# Business process improvement BPRE

Creating new and potentially disruptive approaches to performing business activities.

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| **Guidance Notes:**  Activities may include, but are not limited to:   * analysing and designing business processes to improve business performance, create business opportunities, deliver new or improved products/services, or improve product/service value chains. Including the adoption and exploitation of data, information, new or existing technologies and cloud-based services * using process mapping, value stream mapping, process mining and analytics, root cause analysis, and visual modelling * identifying and implementing improvements to business models, business operations and services with improved processes * exploiting technologies, such as robotic process automation, artificial intelligence, and machine learning * assessing the costs and potential benefits of new approaches to the organisation and all stakeholders * developing enterprise business process management capabilities to increase organisational agility and responsiveness to change. |

## Level 2

Assists in gathering data and documenting current business processes under routine supervision.   
Participates in process mapping exercises and helps identify areas for potential improvement.  
Assists in creating process documentation.  
Supports the implementation of minor process changes and improvements.

## Level 3

Applies standard techniques to analyse existing business processes and identifies opportunities for improvement.   
Collaborates with stakeholders to ensure process changes align with business objectives. Proposes and implements process improvements that enhance efficiency, effectiveness, and quality.   
Develops and maintains process documentation.   
Supports the adoption of new technologies and tools to enable process automation and optimisation.

## Level 4

Analyses and designs business processes to identify alternative solutions to improve efficiency, effectiveness and exploit new technologies and automation.  
Develops graphical models of business processes to facilitate understanding and decision-making.  
Recommends implementation approaches for process improvement initiatives.

## Level 5

Manages the execution of business process improvements.   
Assesses the feasibility of business process changes and recommends alternative approaches.   
Selects, tailors and implements methods and tools for improving business processes at programme, project or team level.   
Contributes to the definition of organisational policies, standards, and guidelines for business process improvement.

## Level 6

Plans and leads strategic, large and complex business process improvement activities aligned with automation, or exploiting existing or new technologies.  
Develops organisational policies, standards, and guidelines for business process improvement.   
Leads the introduction of techniques, methodologies and tools to meet business requirements, ensuring consistency across all user groups.  
Leads the development of organisational capabilities for business process improvement and ensures adoption and adherence to policies and standards.

## Level 7

Directs the identification, evaluation and adoption of new or existing technologies to improve business processes.   
Aligns business strategies, enterprise transformation, and technology strategies.   
Embeds strategic business process improvement into the governance and leadership of the organisation.   
Directs the creation and review of a cross-functional, enterprise-wide approach and culture for embracing business process management.