BUSINESS PROCESS DESIGN

To-Be Process Report

Abstract

The purpose of this report is to enunciate the proposed process (To-Be). The changes proposed are as a result of the analysis done on the existing process (As-Is). The report also quantifies the benefits and juxtaposes the current and the proposed versions to aid decision making.

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1 CONTENTS

2   CHANGE LOG

10/11/2015 – Rough Draft Review V1 – Prof. Xia

10/11/2015 – Rough Draft Review V2 – Prof. Xia

10/12/2015 – Complete Draft Version V1 – Prof. Xia

10/12/2015 – Complete Draft Version V2 – Prof Xia

The purpose of this report is to utilize the substantial information gathered about the current functioning of the subpoena response process and to propose a more efficient and a streamlined means to serve the customer. The end goal is to assist the company in their quest for modernization, operating efficiency and cost reduction.

The disassembling of this complex business process and feeding it through several layers of analyses has exposed areas amenable to improvements in terms of both efficiency and effectiveness. Multiple areas of improvements have been identified that involves optimizing processes using parallel processing and digitization. In functionally dissecting the process, one can notice three obvious facets, namely: Intake Process, Deliverable crystallization, and Solution Delivery. The fact that all these three logical units are seamlessly interconnected and allow for simultaneous design changes with an easily controllable risk of sub-optimization places the system designer in an advantageous position.

Most notably, from an effectiveness standpoint, much benefit can be derived by simple tuning of existing processes. In addition, the proposed process has the benefit of being scalable i.e., surges in workload can be gracefully handled and administered in a distributed manner due to digitization. From an efficiency standpoint, there is scope for much ground can be covered by leveraging existing structures and framework within the company so as to realize benefits.

There are various tools and techniques at the analysts' disposal to portray as well as qualitatively and quantitatively analyze this model. A few of those tools have been utilized in this effort (E.g., Data Flow Diagrams, Workflow Charts, IBM Holosofx software). Currently, the process involves the cooperation of around 30 individuals on an average to produce a deliverable regardless of the SLA involved. The new process projects this number to reduce by 70% when fully implemented. The lead time is also projected to achieve significant reduction (~60%). This will help the organization in averting punitive measures and financial damages due to SLA breaches.

In summary, the sensitive nature of the subpoena requests mean that all SLAs are not equally created. In this age of instant gratification, customer are unsurprisingly demanding faster request turnaround times. Fortunately, this ties in with the organization's goal of creating scalable, efficient and effective process that steer towards digitization. The proposed process aims to seamlessly segue the company in this direction
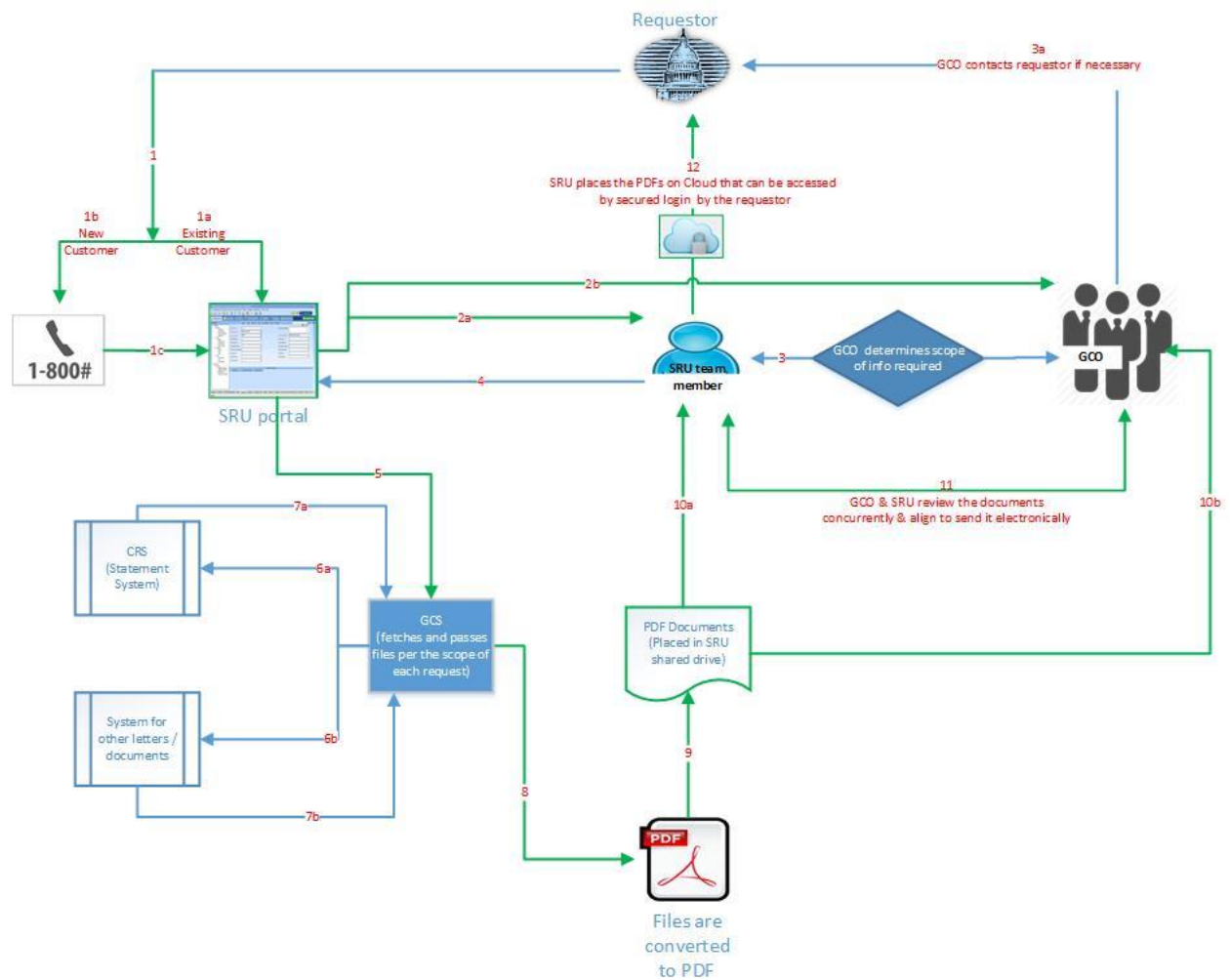
Fig 1: The subpoena response process with the numbers indicating the sequence of process flow (to-be). The arrows in green are the new process flows.

The new structure aims to eliminate the linearity of the as-is process, wherever applicable, to shrink the timelines and cost while creating a customer-centric approach.

There are certain aspects of the current intake process that elongate the processing chain while offering little to no value to the system as a whole. To mitigate this factor, following are the changes that are being proposed.

- A new request acceptance form will be designed with input from the SRU technical team so as to facilitate recording incoming requests from the external entities in a format conducive to quick and efficient processing.
- First time customers who contact via the toll-free number will be prompted to access this online system by creating a one-time login process. Should the need arise, there will be an option to request help from a SRU technical team member.
- This intake form will be integrated with the SRU Portal so as to generate a ticket number. This will create an end-to-end system using which the customer can use to enter subpoena requests and track the various stages of fulfillment.
- The idea here is to provide a continuous feedback and real-time monitoring platform for the customer as well as for all the responding units. This has the potential to significantly reduce the number of customer care calls.
- This enhancement will not only shrink the acceptance process but also eliminate the need for non-technical SRU resources to accept and enter incoming requests in the portal.
- Also, this new process is better equipped to handle any scope widening due to the improved feedback and review mechanism.

The above changes are being proposed based on the following design principles:

Principle #1: Lose wait (inter-dependencies/hands-off points)
Principle #3: Mass-customize (flexibility for any time, any place and anyway)
Principle #4: Synchronize (physical and virtual)
Principle #6: Vitrify (visibility, tracking and control of physical flow, information flow and knowledge systems)
Principle #7: Sensitize (process sensor and feedback loop)

Goals Aided:

- Manage backlogs effectively
- 100% accuracy of the deliverables
- Achieve ~50% reduction in turnaround times
- Reduce human involvement / Process automation
- Enhanced customer satisfaction

Subsequent to the intake phase is the processing phase. The existing system follows a sequential approach where one division is forced to wait on the output of the other thereby making the value chain ineffective. In order to make the process leaner and also to infuse a degree of parallelism, following are the changes that are proposed:

- Once a request has been submitted in the portal and a ticket number generated, a trigger will be sent simultaneously to both GCO (Internal Lawyers) and SRU.
- Working in parallel, knowledge intrinsic to the two departments can precipitate in quick convergence on the path forward which will be the unit of work for downstream processing.
- Also, successful resolution strategies and methods for past cases that fit the profiles of new ones can be leveraged for rapid fulfillment.
- This enhanced target identification process will also ensure that initial processing does not consume too much of the SLA timeline.

The above changes are being proposed based on the following design principles:

Principle #1: Lose wait (inter-dependencies/hands-off points)
Principle #6: Vitrify (visibility, tracking and control of physical flow, information flow and knowledge systems)
Principle #8: Analyze and synthesize
Principle #9: Connect, collect and create (knowledge generation and reuse)

Goals aided:

- Achieve ~50% reduction in turnaround times
- Manage backlogs efficiently
- 100% accuracy of the deliverables
- Enhanced customer satisfaction

The next phase offers the scope for vast changes in system efficiency both financially and logistically. In the current system, once the required documents are identified, the GCS until transmits those Advanced Function Presentation (AFP) files to the print vendor who then prints the documents and physically ships them to the SRU team. Following are the proposed changes to drastically shrink the effort and consequently, the timelines.

- Once, the documents necessary have been identified, the portal will be updated by SRU so that a trigger will be sent to the GCS unit which will then be responsible for fetching the identified records.
- Subsequently, the retrieved records in the AFP format will be converted into a PDF format and made available internally to GCO and SRU for review. This step will result in major time and cost savings since the need for the external print vendor, the time taken to print and the conveyance time for the printed material from California to Florida will be completely eliminated.
- Also, the fact that GCO and SRU can concurrently review the documents will result in a feedback loop that will shrink the timeframe required for the previously linear proofreading mechanism.
- Finally, the new electronic delivery mechanism of the subpoena documents will completely eliminate the physical shipping time. Also, the customer will be able to wield the electronic documents more efficiently and is highly likely to result in a better customer experience.

The above changes are being proposed based on the following design principles:

Principle #3: Mass-customize (flexibility for any time, any place and anyway)
Principle #5: Digitize and propagate (capture data digitally at the source once and reuse it throughout the process)
Principle #6: Vitrify (visibility, tracking and control of physical flow, information flow and knowledge systems)
Principle #7: Sensitize (process sensor and feedback loop)

Goals aided:

- Near zero SLA misses (within allowed tolerance)
- Reduce operating costs by ~30%
- Reduce manpower requirement by ~30%
- User-friendly documents
- Enhanced customer satisfaction
- Scalability of process. Gracefully handle surges in workload.

In summary, the new process offers the following benefits:

- Reduction in fulfillment timeline
- Reduction in errors
- Improved SLA compliance
- Reduced cost
- Reduced reliance on manpower
- Improved automation
- Better request tracking
- Enhanced customer service
- Effective backlog management

With respect to the process description provided in the previous section, the below context diagram establishes the process boundaries between the external and the internal entities. Also, depiction of the data flow in the pictorial representation in the "To-Be" section is displayed here as high-level data flows with input and output arrows. Represented by a circle, the central figure in the Context diagram is the process being analyzed/proposed. The rectangles denote the various entities that participate in the data flow process.
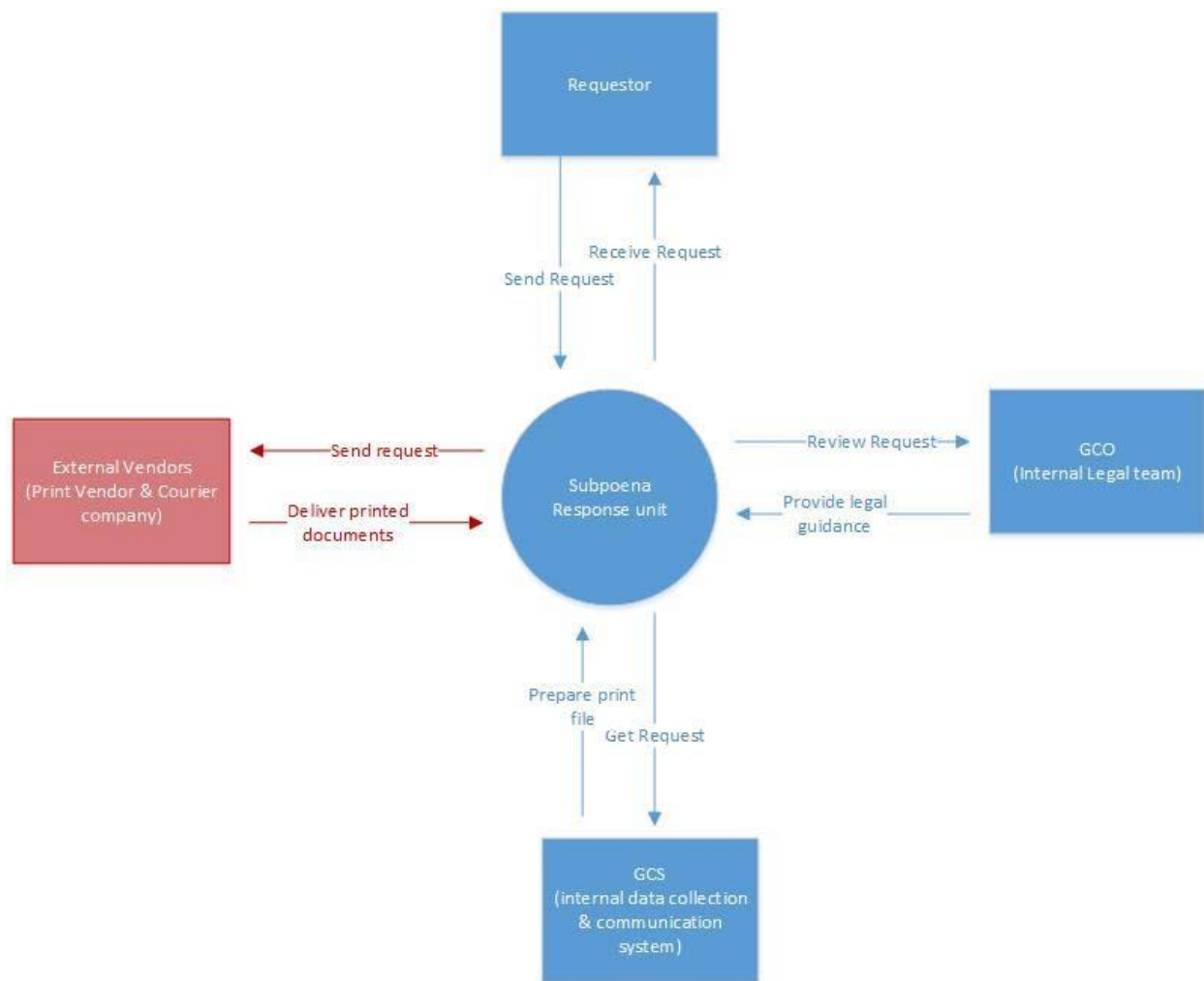
Fig 2: Context diagram of the subpoena response process. The ones in blue are retained in the process.

The Level-0 diagram exposes the main process of the context diagram and displays the high-level sub-processes which interact with the various entities. These high-level sub-processes are grouped by their logical operations which take in input from the previous section and produce an output that is consumed by the next sequential process group. A process that can be exploded to iteratively drill down towards finer granularity of operations can be considered to be a Level-0 diagram candidate. In other words, fine-grained tasks that can logically be grouped to perform measurable, valid unit(s) of work are consolidated to form Level-0 process.
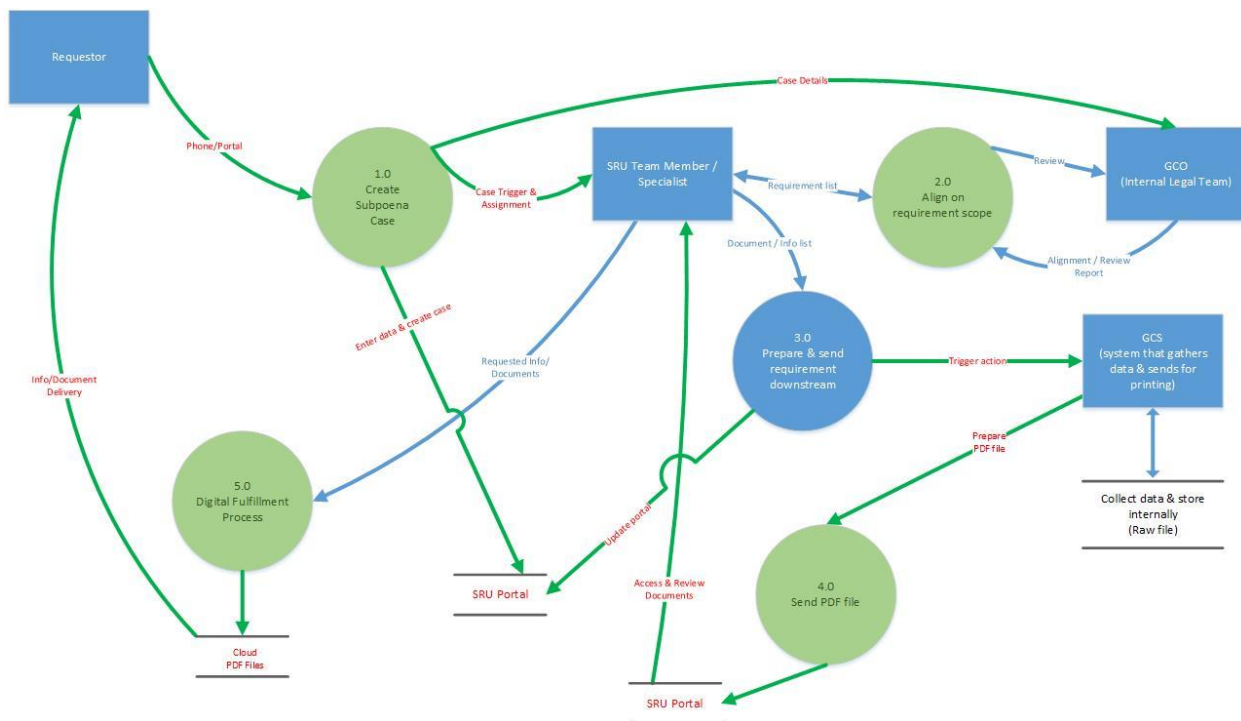
Fig 3: Level-0 diagram of the subpoena response To-Be process. New processes are shown in green

7 PROCESS DECOMPOSITION DIAGRAMS – LEVEL 1

The Level-1 diagram shown below, offer greater granularity than its Level-0 predecessor. Each process group is further drilled down to display the next level of detail in the process design. Here, greater visibility is offered in terms of interaction with entities.

7.1 REQUEST INTAKE PROCESS – CREATE SUBPOENA CASE
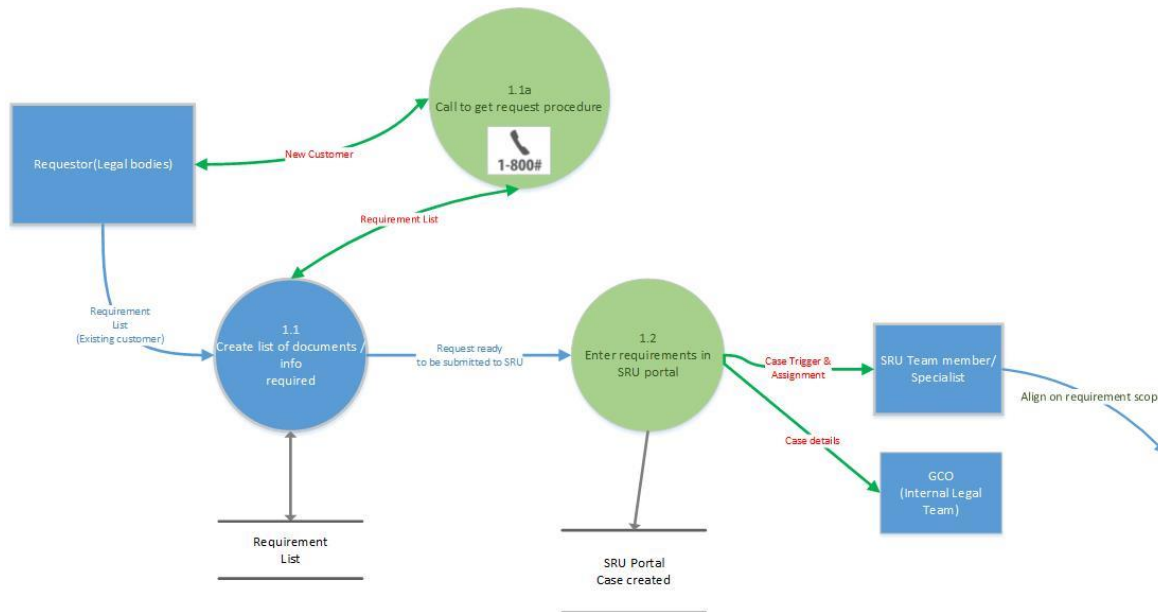
Fig 4: Level-1 diagram of the create subpoena case To-Be process. New processes are shown in green

7.2 PROCESS FLOWCHART
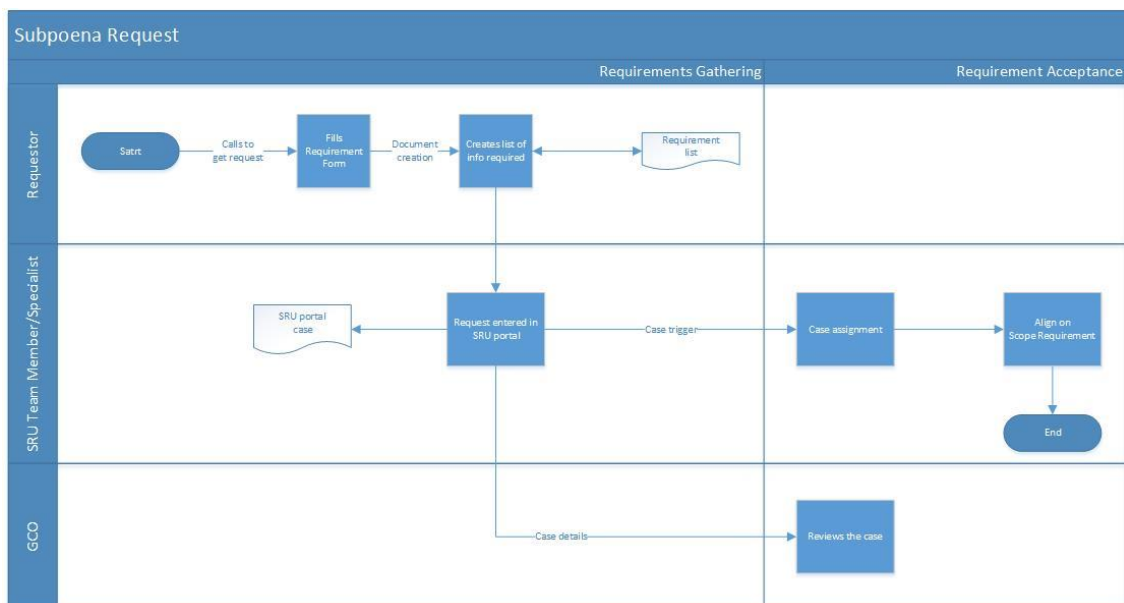
Fig 5: Process flowchart for the create subpoena case To-Be process

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7.3   ALIGN ON REQUIREMENT SCOPE
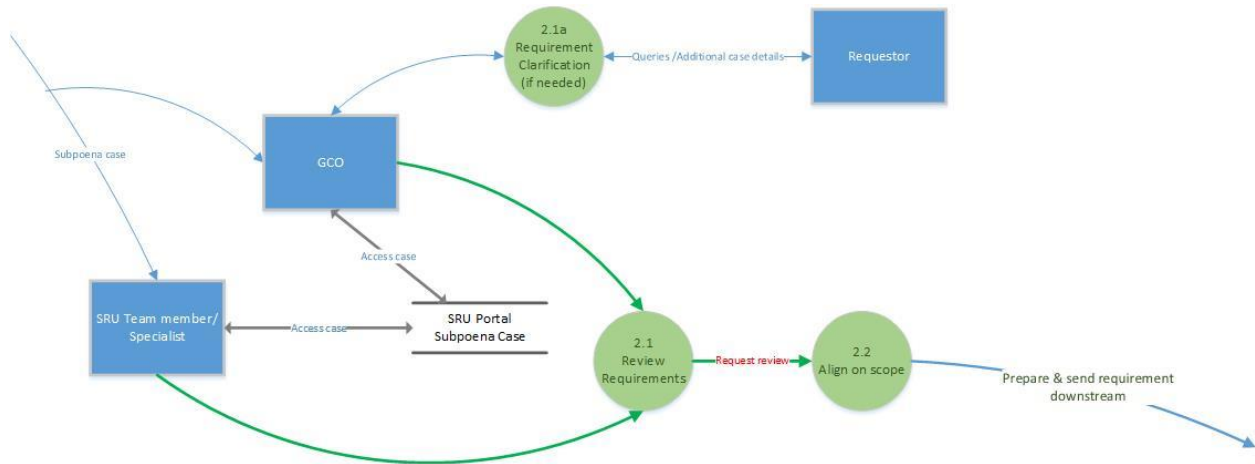
Fig 6: *Process flowchart for Alignment on requirement scope. New processes are shown in green*

7.4   PROCESS FLOWCHART
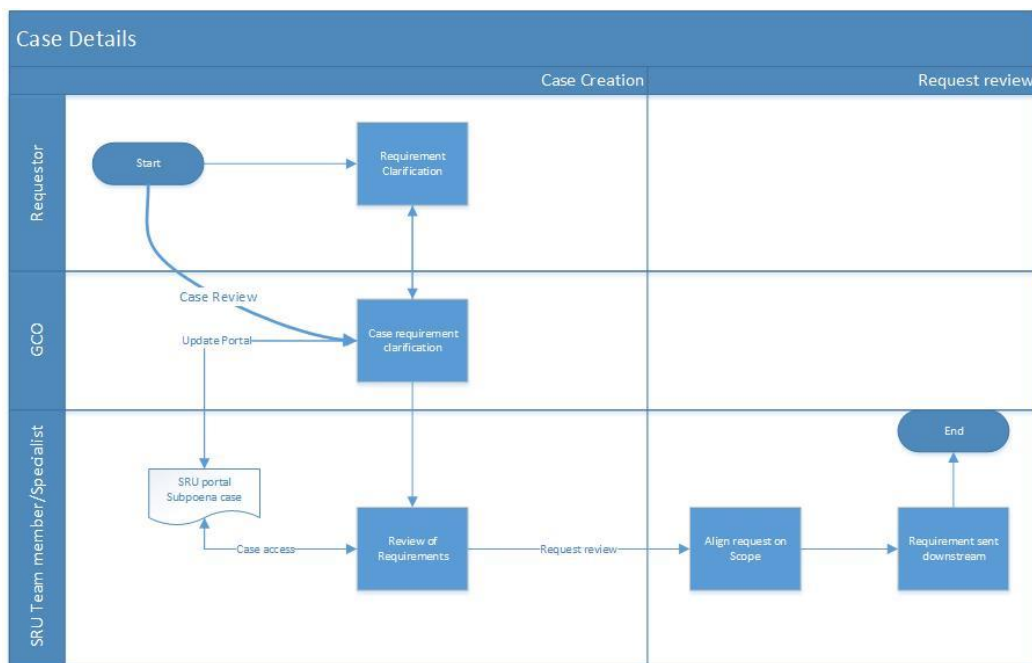
Fig 7: Workflow diagram for Alignment on requirement scope.

7.5 PREPARE AND SEND REQUIREMENT DOWNSTREAM
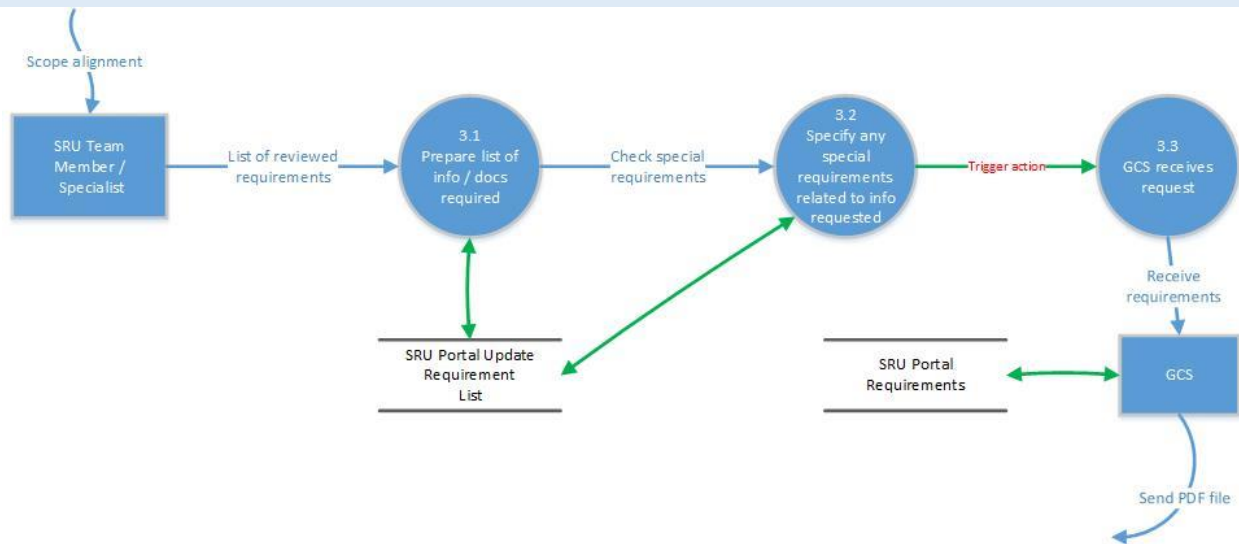
Fig 8: Process diagram for Prepare and Send Request downstream.

7.6 WORKFLOW DIAGRAM
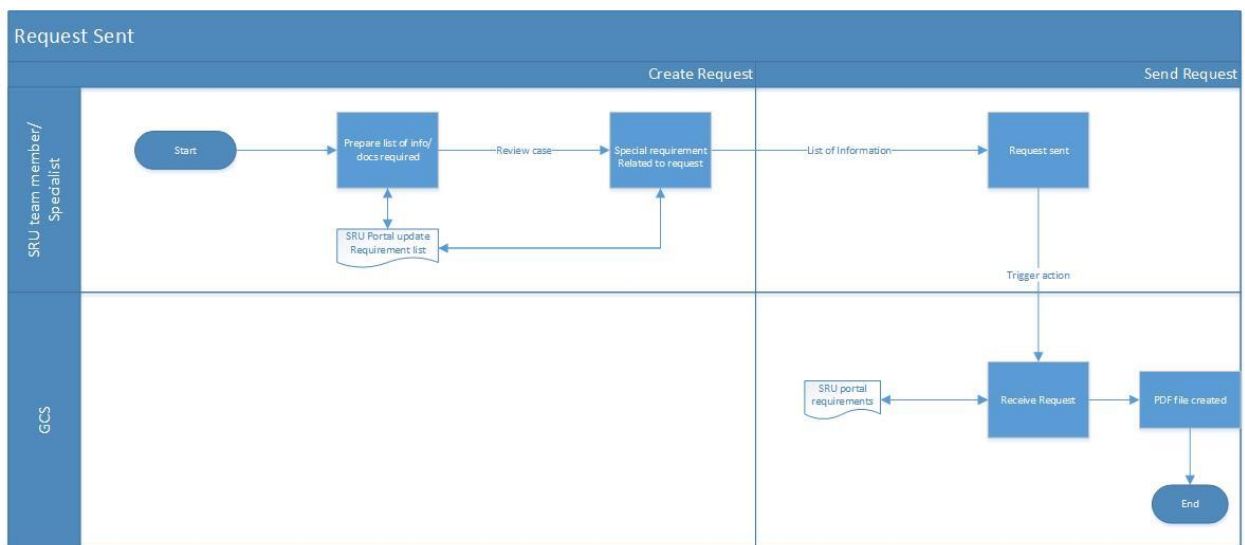
Fig 9: Process flowchart for Prepare and Send Request Downstream.

7.7   SEND PDF FILE
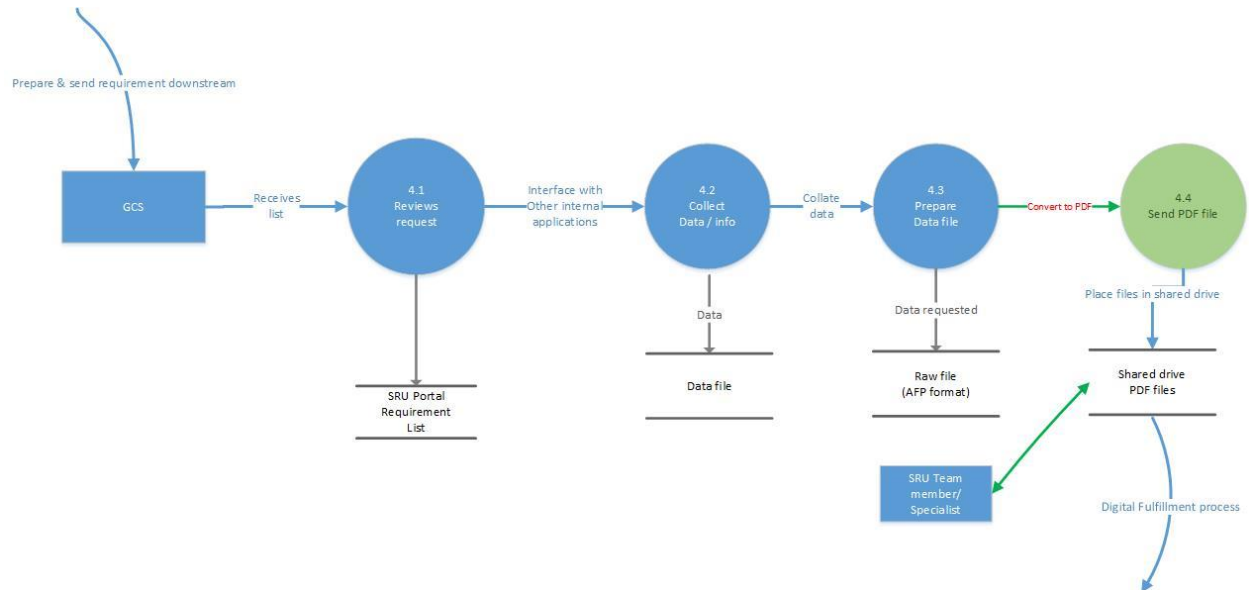
Fig 10: Process diagram for Send PDF File. New processes are shown in green

7.8   WORKFLOW DIAGRAM
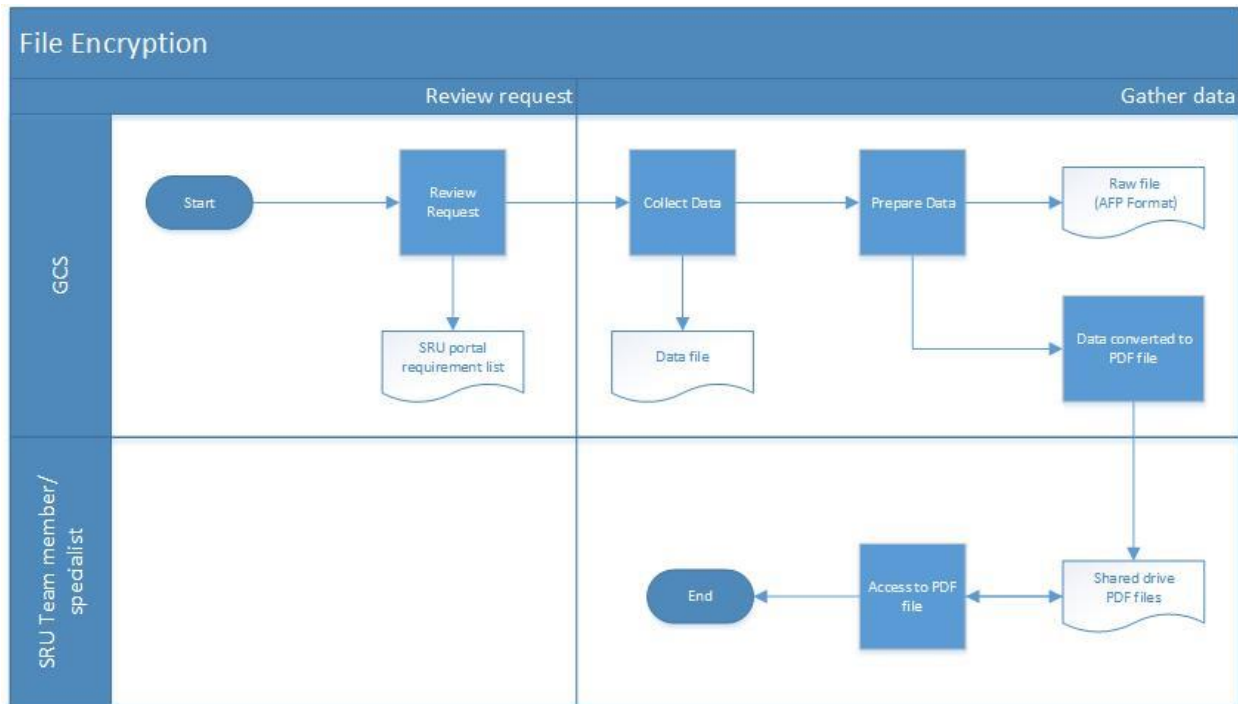
Fig 11: *Workflow diagram for send PDF File. New processes are shown in green*

7.9 DIGITAL FULFILLMENT PROCESS
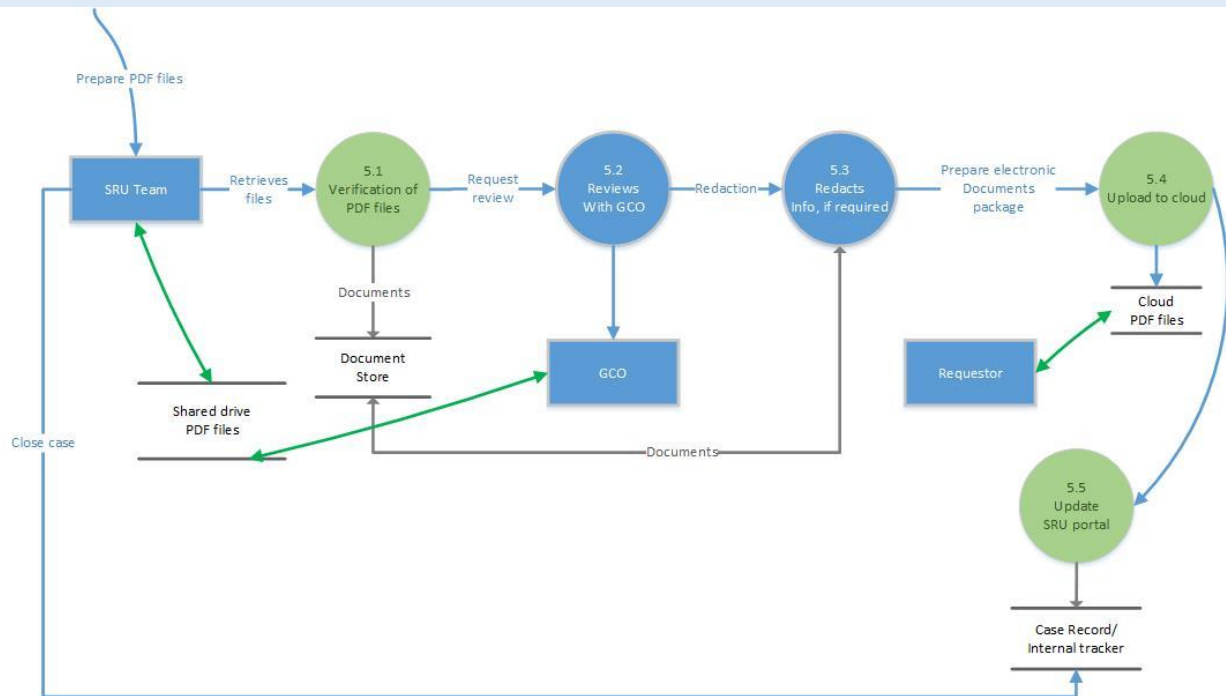
Fig 12: Process diagram for Digital Fulfillment. New processes are shown in green

7.10 WORKFLOW DIAGRAM
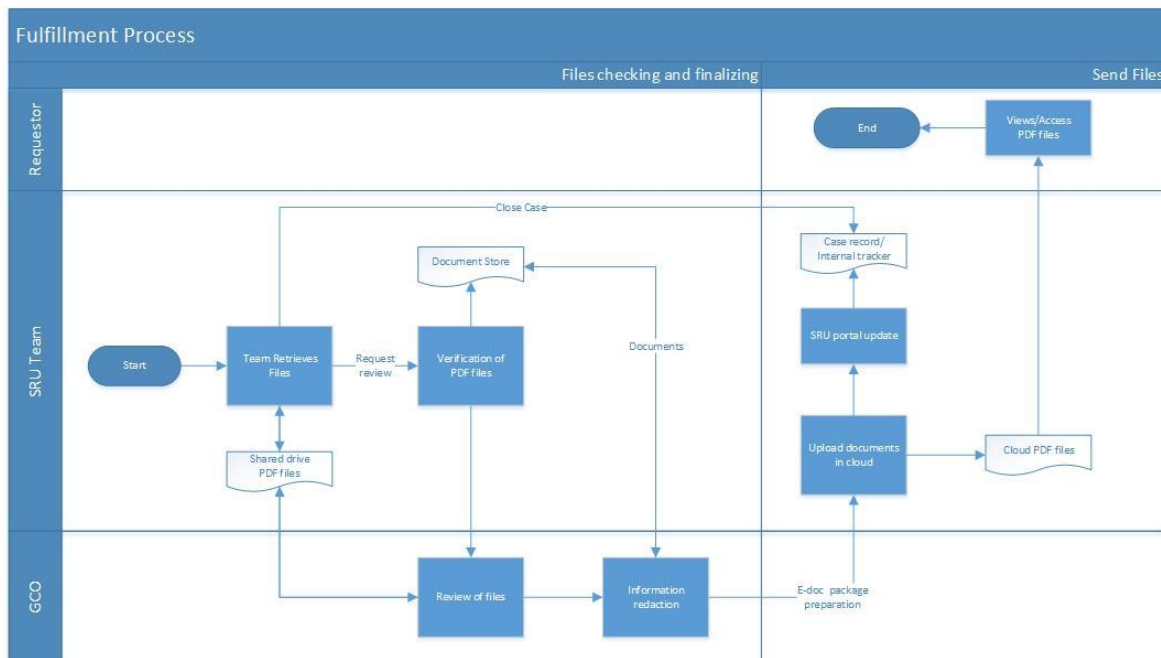
Fig 13: Workflow diagram for Digital Fulfillment.

8 PROCESS MODELING

8.1 HIGH LEVEL PROCESS
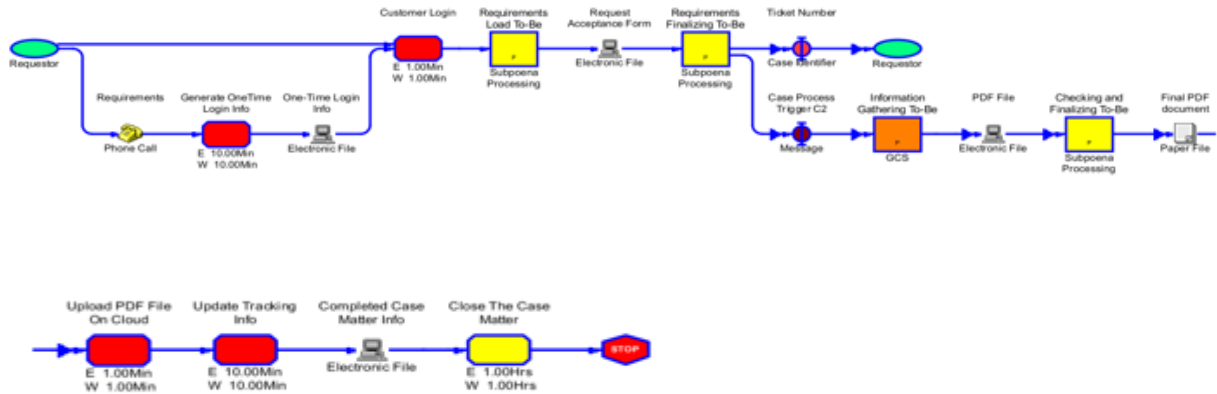
Fig 14 – High-level process modeling of the subpoena fulfillment process

8.1.1 CASE ANALYSIS

	Percent	Requirements are achievable?	GCO Make Changes
1	35.00000	Yes	No
2	35.00000	Yes	Yes
3	15.00000	No	Yes
4	15.00000	No	No

8.1.2 SIMULATION

	Job	Start Date	End Date	Cycle Duration(C-d)	Process Duration(W	Working Duration(	Total-Blocked(d)	Transfer Duration(d	External Duration(d)	Total Cost ($)	Activities
1	Job	2002/04/09	2002/04/3	21.07366	15.22097	8.80632	7.50000	0.06264	0.00000	1498.61108	
2	Job	2002/04/09	2002/05/1	31.15768	23.47305	11.07924	9.08333	5.06264	0.00000	1921.11108	
3	Job	2002/04/09	2002/05/0	23.05977	17.17931	8.80632	10.66667	0.06264	0.00000	1498.61108	
4	Job	2002/04/09	2002/05/1	35.14380	25.43139	11.07924	12.25000	5.06264	0.00000	1921.11108	
5	Job	2002/04/09	2002/05/0	27.04588	19.13764	8.80632	13.83333	0.06264	0.00000	1498.61108	
6	Ave			27.49616	20.08847	9.71549	10.66667	2.06264	0.00000	1667.61108	
7									Total	8338.05566	
8											

8.2   SUB-PROCESSES

8.2.1   REQUIREMENT LOAD PROCESS
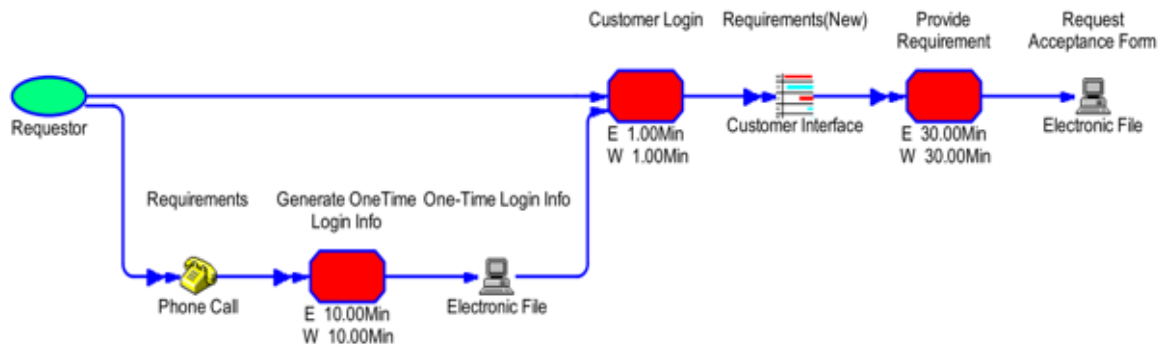
Fig 15: Sub-process modeling: Requirements Loading

8.2.1.1   SIMULATION DATA

	Job	Start Date	End Date	Cycle Duration(C-d)	Process Duration(W	Working Duration(	Total-Blocked(d)	Transfer Duration(d	External Duration(d)	Total Cost ($)	Activities
1	Job	2002/04/09	2002/04/0	0.04931	0.14792	0.08542	0.00000	0.06250	0.00000	2.08333	
2	Job	2002/04/09	2002/04/0	0.04931	0.14792	0.08542	0.00000	0.06250	0.00000	2.08333	
3	Job	2002/04/09	2002/04/0	0.04931	0.14792	0.08542	0.00000	0.06250	0.00000	2.08333	
4	Job	2002/04/09	2002/04/0	0.04931	0.14792	0.08542	0.00000	0.06250	0.00000	2.08333	
5	Job	2002/04/09	2002/04/0	0.04931	0.14792	0.08542	0.00000	0.06250	0.00000	2.08333	
6	Ave			0.04931	0.14792	0.08542	0.00000	0.06250	0.00000	2.08333	
7									Total	10.41667	
8											

The above table indicates that the intake process is highly optimized.

8.2.1.2   REPOSITORY DATA

Entities	Phis	Department	Role	Task
Requestor	*Requirements*			
SRU Help Center	*One-Time Login Info*			*Generate One-Time Login Info*
Requestor	*Request Acceptance Form*			*Provide Requirements*

8.2.1.3   PHI DATA AND TYPE

Phi	Type	Category
Requirements	Phone Call	other
Requirements	Customer Interface	other
One-Time Login Info	Electronic File	Electronic Document
Request Acceptance Form	Electronic File	Electronic Document

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8.2.1.4 PROCESS INPUT/OUTPUT CONNECTOR

Source	Phi	Target	Transfer Media
	Requirements	Acquire One-Time Login Info	Phone Call
Customer Login	Requirements	Provide Requirements	Customer Interface
Generate One-Time Login Info	One-Time Login Info	Provide One-Time Login Info	Phone Call
Provide Requirements	Request Acceptance Form	Record Necessary Case Info	

8.2.1.5 ACTIVITY DURATION

Activity	Organization	Role	E-duration	W-duration	Value_Added	Quality Control	Work Flow
Generate One-Time Login Info	SRU Help Center	Helper	10 min	10 min	Business Value added	Not Quality control	Current Work flow
Customer Login	Subpoena Processing	Customer	1 min	1 min	Business Value added	Not Quality control	Potential Work flow
Provide Requirements	Subpoena Processing	Customer	30 min	30 min	Business Value added	Not Quality control	Potential Work flow

8.2.2   REQUIREMENTS FINALIZING PROCESS
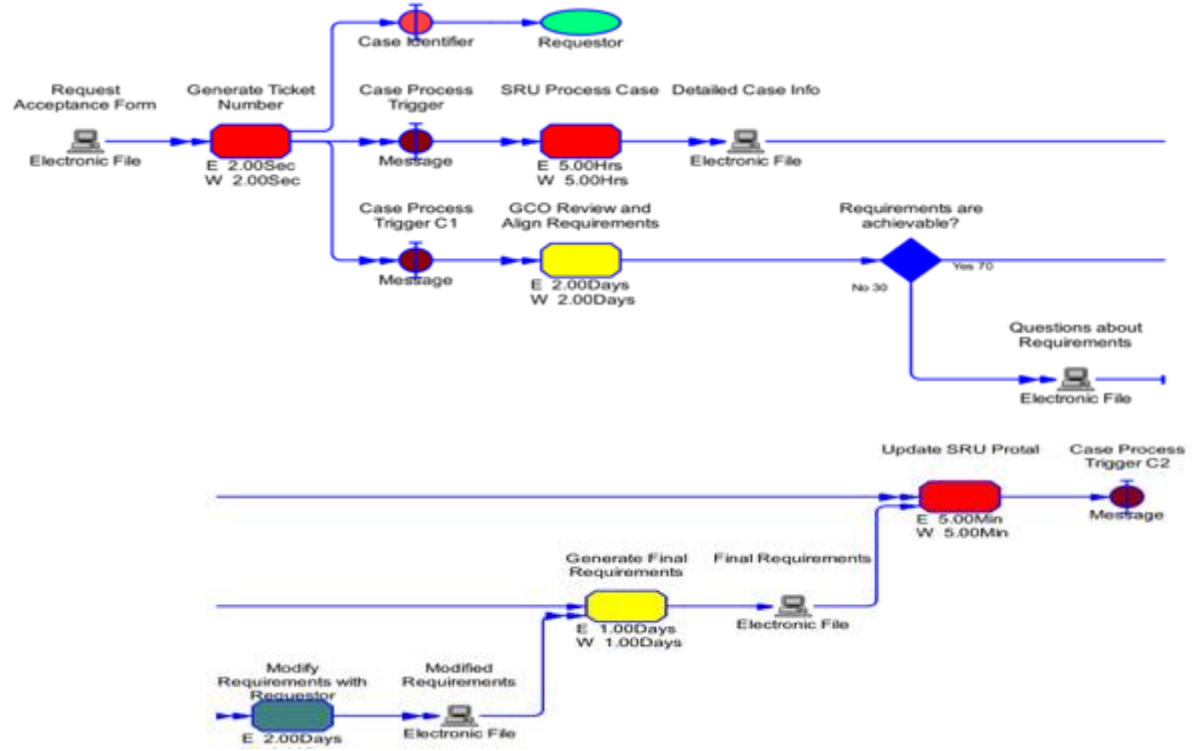
Fig 16: Sub-process modeling: Requirements Loading

8.2.2.1   CASE ANALYSIS

	Percent	Requirements are achievable?
1	70.00000	Yes
2	30.00000	No
3		

8.2.2.2   SIMULATION

	Job	Start Date	End Date	Cycle Duration(C-d)	Process Duration(W	Working Duration(	Total-Blocked(d)	Transfer Duration(d	External Duration(d)	Total Cost ($)	Activities
1	Job	2015/10/12	2015/10/2	15.00351	11.01052	3.63549	8.00000	0.00014	0.00000	834.37500	
2	Job	2015/10/12	2015/10/2	15.99656	11.98969	3.63549	9.58333	0.00014	0.00000	834.37500	
3	Job	2015/10/12	2015/10/2	16.98962	12.96885	3.63549	11.16667	0.00014	0.00000	834.37500	
4	Job	2015/10/12	2015/10/3	17.98267	13.94802	3.63549	12.75000	0.00014	0.00000	834.37500	
5	Job	2015/10/12	2015/11/0	20.97573	14.92719	3.63549	14.33333	0.00014	0.00000	834.37500	
6	Ave			17.38962	12.96885	3.63549	11.16667	0.00014	0.00000	834.37500	
7									Total	4171.87500	

8.2.2.3   REPOSITORY DATA

Entities	Phis	Department	Role	Task
Requestor	Ticket Number		Customer	
SRU Team Member		Subpoena Processing	SRU Team Member	SRU Process Case
GCO		Subpoena Processing	GCO	GCO review and align requirements
GCO	Questions About Requirements	Subpoena Processing	GCO	GCO Review and Align Requirements
Requestor GCO	Modified Requirements	Subpoena Processing	GCO	Modify requirements with requestor
GCO	Final Requirements	Subpoena Processing	GCO	Generate final requirements

8.2.2.4   PHI AND DATA TYPE

Phi	Type	Category
Ticket Number	Case Identifier	Other
Case Progress Trigger	Message	Other
Case Progress Trigger C1	Message	Other
Case Progress Trigger C2	Message	Other
Detailed Case Info	Electronic File	Electronic document
Questions About Requirements	Electronic File	Electronic document
Modified Requirements	Electronic File	Electronic document
Final Requirements	Paper File	Paper document

8.2.2.5   PROCESS INPUT/OUTPUT CONNECTOR

Source	Phi	Target	Transfer Media
Generate Ticket Number	Ticket Number	Provide Identifier for customer tracking and employee review	Inter-System
Generate Ticket Number	Case Progress Trigger	Remind SRU to proceed case	Inter-System
Generate Ticket Number	Case Progress Trigger C1	Remind GCO to Review and align case	Inter-System
SRU Process Case	Detailed Case Info	Check and Enter Detailed Info	Inter-System
GCO Review and Align requirements	Question about requirements	Make requirements achievable	Email
Modify requirements with requestor	Modified Requirements	Make requirements achievable	Email
Generate final requirements	Final Requirements	Decide final requirements	Email

8.2.2.6 DECISION DATA

Decision	Choice	Percentage
Requirements are achievable?	Yes	70%
Requirements are achievable?	No	30%

8.2.2.7 ACTIVITY DURATION

Activity	Organization	Role	E-duration	W-duration	Value_Added	Quality Control	Work Flow
Generate Ticket Number	Subpoena Processing		2 s	2s	Business Value added	Quality control	Current Work flow
SRU Process Case	Subpoena Processing	SRU Team Member	5 hours	5 hours	Business Value added	Quality control	Potential Work flow
GCO Review and Align Requirements	Subpoena Processing	GCO	2 days	2 days	Business Value added	Quality control	Current Work flow
Modify Requirements with Requestor	Subpoena Processing	GCO	2 days	2 days	Business Value added	Quality control	Potential Work flow
Generate final requirements	Subpoena Processing	GCO	1 day	1 day	Business Value added	Quality control	Current Work Flow
Update SRU Portal	Subpoena Processing	SRU Team Member	5 mins	5 mins	Business Value added	Quality control	Current Work Flow

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8.2.3 INFORMATION GATHERING PROCESS
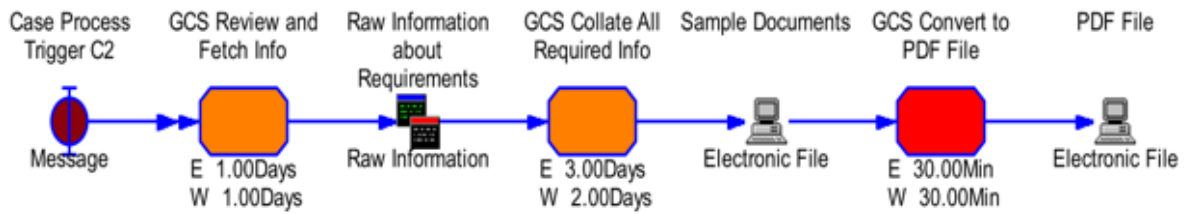
Fig 17: Sub-process modeling: Information Gathering

8.2.3.1 SIMULATION

	Job	Start Date	End Date	Cycle Duration(C-d)	Process Duration(W	Working Duration(	Total-Blocked(d)	Transfer Duration(d	External Duration(d)	Total Cost ($)	Activities
1	Job	2015/10/12	2015/10/1	3.02083	3.06250	3.06250	0.00000	0.00208	0.00000	212.50000	
2	Job	2015/10/12	2015/10/1	4.01389	4.04167	3.06250	0.97917	0.00208	0.00000	212.50000	
3	Job	2015/10/12	2015/10/1	7.00694	5.02083	3.06250	1.95833	0.00208	0.00000	212.50000	
4	Job	2015/10/12	2015/10/2	8.00000	6.00000	3.06250	2.93750	0.00208	0.00000	212.50000	
5	Job	2015/10/12	2015/10/2	8.99306	6.97917	3.06250	3.91667	0.00208	0.00000	212.50000	
6	Ave			6.20694	5.02083	3.06250	1.95833	0.00208	0.00000	212.50000	
7									Total	1062.50000	
8											

Generating the deliverables in the PDF format is shown above to be very economical and effective.

8.2.3.2 REPOSITORY DATA

Entities	Phis	Department	Role	Task
GCS	Raw Information about requirements	GCS	GCS	GCS Review and Fetch Info
GCS	Sample Documents	GCS	GCS	GCS Collate All Required Info
GCS	PDF File	GCS	GCS	GCS Convert to PDF file

8.2.3.3 PHI DATA AND TYPE

Phi	Type	Category
Raw Information about requirements	Raw Information	Electronic document
Sample Documents	Electronic File	Electronic document
PDF File	Electronic File	Electronic document

8.2.3.4 PROCESS INPUT/OUTPUT CONNECTOR

Source	Phi	Target	Transfer Media
	Final Requirements	Provide GCS with all requirements	Inter-System
GCS Convert To PDF File	PDF File	Provide SRU and GCO to Review	Inter-System

8.2.3.5 ACTIVITY DURATION

Activity	Organization	Role	E-duration	W-duration	Value_Added	Quality Control	Work Flow
GCS Review And Fetch Info	GCS	GCS	1 day	1 day	Business Value added	Quality control	Current Work flow
GCS Collate All Required Info	GCS	GCS	2 days	2 days	Business Value added	Quality control	Potential Work flow
GCS Convert To PDF File	GCS	GCS	30 mins	30 mins	Business Value added	Not Quality control	Potential Work flow

8.2.4 CHECKING AND FINALIZATION PROCESS
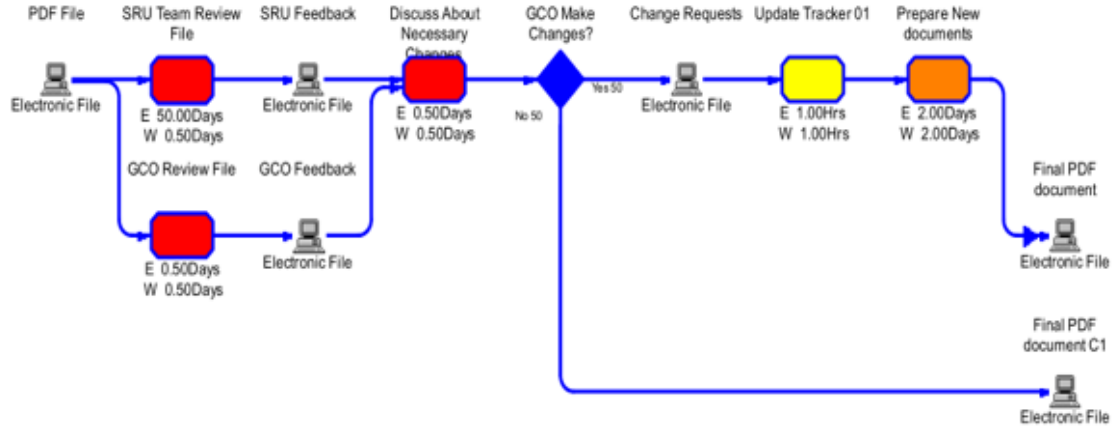
Fig 18: Sub-process modeling: Checking and Finalization

8.2.4.1 CASE ANALYSIS

	Percent	GCO Make Changes
1	50.00000	No
2	50.00000	Yes

8.2.4.2 SIMULATION

	Job	Start Date	End Date	Cycle Duration(C-d)	Process Duration(W	Working Duration(	Total-Blocked(d)	Transfer Duration(d	External Duration(d)	Total Cost ($)	Activities
1	Job	2015/10/12	2015/10/1	2.37500	3.00000	1.50000	2.00000	0.00000	0.00000	330.00000	
2	Job	2015/10/12	2015/10/2	14.24306	10.60417	3.62500	2.95833	5.00000	0.00000	752.50000	
3	Job	2015/10/12	2015/10/2	16.23611	12.58333	3.62500	5.41667	5.00000	0.00000	752.50000	
4	Job	2015/10/12	2015/10/3	18.22917	14.56250	3.62500	7.87500	5.00000	0.00000	752.50000	
5	Job	2015/10/12	2015/10/1	4.34722	4.91667	1.50000	5.83333	0.00000	0.00000	330.00000	
6	Ave			11.08611	9.13333	2.77500	4.81667	3.00000	0.00000	583.50000	
7									Total	2917.50000	
8											

Manual effort and cost have been greatly reduced in comparison to the previous process.

8.2.4.3 REPOSITORY DATA

Entities	Phis	Department	Role	Task
SRU Team Member	SRU Feedback	Subpoena Processing	SRU Team Member	SRU Review File
GCO	GCO Feedback	Subpoena Processing	GCO	GCO Review File
GCO SRU Team Member	Change Requests	Subpoena Processing	SRU Team Member GCO	Discuss About Necessary Changes

8.2.4.4 PHI DATA AND TYPE

Phi	Type	Category
SRU Feedback	Electronic File	Electronic Document
GCO Feedback	Electronic File	Electronic Document
Change Requests	Electronic File	Electronic Document
Final PDF File	Electronic File	Electronic Document

8.2.4.5 DECISION DATA

Decision	Choice	Percentage
GCO make changes?	Yes	50%
GCO make changes?	No	50%

8.2.4.6 PROCESS INPUT/OUTPUT CONNECTOR

Source	Phi	Target	Transfer Media
SRU Team Member Review file	SRU Feedback	Make Necessary Changes	Email
GCO Review File	GCO Feedback	Make Necessary Changes	Email
Discuss About Necessary changes	Change Requests	Change requirements to get new documents	Inter-System
Prepare new documents	Final PDF File	Make requirements achievable	Inter-System

8.2.4.7 ACTIVITY DIAGRAM

Activity	Organization	Role	E-duration	W-duration	Value_Added	Quality Control	Work Flow
SRU Team Member Review File	Subpoena Processing	SRU Team Member	0.5 day	0.5 day	Business Value added	Quality control	Potential Work flow
GCO Review File	Subpoena Processing	GCO	0.5 day	0.5 day	Business Value added	Not Quality control	Potential Work flow
Discuss About Necessary Changes	Subpoena Processing	GCO SRU	0.5 day	0.5 day	Business Value added	Not Quality control	Potential Work flow
Update Tracker	Subpoena Processing	SRU Team Member	1 hour	1 hour	Business Value added	Not Quality control	Potential Work flow
Prepare New Document	GCS	GCS	2 days	2 days	Business Value added	Quality control	Potential Work flow

9 COMPARISON OF AS-IS AND TO-BE

9.1 OVERALL AS-IS SIMULATION

	Job	Start Date	End Date	Cycle Duration(C-d)	Process Duration(W	Working Duration(	Total-Blocked(d)	Transfer Duration(d	External Duration(d)	Total Cost ($)	Activities
1	Job	2002/04/09	2002/05/2	43.26042	31.65625	14.55208	12.00000	5.10625	0.00000	2310.20850	
2	Job	2002/04/09	2002/06/0	55.27431	39.69792	15.55208	13.97917	10.16875	0.00000	2410.20850	
3	Job	2002/04/09	2002/05/2	49.24653	35.61458	14.55208	15.95833	5.10625	0.00000	2310.20850	
4	Job	2002/04/09	2002/06/0	59.28194	43.72083	16.67708	16.93750	10.10833	0.00000	2732.70850	
5	Job	2002/04/09	2002/06/1	63.27500	45.70000	16.67708	18.91667	10.10833	0.00000	2732.70850	
6	Ave			54.06764	39.27792	15.60208	15.55833	8.11958	0.00000	2499.20850	
7										Total	12496.04297	
8												

9.2 OVERALL TO-BE SIMULATION

	Job	Start Date	End Date	Cycle Duration(C-d)	Process Duration(W	Working Duration(	Total-Blocked(d)	Transfer Duration(d	External Duration(d)	Total Cost ($)	Activities
1	Job	2002/04/09	2002/04/3	21.07366	15.22097	8.80632	7.50000	0.06264	0.00000	1498.61108	
2	Job	2002/04/09	2002/05/1	31.15768	23.47305	11.07924	9.08333	5.06264	0.00000	1921.11108	
3	Job	2002/04/09	2002/05/0	23.05977	17.17931	8.80632	10.66667	0.06264	0.00000	1498.61108	
4	Job	2002/04/09	2002/05/1	35.14380	25.43139	11.07924	12.25000	5.06264	0.00000	1921.11108	
5	Job	2002/04/09	2002/05/0	27.04588	19.13764	8.80632	13.83333	0.06264	0.00000	1498.61108	
6	Ave			27.49616	20.08847	9.71549	10.66667	2.06264	0.00000	1667.61108	
7										Total	8338.05566	
8												

The above two screenshots indicate:

A 33% reduction in total cost

A 48% reduction in overall process duration

9.3   TOTAL TIMELINE MEASUREMENT

	A	B	C	D	E	F	G
1		Subpoena AS-IS Process \ Report: Total Times					
2		Percent	Total Elapsed Time	Total Working Time	Total External Time	Total Transfer Time	Total Wait Time
3	Number of Hours	100	164.20h	132.12h	0.00h	153.36h	32.08h

AS-IS

	A	B	C	D	E	F	G
1		Subpoena To-Be Process \ Report: Total Times					
2		Percent	Total Elapsed Time	Total Working Time	Total External Time	Total Transfer Time	Total Wait Time
3	Number of Hours	100	80.34h	80.34h	0.00h	60.53h	0.00h

TO-BE

Here, the wait time has been completely eliminated. This is chiefly due to the elimination of the physical printing process.

The redesigned process has achieved ~50% reduction in the total elapsed time which is well in line with the design objectives.

9.4   RESOURCE TIMES

	A	B	C	D
1		Subpoena AS-IS Process \ Report: Resource Times		
2		Percent	Labor Time	Total Resource Time
3	Number of Hours	100	109.32h	109.32h

AS-IS

	A	B	C	D
1		Subpoena To-Be Process \ Report: Resource Times		
2		Percent	Labor Time	Total Resource Time
3	Number of Hours	100	63.05h	63.05h

TO-BE

The resource times have shrunk by around 45%

9.5 CASES TOTAL COSTS

	A	B	C
1		Subpoena AS-IS Process \ Report: Cases Total Costs	
2	Process Case Name	Percent	Resource Cost
3	Case 1	24.50	$2,732.71
4	Case 2	24.50	$2,310.21
5	Case 3	10.50	$2,310.21
6	Case 4	10.50	$2,732.71
7	Case 5	10.50	$2,410.21
8	Case 6	10.50	$2,832.71
9	Case 7	4.50	$2,410.21
10	Case 8	4.50	$2,832.71
11	Weighted Average	100.00	$2,551.46

AS-IS

	A	B	C
1		Subpoena To-Be Process \ Report: Cases Total Costs	
2	Process Case Name	Percent	Resource Cost
3	Case 1	35.00	$1,379.28
4	Case 2	35.00	$1,801.78
5	Case 3	15.00	$2,281.78
6	Case 4	15.00	$1,859.28
7	Weighted Average	100.00	$1,734.53

TO-BE

9.6 QUALITY CONTROL (OVERALL)

	A	B	C
1		Subpoena AS-IS Process \ Report: Classification 2 (Quality Control)	
2	Type of Activity	Time	Costs
3	Not Quality Control	37.32h	$671.46
4	Quality Control	72.00h	$1,880.00
5	Total	109.32h	$2,551.46

AS-IS

	A	B	C
1		Subpoena To-Be Process \ Report: Classification 2 (Quality Control)	
2	Type of Activity	Time	Costs
3	Not Quality Control	8.50h	$211.25
4	Quality Control	54.55h	$1,523.28
5	Total	63.05h	$1,734.53

TO-BE

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9.7 QUALITY CONTROL (REQUIREMENTS LOAD)

	A	B Requirements Load AS-IS \ Report: Classification 2 (Quality Control)	C
1			
2	Type of Activity	Time	Costs
3	Not Quality Control	0.42h	$5.21
4	Quality Control	0.00h	$0.00
5	Total	0.42h	$5.21

	A	B Requirements Load To-Be \ Report: Classification 2 (Quality Control)	C
1			
2	Type of Activity	Time	Costs
3	Not Quality Control	0.00h	$0.00
4	Quality Control	0.17h	$2.40
5	Total	0.17h	$2.40

AS-IS   TO-BE

9.8 QUALITY CONTROL (REQUIREMENTS FINALIZING)

	A	B Requirements Finalizing AS-IS \ Report: Classification 2 (Quality Control)	C
1			
2	Type of Activity	Time	Costs
3	Not Quality Control	0.00h	$0.00
4	Quality Control	48.00h	$1,240.00
5	Total	48.00h	$1,240.00

	A	B Requirements Finalizing To-Be \ Report: Classification 2 (Quality Control)	C
1			
2	Type of Activity	Time	Costs
3	Not Quality Control	0.00h	$0.00
4	Quality Control	33.88h	$978.38
5	Total	33.88h	$978.38

AS-IS   TO-BE

9.9 QUALITY CONTROL (INFORMATION GATHERING)

	A	B Information Gathering AS-IS \ Report: Classification 2 (Quality Control)	C
1			
2	Type of Activity	Time	Costs
3	Not Quality Control	0.00h	$0.00
4	Quality Control	16.00h	$400.00
5	Total	16.00h	$400.00

	A	B Information Gathering To-Be \ Report: Classification 2 (Quality Control)	C
1			
2	Type of Activity	Time	Costs
3	Not Quality Control	0.00h	$0.00
4	Quality Control	8.50h	$212.50
5	Total	8.50h	$212.50

AS-IS   TO-BE

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9.10 QUALITY CONTROL (DOCUMENT DELIVERY)

	A	B	C
1		*Document Printing AS-IS \ Report: Classification 2 (Quality Control)*	
2	*Type of Activity*	*Time*	*Costs*
3	Not Quality Control	16.00h	$200.00
4	Quality Control	0.00h	$0.00
5	*Total*	16.00h	$200.00

	A	B	C
1		*Checking and Finalizing To-Be \ Report: Classification 2 (Quality Control)*	
2	*Type of Activity*	*Time*	*Costs*
3	Not Quality Control	8.50h	$211.25
4	Quality Control	12.00h	$330.00
5	*Total*	20.50h	$541.25

AS-IS   TO-BE

9.11 RESULTS

All the above tables indicate that the redesign objectives have a high likelihood of not only being met, but also surpassed. The tables above indicate that:

A cost reduction of 30-40% can be easily attained

The entire timeline can be reduced by ~50%

The organization can have a high degree of confidence in meeting SLAs

The scalability of the process is proven.

Manpower can be reduced by ~30%. This does not indicate automatic retrenchment. It only indicates that the system can achieve enough automation such that ~30% of the highly skilled workforce can be utilized in other important areas.

10 FEASIBILITY AND IMPLEMENTATION PLAN

10.1 FEASIBILITY ANALYSIS

10.1.1 BUSINESS DRIVERS
- SLA management
- Process Optimization
- Cost and Resource Optimization
- Digitization

10.1.2 NEED ANALYSIS
- The current process has been in place for a long time. However, as the technology evolved so have the strategic goals of the company one of which is to reorient itself towards digitization and make processes leaner wherever feasible and possible.
- Also, as a non-core but yet mandatory process, the subpoena compliance process is an excellent candidate for redesign and optimization.
- Clients, too, demand faster turnaround times and smart delivery mechanisms. So, there is a need for eliminating tasks that add little value but consume a major portion of the SLA timeline.

10.1.3 SCHEDULE FEASIBILITY
- The technology and the process knowledge to convert the AFP files stored in the database to PDF files currently exists within the company.
- Retraining is obviated since the company already produces PDF files for other (unrelated) deliverables.
- Other process improvements are simply new ways of doing the similar activities with an eye on concurrence and optimization. Therefore, employees are no encumbered with retooling and/or relearning.
- Implementation of the new process is relatively quick and can be seamless whether done in a phased manner or in one fell stroke.

10.1.4 PROFIT FEASIBILITY
- New process reduces errors in the process due to continuous monitoring and feedback look
- Reduced time spent on customer service calls since client can track the process flow
- Reduces human intervention and aids in automation
- Highly likely to cut down the lead time by ~50%
- All-around cost savings due to eliminating paper (printing, transporting, storing, manual labor etc.) Clients, too, are increasingly adopting digitization.

10.2 IMPLEMENTATION PLAN

10.2.1 THE NEW INTAKE FORM AND PORTAL INTEGRATION

Once the structure of this form is finalized based on the SRU technical unit, the implementation plan can begin with a parallel approach wherein users will have the option of using both the old and the new systems for a limited time. Initially, the SRU rep will assist the online tracking process by entering the details in the system. This human intervention layer can be gradually phased out leading to a completely automated process. The length of the parallel phase can be set arbitrarily and adjusted based on both internal and external feedback.

10.2.2 PORTAL TRACKING MANAGEMENT

This is an enhancement to the existing portal. The changes include:

- Adding a login layer to external entities
- Enabling tracking
- Minor changes to send triggers to the action item owners once each step is marked as complete.

These changes are outside of the actual portal functioning and therefore are minimal, non-invasive and can be implemented easily without causing any adverse impact.

10.2.3 PARALLEL PROCESSING OF GCO AND SRU

While the job description of both units does not change, training needs to be provided for seamless performance. The new customer-focused approach needs to be enunciated internally so that the both the units can work in a symbiotic manner for rapid requirement crystallization.

10.2.4 AFP TO PDF CONVERSION

The company has licensed a third party software (Xenos) that is also widely used in the industry for converting AFP to PDF. Currently, this is used to produce statements and other electronic documents for card members. Leveraging this utility to aid in digitization of subpoena documents is relatively simple since the process set up is already documented and the implementation is simple as well.

10.2.5 ELECTRONIC DELIVERY OF SUBPOENA REQUEST

The company has already a highly secure electronic product delivery framework that is currently in use for other areas. This knowledge can be leveraged to provide a safe and secure delivery framework for a highly sensitive and private requirement such as a subpoena request.

10.2.6 HIGHLIGHTS:

- GCS and SRU can independently and in parallel, work on the Xenos integration and the e-delivery mechanism to the client. Since this is the basis for the rest of the steps to occur.
- Also in parallel, the new intake form can be integrated with the portal since the e-delivery is completely unrelated to the other aspects of the solution.
- Once the foundation is in place, the team can then proceed to turn the switch on that will automate the process from end-to-end.

10.3 POTENTIAL ISSUES:

The potential issues lie mostly with the personnel aspect since the technology proposed is already well tested and used in other parts of the company. Mostly, this resides with the need for GCO and SRU to function together and utilizing their combined knowledge to validate and solidify the deliverable based on customer input. This can be accomplished fairly easily since the teams have distinct portfolios and do not tread on the toes of each other.

Also, the SRU non-technical resource that will be gradually phased out can have apprehensions. This can be allayed by re-training and absorption in other areas of the department / company so that knowledge can be retained.
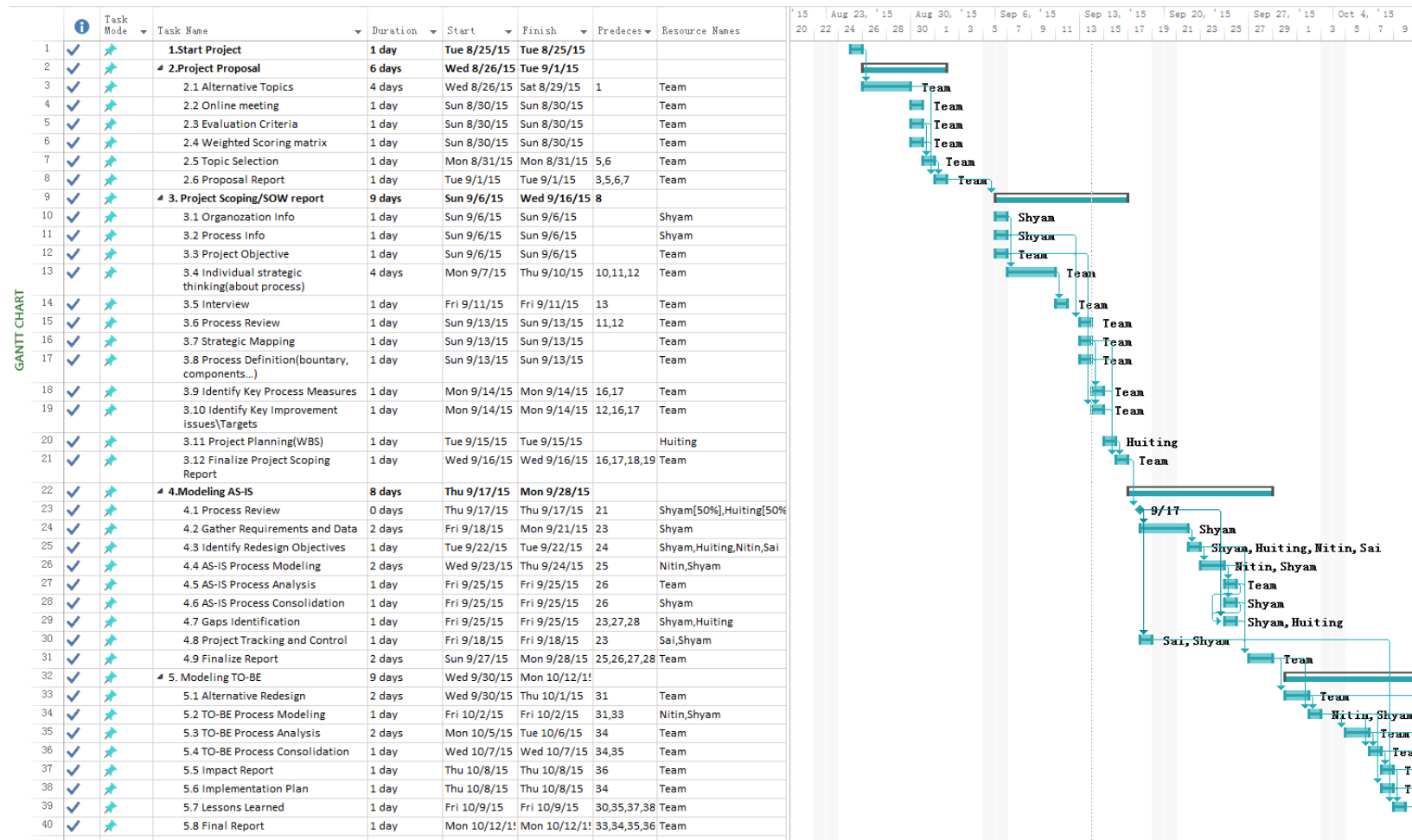
11.1 GANTT CHART

		Task Mode	Task Name	Duration	Start	Finish	Predeces	Resource Names
1	✓	📌	**1.Start Project**	**1 day**	Tue 8/25/15	Tue 8/25/15		
2	✓	📌	**2.Project Proposal**	**6 days**	Wed 8/26/15	Tue 9/1/15		
3	✓	📌	2.1 Alternative Topics	4 days	Wed 8/26/15	Sat 8/29/15	1	Team
4	✓	📌	2.2 Online meeting	1 day	Sun 8/30/15	Sun 8/30/15		Team
5	✓	📌	2.3 Evaluation Criteria	1 day	Sun 8/30/15	Sun 8/30/15		Team
6	✓	📌	2.4 Weighted Scoring matrix	1 day	Sun 8/30/15	Sun 8/30/15		Team
7	✓	📌	2.5 Topic Selection	1 day	Mon 8/31/15	Mon 8/31/15	5,6	Team
8	✓	📌	2.6 Proposal Report	1 day	Tue 9/1/15	Tue 9/1/15	3,5,6,7	Team
9	✓	📌	**3. Project Scoping/SOW report**	**9 days**	Sun 9/6/15	Wed 9/16/15	8	
10	✓	📌	3.1 Organozation Info	1 day	Sun 9/6/15	Sun 9/6/15		Shyam
11	✓	📌	3.2 Process Info	1 day	Sun 9/6/15	Sun 9/6/15		Shyam
12	✓	📌	3.3 Project Objective	1 day	Sun 9/6/15	Sun 9/6/15		Team
13	✓	📌	3.4 Individual strategic thinking(about process)	4 days	Mon 9/7/15	Thu 9/10/15	10,11,12	Team
14	✓	📌	3.5 Interview	1 day	Fri 9/11/15	Fri 9/11/15	13	Team
15	✓	📌	3.6 Process Review	1 day	Sun 9/13/15	Sun 9/13/15	11,12	Team
16	✓	📌	3.7 Strategic Mapping	1 day	Sun 9/13/15	Sun 9/13/15		Team
17	✓	📌	3.8 Process Definition(bountary, components...)	1 day	Sun 9/13/15	Sun 9/13/15		Team
18	✓	📌	3.9 Identify Key Process Measures	1 day	Mon 9/14/15	Mon 9/14/15	16,17	Team
19	✓	📌	3.10 Identify Key Improvement issues\Targets	1 day	Mon 9/14/15	Mon 9/14/15	12,16,17	Team
20	✓	📌	3.11 Project Planning(WBS)	1 day	Tue 9/15/15	Tue 9/15/15		Huiting
21	✓	📌	3.12 Finalize Project Scoping Report	1 day	Wed 9/16/15	Wed 9/16/15	16,17,18,19	Team
22	✓	📌	**4.Modeling AS-IS**	**8 days**	Thu 9/17/15	Mon 9/28/15		
23	✓	📌	4.1 Process Review	0 days	Thu 9/17/15	Thu 9/17/15	21	Shyam[50%],Huiting[50%
24	✓	📌	4.2 Gather Requirements and Data	2 days	Fri 9/18/15	Mon 9/21/15	23	Shyam
25	✓	📌	4.3 Identify Redesign Objectives	1 day	Tue 9/22/15	Tue 9/22/15	24	Shyam,Huiting,Nitin,Sai
26	✓	📌	4.4 AS-IS Process Modeling	2 days	Wed 9/23/15	Thu 9/24/15	25	Nitin,Shyam
27	✓	📌	4.5 AS-IS Process Analysis	1 day	Fri 9/25/15	Fri 9/25/15	26	Team
28	✓	📌	4.6 AS-IS Process Consolidation	1 day	Fri 9/25/15	Fri 9/25/15	26	Shyam
29	✓	📌	4.7 Gaps Identification	1 day	Fri 9/25/15	Fri 9/25/15	23,27,28	Shyam,Huiting
30	✓	📌	4.8 Project Tracking and Control	1 day	Fri 9/18/15	Fri 9/18/15	23	Sai,Shyam
31	✓	📌	4.9 Finalize Report	2 days	Sun 9/27/15	Mon 9/28/15	25,26,27,28	Team
32	✓	📌	**5. Modeling TO-BE**	**9 days**	Wed 9/30/15	Mon 10/12/15		
33	✓	📌	5.1 Alternative Redesign	2 days	Wed 9/30/15	Thu 10/1/15	31	Team
34	✓	📌	5.2 TO-BE Process Modeling	1 day	Fri 10/2/15	Fri 10/2/15	31,33	Nitin,Shyam
35	✓	📌	5.3 TO-BE Process Analysis	2 days	Mon 10/5/15	Tue 10/6/15	34	Team
36	✓	📌	5.4 TO-BE Process Consolidation	1 day	Wed 10/7/15	Wed 10/7/15	34,35	Team
37	✓	📌	5.5 Impact Report	1 day	Thu 10/8/15	Thu 10/8/15	36	Team
38	✓	📌	5.6 Implementation Plan	1 day	Thu 10/8/15	Thu 10/8/15	34	Team
39	✓	📌	5.7 Lessons Learned	1 day	Fri 10/9/15	Fri 10/9/15	30,35,37,38	Team
40	✓	📌	5.8 Final Report	1 day	Mon 10/12/15	Mon 10/12/15	33,34,35,36	Team

Fig 19: Gantt chart

11.2 PROJECT OVERVIEW

Fig 20: Project Overview Report

11.3 COST OVERVIEW

Fig 21: Cost Overview Report

RESOURCE OVERVIEW

RESOURCE STATS
Work status for all work resources.

WORK STATUS
% work done by all the work resources.

Actual Work — Remaining Work — Baseline Work

% Work Complete

RESOURCE STATUS
Remaing work for all work resources.

Name	Start	Finish	Remaining Work
Shyam	Sun 9/6/15	Fri 10/2/15	0 hrs
Nitin	Tue 9/22/15	Fri 10/2/15	0 hrs
Sai	Fri 9/18/15	Tue 9/22/15	0 hrs
Huiting	Tue 9/15/15	Fri 9/25/15	0 hrs
Team	Wed 8/26/15	Mon 10/12/15	0 hrs
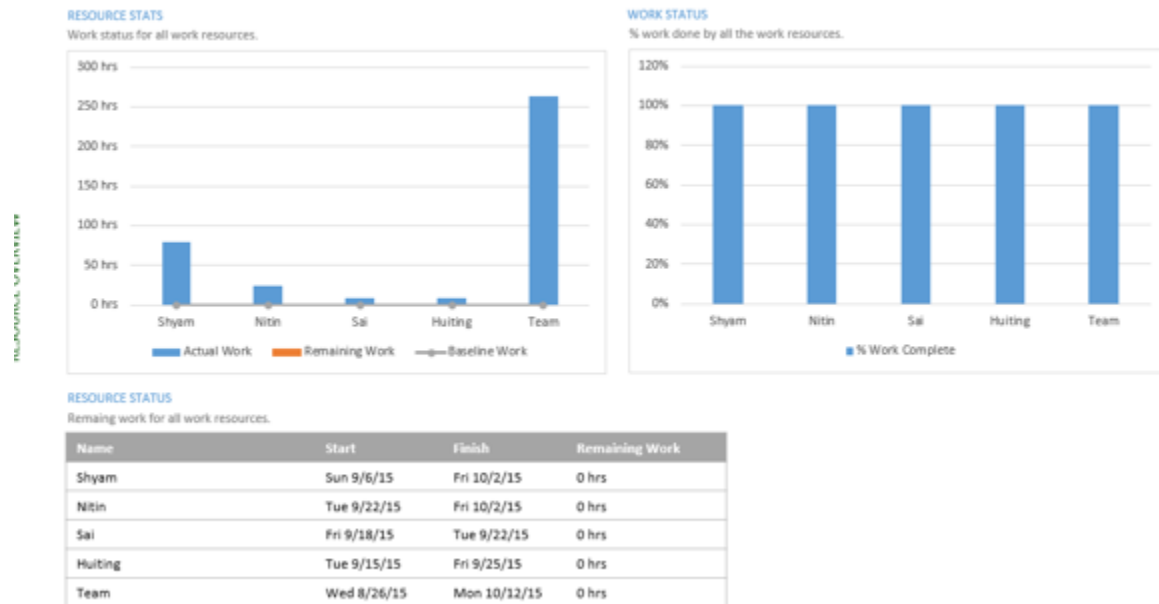
Fig 22: Resource Overview Report

Tue 8/25/15 - Mon 10/12/15

BURNDOWN

Remaining Cumulative Work — Remaining Cumulative Actual Work
Baseline Remaining Cumulative Work

Baseline Remaining Tasks — Remaining Tasks — Remaining Actual Tasks

WORK BURNDOWN
Shows how much work you have completed and how much you have left. If the remaining cumulative work line is steeper, then the project may be late. Is your baseline zero?

TASK BURNDOWN
Shows how many tasks you have completed and how many you have left. If the remaining tasks line is steeper, then your project may be late.

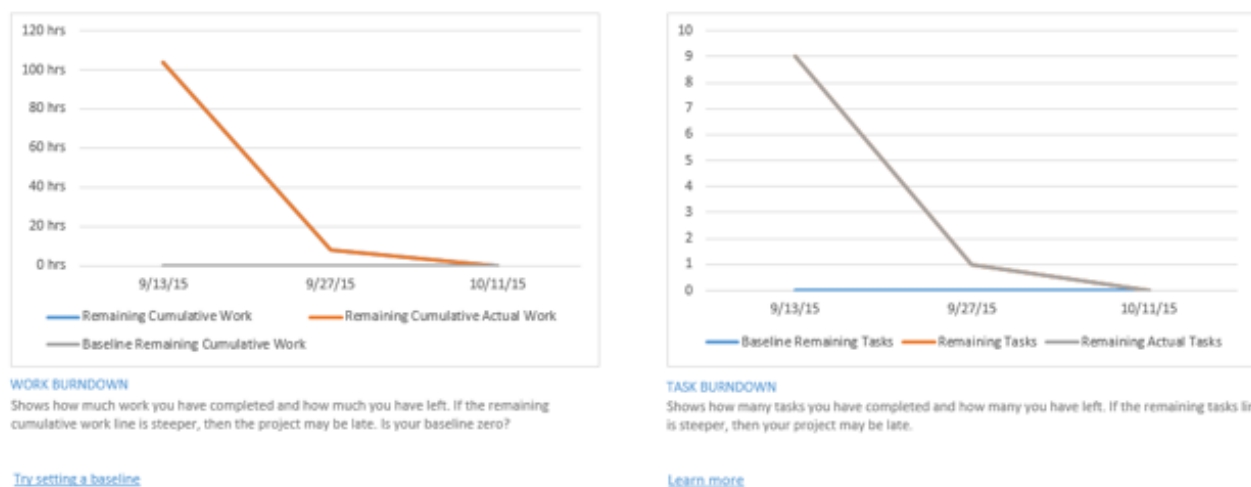Try setting a baseline

Learn more

Fig 23: Burndown Report
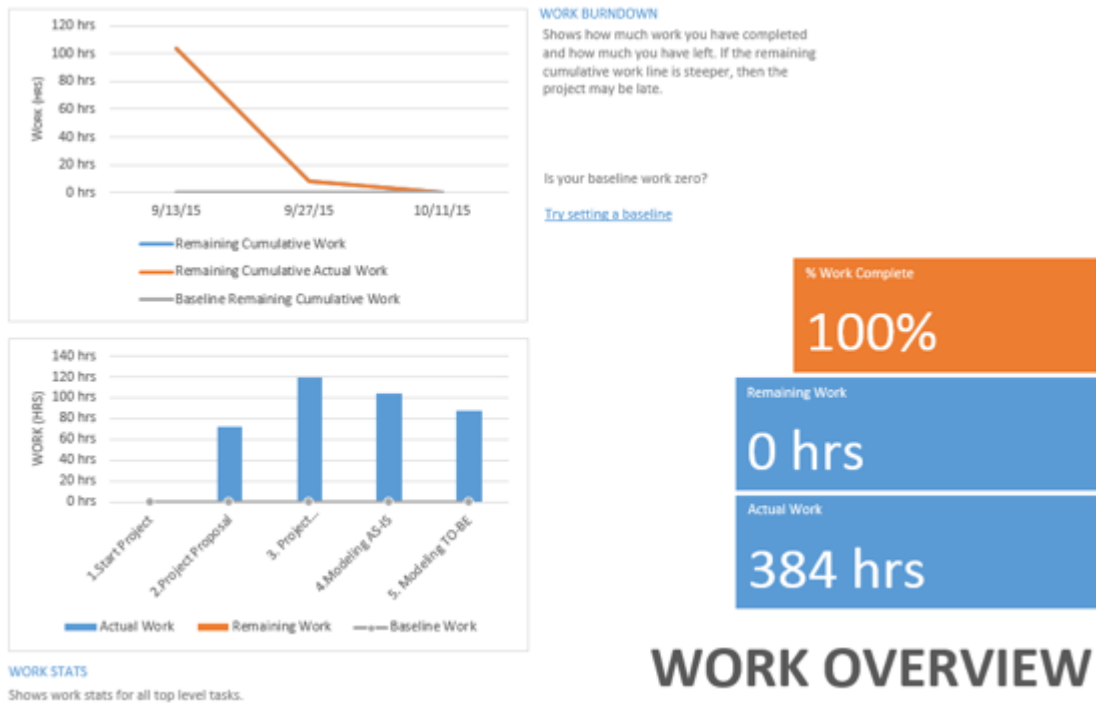
36

11.6   WORK OVERVIEW

Fig 24: Work Overview Report

11.7   EARNED VALUE REPORT

Fig 24: Work Overview Report

Huiting Zhang

- Project schedule is important, should leave much time for checking and modification
- Process redesign should move process to more user or customer driven (more focus on customer)
- The team should have good time and quality control method
- Team should work together, make each person understand and specify the strategy, goals and processes. Should decrease or eliminate isolate works.

Sai Amruth Linga

- Starting the project work early so that there is some time to discuss it with the team.
- Understanding high level Process flow.
- Thinking outside the box. Ability to think beyond the scope.

Nitin Jain

- Understanding of End - to - End process.
- Exposure to a business process (Subpoena)
- Preparing Business proposal
- Experience with real world scenario.
- Working in a group of great diversity (Helped in managing)
- Working with experienced people to give insight about inside issues and problems.
- Professional development

Shyam Rao

- The difference is stark between process efficiency and effectiveness in process redesign.
- Processes should have "smart" recursive feedback loops to self-heal and constantly improve.
- Strive to eliminate low value and no value activities and processes.
- Process sub-optimization must be avoided at all costs.
- Transformational leadership leads to strategic thinking which, in turn, leads to process improvement.
- Customer sets the demand as opposed to the product creating a demand. This is a paradigm shift from older days. However, this can be a good thing as it can lead to introspection which can result in process improvements.
- The more often you baseline, the more "Agile" you become. Agile without structure is chaotic.
- Every member of the group has something positive to offer. The leader has to keep an open mind to accept these views.