Business Process Management (BPM) in the Non-Profit Sector

Presented by: The BPM Project Team

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Hosted by: BC Centre for Employment Excellence

The webinar will begin shortly.
Welcome & Agenda

<table>
<thead>
<tr>
<th>Time</th>
<th>Topic</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 mins</td>
<td>Welcome &amp; Introductions</td>
</tr>
<tr>
<td>15 mins</td>
<td>BPM Background and Examples</td>
</tr>
<tr>
<td>15 mins</td>
<td>Strengthening Biz Initiative</td>
</tr>
<tr>
<td>15 mins</td>
<td>Biz Hub Model</td>
</tr>
<tr>
<td>5 mins</td>
<td>Next Steps</td>
</tr>
<tr>
<td>5 mins</td>
<td>Q&amp;A</td>
</tr>
</tbody>
</table>

We encourage you to ask questions! We will address them during and after the presentation. To submit a question:

- Use the “Questions” tab at the right of your screen (at any time during the presentation.)
Objectives for the Webinar

- To introduce Business Project Management and some examples from practice
- To inform about the objective and activities of the Strengthening Business initiative and the model that was developed
- To inform about next steps
Example 1: The Food Bank for New York City

Toyota engineers apply kaizen, or “continuous improvement” processes, to reduce wait times.
BPM is a way of looking at and then controlling the processes that are present in an organization. It is a methodology to use to make certain that the processes are efficient and effective, as this is expected to result in a better and more efficient organization.

BPM is a discipline that considers business processes to be strategic assets of an organization that must be understood, managed, and improved to deliver value added products and services to clients, users and stakeholders.

**How does the BPM paradigm differ from other management paradigms?**

- BPM’s sole focus is on the business processes.
- BPM aims to improve efficiency of delivery of services or products to customers.
Harmon (2010) conceptualized business processes in a pyramid with three levels of initiatives within a business organization.

BPM involves the following steps, which may be called different terms in different tools:

- **Formalization of the process**
- **Performance measurements**
- **Performance target setting**
- **Process analysis and design improvement**
- **Implementation**
- **Iterations for continuous improvements**
Example 2: Client Employment Process (our impression)
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**Inputs:**
- Funding
- Knowledge and Expertise
- Existing Resources & Tools
- Legislations/Polices

**Job Seeker:**
Referrals from IA, EI, self, community agencies, etc.

**Triage (3 points)**

**Reception**

**Resource Room**

**Case Management**
Example 2: Client Employment Process (our impression)

Employment Services and Support
Delivered by case managers, job developers and others

Information or Orientation Session
Career Development Services
Employment readiness assistance
Skills or experience development
Job entry assistance
Finding and keeping a job assistance

Supports to Progress for Job Seekers, Employers and Service Providers

External enablers (outreach/marketing):
- Community agencies
- Colleges, universities and other training institutions
- Specialized services (e.g., assessments)
- Income and other support programs (government and private)
Example 2: Client Employment Process (our impression)

**Opportunities/Outcomes:**
- Labour Market attachment including self-employment
- Community Attachment

- Sustained employment
- Career Advancement
Example 2: Client Employment Process (our impression)

Inputs:
- Funding
- Knowledge and Expertise
- Existing Resources & Tools
- Legislations/ Policies

Job Seeker: Orientation
- Information or Orientation Session
- Career Development Services
- Employment readiness assistance
- Skills or experience development
- Job entry assistance

Employment Services and Support
Delivered by case managers, job developers and others

Supports to Progress for Job Seekers, Employers and Service Providers

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Internal organizational enablers
- Organizational Culture
- Information Technology
- Client Management System (e.g., ICM/other)
- Other non-EPBC Administrative Support
- Board/Leadership team
- Communications/Public Relations
- Accounting/Finance
- Human Resources
- Project/Product Development
- Corporation Services
- Data Entry
Example of questions to ask about triage:

- What % of individuals that walk in your door spend time in the resource room? Move into case management services?
- What is the average time for clients between reception and their first appointment with a case manager?
Organizational Models of BPM services

National Employment Services Association

Taproot Foundation

The Bridgespan Group

Collaborating to Accelerate Social Impact

Lean Enterprise Institute

Endeavour: Volunteer Consulting for Non-Profits
Based on the literature of BPM maturity models, Rosemann and vom Brocke (2010) summarizes the six core elements of BPM in the literature:

- Strategic alignment
- Governance
- Methods
- Trust - People and Relationship Building
- Culture
- Information Technology
The Centre conducted a literature review and environmental scan of selected sources, including review of websites and three key informant interviews with organizations that are providing business management supports to nonprofit organizations or public agencies.
Summary of Key Findings from Literature Review

• Supporting improvements to business processes in nonprofit organizations appears to be a promising idea.

• Studies suggest BPM has made improvements to business processes and organizational capacity.

• Indeed, if these changes occur, then it should lead to better services for the client/customer and outcomes and free up time for higher value work (using the Theory of Change).

• The concept looks good on paper, but it will have challenges in its implementation (devil will be in the details).
Recommendations from Literature Review

• It is an idea worth testing in a small pilot, but should be preceded with a comprehensive development phase.

• To ensure the model or initiative “makes sense”, the development needs to involve the leaders in the nonprofit organizations.

• The model and pilot should draw heavily on existing knowledge and good practices from existing tools, resources, models/programs, tools and resources to come up with the most promising structure and adaptation for nonprofits in BC.
Objectives:

• Develop a prototype model based on good practices including an implementation plan (e.g., partnerships, governance, eligibility, activities, timelines) and evaluation strategy for the next phase to conduct a small-scale pilot test/feasibility study

Main activities (September 2014 to February 2015):

• Three workshops (with leaders of non-profit organizations delivering employment services to collectively design a model to support BPM in the sector)
• Sharing and learning in a community of practice
Models arising from Workshop #1

1. Community of Practice
2. Resources and Tools available online (open source)
3. Individual Management and/or Group Consultation – conducted by a professional external consultant
4. Facilitated Approach – conducted in a peer group
“Communities of practice are groups of people who share a concern or a passion for something they do and learn how to do it better as they interact regularly.” (Wenger, 2006\(^1\)).

The aim for the community of practice would be to connect people in the spirit of learning, sharing their knowledge about effective business practices, exploring issues and innovative solutions, and fostering collaboration. In-person meetings, virtual forums or a mix of venues would help build this community of practice.

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Providing information about organizational capacity building and resources and tools to support this effort in a coordinated website or hub that links to existing business practice information and resources and provides information to meet new needs/gaps.

(This would need to emphasize “good practices” with information on indices of effectiveness and measurements.)
The individual consultation involves an independent professional consultant/team that works with the organization to help them address and solve business process issues, identify solutions, enhance learning and implement changes to processes to make them more effective. (This approach could feed the “resources and tools” online approach.)

A group consultation is similar to the individual management consultation, except the consultant works with a cohort of organizations on business practice projects of relevance to the group.
A group of peer organizations led by an individual who has experience in the area and good facilitation skills focus on the business process or project of relevance to the group. By applying a standardized, rigorous method to analyzing the issues, facilitation and discussions, members of the group learn from each other and identify solutions to their issues.
Results of Ranking Exercise

1. Community of Practice
2. Facilitated Approach
3/4. Resources and tools available online
4/3. Individual Management and/or Group Consultation
Key Components of Biz Hub:

- **Main Hub** – serves as the “place” to engage, share and exchange information
- **Sub-Hubs** – each sub-hub is facilitated by a peer facilitator and/or subject matter expert and focuses on improving a specific business process
- **Capacity Building for participating agencies** (Information, resources and tools)
Figure 1: Biz Hub Model
Target Population

Non-profit organizations in BC that provide employment services to specialized populations and hold a common interest in pursuing operational efficiency
Values and principles

Administration of the model will be guided by these underlying values and principles:

- Build and use evidence to improve business processes
- Be client-focused
- Recognize people in the organization are its most important resource
- Willing to share and exchange best practices, challenges and opportunities openly
- Honour organizational diversity
- Learn by doing.
Strengths and features of the model

The model also presents some unique strengths such as:

• A focus on client outcomes and not just on operational efficiency
• Unique in being a pilot test
• Aims to create an adaptive, learning community
• Peer-to-peer problem solving, learning and capacity building
• Builds on others’ experiences and expertise to share knowledge and expertise across the collaborative
Next Steps
Key Research Questions

- What did the model deliver and to what effect? Did the initiative achieve its intended results?
- What are the key features of the model, and what is the inherent value of each feature?
- What are the improvements to process efficiency, productivity and client employment outcomes or services as a result of the business process management activities conducted in the sub-hubs?
What sub-hub topics would be meaningful to you and your organization?
Questions and Discussion

To submit your question:

- Please use the “Questions” tab to the right of your screen.
Upcoming Webinar

Sharing Positive Experiences with Inclusive Employment

• Scheduled for June, 2015 (date to be announced shortly.)
• For more information and to register, sign up for our mailing list or go to www.cfeeebc.org.
Thank you for attending today!

Continue the conversation at www.cfeebbc.org.