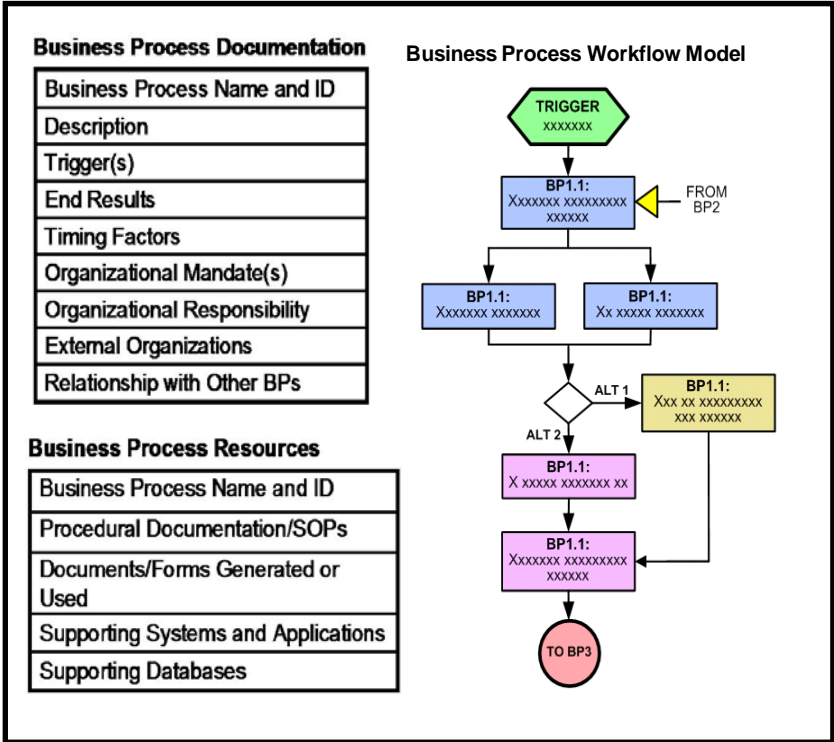


BUSINESS PROCESS EVALUATION AND IMPROVEMENT SERVICES

A **business process** is a concise description of work carried out by an organization. Business processes have a programmatic basis and defined results (tangible products, decisions, services provided). Business processes are characterized by workflow steps and are usually heavily dependent on information systems, data, and applications. An evaluation and description of business processes provides a picture of an organization's operations and information flow. It is the basis for making organizational and operational improvements and for determining how information technology can support operations and deliver benefits. Business processes support externally-focused programs directed at citizens, other public agencies, the business community, etc., as well as internal administrative and technical support functions and program administration.

Croswell-Schulte uses accepted industry practices and modeling tools to evaluate and document business processes. We work closely with management and staff to create an accurate and comprehensive picture of current operations and program structure. We deliver business process documentation in a format that supports organizational improvements and IT planning. Information typically captured to describe business processes is depicted below.

COMPONENTS OF BUSINESS PROCESS DEFINITION



With a well-documented set of business processes, we examine information flows, performance factors, and identify specific systems, data resources, and products that are used or generated. We evaluate resource commitments, timing, and factors contributing to bottlenecks and inefficiencies. This is the basis for recommendations on business process improvements and enhanced use of information technology to improve efficiency and achieve measurable benefits. Key elements of the Croswell-Schulte service offerings for business process evaluation include:

- Examination of business drivers and organizational mandates (laws, regulations, policies)
- Information capture and business process documentation
- Creation of process-flow models (using appropriate modeling tools)
- identification of information system and data impacts on business processes

- Evaluation and recommendations on business process and technology improvements
- Documenting and positioning “as-is” and “to-be” business processes as a basis for organizational development and the procurement and implementation of new technology products and tools
- Use of the business process documentation as a basis for employee orientation and preparation of organizational procedure manuals
- Procurement of information technology products and services using the business process documentation as one part of procurement specifications

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