
Overview

The sub-discipline Business Process Design and Improvement (202) is concerned with the competencies required to (re)design or (re)engineer IT enabled business processes within an organisation with a view to enhancing the performance of the business process through improvements to the supporting IT systems.

Process (re)design typically involves the assessment of the elements that constitute an IT enabled business process, improving the effectiveness and efficiency of essential elements and removal of those elements that do not add value so that the overall business process becomes more efficient and effective. Process redesign activity is usually undertaken as a result of either business analysis recommendations or as the result of continuous process review.

Working in the senior professional role (2025) involves:

- Implementing the infrastructure for the design and improvement of IT enabled business processes (2025.01);
- Developing designs for IT enabled business processes (2025.02);
- **Managing the implementation of IT enabled business processes (2025.03);** and
- Communicating design and improvement information for IT enabled business processes (2025.04).

**Performance
criteria**

You must be able to:

- P1 thoroughly test new IT enabled business processes prior to implementation, to ensure that they meet business needs
- P2 plan and manage the implementation of new IT enabled business processes
- P3 make sound decisions based on the results gained from business process modelling and simulation activities
- P4 ensure that business process designs are integrated, where appropriate, into projects and programmes
- P5 accurately integrate new IT enabled business processes into the overall process architecture, aligned, where appropriate, to the introduction of supporting system changes
- P6 undertake, by monitoring and optimising, continuous business process improvement, aligned, where appropriate, to supporting system changes

Knowledge and understanding

You need to know and understand:

- K1 how to identify the issues associated with design and improvement of IT enabled business processes
- K2 how to identify and select when and how to use external providers of design and improvement services for IT enabled business processes
- K3 how to use the procedures, tools and techniques to monitor the alignment of business process design and improvement activities with all relevant legislation, regulations and standards
- K4 how to use and apply information:
 - K4.1 relating to the scope of design and improvement assignment for IT enabled business processes
 - K4.2 relating to any organisational, business change, IT and other technology implications from the design and improvement of IT enabled business processes
 - K4.3 from a range of individuals and other sources as appropriate
 - K4.4 produced by process modelling and simulation activities
- K5 how to monitor the compliance of design and improvement activities for IT enabled business processes with all relevant legislation, regulations and standards (including professional and ethical standards)
- K6 how to monitor the effectiveness and quality of design and improvement activities for IT enabled business processes
- K7 how to manage:
 - K7.1 the planning and implementation activities associated with new or enhanced IT enabled business processes
 - K7.2 actions in the event that design and improvement deliverables for IT enabled business processes do not support the business needs

- K7.3 issues arising as a result of design and improvement activities for IT enabled business processes
- K8 how to manage the alignment of IT enabled business process design and improvement assignments:
 - K8.1 with all relevant legislation regulations and external standards
 - K8.2 with any related organisational design/redesign, business change and/or IT or other technology changes and/or projects and programmes
- K9 how to manage the relationships:
 - K9.1 with sponsors, stakeholders and external bodies on matters relating to design and improvement activities for IT enabled business processes
 - K9.2 with external providers offering It enabled business process design and improvement services
- K10 how to analyse and interpret:
 - K10.1 all information from design and improvement assignments for IT enabled business processes
 - K10.2 the results gained from monitoring design and improvement assignments for IT enabled business processes
- K11 how to conduct design and improvement assignments for IT enabled business processes to an appropriate standard for the business context and needs
- K12 how to perform modelling and simulation of proposed new or enhanced IT enabled business processes to establish the feasibility of their implementation and effectiveness of their operation
- K13 how to test new or enhanced IT enabled business processes prior to their implementation
- K14 how to monitor and optimise continuous business process improvement
- K15 how to solicit information from a range of individuals and other internal and external sources as appropriate

- K16 how to take account of any particular individual's influence on design and improvement of IT enabled business processes
- K17 how to take action and measures, relating to design and improvement activities for IT enabled business processes, in the event of:
 - K17.1 breaches in security and integrity
 - K17.2 the business needs not being supported
- K18 how to ensure the security and integrity of information derived from design and improvement activities for IT enabled business processes
- K19 how to make decisions on the results gained from modelling and simulation activities for It enabled business processes
- K20 the importance of:
 - K20.1 managing relationships with sponsors, stakeholders and external bodies in all aspects of design and improvement activities for IT enabled business processes
 - K20.2 action being taken in the event of design and improvement deliverables for IT enabled business processes not supporting the business needs
 - K20.3 applying business design and improvement activities for It enabled processes to address strategic and operational issues and opportunities facing a organisation
- K21 the procedures, tools and techniques that can be used to monitor design and improvement deliverables for IT enabled business processes:
 - K21.1 for their effectiveness and quality
 - K21.2 for compliance with legislation, regulations and standards

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Manage the implementation of IT enabled business processes

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