

Key components of a Business Improvement process

1. Identify and Define the Opportunity, (scope etc)
2. Assess current situation
3. Develop options
4. Design Solution, (incl risk assessment)
5. Implement, (incl testing / pilot)
6. Evaluate & Review, (ongoing)

Identify and Define the Opportunity

- What is the opportunity for improvement?
- Define the scope of the opportunity - what is included and what is not.
- What we are we trying to achieve – the objectives
- What are the issues that will be involved?.
- What are the critical success factors and key performance measures?.

Assessment of current situation

- What is the current situation? How do we know?
- What is the current process for doing this?
- Who will be affected by this project? What are their requirements?
- What Data do we have that tells us how the current process is performing?
- What is the data telling us?
- What other data is needed?
- What benchmarks are available?.
- What indicators can we use to measure improvement?

Development of Options

- What are potential options to address this?
- Can we benchmark this process? ie How do others manage this situation?
- Can / should we trial our improvement initiative?
- How does it support / align with our values / mission / vision?
- How does it support / align with our Strategic or Business Plan?

Design the Solution, (incl risk assessment)

What is the solution that has been agreed?

How will the proposed solution address

- the need for the improvement itself?
- the needs of those affected / involved ?
- the transfer of learning?
- risk management? (see below)

Risk Assessment

- Are roles and responsibilities clearly understood?
- Will the improvement have adequate resources to achieve its objectives?
- Is there a risk that we may fail to comply with any legal / regulatory / compliance requirements? What are the requirements?
- What risks would occur if contractors / suppliers / partners did not meet their contractual requirements?

Implementation (incl testing where appropriate)

The objective is to move through the implementation phase in a clear, systematic manner in order that the project is completed on time, within budget, within scope and its effectiveness is able to be assessed and reviewed.

- Is there an implementation plan with timeframes and milestone dates?.
- Has the relevant data to measure progress against the objectives been identified?.
- Has the assignment of responsibility and accountability been agreed?
- Have other departments been involved / informed where applicable?
- Has new documentation / Process flowcharts etc been completed?
- Have any training requirements been addressed?
- If testing / a pilot is being run, has a plan for this been prepared?

Testing / Piloting methods could include:

- key user group (eg feedback from a sample of users or customers)
- pilot (e.g. start with one unit / site etc)
- modelling (e.g. using data to examine potential impacts)
- focus groups (e.g. to test levels of acceptance)

Monitor & Review

- Is the improvement working? are the objectives of the project still being met?
- What worked well? What didn't?
- What did we learn from our trial / pilot? did the testing reveal any issues?
- What are the improved outcomes for those affected / involved / our organisation?
- How will we continue to monitor performance?
- How have we captured what we have learned?
- How have we shared what we have learned? and with whom?