

Business Process Management Implementation: A Case Study in Local Government

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Abstract – This study analyzed the implementation status of Business Process Management (BPM) in a local government entity in Fujairah, United Arab Emirates. Also the loopholes and effectiveness of the implementation was analyzed by having an in-depth analysis of the organization. To accomplish this task survey based as well experimental research methodology was adapted. A survey was designed for the targeted employees of the organization to get an insight to their understanding of the domain, their organization and their processes. The questions were designed in such a manner to extract as much information as available regarding BPM implementation if exist and the loopholes in it in terms of effectiveness, also if the implementation didn't exist the reasons behind it. In addition to the survey a series of interviews were conducted. These interviews were done with 6 different stakeholders, namely Deputy Director, IT Manager, Development Manager, Business Analyst, IT Project Manager and representative of Excellence & Strategy Department. To portray the importance of BPM implementation and its benefits to the organization one process was automated using the Laserfiche RIO platform. At the end generalized benefits of BPM implementation in organization are given as recommendations.

Index Terms – Business Process Management, Case study, analysis, Fujairah, BPM Implementation.

I. INTRODUCTION

To administer the business procedure, Business Process Management (BPM) gives an environment feasible for the governance and administering. It permits an Enterprise to form approaches and controls around the business procedures, design and control the execution of business methods, control the Key Performance Indicators (KPI) connected with the business forms and empowers stakeholders to take snappy choices focused around these measurements; subsequently helping business precision and advancement. BPM is a great deal more than an instrument for automation. BPM methodology can be applied to non-automated manual processes as well [1]. Joined with viable Governance, this might revolutionize an enterprise and business and can contribute enormously in its growth.

BPM does not likely works as technology instrumentation for business change and the organizations should realize this fact. A lot of business process changes can be accomplished without technology and engineering. Now the question that is technology a good thing and is it involved in BPM? The answer is a sure yes. But using technology along with BPM in

the right environment and circumstances and at the right time will be more beneficial, the inclusion of such technology should be justified in order to make it worth. The business process modelling tools and management tools are very important to be used in large and complex project as it helps in clarifying the processes flow as well achieve strong manageability. Relying on modelling tools for process improvement is a misconception usually people have [2]. In order to utilize the modeled processes and improve them a proper methodology added by skilled resources and a framework is require in its entirety. It is all about "managing your business by managing your services".

Each service or product from an enterprise is a result of various interrelated processes within and outside the enterprise which results in the manufacturing or delivery of such results. Thus BPM is the driving force to arrange these processes in a proper manner to achieve the desired outcome and improve and optimize it with the passage of time.

The business processes and interrelated activities can be performed by the human resources manually or the same results can be achieved by the implementation of technology in the form of Information Systems and Business Process Management System (BPMS). Usually it is a combination of both scenarios discussed earlier. A BPMS is a computer software or application which provides the framework and implementation capabilities to implement the business processes in it.

In numerous organizations there is a gap between businesses perspectives or processes and the technology [3] as the technology is not in alignment to the business processes of the organization. This can result in the inefficiency of the implemented business processes and in turn on the overall performance of the organization. This gap needs to be eliminated in order to cope with the demanding and constantly changing markets and industry. Also the demanding nature and continuous social changing attitude of customer should be targeted. Services and products available today for delivery may not be effective tomorrow. The competition in the market is a nightmare for the manager if a competitor comes up with a product or services having any kind of competitive edge then the first organizations business will be in trouble. The advent of internet and technology especially the e-commerce and e-marketing methodologies and platforms have made it easy to launch a new product or service across wide geographical markets and is easy to handle the change. The traditional approached to process management doesn't take care of such agile and technological advance product or service introduction. Thus in order to maintain presence with in the market and compete with the competitors, technology needs

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to be embraced to its full extent in the right circumstances and be justified.

While at an authoritative level, business methodologies are fundamental to seeing how organizations work, business forms likewise assume a critical part in the outline and acknowledgment of adaptable data frameworks. These data frameworks give the specialized premise to the fast making of new usefulness that acknowledges new items and for adjusting existing usefulness to indulge new market prerequisites.

Generally, business techniques are instituted physically, guided by the learning of the organization's work force and supported by the hierarchical regulations and methodology that are introduced. Ventures can accomplish extra profits in the event that they utilize programming frameworks for facilitating the exercises included all hands on deck forms. These product frameworks are called business process administration frameworks.

A business process administration framework is a nonexclusive programming framework that is determined by clear procedure representations to arrange the order of business methodologies. As a result of its clarity and constrained unpredictability, a basic requesting procedure is appropriate. For instance a sample request will work like, a request is gained, a receipt is sent, installment is accepted, and the requested items are transported. This doesn't restrict the scope of BPM to requests as in this case, this example is taken in consideration only to explain the idea of it.

The scope of this study is limited to the BPM and its implementation in local government in United Arab Emirates. It will not cover other areas of the BPM domain like orchestration and life cycle management. The establishment of Center of Excellence for successful BPM Implementation will be discussed. In the last chapter the conclusion of the implementation approach for BPM in local government in UAE will be discussed and then can be generalized for the same genre of organizations in the future.

Due to small sampling and only working and researching in one kind of local government the results might contradict and vary in other organizations of the same genre. The organizations properties vary due to their demographic locations, management approaches and organizational culture & structure. There was a time constraint on the study, as the BPM domain is very wide and requires a comprehensive study and in-depth knowledge of the approaches and terminologies so the study has to be focused only on a certain niche knowledge area.

II. RELATED STUDIES

The field of BPM is not a new field and the research on business processes since the inception of the services and processes has evolved and more and more information is created, gathered and recorded. Several business process engineers and researchers have worked to introduce innovative and practical approaches to the implementation and operation of the BPM. Following are some of the related studies to the work being discussed in this study.

In [4], researchers are of the opinion that not all services are suitable for automation through BPM. The selection criteria for these services to be able to be automated via BPM consist of questions like how important is the service in light of organization strategy? Can we automate any service on any BPMS or not? Etc. They have also developed and proposed a generic BPMS selection framework for almost all the services.

The study in [5] talks about the fact that how the existing BPM tools are not fully capable in maintaining the complete life cycle of processes. The wide space and communication gaps between the handover of each phase are limiting the user to rely on its own interpretation without getting any support in this regard, especially between design phase and problem identification. They talk about the requirements for closing the BPM cycle in order to support all the services.

Study in [6] discusses the importance and need of BPM and the need of BPM capabilities for an organization. As how can BPM take part in the organizational growth, success and maturity? He also talks about the efforts and steps to generate the BPM capabilities within an organization.

According to [3], in order to get the return on investment on a certain service or process over its whole life cycle, it is really important to scrutinize, and analyze the process all along its life. The quality and efficiency of the process be maintained and enhanced to such a level that the investment on it is valid and justified. They talk about the issues an organization faces in a successful BPM Implementation, like lack of governance, employees understanding of the vision and true reason BPM, problems in alignment of BPM efforts and organizational strategies, lack of standards, lack of awareness about BPM and BPMS, lack of well-defined processes and lack of proper tools and methodologies for the visualization and simulation of Business Processes.

According to [8], business processes should realized as valuable corporate and organizational assets and that's the reason it should be properly managed and controlled. But the processes concept goes beyond the assets, in fact it's actually the business and thus we have to see how we can manage our core business by managing and controlling the processes.

The implementation of the BPM isn't a small thing but as it's crucial it can answer a lot of the questions which are in the top management head bothering them about the business.

In order to implement a successful and efficient BPM implementation a smooth and fertile ground is required in the form of a suitable environment within the organization. BPM if implemented properly can become a competitive advantage and excellence point for the organization as this is a field of business management and not bound to technology, although technology enables BPM. The enablement of human resources is very important in order to carry on the operations and get out the desired outcomes from the BPM implementation. The organization employees and management should be aware of the benefits and importance of the BPM implementation and should enforce necessary measures if required to achieve its goals.

Process Management has now turned into the most vital pattern in present day business. It is frequently mistaken for many other things, yet at last, how the business conveys worth is dependent on the operational adequacy of its

methodologies. Those who provide customer value are not only included but also those who are supporting processes and other processes which controls and monitors. Although the human change issues can't be disregarded; yet comprehensive and effective BPM innovation empowers the firm to receive a more adaptable and light-footed stance. Which helps in advancing its engineering framework and business forms as they create winning business capacities? These new abilities will be focused around new methodologies that convey lessened expense, speedier time to market while likewise guaranteeing a predictable client experience and more viable administrative agreeability [9].

A lot of people have the opinion and consider BPM to be the next-inline evolution after the introduction of workflows as mentioned in [10], as workflows are used to aid in business process automation and management. The BPM gives more insight than just a workflow and automation of a process; it indicates the involved actors and actions along with the status of the process at any given time with great ease.

The researchers in [11], talk about the three waves of process evolution since the idea was formulated and taken in consideration. The evolution of BPM has been due to various factors including technological advancement, introduction of new tools, demanding business nature and organizational and business standards.

In [12] researchers discuss the responsibilities of organization once implementing BPM and doing BPM Governance. A single group or multiple groups can have these responsibilities to provide a strategy for successful BPM governance. All these responsibilities are critical and require unique set of skills, authority and required experience to operate the agenda. There should also be a proper source of support for backing up BPM initiative and projects along with creation of enterprise share infrastructure to support the implementation and operations.

III. MATERIAL AND METHODS

A. Research Design

BPM implementation is very critical to organizations; efficient implementation needs to take care of various factors related to the target organization. A misconception is usually found in people regarding Business Process Automation and BPM which require clarification at this stage. Both the terms are taken in the same meaning. In fact BPM can be achieved even if a process is manual and isn't automated; the existing process can be analyzed for redundant work and improvements.

This study implies both survey and experimental methodology to address the research questions.

B. Purpose of the Study

This work implemented and developed survey, interviews and a pilot project to demonstrate the BPM and its effect on Fujairah Municipality.

The purpose of the survey was to find out if the selected organization has implemented BPM or not? If the implementation has been done; then what is its status? And what are the loopholes in current implementation of BPM? This phase of study examined the data collected for variables

of organizational awareness of the respondent; domain knowledge of the respondent, top management commitment, implementation status & loopholes, organizational competency was analyzed.

The purpose of interviews was to take the required information from key personnel in one to one meeting. During these interviews the major pain points of the organization were found regarding BPM implementation.

IT Services Request process was selected for the experiment. The purpose of the experimental approach in designing and implementing one process was taken on AS IS basis and applying BPM methodology using Laserfiche RIO tool to enhance its efficiency, was to portray the usefulness of BPM implementation in the target organization.

C. Research Questions

BPM in the target organization is implemented or not? If yes, what is the status and loopholes? If No, what are the reasons? A pilot project demonstrating the BPM using Laserfiche RIO (1 process). What kind of benefits can the organization get from the implementation of BPM? Critical Success factors in implementation of BPM in the target organization.

D. Instrumentation

For the purpose of data collection a targeted survey was used as an instrument, along with interviews with key personnel from the organization. A detailed survey was designed to extract the required information in answering the research questions mentioned in the above section. To investigate the research questions a survey research design was applied in the study.

In order to collect critical information from key personnel of the organization interviews were conducted as a second instrument. The focus was on finding out the pain points of management and technical key positions in implementing BPM.

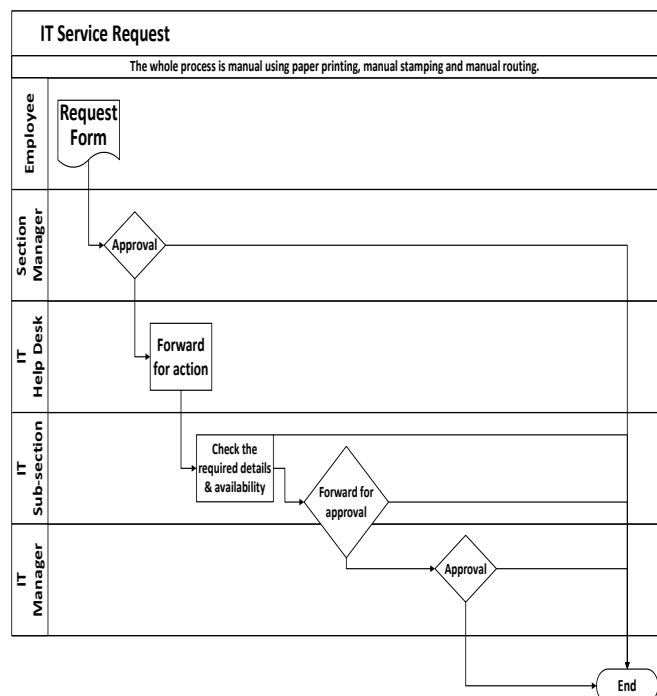


Fig 1: IT Services Request

E. Population and Sample

This work has a study group of 35 people for survey who were employees of the organization and their job titles and responsibilities varied from top management to normal employees. The survey assessed their knowledge about BPM and its implementation in the organization along with factors that is hindering the efficient implementation of BPM.

A group of selected 5 key personnel was selected for interviews. It included top management, middle management, IT professionals and employee from Excellence & Strategy Department.

For implementation purpose one process was chosen as a reference to analyze the AS IS process and then design the TO BE process as well implementation of it in a BPM tool as shown in Figure 1.

F. Mapping of Variables & Measures

The research questions from the survey as well interviews were mapped with four major variables i.e. organizational awareness of the respondent, BPM domain knowledge of the respondent, management support and level of issues that prevents BPM implementation.

IV. RESULTS AND ANALYSIS

In this chapter the results from survey, interviews and implementation will be analyzed to address the research questions.

3.1. Analysis of Survey

In depth analysis of the collected responses from survey results in the following conclusion that BPM is not implemented in the organization e.g. one of the questions was 'Is BPM Implemented in your Organization?', approximately 54% came up with the answer 'NO', as shown in Figure 2 question 8 of variable 4. The interviews and survey responses were formulated and an analysis was done to get a summarized conclusion on the research questions.

The first variable was aimed to identify employee's knowledge about their organization and working environment mentioned as V1 in Figure 2. In other words the organization's management and administration's ability to keep their employees informed about organization. Regarding the size of the organization 50% of the respondents were correct about the organizations size while 10% thought the organization to be a small one. 10% responded that the organization has more than 1000 employees and 30% are of the opinion that it's a medium business. The respondents replied on the question of organization structure and the results indicate that 64% came up with the understanding of organization being a functional, 30% says that it's a matrix while 3.3% of each says that its project based organization or either they don't know it. The job roles of the respondents are diverse and majority is of normal employees who actually are critical part of the processes or the IT experts who are part of the BPM governance. This indicates that the employees have an average and fair idea of their organization chain of command and structure but require improvements.

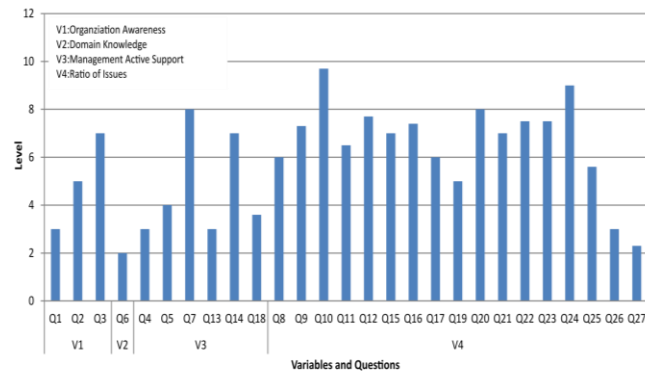


Fig 2: Survey & Interviews Analysis

The domain knowledge of the respondents was tested in terms of BPM as shown in Figure 2 labeled V2, 54% replied with NO answer indicating that BPM is not implemented in the organization. Due to the lack of knowledge and exposure each and every section thinks of their partial process automation as BPM which is not true. This indicates that in general the organization employees and key stakeholders have no exposure and knowledge of the BPM domain and think of it process automation. The organization require investment in awareness campaigns in this domain and arrangement of various training sessions to help them realize the importance of BPM as well will help them support BPM initiatives.

Every change in organization requires top management support and their active involvement, BPM initiative are the same and it even require more involvement from the authorities who have resources to support such actions to assist the higher management support in such initiatives. The study tried to find out the active involvement of higher management as labeled in Figure 2 as V3.

A misconception that IT Department should take all technological initiatives we took IT budget into consideration. Having enough budgets IT would be able to put forward the idea for BPM implementation and can recommend tools and technology as well. It was found out that IT budget is very low to support such initiatives. The presence of a chief technology officer in higher management maximizes the success of projects having technology involved. The surveys responses and interviews along with expert judgment resulted in the fact that there is no such job role in the organization and is hindering in the initiation of BPM projects. There is a process of communicating organizational goals to departments but lacks effectiveness. Here the top management active involvement is much desired to enforce their vision in order to be reflected in functional initiatives.

Organizations and teams have a long term plans or a roadmap, tends to have a clear vision of what they want to achieve. In order to find out this, the study asked the respondents about IT road map for next 3 years. The results indicates that there is no proper roadmap for IT department and are just going with the projects in hand, resulting on the effectiveness of the department. The center of Excellence is usually responsible for implementation of BPM initiatives so the study tried to find out its existence in the organization and found out that a center of excellence is present; however the

effectiveness is debatable and is not up to the desired level. The involvement of senior management in important initiatives in an organization is very critical for its success. The study indicates that the management is involved but the effect is average and requires special attention at this point.

The fourth variable aims at finding out the fact that, Is BPM implemented in the organization or not? If yes, then what are the loop holes? And if it is not implemented then what are the reason behind it as shown in Figure 2 labeled as V4.

The analysis of survey and interviews found out that BPM is not implemented in the organization and if there is in some case or state it's not properly functional and effective. The study also asked about the usage of BPM tool in the organization. 74% of the respondents responded with NO while 26% with YES. During the one-to-one interviews researcher found out that a BPM tool and platform is available but not functional. In the next questions based on the respondent's replies the study found out that:

- Very less of the organization processes are managed by BPM strategy, if it exists in any form.
- There is no annual auditing of the Departments to ensure their performance.
- Employees are not sure about their job responsibilities and job description which results in bad performance or duplication of efforts. HR needs to be actively involved in the process.
- The people working in Business Process Reengineering and Design have not enough knowledge and skills to do the required job.
- Trainings are done to enhance the productivity of the employees, but as no proper job description is available so the trainings and capability building exercises are not in benefits to their job role.
- The documentation of work processes in the organization happens very rarely and thus the employees being part of these processes don't know the flow and are not able to provide effective services.
- The lack of Business Intelligence or an insight to historical or current data prevents the optimization of organization work processes.

3.2. Analyzed Reasons

The main reasons behind no implementation are:

- Employees of the organization don't have full awareness of their working environment. This leads to the conclusion that the human resources department is not efficiently functional and there is no proper communication of organizational goals to all the levels of roles and responsibilities across organization.
- No proper job roles have been described and enforced.
- There is a Strategy and Excellence department equivalent to Center of Excellence for BPM implementation and governance. The main reason for their inefficiency is that the team working in this department doesn't have proper exposure to the latest trends and technologies in Processes administration and management along with no skills.

- The absence of Chief technology officer or information technology advisor results in misalignment of the organization vision and goals with latest trends and technologies in the industry. This affects the IT budget and initiatives from the IT department, e.g. no proper road map for next 3 to 5 years.
- Top management doesn't consider BPM implementation as a priority due to lack of knowledge and exposure. Although automation of various departments has been done and some are in progress yet the fact that how to get an insight to the business processes still remains a dilemma for them.
- A BPM tool is there but has not been explored and pushed to its limits in order to meet the requirements of the organization due to lack of skilled resources as well priority.
- Top management has not been actively involved in monitoring the processes and taking initiatives for its betterment.

3.3. Analysis of Interviews

The interviews with key personnel of the organization at various job roles were very critical and productive to find out the main concerns of the management and thus get their point of view. Analysis and findings of these interviews depicts that:

- Organizational Politics: The BPM initiatives have been tried several times but due to non-cooperation and internal politics the blockers doesn't support these initiatives and thus results in failure of such projects. These blockers are critical part of the processes and eliminating them is not possible.
- According to the management they have limitations of not having proper skilled workforce to implement such solutions. Outsourcing is too much costly and in-house implementation requires skilled professionals. Hiring skilled professional is a problem due to limited financial resources.
- Due to the above stated reason management has been trying to provide trainings and capacity building session to these employees in order to fulfill the job. But once investment has been done and they become a viable resource for the organization and job, they leave the organization.
- Some of the key positions have personnel whose experience and areas of expertise don't match the job role and hence results in mismanagement.
- The chain of command as defined in the organizational structure is not followed strictly and results in delays and miscommunication which is the major issue for the implementation of such projects. As the approvals in each process are not well defined and clear.
- Dysfunctional Center of Excellence: The key department to initiate and govern such initiatives and project has no skilled professional and resources.

3.4. Analysis of Implementation

The implementation of selected process i.e. IT Services Request was done using Laserfiche RIO platform. The following features of the platform were used:

- Laserfiche Forms [for front end UI design]
- Laserfiche Workflow /Business Process Design

3.4.1. IT Services Request Process

To understand the difference between AS IS and improved TO BE implemented process, it's a good idea to understand the limitations and issues with the AS IS Process. The AS IS Process portrayed in Figure 1 above have the following issues:

- Whole process is manual.
- A physical document is circulated and wet signatures are required for approvals.
- There is no transparency in the process and the user or the manager doesn't have an insight to the process and its status.
- There is no escalation of process in-case of unavailability of a certain employee.
- IT helpdesk is used to collect the request and send it to the concerned sub-sections, and is prone to human error.
- Historical overview of the processes is not possible as no data is recorded in digital useable format.
- No tracking and notifications are available.

After redesigning, optimizing and implementing the process in Laserfiche RIO it enhances the process, eliminate an intermediary step and improve better management.

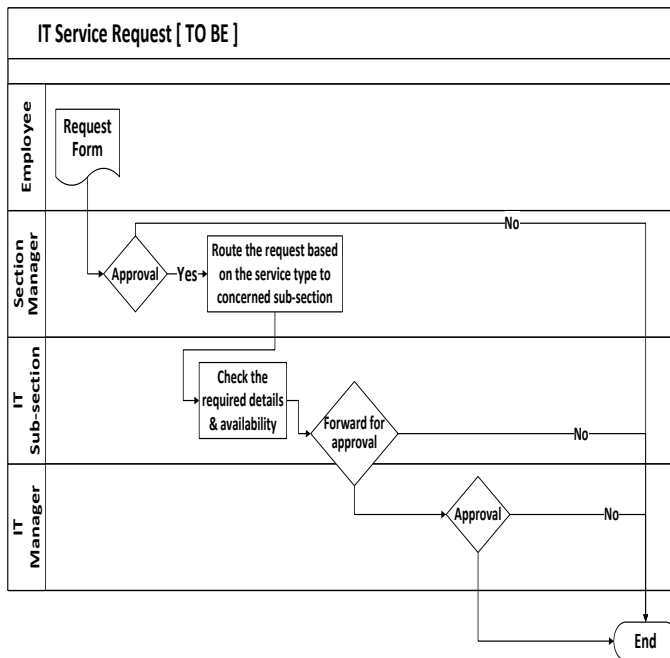


Fig 3 IT Service Request [TO BE]

The enhancements include:

- The request form is designed as an electronic form and is available to all the employees for submission.
- Once the form is submitted it triggers a workflow in the background as Business Process and the filled form along with the metadata is sent to the employee's section manager. An email is sent to the manager along with the link of the instance to be accessed via Web Access of Laserfiche.

- Once the manager approves it, based on the selected IT Service e.g. Request for a new PC, Request for Internet Connection etc. It is routed to the responsible sub-section i.e. Development subsection, network support subsection etc. An email is sent to the configured email of the subsection head.
- Once approved from the subsection and based on the comments it is forwarded to the IT manager along with the email notification.
- At the end IT Manager Approval or rejection ends the process.
- At any stage a rejection ends the process.
- All the users are notified via emails and integrated SMS gateway.
- At any stage, a user can check the status of the process and can have an insight.
- In case of the non-availability of an employee based on threshold time for approval, the request is escalated to the next responsible to eliminate any delays.
- No printing of papers is required.
- Elimination of wet signatures.

3.5. Critical Success factors of BPM

BPM tools, best practices from the industry and necessary skills are key ingredients for any organization to integrate its various functions [13], these processes are a great asset to the organization and has been evolve over years or hard work. Below are the critical success factors of BPM implementation in the selected target organization [14].

- Creation of mutual, friendly working environment
- Employees of an organization are key part of the organization and are involved in creation of processes and handling them. If there is no mutual understanding and friendliness in them they won't be able to work as a team and will result in organizational politics negatively affecting the implementation.
- Management and employees communication
- Managers are responsible for their concerned departments and employees. The amount of trust and ease in communication between the two is very important for identifying issues, resolving those issues, improving processes and the wellbeing of the organization.
- Providing leadership and communicating strategy and goals
- A clear roadmap and direction is necessary for the employees to carry out their job without hesitation and this information and direction should come from managers on time and with ease.
- Top management active involvement and trust
- The management involvement is very important and they should be able to accept any idea generating from lower levels. Having trust on the capabilities the lower and middle management ensure full support of the top management for any initiatives taken by them.
- Right communication channels for the information dissemination
- Nowadays, there is so much information that it is overflowing in people's head. People use mobile phones,

LinkedIn, Facebook, Twitter, blogs and many other mediums to acquire information. The communication inside the organization (and with the customer) can get lost in that jungle. People need to have the right and effective ways to communicate with each other (for example only one intranet website and instant messaging system).

- Right people for the right job
- To ensure the process smooth operation responsible people are required and they should have the right skills to make it done.
- Information System usage
- Automation of processes which are worth automating is the key idea. For this the information usually comes from information systems. IT section should be aligned with such initiatives.
- Fear of losing jobs when processes change
- Usually changing legacy processes require removal of some steps and also some human resources. If it is ensured that these people will not lose their job and will be replaced somewhere useful they will come up with support for the change of processes.
- Supporting changes in processes
- The managers should be good listeners and asking time by time the employees how to improve processes
- Discussion And Future Work
- The study has accomplished a thorough analysis of the organization in perspective of BPM implementation and has identified several reasons behind the inefficiency of such implementation as discussed in the last chapter. Below are few of the recommendations from this study addressing those critical issues which can overcome these hurdles and enable organization to successfully implement BPM.
- Organization politics is a universal phenomenon which exists almost in all organizations. It is true that organization politics cannot be eliminated at all, because in a single organization there are people from different culture, ethnicity and geographical location. Each of them has different interests, personalities, and desires to attain power, attitude towards work and attitude towards organization. Such factors divide the organization employees in to two categories. First category consists of those who prefer organization goals and growth instead of their personal preferences, called supporters. Second category consists of those who prefer their personal goals instead of organizational goals. These people always try to block others trying to do something good for the betterment of the organization, and attain personal interests; called Blockers. Organization should have strategies for both the categories. For supporters the strategies will enhance their work and push them to attain organizational goals smoothly. For blockers the strategies will be to minimize their negative effects and keep them aside of supporters otherwise they will bring hurdles to the supporters which will eventually affect negatively the efforts of the supporters.
- To handle the blockers organization should have proper chain of command where each staff member has his role

and responsibilities within defined limit of authority. The segregation of duties and responsibilities makes positions in the organization structure which is helpful for the smooth functioning of the organization. During the research, the study found that, the organization do have the defined list of roles and responsibility for each position in the organization structure but either it is not properly defined or is not properly executed. Although they have an organization structure but unfortunately the role and responsibility are not defined well which brings a question mark on Human Resource effectiveness. For instance there is no new employee's orientation when one joins the organization. Due to such factors employees do not know their role and responsibility and he works in the dark. They do not follow chain of command and keep working in the other directions which affect the performance of the organization. Instead of helping, the employee who has incurred a lot of cost to the organization is bringing more negative effect on the organization. If the organization defines each position in its organization structure, execute it and monitor it with incentives and penalties it will handle this issue effectively. Responsibility with authority is required.

- These undefined roles bring miscommunication within the organization. Each staff member tries to contact the higher management directly instead of following the proper channels. The organization structure of the target organization is tall and hierarchal having different Sections and Department, Head of department, Deputy Director, Director and Board of directors. Employees sometime bypass the head of department and directly contact with the deputy director or Director without taking head of department on board. Such contacts bring miscommunication between head of department and Director or Deputy Director. Because employee take approvals from the higher management without consulting Head of department. Later on some projects are initiated without the approval of Head of department. Such events bring a communication gap between Director and Head of department. Also chain of command is not followed in such cases. Due to negligence of chain of command the employee at Head of department level feel insecure and tries to be a blocker instead of supporter during the implementation of the projects.
- The key positions, in the organization structure, have been held by those personnel who are not fit to their job description, if any. Their skills and qualifications usually don't match their job role. The reason for such hiring is the strategy of localization. Localization is the strategy initiated by the government to hire their nationals instead of expatriates which is a best strategy for their nationals well being and there is no denial in this that it will help the government in long run. Unfortunately the unavailability of skilled nationals in the industry is very less which calls for the hiring of expatriate having those skills and willing to do the job even on very less package. While considering some national for a managerial job

not fulfilling the job requirement, the organization should have a strategy to arrange capacity building programs in order to help them perform better. This will help the organization as well the individuals. Due to no exposure to the industry and technology when projects are initiated, management is reluctant to approve it because they are not aware of its importance. The project manager always tries to convince them which take a lot of time and efforts. Sometime useful projects are ignored due to lack of knowledge and its importance.

- One of the reasons to block such initiatives is that of no information and insight about the operations. Once the management has complete insight to their daily operations as well historical data then there will be fewer chances of human errors and personal gains. Transparency in operations will affect those individuals who misuse their authority and causing the organization a lot of loss in terms of reputation as well finances. Therefore this study recommends bringing automation in the organization as soon as possible.
- There is no proper Human Resource policy for the training and development of the employees. A training section is there but is not effective due to the availability of limited resources. Firstly, the trainings arranged must be aligned with the employee job role and secondly the employee should be aware of the cost incurring on such initiatives from the organization. Once approving such costly trainings, there must be a policy from HR department bonding the employee to the organization to work in the same field of expertise that could recover the cost. Usually employees get these valuable and costly trainings and certifications and once they are ready to contribute to the organization they switch the job, causing the organization loss in terms of human resources as well financial.

This study portrayed the importance of Business Process Implementation in the selected organization by implementing a sample process. The future work will include implementation of other departments and their processes using BPM in the organization and utilizing the full functionality of the BPM tool already procured. Also over the time the statistics of these processes can be used as a benchmark for other local organizations in the same public sector.

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