

**BUSINESS PROCESS EVALUATION @ HAS**

ASSIGNMENT



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**EXECUTIVE SUMMARY**

To begin with, in this business process analysis and remodelling report we as process analysts are going to make an endeavour of understanding, evaluating, and critically analysing the current business process of a new community based not-for-profit animal shelter organisation, Hope Animal Shelter (HAS) in Melbourne, Australia which was started by James, a passionate animal lover and animal rights’ supporter along with a few other volunteers. We will try to identify certain aspects of the current business process that are presently inefficient & ineffective and thus needs to be either tweaked and tinkered or outright revamped to yield substantial benefits like *better productivity, lesser delays* and *overall refinement* of the system (business process system) (Ramírez & Selsky, 2016).

As of now, HAS is a very small organisation with a few administrative staff and first-team members along with very limited resources at their disposal. They don’t have any veterinarian in their ranks and hence need to rely upon the provision of all the essential veterinary services like *deworming, de-sexing, vaccination,* etc through people from outside. Although exiguous in size they have big tenacity (level) and ambitions, this can be corroborated by the fact that they operate from 9am-5pm every day (including public holidays) and are now eagerly seeking to expand through the funds raised to primarily grow and improve as an organisation & simultaneously help more animals. Due, to the incumbent dearth in space, monetary resources and other vital facilities, HAS is unable to accommodate animals in its shelters for long. As a matter of fact, they hardly house any animal on a permanent basis.

Now, since they have called upon my services, I will strive to redesign or reengineer their business process by firstly scrutinizing the current business process and making HAS visualized the status quo of their business process then endeavouring to transform it so as to attain drastic results and address a few impediments & loopholes at the same time which we have discovered and decided to amend like bringing the veterinary services in-house with the recruitment of a few veterinarians onboard to HAS, et al because after briskly going through their business process I see a clear scope for tremendous improvements and I will hereby try to assist HAS in realizing those enhancements and a comprehensive uplift courtesy of it.

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**INTRODUCTION**

Hope Animal Shelter (HAS) is a small new community-based not-for-profit animal shelter organisation in Melbourne, Australia. What they do at present is pretty simple they receive animals, provide veterinary care to them, and then find new homes and owners for those animals. However, currently, they have an ordinary business process functioning to serve their purpose that invariably has a massive room for improvement. They have sensed this fact and as a result, blessed with more funds now, they desire to first visualize and then seek assistance so as to transform the scenario if possible or otherwise significantly improve certain identified facets of their business process that can increase the overall business efficiency and effectiveness of their organisation concurrently propelling them to new heights.

So, the paper begins with a brief description of the current business process, which is followed by a thorough analysis of it to devise as well as suggest improvements and forge a modified& reformed version thereafter that eradicates to a great extent all the shortcomings in the erstwhile business process model. Ultimately, there is a succinct inference summarising all the key points.

**CURRENT BUSINESS PROCESS**

So, HAS initially receives animals both wild and other non-wild, then veterinary care services are provided to them and ultimately HAS finds new homes and owners for them. HAS invariably receives different types of animals every day from various animal rescue organisations. These can be wild animals like foxes, kangaroos, birds et al or domestic/non-wild animals like Dogs, Cats and their off-springs (puppies, kittens). They then provide several kinds of veterinary services but through professionals from outside whom they call every time as and when required. Necessary details of the emergently treated as well as non-treated animals are recorded and stored by the HAS admins in the shelter management system (SMS) albeit both are done differently. The animals are then sent to the SAIAs (intake areas) for one-week observation before they are eventually handed over to suitable customers after a systemic procedure.

Their modus operandi can be delineated as follows:

1. To provide vet check/care to wild animals and then contact their partnered wildlife carers for their release. Here, these animals are transported via truck but only when it reaches its capacity (20).
2. To provide vet check/care to domestic/non-wild animals then deworm and thereafter look for their current owners, if they already have a microchip implanted otherwise firstly de-sex then vaccinate (with three shots) subsequently implant a microchip and finally test the temperament of those creatures, all of this is done with a motive to find new apt owners for them at the earliest. However, if due to any behavioural, health, or legislative reasons the animals are deemed to be unsuitable for adoption, they are euthanised humanely.

To ensure and establish suitability, the prospective owners need to undergo a systematic procedure before they can adopt an animal as a pet. Here, a background check of the applicants is done, and interviews are taken to determine the degree of their suitability. Once all of this is done the requisite formalities are then completed and the animals have new homes for themselves. Follow-up interviews are also conducted by HAS after a week and if everything is okay, the owners are permitted to continue taking care of their adopted pet(s) otherwise, they are requested and encouraged to return the animals they recently adopted from them. Finally, the returned animal’s temperament is reassessed.

***More details about the current business process can be found in the flowchart in Appendix 1.***

**ANALYSIS OF THE CURRENT BUSINESS PROCESS MODEL**

We reckon that the current business process is quite substandard with many flaws, inefficient & ineffective aspects; the major and imperative ones are illustrated& justified as follows:

1. Vets are not available *in-house*, they are required for many services, and for that, every time there is a need to call them first and then they arrive and amidst all this, there is always an apparent *delay*.
2. Infrastructure should be *expanded* to an extent feasible to accommodate & help more animals, provide permanent shelter and pave way for vets furnishing them adequate facilities to undertake their services.
3. There is *substantial waiting time* in several queues (temperament, general treatment, de-sexing, etc) which needs to be addressed immediately.
4. For 15% of animals that require medical treatment for unforeseen reasons, they shouldn’t be compelled to wait in the queue again with the first timers HNJin line for general (medical) treatment because their cases are different.
5. A follow-up interview after a week of adoption is inefficient. To develop *stability & clarity* in something like this I believe more time is required.
6. Euthanasia is being applied way too early without giving adequate time for animals to heal both physically and mentally. This is to be rectified as per the suggestions in (Lepper, Kass, & Hart, 2002).
7. The truck only proceeds when full to its capacity. Here, a lot of time is squandered in between all this which may not be critical but is definitely *unproductive*.
8. After the first-aid check for emergent treatment, a check-up for medical treatment is conducted for some subsequently, this repetition is *waste*& ineffective.
9. Preferred animal selection should be undertaken before the 24-hour cooling-off period and ideally during the time of application filling itself for the customer’s convenience and derived *customer satisfaction*.
10. For 70% of 10% of the cases, the identified owners of the microchip implanted animals should *be contacted* and *encouraged* to collect their pets from HAS so that HAS doesn’t have to expend some of their limited resources on this non-value adding activity (transportation).
11. Some welfare facilities should be provided like better& safer work conditions for the HAS workers to prevent *burn-out, injuries, illnesses, and other diseases* (Herzog, 2017).

**SUGGESTED BUSINESS PROCESS MODEL**

Based on the analysis of the current business process, a few significant improvements are hereby proposed while the rest remains the same as earlier:

* No more calling the vets every time as 20 in-house vets should now be a part of HAS.
* A small augment in space& basic healthcare facilities to at least shelter a few animals for a long time (this is bound to grow over time).
* A special team of a few separate designated vets (from 20) for male& female animals, emergency treatments, etc for quicker& parallel operations that can reduce the waiting time in queues considerably.
* Vets shall initially attend an animal that’s received, they will decide what kind of treatment is required and at times required incrementally thereafter accordingly.
* The role of the first-aid team is extirpated now as the newly recruited vets can perform it themselves when required so all of them will be relieved from their duties henceforth. Likewise, the number of administrative staff can also drop from 10 to 7 as their responsibilities are also slashed.
* A separate area for emergency& medical treatment for unforeseen reasons needs to be established for handling special cases efficiently.
* Euthanasia should be given after a close observation in Close Observation Areas for 3 months to give adequate time to animals to rehab& recover and only after that, if no improvement in health (chronic disease) or lethal behaviour are still observed then they shall then be euthanized (Lepper et al., 2002).
* The truck must be sold, and Van Rental Services (VRS) should replace them for then & their transportation of healthy wild animals economically (min 3 at a time), this also reduces the overall delay and total idle time here (Tasaki, Kojima, Suzuki, Tatematsu, & Sasaki, 2019).
* Automatic rejection of potential customers beyond 1000 will be ensured by the system henceforth to reduce response time.
* Preferred animal selection should from here onwards be undertaken during the online application filling itself to ensure suitors don’t need to invest time and then reluctantly go elsewhere due to preferred animal unavailability.
* Owners shall now be contacted and requested to take their pet animals back from HAS premises saving HAS’s resources.
* Follow-up interviews must now be conducted after a month to give appropriate adjustment/settling time with a focus on seeking issues& reasons that led to the returning of adopted pets a priority.

***More details about the suggested business process can be found in the flowchart in Appendix 2.***

**CONCLUSION**

It is important to realize that today *quality, service,* and *innovation* are sacrosanct and not cost and control anymore (Harmon, 2010). The current business process of HAS had a few conspicuous *inefficient* and *ineffective* aspects and after thorough evaluation and analysis we have tried to eliminate and diminish them as much as possible in a redesigned business process for them that slightly modifies a few *non-value* activities & revamps a few other *value*-adding activities to align with the contemporary world by rendering quality services with innovative IT utilization to complement modern business processes and propositions, for instance, bringing Veterinary services in-house, deploying Van Rental Services (VRS) et al. Therefore, after the recommendations suggested in this paper are duly implemented, we envisage a better business process model for HAS to reach their goal of helping more animals.

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**APPENDIX 1**

<https://www.lucidchart.com/documents/edit/5b7ac68d-1582-4053-b785-ce23fd70a485/0_0>

**APPENDIX 2**

<https://www.lucidchart.com/documents/edit/5b7ac68d-1582-4053-b785-ce23fd70a485/31.QMHNo2htm>