Business Process Management –
As a Method of Governance

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Abstract. Practical examples of the public administration are discussed, in order to show the fact that business process management does not only serve the purposeful reorganization of administrative expirations but transports at the same time processes of organizational learning in the sense of Governance. Under the signs of e-Government there are above all the capability to cooperate and to act under on-line conditions, which must be learned by coworkers and administrative organizations. It is reported on a Virtual Community, which is used as instrument both for the business process management and for e-Governance.

1 It Does Not Go without Strategy and Examinable Goals

Business process management concerns the modelling of business processes with the goal of its gradual improvement (optimization). Which kind of improvement is aimed and in which measure improvement to be achieved, is to be defined before and specified on the basis examinable criteria.

With orientation on e-Government one goal is already set: the improvement of the process organization by means of the opportunities, which offer information and communication technologies on the state of the art. Decisive for kind and range of the use of technology however are such capability characteristics, those the organization of the process to be sufficient depending upon conditions are or the quality criteria, to which the result of the process correspond.

That has the consequence that the technological design concepts differ as a function of the goals, e.g. whether as improvement the balance of an administrative decision is the center of attention or the speed, with which it is present. In case of a development plan the employment of technology has to concentrate probably rather on transparency argumentation and decision making as well as on support forming of an opinion and bargaining processes, when in the case of a building permit, with which rather the automation of the processing and transportation logistics would have priority, after which the editors are supplied with information and documents for the quick task completion.

Administrative procedures are rarely in their capability characteristics homogeneous or in their quality criteria clearly. Rather many subprocesses are involved in a result, which concern one or more authorities and have in different segments different improvement goals.
Example: The management of a building exists in a set of service processes, which include planning, decision, production and negotiation processes and in those at least two authorities are involved: the building-using authority ("tenant") and the building-managing authority ("landlord"). The improvement goals extend of the quick accessibility of the responsible partners, over the rapid and economical completion from repairs to the flexibility of the demand services. Accordingly possible solutions for improvement will exist in a mosaic of single solutions, which must be developed by a systematic analysis and organization of the processes in the sense of administrative engineering. In the example of building management belonged to:

- the conclusion of a service agreement,
- the list with the telephone numbers of the responsible partners,
- making available forms and document patterns,
- the modernization of different workplaces in the equipment with means of communication as well as with hard- and software,
- authority-internal and authority-spreading solutions for information supply and collection,
- the access to the Intranet,
- the budgeting of financial resources as well as
- new regulations in the contract design.

2 Organizational-Learning As an Important Goal

The selection of the realizable solutions depends primarily on it which possibilities the surrounding field of the business processes permits. In addition, it should be made dependent on it, in which measure with the modelling and optimization process possibilities of the organizational learning for the involved ones are created, which refer at the request of the future process organization in the sense of the e-Government desired. What do I mean with it?

Under orientation e-Government the feasibility of an improvement solution essentially depends on the following factors:

- of available resources (finances, technology, personnel including their qualification),
- of the valid right and security requirements,
- of available standards, information and reliable knowledge,
- of the talents of the involved ones in handling new media as well as
- of preferential action standards and learned behavior.

Those are factors, which are to be searched in the surrounding field of the business process, i.e.. in the application environment of the planned process organization.

In addition, many of these factors belong to the success factors for the work on the project, i.e. for the joint work during the modelling and optimization procedure, in whose process the new process organization is agreed upon and established, which is to become after conclusion of the project the lived organization everyday.

What lies more near to already learn and learn as during the common work on the project exactly the qualifications and talents or train such behaviors and set standards,