

CASE STUDY

EPC helps Call Centre work efficiently

Background

Sibize International Calling (Pty) Ltd is a contact centre services company employing over 750 staff across three sites, that offers ready to deploy, hosted and customized interaction and frontline solutions to public / private sector organizations. Currently it runs a diverse range of public sector services, including the Gauteng Provincial Government (GPG) Information Line, the Public Transport Information Line, Police Complaints Line, customer information services relating to provincial government functions such as HR, Finance, Procurement and Technical Support Services.

Formed in 2007, Sibize seeks to build pioneering partnerships geared at enhancing service experience in the public and private sector and create meaningful and sustainable jobs, particularly for the youth.

Problem Statement

Sibize International Calling (Pty) Ltd has always realized and acknowledged that processes are important to the organization, from acquiring a new services through to the continuous improvement of the service.

Sibize started documenting its processes in various formats including MS Word, Visio and Excel. Processes were not standardized and not visible to everybody. Sibize adopted the IDEF0 standard for documenting processes. This standard assisted in identifying all business artifacts (i.e. business rules, performers, information, etc) and non value added activities. All processes were placed on a shared folder in PDF format.

Although IDEF0 ensured that all relevant information was obtained and captured, it was not well internalized within Sibize. This is as a result of the following :

- IDEF0 is not easily understood
- The software was only available to the business analyst who documented the processes.
- Approvals / comments were paper based
- There was no audit trail of the processes

EPC Implementation

Verge Management Services was approached in order to improve Sibize's Business Process Management, using the Interfacing's Enterprise Process Centre (EPC) Tool.

The project consisted of 5 phases:

Initiate Business Process Management Project. Orientation presentations were made to various Committees within Sibize, in order to obtain buy-in and to determine overall resistance. During these presentations management were excited and supported the new standard and tool. Once the tool and approach was endorsed, Verge held training of all users on EPC – either in scheduled group sessions or on a one-on-one basis.

Develop High Level Framework. Verge led a process of reviewing strategic goals, designing of a high level process structure and allocation of Responsibility, Accountability, Consultation and Information (RACI) to all processes. Due to a lack of process maturity within the organisation the decision was made that the process structure should replicate the organisational structure. In time, Verge will work with Sibize to develop and manage an end-to-end value chain across structures.

Conduct Process Scoping & Mapping. Together with process owners, Verge compiled a process inventory for all the relevant areas. This was then aligned to the Business Process Classification Framework (BPCF), especially within the HR & IT divisions, to ensure that the inventory was a completed list of all processes. A total of +/- 1000 processes were documented across key divisions (Commercial, Finance, Facilities, HR, IT, MIS and Operations) . Initially the Subject Matter Experts (SME) were reluctant to provide process information, but as soon as a relationship was formed between the business analyst and the SME and the purpose of the exercise was explained, they cooperated fully.

Conduct Process & Company Level Reviews. SMEs and business owners reviewed all the processes, through a clearly defined approval cycle, based on Sibize's requirements and managed entirely through EPC. In some instances this resulted in a five level approval cycle which proved to be too long. With a more efficient approval process in place, processes were finalised and published, enabling their availability for integration and linkage to other processes.

Close-Out BPM. The project closed with the development of a BPM policy to ensure effective governance and change control within the Sibize environment. It is imperative that the BPM process is structured and formally governed in order to ensure consistent, comprehensive business process management.

Benefits of EPC

- Organisational Management. One single point of viewing the organisational structure and who is currently performing the various roles within the organisation.
- Asset Management. A list of ICT and other assets currently utilised within the organisation which will assist in Business Continuity Planning
- Process Management. Processes can be viewed by all (all physical sites and all levels within the organisation) at different levels of detail and in different formats.
- Document Management. Documents are attached to the relevant processes and configuration management is conducted on these documents
- Risk Management. Risks are identified, classified and rated as they relate to processes.
- Business Rules. Business Rules are identified for all decisions that are made within Sibize
- Discussion forums. Communication is facilitated between the business analysts and the users regarding the various processes
- Audit trail / Version control. Captures and stores the history of each process (who, what, where, when and why)
- Central repository. Stores and manages documents and reference material

Lessons Learned

- Do not compromise on training. Verge indicated a 5 day training programme that would have included EPC systems training as well as the importance of BPM and its related benefits. Due to operational requirements the 5 day training programme was reduced to 3 days. This resulted in the need for ongoing explanations of the importance / benefits of BPM.
- Buy-In from Senior Management. Sibize's senior management provided support from the start of the project, ensuring that any concerns raised by staff were speedily addressed.
- Weekly feedback to Senior Management. Weekly feedback to senior management ensured that they were at all times informed on the status of the project, and provided continuous support to the roll-out.

Please call Verge to discuss this case further:

Glenda White

tel: 011 518 4500

fax: 011 518 4511

Email: info@vergeservices.co.za

