
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 lead professional role (2026) involves:

- **Reviewing design and improvement programmes for IT enabled business processes (2026.01);**
- Developing strategy, policies and standards for the design and improvement of IT enabled business processes (2026.02); and
- Manage relationships during design and improvement programmes for IT enabled business processes (2026.03).

Performance criteria

You must be able to:

- P1 review the quality and effectiveness of design and improvement programmes for IT enabled business processes and any external providers involved in their delivery, taking action where appropriate
- P2 identify actions and advise other individuals accordingly in the event of business process design and improvement deliverables not meeting the business needs
- P3 advise and guide other individuals on all aspects of business process design and improvement activities, including best practice through application of own experience and knowledge

Knowledge and understanding

You need to know and understand:

- K1 how to identify:
 - K1.1 what actions may be taken in the event of design and improvement deliverables for IT enabled business processes being incorrect, incomplete or inadequate
 - K1.2 opportunities to improve the quality and effectiveness of design and improvement programmes for IT enabled business processes
- K2 how to monitor the alignment of design and improvement activities for IT enabled business processes with all relevant, related activities
- K3 how to review the effectiveness and quality of:
 - K3.1 design and improvement deliverables for IT enabled business processes
 - K3.2 external providers of design and improvement services for IT enabled business processes
- K4 how to review proposals to enhance the strategic capabilities of the organisation and/or its operating model through the redesign of existing processes or the introduction of new IT enabled business processes
- K5 how to advise and guide others on design and improvement best practice of IT enabled business processes
- K6 how to make decisions on the results provided by monitoring design and improvement programmes for IT enabled business processes
- K7 how to make decisions and/or advise others on the actions that may be taken in the event of design and improvement deliverables for IT enabled business processes not meeting the business needs
- K8 how to improve the effectiveness and quality of business process design and improvement programmes within an organisation

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Review design and improvement programmes for IT enabled business processes

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Suite IT and Telecoms

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