

# **INFORMATION MANAGEMENT AND BPM**

**10<sup>TH</sup> ANNUAL BUSINESS PROCESS  
MANAGEMENT CONFERENCE**

-

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# PRESENTATION OUTLINE

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## Information Management and BPM

- ✓ Use of BPM to gather data requirements and improve Information Management
- ✓ Impact of BPM on ICT Infrastructure and Systems Development
- ✓ Unpacking challenges emanating from Business Process Automation
- ✓ Impact of BI Reporting on Business Process Management and Continuous Improvement
- ✓ Using BPM and Information Management to improve citizen experience

## COBIT 5

- ✓ Provides the tools and models that help enterprise leaders effectively manage risk, ensure compliance, continuity, security, and privacy associated with information technology.

# COBIT 5 Tools and Models

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## POLICIES

- Vehicle to translate the desired behaviour into practical guidance for day-to-day management

## PROCESSES

- Describe an organized set of practices and activities to achieve certain objectives and produce a set of outputs in support of achieving overall IT-related goals.

## STRUCTURE

- Key decision-making entities in an enterprise.

## CULTURE, BEHAVIOUR

- of individuals and of the enterprise are very often underestimated as a success factor in governance and management activities.

## INFORMATION

- is required for keeping the organization running but at the operational level, information is very often the key product of the enterprise itself.

## SERVICES, INFRASTRUCTURE, APPS

- include the infrastructure, technology and applications that provide the enterprise with information technology processing and services.

## PEOPLE, SKILLS

- required for successful completion of all activities, and for making correct decisions and taking corrective actions.

**RESOURCES**

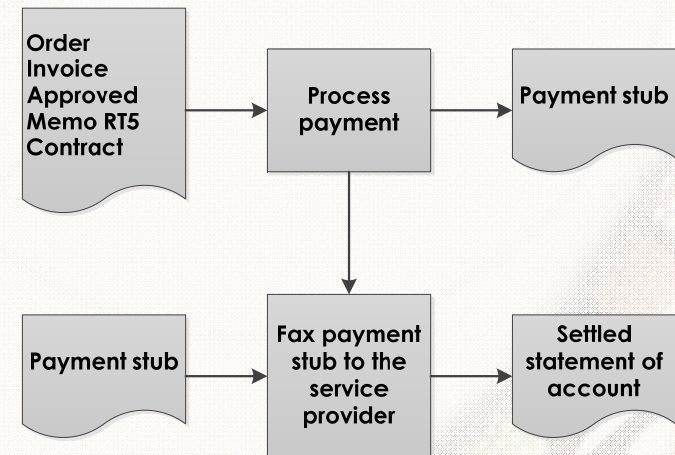


# BPM for Information Gathering

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## Gathering information requirements for ...

- ✓ Business process modelling
  - Input and output documents (forms, applications, reports, registers, updated records etc.)
- ✓ Standard Operating Procedures
  - Input and output documents, Legislation, Policies, Procedures
- ✓ Business Process Automation
  - Input screens, electronic forms, databases



# BPM for Information Gathering

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## Standard Operating Procedures

| Task Procedure   | Responsibility    | Supporting Documentation   | Service Standard |
|--|-------------------|--|------------------|
| <b>Compile annual recruitment plan</b><br>List all the vacant funded posts to be filled in the current financial year.<br>Priority posts | Assistant Manager | <ul style="list-style-type: none"> <li>Annual Recruitment Plan</li> <li>EC5.1 Budget</li> <li>Organogram</li> <li>PERSAL Report</li> </ul> | End of April     |

## LEGISLATION, POLICIES, PROCEDURES & OTHER DOCUMENTATION (i.e. SOPs)

| Document Name                                    | Document Description  | Effective Date (if applicable) |
|--|---|--------------------------------|
| DPSA ( Peral Policy)                             | Peral Policy (integrated public service human resources, personnel and salary system for government).   | 2015/16                        |
| DPSA ( Provincial Instruction Note 13 of 2016/17 | Provincial Instruction Note 13 of 2016/17 (outline the role and responsibilities of various Peral role players and to provide a framework to be used by all the Departments). | 2016/04/01                     |
| DPSA ( Annexure A to the Instruction Note)       | Annexure A to the Instruction Note (Centralisation of authorisation of appointments on Peral System at Provincial Treasury).  | 2016/17                        |

# BPM for Information Gathering

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## Standard Operating Procedures

- ✓ Signed leave application (I)
- ✓ Leave credits report (I)
- ✓ Approved leave application (O)
- ✓ Updated Leave Credits / Register (O)
- ✓ Leave Management Report (O)
- ✓ Updated Personal file (O)



# Impact of ICT Infrastructure & Systems Dev

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## ICT Infrastructure

- ✓ ICT Infrastructure
  - LAN, SAN, file/application/database/data warehouse servers
- ✓ ICT Equipment
  - Desktops, laptops,
  - Data collection tools for core business staff, field workers
- ✓ ICT Connectivity
  - Alternative ways of providing connectivity
- ✓ Data Protection
  - Server data backups and replications
  - Endpoint data protection
- ✓ Information Security
  - Protection of ICT Equipment and information against cyber attacks



# Impact of ICT Infrastructure & Systems Dev

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## Systems Development

- ✓ BPM as a pre-requisite for all new BPA projects
  - BPO involvement → Increased Utilisation → Good Reporting
- ✓ Manual process review
  - Identify gaps and map To-Be process
- ✓ User requirements specification
  - ✓ Improved Service standards
  - ✓ Decrease in Process cycle time
  - ✓ Improved Delegation of Authority and Internal Controls

# Challenges emanating from BPA

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## Business Process Automation Challenges

- ✓ Alignment of system or application to the business process
- ✓ ICT Maturity Level of the organisation
  - ICT Equipment, system utilisation
- ✓ Information and Reporting requirements
  - ✓ Gather information and reporting requirements
  - ✓ Decide on the reporting indicators
  - ✓ Field validation and verification
  - ✓ Use of manual process (data capturing and reporting)

# Impact of BI Reporting and Continuous Improvement

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## BI Reporting

- ✓ Identification of data quality issues from BI Reports
- ✓ Identification of weak internal controls
- ✓ Identification of duplication of roles and responsibilities
- ✓ Identification of role clarification issues
- ✓ Identification of management issues
- ✓ Identification and Management of risks



# Impact of BI Reporting and Continuous Improvement

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## BI Reporting

- ✓ Leave applications awaiting recommendations
- ✓ Acting delegations that need to be accepted
- ✓ Approved leave applications that need to be captured on PERSAL
- ✓ Rejected leave applications.

### SUMMARY OF LEAVE APPLICATIONS AWAITING RECOMMENDATIONS

| Districts          | By Supervisor | By HR      | By Approver | Total       |
|--------------------|---------------|------------|-------------|-------------|
| Alfred Nzo         | 143           | 5          | 33          | 181         |
| Amathole           | 78            | 27         | 18          | 123         |
| BCM                | 50            | 19         | 58          | 127         |
| Chris Hani         | 44            | 1          | 30          | 75          |
| Head Office        | 80            | 18         | 65          | 163         |
| Joe Gqabi          | 94            | 27         | 21          | 142         |
| N.M.M              | 86            | 18         | 48          | 152         |
| O.R Tambo          | 121           | 7          | 37          | 165         |
| Sarah Baartman     | 81            | 25         | 61          | 167         |
| <b>Grand Total</b> | <b>777</b>    | <b>147</b> | <b>371</b>  | <b>1295</b> |

# Impact of BI Reporting and Continuous Improvement

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## BI Reporting

- ✓ NPO Claims Status Report
- ✓ NPO Payments Progress Report
- ✓ Rejected claims.

| District   | DISTRICT -<br>New<br>Memo &<br>Requisition<br>created | DISTRICT<br>-<br>Suppliers<br>selected/<br>Awaiting<br>Quotes | DISTRIC<br>T -<br>Quotes<br>Nominat<br>ed | BUDGET SECTION  |   | Memo &<br>Req<br>Recommen<br>ded,<br>Awaiting<br>Scanning of<br>Documents | VERIFICATION                          |   |                                | Verified<br>Awaiting<br>Approval |
|------------|---|---|---|---|---|---|---------------------------------------|---|--------------------------------|----------------------------------|
|            |   |   |   | District<br>Office<br>Memo &<br>Req<br>Awaiting<br>Recommend<br>ation<br>(BUDGET) | Provincial<br>office<br>Memo &<br>Req<br>Awaiting<br>Recommen<br>dation<br>(BUDGET) |   | Awaiting<br>Pre-Audit<br>verification | Documen<br>ts<br>Scanned,<br>Awaiting<br>verificati<br>on | Requisit<br>ion Not<br>Verifed |                                  |
| Alfred Nzo | 9   | 1   | 10  | 2   | 2   | 18  |                                       | 32  | 16                             | 12                               |
| Amathole   | 46  | 10  | 1   | 21  |   | 11  | 9                                     | 1   | 9                              | 1                                |
| BCM        | 11  | 7   |   | 3   |   | 8   | 3                                     | 1   |                                |                                  |
| Chris Hani | 90  | 95  |   | 1   |   | 11  | 8                                     |   | 11                             |                                  |

# Impact of BI Reporting and Continuous Improvement

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## BI Reporting

| ORDERING SECTION                              |  |  |   | PRE-AUDIT INVOICE VERIFICATION |                      |  |            |                                     |                       |
|---|--|--|---|--------------------------------|----------------------|--|------------|-------------------------------------|-----------------------|
| DISTRICT Approved, Awaiting printing of Order | PROVINCIAL OFFICE Approved, Awaiting printing of Order | DISTRICT Order Captured (ORDER CREATION) | PROVINCIAL OFFICE Order Captured (ORDER CREATION) | Invoice Received               | Invoice Not Verified | Invoice UnMatched, Awaiting Validation | Invoice Va | Verified, Awaiting Invoice Matching | Final Invoice Matched |
| 1   |  | 6  |   | 1                              |                      |  |            | 1                                   |                       |
|   |  | 12                                       | 1   | 3                              | 26                   | 1                                      |            | 158                                 | 2                     |
| 1   |  |  |   |                                | 19                   |  |            | 47                                  | 2                     |
|   |  | 3  |   | 3                              | 12                   |  | 1          | 288                                 |                       |
|   |  | 8  |   | 5                              | 11                   |  |            | 152                                 |                       |



# Impact of BI Reporting and Continuous Improvement

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## BI Reporting

| PAYMENT SECTION                            |                  |                            |                           |                                       |                                       |              |                       |             |
|--|------------------|----------------------------|---------------------------|---------------------------------------|---------------------------------------|--------------|-----------------------|-------------|
| Invoice Matched, Awaiting Payment Approval | Payment Approved | Payment Extracted from MIS | Extracted from MIS Failed | Invoice Rejected, Awaiting Validation | Payment Rejected, Awaiting Validation | Invoice Paid | Order Complete (Paid) | Grand Total |
|  |                  | 4                          |                           | 1                                     |                                       | 252          | 50                    | 418         |
| 6  |                  | 61                         |                           |                                       |                                       | 155          | 127                   | 661         |
|  | 8                | 82                         |                           |                                       | 1                                     | 143          |                       | 336         |
|  |                  | 17                         |                           |                                       |                                       | 104          | 64                    | 708         |
|  | 1                | 5                          |                           |                                       |                                       | 32           | 39                    | 343         |

# Using Information Management and BPM to improve citizen experience

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## Improving Citizen and User Experience

- ✓ Use BPR to change processes to be customer facing
- ✓ Reduce the amount of forms and data required from beneficiaries, service providers
- ✓ Leverage on mobile technology to bring services to the people
- ✓ Use BI and visualisation tools to make serving information requests quick and easy
- ✓ Use the “push” instead of “pull” method
- ✓ Provide officials with central information and knowledge repository

# Recommendations

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## DATA REQUIREMENTS

- Collect data requirements during the process mapping.
- Transfer these to the user requirements specification.

## DATA CAPTURING

- Automate users, Automate business processes.
- Train business process owners and data custodians.

## INFORMATION

- Transform data into information using BI Tools for reporting, data visualisation etc.

## KNOWLEDGE

- Use BI Reporting and Data Analytics to turn information into knowledge and become a learning organisation.

## INNOVATION

- Provide more insight to the organisation through innovation and continuous improvement.

## SMART ORGANISATION

- From Predictable processes to a Smart Organisation.
- Maximise on intellectual capital



The End

