

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
- **Managing relationships during design and improvement programmes for IT enabled business processes (2026.03).**

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Manage relationships during design and improvement programmes for IT enabled business processes

Performance criteria

You must be able to:

- P1 select and negotiate with external providers of design and improvement services for IT enabled business processes who can best meet the business needs
- P2 assist in the negotiation, agreement and authorisation of contracts, decisions, actions and approaches that are required by other individuals across the organisation during any design and improvement programmes for IT enabled business processes

Knowledge and understanding

You need to know and understand:

- K1 how to manage external factors affecting design and improvement activities for IT enabled business processes
- K2 how to identify and select which providers of design and improvement services for IT enabled business processes to use
- K3 how to take action and measures in the event of external providers of design and improvement services for IT enabled business processes not providing the appropriate quality
- K4 how to make decisions on which external providers of design and improvement services for IT enabled business processes to use
- K5 how to negotiate with external providers of design and improvement services for IT enabled business processes
- K6 how to negotiate with sponsors, stakeholders and external bodies:
 - K6.1 on how the deliverables of design and improvement programmes for IT enabled business processes should be implemented
 - K6.2 on the opportunities for strategic enhancement of an organisation's capabilities and/or operating model through the introduction of new or improved IT enabled business processes
- K7 how to agree contractual arrangements with external providers of design and improvement services for IT enabled business processes

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