SKILLS FRAMEWORK FOR INFOCOMM TECHNOLOGY
TECHNICAL SKILLS & COMPETENCIES (TSC) REFERENCE DOCUMENT

TSC Category	Business and Project Management					
TSC Title	Business Process Re-engineering					
TSC Description	Analyse business processes and workflows within the organisation and identification of new approaches to completely redesign business activities or optimise performance, quality and speed of services or processes. This includes the exploration of automating and streamlining processes, evaluation of associated costs and benefits of redesigning business processes, as well as the identification of the potential impact and the change management activities and resources required					
TSC Proficiency Description	Level 1	Level 2	Level 3	Level 4	Level 5	Level 6
				ICT-SNA-4004-1.1	ICT-SNA-5004-1.1	
				Evaluate business processes and workflows, and develop a business process re-engineering plan	Establish a business process re-engineering strategy, determining the processes to be re-engineered and significantly redefining process flows	
Knowledge				• Business process analysis and assessment • Business process plan development • Business process evaluation and workflow analysis • Strengths, weaknesses, opportunities and threats (SWOT) analysis • Performance standard setting	• Business case preparation • Business process re-engineering cycle • Business process creation and re-design • Change and transition management • Principles and techniques in the evaluation of processes	
Abilities				• Evaluate business processes and perform a SWOT analysis of workflows in the organisation • Evaluate suitability of alternative processes and solutions • Drive enhancements and modifications to existing processes, leveraging technology and industry best practices • Draft a business process re-engineering (BPR)	• Prioritise processes based on boundaries, stakeholders and strategic importance of each process • Determine high priority processes to re-engineer considering potential costs and gains to the business • Redefine process flows to yield significant organisational benefits • Establish a business process re-engineering	

				strategy and plan, detailing action steps and impact on various business units and stakeholders • Detail performance standards for new processes based on BPR plan and goals • Lead implementation and roll-out of BPR strategy according to the plan, utilising allocated resources • Monitor new processes to measure performance levels and impact	(BPR) strategy and plan, ensuring clarity of purpose and alignment with business strategy • Articulate key goals, objectives and performance indicators to assess success of re-engineered processes • Determine allocation of resources for implementation and process change management activities • Manage long-term, continuous refinement of internal business processes	
Range of Application						