

Major stages of BPI

1. Diagram the process and verify that it is actually working as described – identify major steps and individual activities within those steps
 - Diagram will show communication links and decision points
 - Diagram will show the functional flow of activity, processing time and cycle time, who is responsible at each step in the process
 - Diagram will also identify key information that moves as part of the process
2. Identify process characteristics
 - FLOW – how does input become output?
 - EFFECTIVENESS – how well are taxpayer and state expectations met?
 - What characteristics of the process demonstrate its effectiveness?
 - EFFICIENCY – how well are resources used to produce the output?
 - What characteristics of the process demonstrate its efficiency?
 - CYCLE TIME – what is the total time taken to change input to FINAL output?
 - COST – what does the process cost to carry out?
3. Streamlining the process
 - Are there administrative tasks, approvals or paperwork that don't add value to the process?
 - Are there identical activities that are performed at different times during the process?
 - What are the activities that directly meet taxpayer needs? State needs?
 - What parts of the process could be simplified?
 - Are there ways to shorten cycle times? (Total time for each step in the process, including the time spent waiting for something to happen before the next step is begun)
 - Are there places in the process where the risk of errors is high? What can be done to minimize the risk of errors?
 - Are there documents that could be rewritten more clearly and simply?
 - Is everyone doing the process the same way? Are there opportunities to standardize to save time and effort?
 - Are there ways to improve the quality or accuracy of inputs to the process (from taxpayers or the states)?
 - Are there any opportunities to use technology differently, or to reorganize work flow to create more efficiency?
4. Measurement
 - What should we measure to verify efficiency gains?
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 - Who should receive measurement reports ?