

**PROCESS  
RENEWAL  
GROUP**

# **A JOURNEY FROM BUSINESS ARCHITECTURE TO A DIGITAL PROCESS**

**A Case Study in Government Transformation**

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# PRESENTATION AGENDA



**Background**  
Client and situation



**7 step approach**  
Key tasks performed



**Multiple project participants**  
The role of facilitation and collaboration



**Results**  
Where they are today

# CLIENT:

BC Ministry of Justice

- Increasing number of court cases:
  - criminal and civil
- Court access constraints in some geographical locations
- May 2012, The Civil Resolution Tribunal Act passed
- Alternative to court:
  - initially small claims and strata disputes
  - priority was also Driving Notice Review Board
  - subsequently 19 BC dispute tribunals
- Replace traditional judicial dispute resolution processes with more speedy and informal services
- Omni channel strategy and design



# SITUATION AND OBJECTIVES

Build solution to deal with Civil Disputes in a better, more efficient manner

## Objectives

- ✓ Come up with an innovative solution
- ✓ Ensure legislative, citizen and business objectives are met
- ✓ Encourage tribunals to adopt online web, email and telephone for dispute resolution



## Success Criteria

- ✓ Cover entire civil dispute resolution process from end to end including much earlier in the process
- ✓ Feature significant self-help and peer to peer capabilities
- ✓ Implementable solution within 3 years

## INITIATIVE IN NUMBERS

20

**Subject Matter  
Experts**

64

**Hours of  
workshops**

25

**Process  
streams**

14

**Stakeholder  
types**

12

**Project team  
members**

4

**Strategic  
outcomes**

7

**Detailed process  
definitions**

52

**New capabilities  
requirements**

## 7 STEP APPROACH

- 1 Crystallise vision
- 2 Identify key features of the business design
- 3 Develop Business Architecture
- 4 Map processes, capabilities and KPIs
- 5 Identify desired user behavior, look and feel
- 6 Assess Change Readiness
- 7 Plan implementation

# STEP 1: CRYSTALLISE VISION

## The North Star

*We will make access to justice easier, faster and more affordable for all British Columbians by transforming how we prevent and resolve disputes.*

**Increase citizen satisfaction  
of the service experience**

**Maximise value for money  
for taxpayers and citizens**

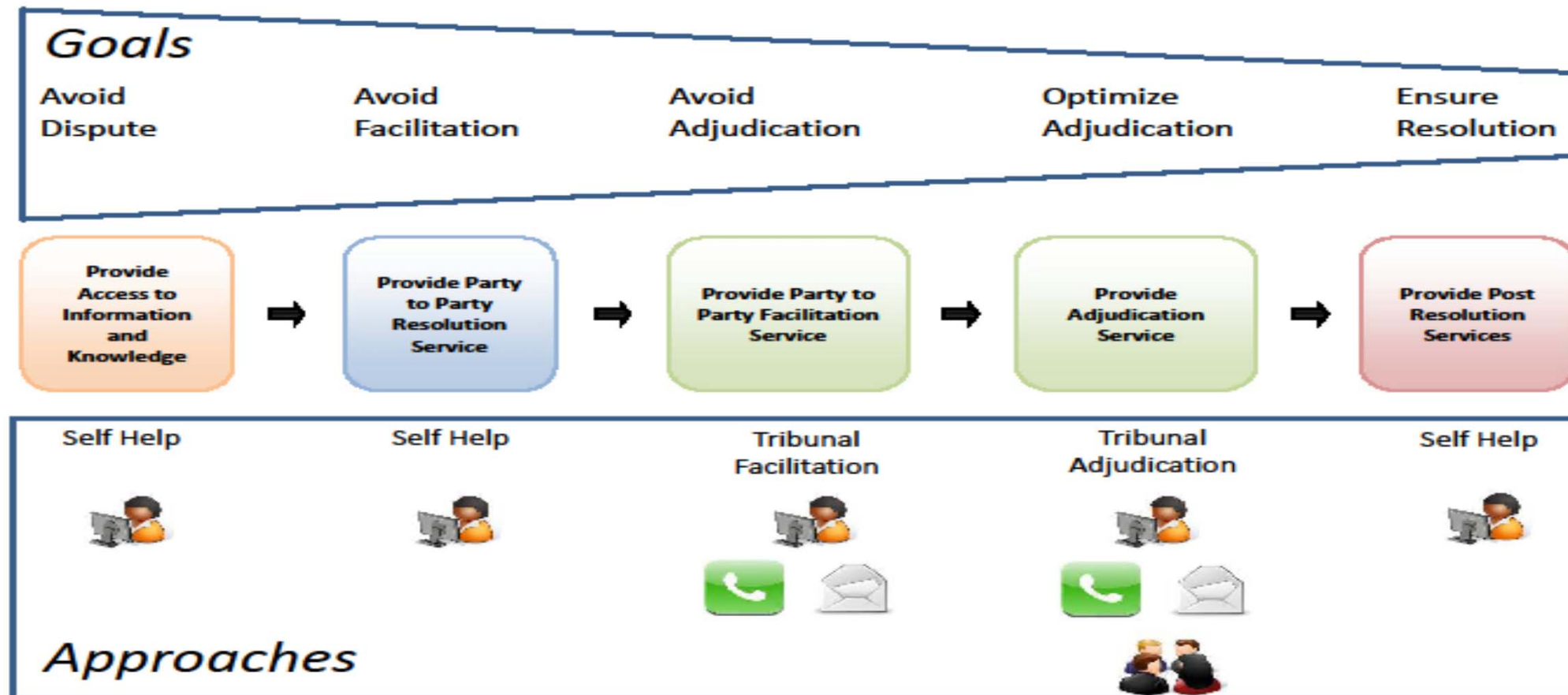
**Increase the prevention and  
early, speedy resolution of  
disputes**

**Increase the availability of  
the right information and  
services at the right time**



## STEP 2: IDENTIFY KEY FEATURES OF THE BUSINESS DESIGN

### Early Resolution Philosophy of Tribunal Services





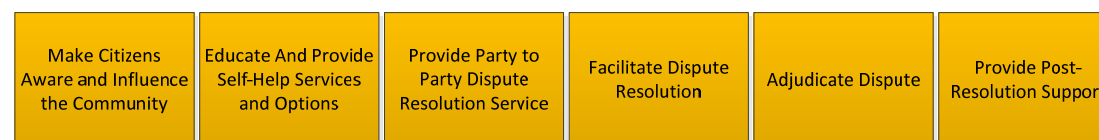
## STEP 2: IDENTIFY KEY FEATURES OF THE BUSINESS DESIGN

1. Top down analysis for entire CRT Program and all its Partners
2. Stakeholder driven
3. Outside in
4. North Star as destination, guide and decision criteria
5. A Business Process compass for prioritization and alignment
6. Burlton Hexagon for integrated capability set
7. Ideal state design then gap analysis for program design and roadmap

# STEP 3: DEVELOP BUSINESS ARCHITECTURE

Processes in scope in 'Yellow'

## Tribunal Core Processes



## Tribunal Guiding Processes

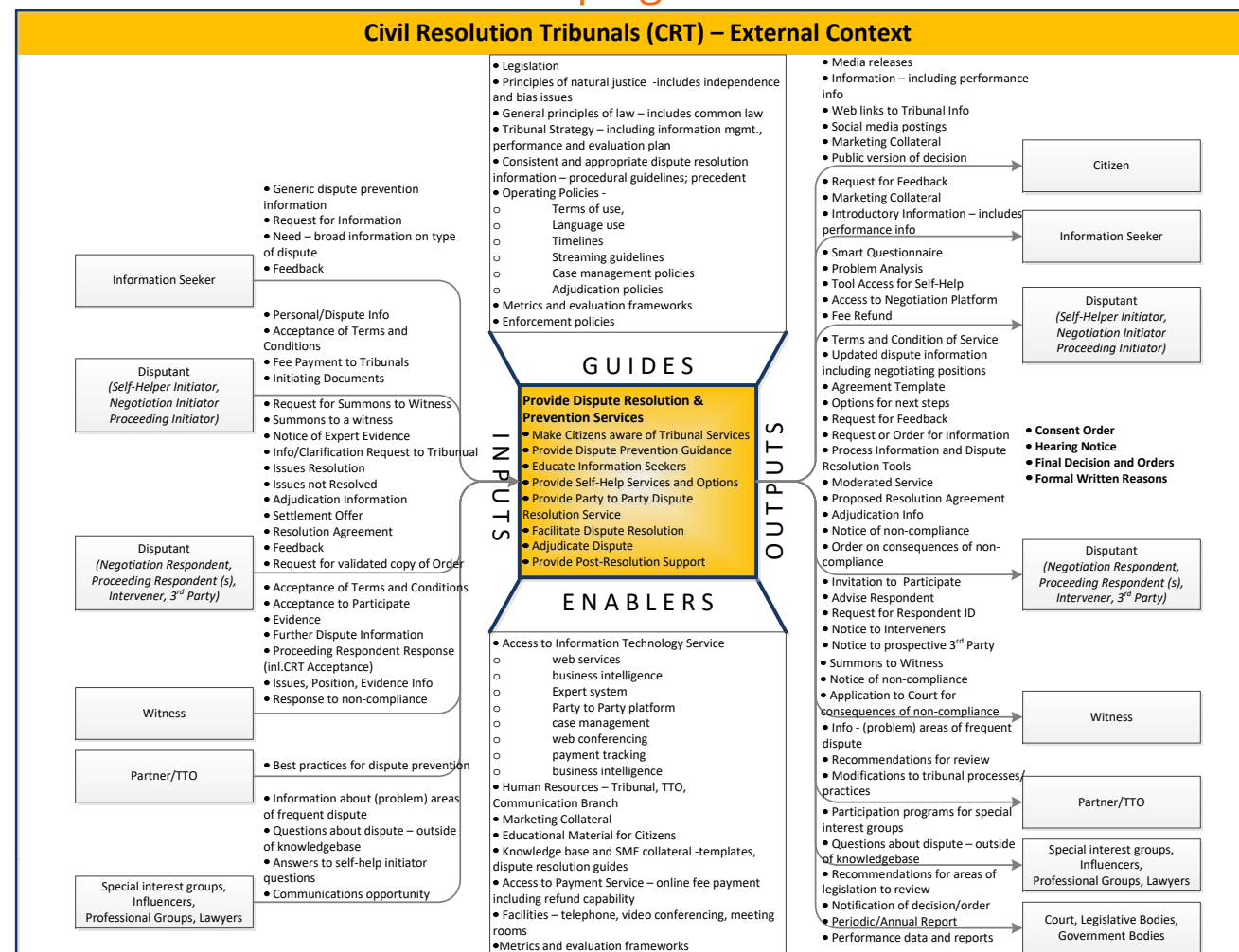


## Tribunal Support Processes



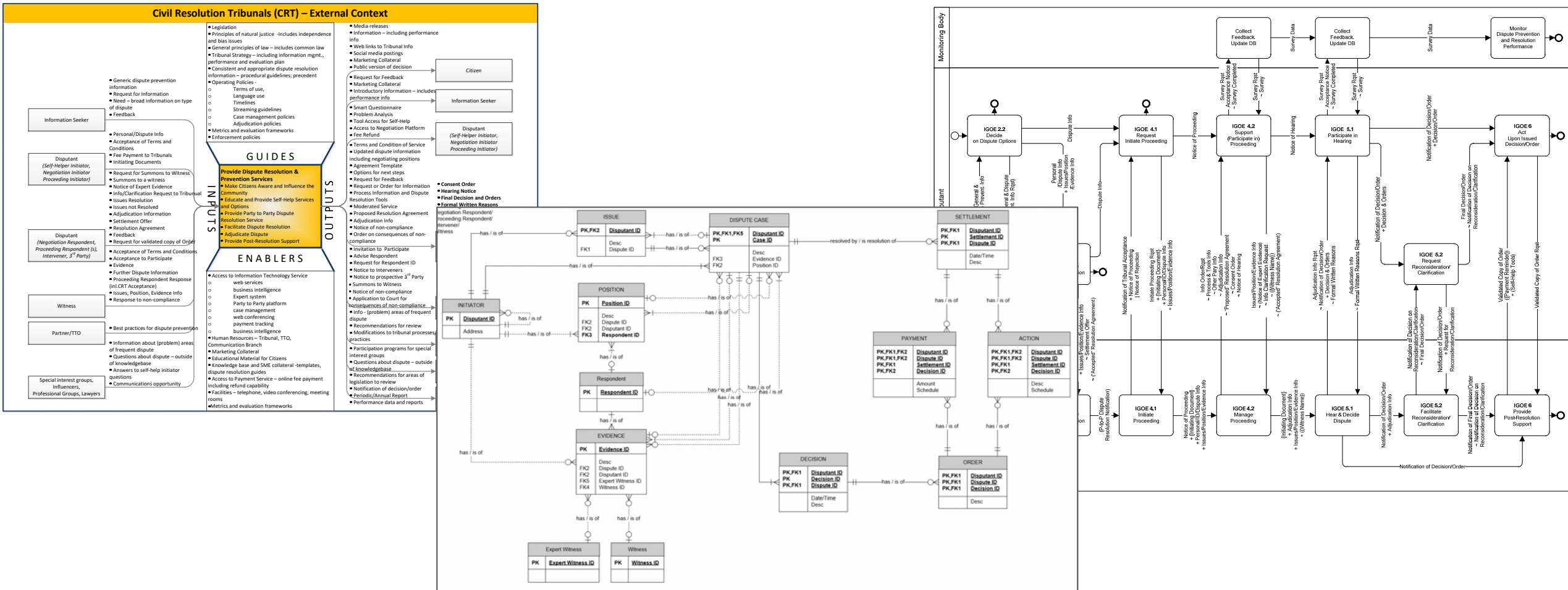
# STEP 4: MAP PROCESSES

## Tools for Scoping: IGOE



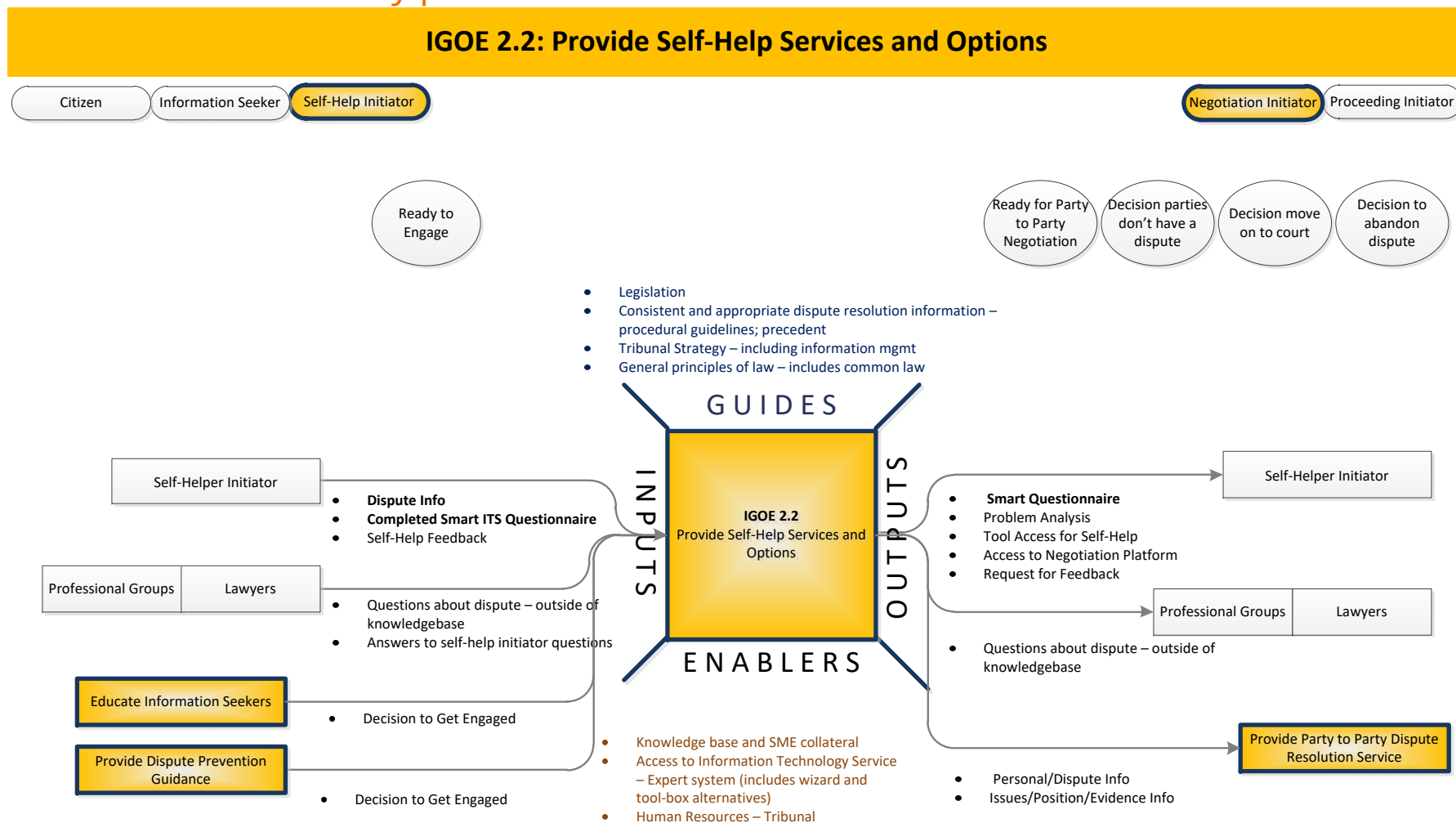
## STEP 4: MAP PROCESSES

## Tools for mapping: IGOE, ERD, Data / Process Flow



# STEP 4: MAP PROCESSES

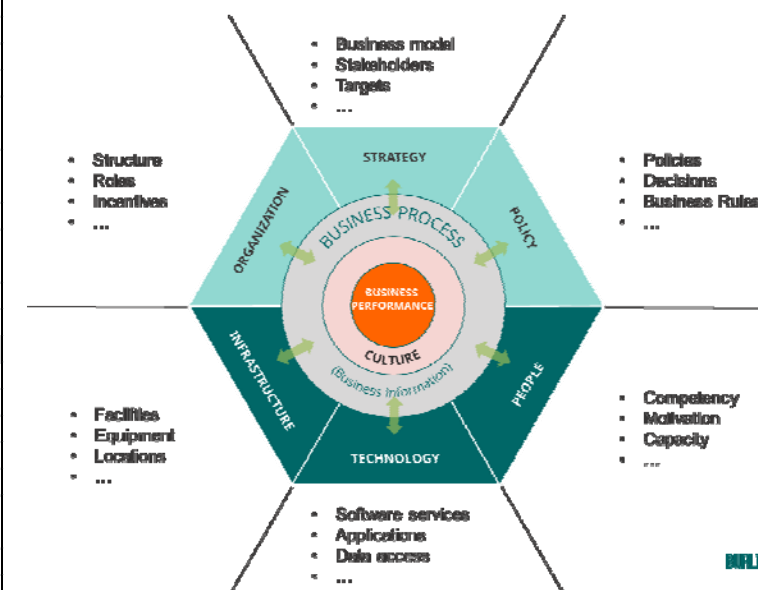
Every process was drilled down and connected



# STEP 4: MAP CAPABILITIES

Enabling capabilities were defined

Capability Categories (Hexagon)	Capability	Applicable to
Process (Workflow, Procedure)		
	Availability of Process documentation	Entire Business Process
	Structure in place for continuous improvement	Entire Business Process
	Structure in place for performance tracking, reporting and monitoring	Entire Business Process
	Ensure awareness of new TTO services to Tribunals	Entire Business Process
	Common front-end and direct entry-points for citizen access to all Tribunals	Entire Business Process
	Ability to pick and choose shared services – facilities, HR, IT	Entire Business Process
	As much as possible develop common process and standards across Tribunals (capturing/writing business rules, information look and feel, etc.)	Entire Business Process
	ODR platform can facilitate swapping case managers if needed; info is all collected in database	Facilitate Dispute Resolution, Adjudicate Dispute
	"Hold" button; Ability to pause process for proper performance metric	Adjudicate Dispute
	Alternate path – where portions of the dispute are resolved in adjudication, then loop back to dispute resolution for other issues	Adjudicate Dispute
	Ability to handle different types of cases in different manners	Adjudicate Dispute
	System should notify adjudicators when input is provided and case is ready	Adjudicate Dispute
Data, Information, Insight		
	Just in time information for all participants	Entire Business Process
	Provide recommendations and options; explanation on applicable law	Entire Business Process
	Structure available to provide information/remedies within tribunal authority	Entire Business Process
	Keeping information and access current	Entire Business Process
		Entire Business Process
	Data integration - ability to pass appropriate data from Process to Process. Ability to access information captured in previous process steps. Minimize duplication.	Entire Business Process
	Ability filter data based on business rules.	Entire Business Process
	Appropriate information sharing agreements	Entire Business Process
	Ability to archive and retrieve historical records	Entire Business Process
	Information strategy and governance framework	Entire Business Process
	Focus on user's desired outcome; direct citizen to the desired outcome or educate that it's not feasible;	Educate and provide Self-Help Services and Options
	One source of the truth (complete data integrity and traceability of data to data source)	Provide Party to Party Dispute Resolution Service, Facilitate Dispute Resolution, Adjudicate Dispute, Provide Post-Resolution Support



# STEP 4: MAP KPIS

Measuring and improving business value means measuring and managing processes

## Agility

- Ease of change of products and services
- Ability to vary services
- Ability to handle exceptions
- Time to market
- Time / cost to change
- Resource capability
- Time / cost to handle non-standard requirements

## Effectiveness

- How well we deliver results for our core customers
- As measured by the recipients of the services.
- Cost of non compliance to customer needs / expectations
- Incorporates what we want for the relationship and transactions

## Quality

- Consistency of outputs
- Responsiveness to requests
- Degree of Quality Standard compliance
- Counts of defects and complaints
- Cost of Non Conformance for compliance failure

## Efficiency

- Time
- Cost
- Resources utilized
- Input / Output counts
- Ratios of resources, cost and time with outputs
- Waste





# STEP 5: IDENTIFY DESIRED USER BEHAVIOR, LOOK AND FEEL

Screen mock-ups and tutorials

**Dispute Resolution Network Solution Explorer**  
Free online tools that help you understand your options and find effective dispute solutions

**Did you Know that...**  
Every day that you spend trying to resolve a dispute increases your investment of time and money, and that your chances of recovering these costs decreases over time?

**Your Dispute Information**  
Progress:

Small Claim - Loans and Debts  
Unique Access Code: 45x2z19  
- Someone owes me money  
- I lent them money

**What Kind of agreement do you have?**  
Select the type of agreement you have with the other party below. If you do not have an agreement with the other party, select the last option.

- ☒ Promissory note or other written agreement ?
- ☐ They wrote me a cheque ?
- ☐ Acknowledged in writing ?
- ☐ Verbal (unwritten) ?
- ☐ I don't have an agreement ?
- ☐ None of these options describe my dispute

**Your Actions**  
No Actions Stored

**Popular Resources for Similar Disputes**  
General Resources  
UnderstandingSmallClaims.pdf  
DisputeResolutionTips.pdf

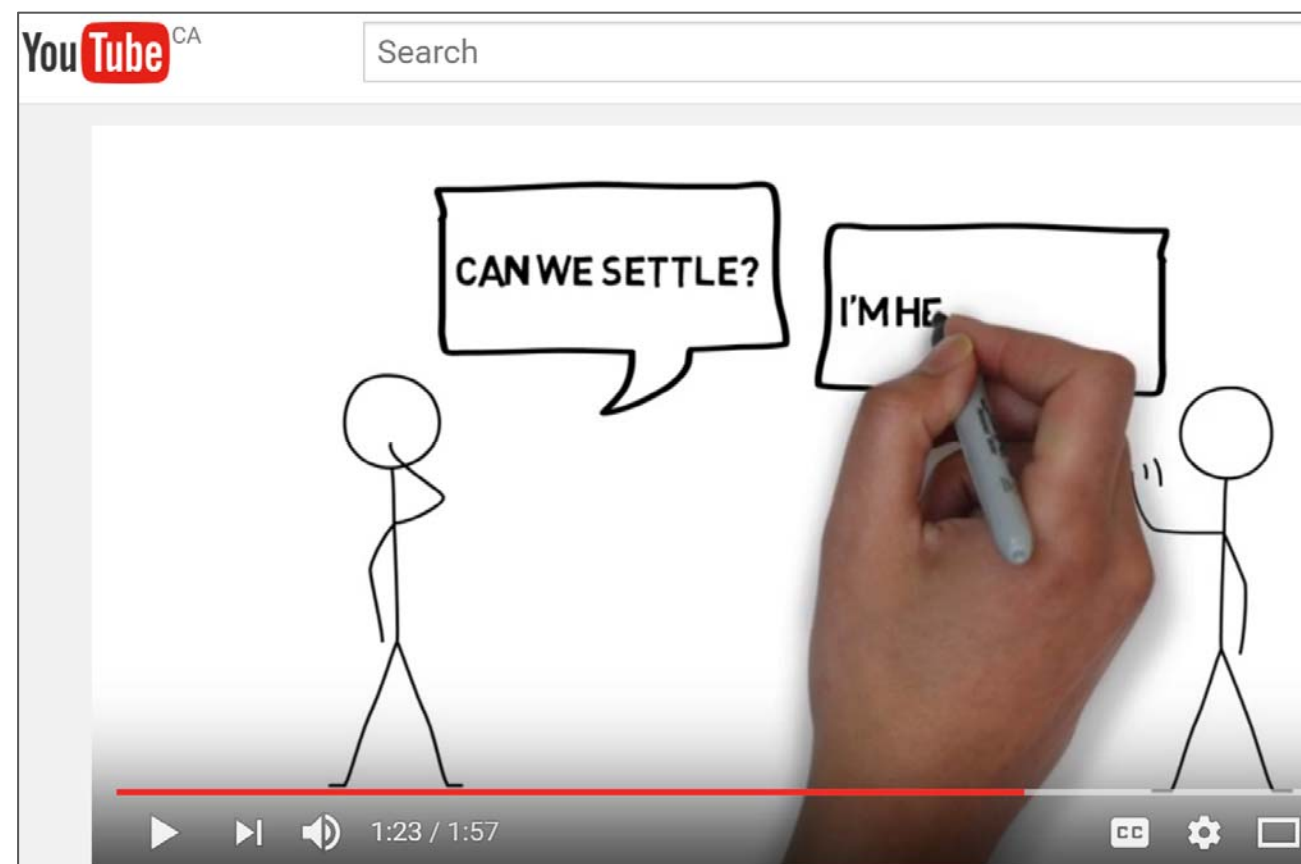
**Resources for this Step**  
Understanding Agreement Types

**Real Answers from Real People**  
Search or Ask a Question

[View all related questions](#)

[Quit](#) [Find Paid Help](#)

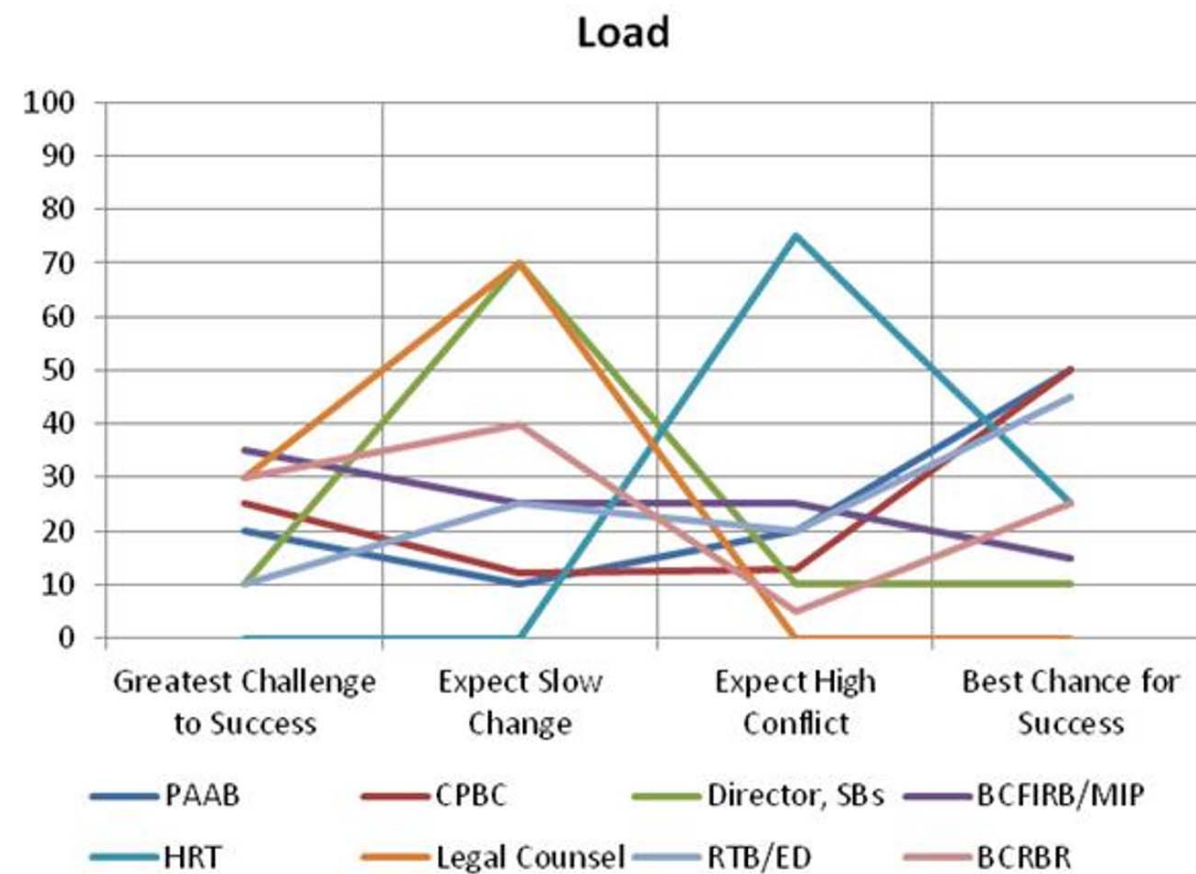
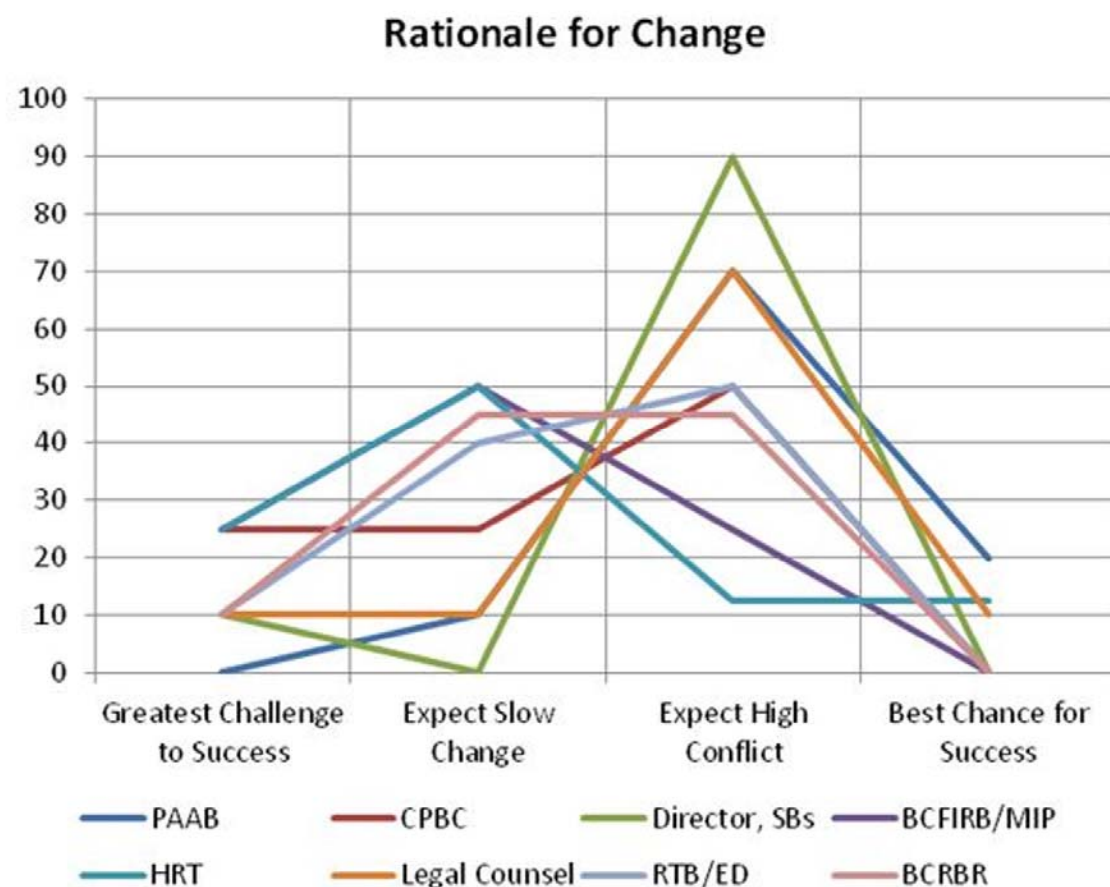
[< Back](#) [Save & Return Later](#) [Continue >](#)





# STEP 6: ASSESS CHANGE READINESS

Use as basis for Change Management



## STEP 7: PLAN IMPLEMENTATION

- Prioritise Tribunals
- Use Agile principles
- Assess need for public consultation, user-focused design sessions
- Ensure supporting services implementation (marketing, records management, user support, etc)
- Execute solid Communication Plan
- Intertwine with Change Management Activities
- Track funding, costing, savings



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## Background

Client and situation



## 7 step approach

Key tasks performed



## Multiple project participants

The role of facilitation and collaboration



## Results

Where they are today



# MULTIPLE PROJECT PARTICIPANTS

## Design Participants

- Project Manager
- Business Architect (s)
- Solution Designer
- Technical Architect (s)
- Advisor (s)
- Outcomes Advisor
- Subject Matter Experts – 16 from different Tribunals and Boards



## Program Challenges

- Legislation changes (across tribunals and ministries)
- Business Architecture (13 Tribunals)
- Expert system/dispute resolution network (13 Tribunals)
- Funding (across tribunals and ministries)
- Adoption of the solution
- Sustainment of the capabilities and marketing of the system

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# RESULTS

It's working!

- ✓ July 2016, started accepting applications for strata property (condominium) dispute resolution
- ✓ 2,350 explorations
- ✓ 110 applications in first 3 month
- ✓ About 50 claims are already in facilitation
- ✓ About 40% of people submitted their forms outside of working hours
- ✓ In the near future, the CRT will begin resolving low-value small claims disputes.
- ✓ Now mandatory entry point to civil justice

The screenshot shows a web form titled "Civil Disputes - Strata" for "Strata Owners, Tenants and Occupants". It includes a progress bar for "Your Exploration Information" at 10%, an access code "Mb4TDkmKp", and a "What is your strata dispute about?" section with three radio button options. The form also has "Find alternatives", "Quit", and "Save and exit" buttons, as well as "Back" and "Next" navigation buttons at the bottom.



## TODAY – CONTINUOUS IMPROVEMENT



*'We plan to never stop testing and improving. In the first weeks of operations, the CRT team has already responded to public feedback by making many improvements to processes, templates, web content, and to the CRT technology. Every week, we review your feedback and try to make more of these changes if we see chances to make things better.'*