical Success Factors of the BPM function.		17
18	Staff and line management acts as champions of change initiated by the BPM functionality.		18
19	Steering committees with decision-making capability are active in all the major BPM initiatives.		19
20	Senior management displays its commitment to BPM initiatives through leadership roles within the steering committees.		20
21	Process ownership and custodianship are full-time dedicated positions with the major critical performance area being the management of end-to-end processes.		21
22	Process owners and custodians are regarded as role models with in-depth knowledge and are respected within the organization.		22
23	Analysts are competent to manage the total process improvement cycle and functions.		23
24	Analysts are dedicated to process management full-time and not part-time.		24
25	Analysts' recommendations are respected throughout the organization.		25
26	Cross-functional project teams with decision-making capability are formed and utilized.		26
27	Cross-functional project teams are properly trained in process improvement techniques to complement their subject matter expertise.		27
28	The organization has the ability to utilize the intelligence that external consultants bring.		28
29	All business process stakeholders (internal and external) are actively involved in business and process improvement initiatives.		29
30	Processes are fully understood by all the stakeholders.		30
31	The expectations of the organization's stakeholders are included in improvement initiatives.		31
32	Well-defined policies, procedures, rules and goal statements are developed for every process.		32
33	Practical guidance is given on how to implement BPM policies, procedures and rules.		33
34	Awareness and understanding of as well as compliance to policies, procedures and rules are measured.		34
35	A Human Resources Management plan for the BPM Function is in place supported by adequate funding.		35



QUESTION #	Please rate each of the following statements as per the indicated rating scale. Indicate to what extent you agree with each statement regarding the abilities of your organization:	RATING SCALE	
		1=strongly disagree	2=disagree
36	Consistency exists between the BPM strategic plan and the BPM Human Resources Management plan.		36
37	BPM enterprize-wide succession plans are in place to ensure continuous availability of skilled staff.		37
38	A comprehensive education and training strategy is in place, supported by detail training programs, focused on individual and corporate needs.		38
39	Appropriate ongoing BPM training and career development are performed to fulfil the needs of the BPM Human Resources Management plan.		39
40	The education and training programs are supported by budgets, resources, and facilities.		40
41	The education and training programs are supported by dedicated trainers.		41
42	Training and education are critical components of the employee's career path.		42
43	All BPM staff are trained on all technical aspects of their work (e.g. analysis, mapping, improvement techniques) initially and on a continual basis.		43
44	Business process staff's performance is measured against the business process performance as opposed to functional activities.		44
45	Performance and capabilities are assessed and measured against agreed and contracted critical performance areas.		45
46	The controls needed for measurement of BPM staff are in place at the point of accountability.		46
47	BPM communication are channelled through and reviewed at a central point to ensure it includes all the information required.		47
48	An inventory is kept of all communication passed into the BPM system.		48
49	A control process is in place to ensure that all participants receive and acknowledge communication passed into the BPM system.		49
50	A control process is in place to ensure that all participants adhere to communication passed into the BPM system.		50
	<b>Process architecture</b>	<b>RATING COLUMN</b>	<b>OFFICE ITEM NUMBER</b>
51	All stakeholders accept the concepts "end-to-end process" and "process architecture".		51
52	A process taxonomy or classification has been agreed and designed for the organization and all processes are classified accordingly.		52

QUESTION #	Please rate each of the following statements as per the indicated rating scale. Indicate to what extent you agree with each statement regarding the abilities of your organization:	RATING SCALE 1=strongly disagree 2=disagree 3=neither disagree nor agree 4=agree 5=strongly agree	
53	All process maps are linked to the taxonomy to give an holistic view and sufficient details of all levels of the organization's business processes in all areas.		53
54	Interfaces between the high-level processes and sub-processes are clearly indicated in the taxonomy and on the maps.		54
55	A standard framework for process maps, process-supporting documentation and procedures has been defined and is being monitored.		55
56	Standards for every attribute on the process map have been determined, documented and implemented.		56
57	Process maps clearly indicate what functions the system must perform to enable the utilization of process maps when systems are built.		57
58	Measurable quality standards for process maps and documentation are clearly defined.		58
59	Roles and responsibilities to manage the quality assurance processes and quality control procedures are defined.		59
60	Quality education and training programs are compulsory for all persons mapping processes – inclusive of external consultants used by the organization.		60
61	Well-controlled change control and version control processes are in place.		61
	<b>Systems and information architecture</b>	<b>RATING COLUMN</b>	<b>OFFICE ITEM NUMBER</b>
62	The organization has a formal systems architecture that governs the entire enterprize information value chain.		62
63	The systems and information infrastructure are designed to promote and share standards on business process documentation among stakeholders.		63
64	The systems and information infrastructure is designed to promote and share standards on technical documentation among stakeholders.		64
65	The systems and information infrastructure is designed to promote and share standards on training material among stakeholders.		65
66	Cooperation exists between BPM and IT to ensure maximum benefit for the organization through the process management systems.		66
67	The BPM team is fully trained to use the mapping tool.		67
68	The automation of business processes forms part of the organization's vision, as well as current and future systems and process architecture.		68

QUESTION #	Please rate each of the following statements as per the indicated rating scale. Indicate to what extent you agree with each statement regarding the abilities of your organization:	RATING SCALE	
		1=strongly disagree 2=disagree 3=neither disagree nor agree 4=agree 5=strongly agree	
69	A centralized process repository is used to ensure one approved process view across all business units.		69
70	A systematic solution is in place to link all business process- related systems.		70
71	All signed off business processes are published on an enterprize-wide public domain to allow read-only access to all stakeholders.		71
	<b>Process Optimization</b>	<b>RATING COLUMN</b>	<b>OFFICE ITEM NUMBER</b>
72	The organization has a process optimization vision and strategy in place as part of the BPM strategic plan.		72
73	The improvement of processes is a continual and joint undertaking between BPM staff, process owners, business units, and other stakeholders.		73
74	Business process improvement focuses on end-to-end processes and overall process performance.		74
75	All stakeholders are continually focused on identification of process improvement opportunities.		75
76	Management attention is focused on execution and sustainability of improvement programs.		76
77	The organization has adopted tested improvement models/approaches/ methodologies, supported by recognized process analysis and improvement techniques to ensure scientific process improvement solutions.		77
78	Process improvement initiatives are performed according to Project Management principles to ensure resources and abilities are focused on the desired outcome.		78
79	The management of risk (organizational, process, project) forms an integral part of all BPM improvement initiatives.		79
80	The organization has an overall process review program that manages the life cycle of improvement and optimization.		80
81	The individual business units and process owners have a process review plan which focuses on causing significant continuous improvements to processes.		81
82	The workforce has the big picture regarding review of enterprize-wide core processes.		82
83	An integrated work plan enforces the review of proposed processes by stakeholders during the improvement phase.		83

QUESTION #	Please rate each of the following statements as per the indicated rating scale. Indicate to what extent you agree with each statement regarding the abilities of your organization:	RATING SCALE	
		1=strongly disagree 2=disagree 3=neither disagree nor agree 4=agree 5=strongly agree	
84	All new process implementations have a post-implementation assessment phase that provides management with sufficient feedback on measurement aspects.		84
	<b>Standards and Measurements</b>	<b>RATING COLUMN</b>	<b>OFFICE ITEM NUMBER</b>
85	Performance standards and compliance principles are determined and included in all stages of the business process.		85
86	The performance standards and responsibilities of stakeholders with regard to critical business processes are well communicated and clearly understood by stakeholders.		86
87	Measurements of process performance involve all stakeholders.		87
88	Measurements of process performance are done on the end-to-end total quality of the process and include financial, operational, customer, supplier and organizational criteria.		88
89	Measurement techniques ensure alignment with enterprize-wide goals, and are integrated with the organization's overall measurement tools such as the Balanced Scorecard.		89
90	"As-Is" processes are used to identify where and how measurement should be performed, i.e. service level agreements, etcetera.		90

## BIOGRAPHICAL INFORMATION

### CONFIDENTIALITY STATEMENT:

All information will be treated as confidential.

Please provide the following information about yourself by marking the appropriate block with an "X"  
OR Stating the actual years in questions 92 and 93

GENDER	Your response	91
Male		1
Female		2
YEARS OF PROCESS-RELATED EMPLOYMENT	Your response in actual years	92
Actual Years		
AGE	Your response in actual years	93
Actual Age		

QUALIFICATION	Your response	94
Secondary school		1
Std. 10 or equivalent		2
Post-school certificate/diploma		3
National Diploma/National Higher Diploma		4
Bachelor's degree or equivalent		5
Honours degree or equivalent		6
Master's degree or equivalent		7
Doctoral degree or equivalent		8
POSITION	Your response	95
Administrative officer		1
Business analyst		2
Compliance officer		3
Consultant		4
Engineer		5
Financial officer		6
General manager		7
Management		8
Medical officer		9
Process administrator		10
Process analyst		11
Process custodian		12
Process engineer		13
Process owner		14
Project manager		15
Scientist		16
System analyst		17
Teacher/Lecturer		18
Work-study officer		19
Other		20
ECONOMIC SECTOR	Your response	96
Agriculture, forestry and fishing		1
Community, social and personal services		2
Construction		3
Electricity, gas and water		4
Financial, insurance, real estate and business services		5
General government services		6
Manufacturing		7

Mining and quarrying		8
Transport, storage and communication		9
Wholesale, trade and retail		10
Other		11

Please note any comments:

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PLEASE SAVE YOUR QUESTIONNAIRE.

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE.  
PLEASE ENSURE THAT YOU HAVE RATED THE ABILITY OF YOUR Organization.

PLEASE E-MAIL YOUR COMPLETED QUESTIONNAIRE TO:  
henninl@telkom.co.za