دائرة الثقافة والسياحة
DEPARTMENT OF CULTURE AND TOURISM

DCT Business Process Management Guidelines

BPM Framework

Prepared By: Business Excellence and Continuity Department

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Contents

DCT BPM Guidelines

Section A

Definitions & Abbreviations

This section outlines the explanation of the Definition & Abbreviations to provide clear and precise explanations of terms and abbreviations used throughout the text to ensure uniform understanding and interpretation.

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Definitions & Abbreviations

Definitions

Abbreviations

1: Definitions

Term	Definition
Business Process	A structured set of activities or tasks designed to produce a specific output or achieve an organizational objective.
Business Process Management (BPM	A discipline involving the identification, modeling, execution, monitoring, and continuous improvement of business processes.
Process Mapping	A visual representation of the sequence of steps in a business process, showing roles, systems, and flows..
Process Model	A formal depiction of a process using a specific notation (e.g., EPC, BPMN) to enable analysis, communication, and automation.
Process Owner	A person responsible for mapping, analyzing, and improving business processes using tools and methodologies.
Sub-process	A process that is a component of a larger, parent process.

Definitions & Abbreviations

Definitions

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1: Definitions

Term	Definition
Task / Activity	A single unit of work performed within a process, typically at Level 4 detail.
Event	A trigger or result that starts or ends a process or activity in an EPC model.
Function	A step or action performed within the process (EPC term).
Swimlane	A visual element that organizes process steps by role or department.
EPC (Event-driven Process Chain)	A modeling notation used in ARIS to depict business processes with events, functions, and logical connectors.
Process Manual	A document containing detailed process information, including inputs, outputs, roles, risks, KPIs, and SLAs..

Definitions & Abbreviations

Definitions

Abbreviations

1: Definitions

Term	Definition
ARIS	A business process modeling tool used by DCT to design, store, and manage process maps and documentation..
Process Repository	A central, digital library where all process models, documentation, and related artifacts are stored and maintained.
Governance	The structure of roles, responsibilities, and controls that ensures process compliance, performance, and improvement.
Version Control	The management of changes to process models to ensure traceability and access to approved versions only..
Continuous Improvement (CI)	An ongoing effort to enhance processes through incremental or breakthrough improvements.
Digitization	Converting manual or paper-based processes into digital formats.

Definitions & Abbreviations

Definitions

Abbreviations

1: Definitions

Term	Definition
Digitalization	The use of digital technologies to transform existing business processes, models, and activities, resulting in improved efficiency, value delivery, and customer experience...
Automation	Using technology (e.g., RPA, BPM software) to execute tasks or processes without human intervention.
Process Architecture	The hierarchical arrangement and categorization of all processes within an organization.
Value Stream	A series of interconnected processes that collectively deliver value to a customer or stakeholder.
SIPOC	A high-level process mapping tool listing Suppliers, Inputs, Process, Outputs, and Customers.
RACI Matrix	A responsibility assignment matrix identifying who is Responsible, Accountable, Consulted, and Informed for each task.

Definitions & Abbreviations

1: Definitions

Term	Definition
Root Cause Analysis (RCA)	A method of identifying the underlying causes of a problem or inefficiency.
Time and Motion Study	A technique used to analyze the time taken for tasks in order to improve efficiency and set SLAs.
Backlog	A list of processes pending review, mapping, improvement.

Definitions & Abbreviations

Definitions
Abbreviations

2: Abbreviations

Acronym	Description
BPM	Business Process Management
DCT	Department of Culture and Tourism, Abu Dhabi
EPC	Event Driven Process Chain
VACD	Value Add Chain Diagram
ARIS	Architecture of Integrated Information Systems (Software AG)
CI	Continuous Improvement
RPA	Robotic Process Automation
KPI	Key Performance Indicator
SLA	Service Level Agreement
BEC	Business Excellence & Continuity

Definitions & Abbreviations

Definitions
Abbreviations

2: Abbreviations

Acronym	Description
TAT	Turnaround Time
RACI	Responsible, Accountable, Consulted, Informed
SIPOC	Supplier, Input, Process, Output, Customer
RCA	Root Cause Analysis
FMEA	Failure Mode and Effects Analysis
DoA	Delegation of Authority
SME	Subject Matter Expert
PIR	Post-Implementation Review
ABPMP	Association of Business Process Management Professionals

Definitions & Abbreviations

Definitions
Abbreviations

2: Abbreviations

Acronym	Description
DMAIC	Design, Measure, Analyze, Improve, Control
TIMWOOD	Transportation, Inventory, Motion, Waiting, Overproduction, Overprocessing, Defects
PIU	Process Improvement Unit

Section B

Introduction

This section introduces the DCT Business Process Management (BPM) Guidelines, outlining their purpose, scope, and applicability across the Department of Culture and Tourism (DCT).

It clarifies exclusions to avoid misinterpretation or overlap and establish standards for compliance, process mapping & document control, and retention to support regulatory adherence and operational efficiency.

Additionally, they define the processes for maintaining and periodically reviewing the guidelines to ensure it remains current and aligned with evolving organizational objectives and regulatory requirements.

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Introduction

1: Title

The document is entitled the Department of Culture & Tourism's "**Business Process Management Guidelines**" (hereafter referred to as the "DCT BPM Guidelines").

2: Purpose

The purpose of this guideline is to establish a formalized structure, governing principles, and standardized methodology for managing the lifecycle of business processes across the Department of Culture and Tourism (DCT). It serves as a foundational reference for ensuring process consistency, operational excellence, and alignment with strategic goals.

Specifically, the guideline aims to:

2.1 Guide process owners and analysts in designing fit-for-purpose processes that align with DCT's strategic and operational objectives.

2.2 Establish a unified approach to process mapping and documentation, ensuring consistency and coherence across all departments and sectors.

2.3 Promote transparency throughout the process lifecycle by clearly defining roles, responsibilities, and governance mechanisms.

2.4 Facilitate inclusive stakeholder engagement, ensuring collaboration, communication, and validation throughout process design and improvement efforts.

2.5 Define a structured approval and review hierarchy for process validation, enabling a consultative and controlled approach to changes.

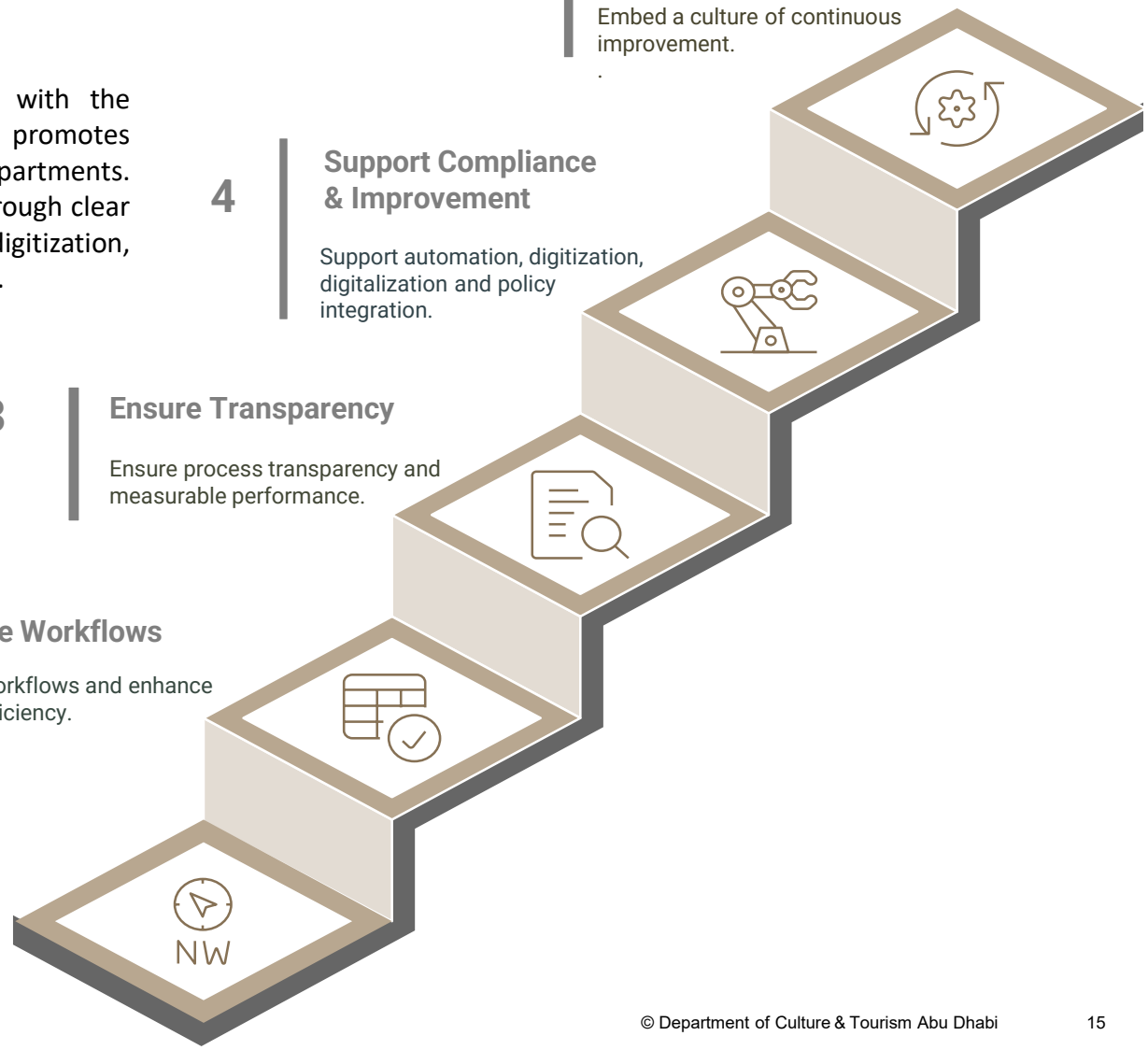
2.6 Foster a systematic methodology for process implementation, monitoring, revision, and retirement to support adaptability and relevance.

2.7 Standardize templates, tools, and documentation formats to improve usability, clarity, and enterprise-wide adoption.

Introduction

3: BPM Objectives

DCT's BPM approach ensures all processes are aligned with the organization's mandate and strategic direction. It promotes standardization and operational efficiency across departments. Transparency and performance measurement are enabled through clear roles, metrics, and governance. BPM also supports digitization, automation, and fosters a culture of continuous improvement.



Introduction

4: Coverage

4.1 Section A of this document provides a comprehensive list of standardized definitions and abbreviations relevant to Business Process Management (BPM), ensuring clarity and consistency in understanding across all users.

4.2 Section B outlines the introductory aspects of the BPM Guidelines, including the purpose, scope, applicability, exclusions, compliance requirements, and the mechanisms for maintenance, periodic review, and updates.

4.3 Section C defines the BPM framework adopted by DCT, describing its lifecycle, governance structure, guiding principles, process architecture, and methodology for mapping, implementation, monitoring, and continuous improvement.

4.4 Section D contains the appendix materials, including standardized templates, tools, and checklists that support process documentation, analysis, governance, and stakeholder compliance.

This document should be read as a whole and used in conjunction with the related instruments, tools, and systems referenced throughout to ensure comprehensive and consistent application of BPM across DCT.

Introduction

5: Applicability

5.1 The DCT Business Process Management Guidelines shall be applicable to all sectors, departments, units, and divisions within the DCT.

5.2 The DCT Business Process Management Guidelines shall apply to all Corporate or Sectoral/ Department/Section/Unit Business Processes being drafted and maintained within the DCT.

5.3 The DCT Business Process Management Guidelines shall be applicable to all stages of the BPM lifecycle process from Process strategy, architecture, discovery, baseline implementation till analyze, design, change Implement, monitor & optimize and retire/supersede

5.4 In relation to 5.2 and 5.3 above, and for the avoidance of doubt, all the existing Corporate and Sectoral/ Department/Section/Unit Processes shall be suitably amended and approved as per the requirements governed in these Guidelines, within **12 months** from the approval of **Process Manuals**.

5.5 The DCT Business Process Management Guidelines shall be applicable to all full-time equivalent (FTE) employees, contractors and sub-contractors, consultants, and other stakeholders involved in the Business Process lifecycle.

5.6 Applicability and further compliance by third parties (as applicable) shall be enforced by formalizing appropriate terms of engagement with such third parties.

Introduction

6: Exclusions

6.1 These BPM Guidelines shall not apply to public policies formulated by DCT or its affiliated entities.

6.2 These Guidelines do not govern standards, rules, by-laws, guidelines, or gazette notifications issued by DCT.

6.3 They are not applicable to DCT's Articles of Association or corporate By-laws.

6.4 These Guidelines do not apply to initiatives, projects, or activities that do not involve the creation, execution, or management of business processes.

6.5 They shall not govern enterprise governance instruments such as Delegation of Authority documents, Board or Committee Charters, Resolutions, or Directives.

Introduction

7: Compliance

7.1 The DCT's Corporate Governance Section (under the Strategic Affairs Sector) shall be the owner of these Guidelines.

7.2 All inquiries and matters relating to the interpretation of this Policy shall be addressed to the Owner.

7.3 All organizational units (as defined under **Section B 5.1**) and personnel (as defined under **Section B 5.4**) within the DCT shall comply with these Guidelines, from the date of applicability of this document.

7.4 The DCT's Corporate Governance Section (under the Strategic Affairs Sector) shall monitor compliance with these Guidelines and ensure appropriate mechanisms for monitoring the compliance thereof. Regular assessments of the Guidelines effectiveness shall be conducted to identify areas for improvement and incorporate feedback from stakeholders. These reviews, scheduled at least annually, ensure its alignment with strategic objectives and regulatory compliance.

7.5 Notwithstanding **Section B 7.4** above, each organizational units (as defined under **Section B 5.1**) and personnel (as defined under **Section B 5.4**) shall remain accountable for full compliance to the Guidelines.

7.6 Any procedural exception to the DCT BPM Guidelines shall need prior documented approval of the Director of Business Excellence & Continuity, documenting the reasons for the exception(s).

7.7 The respective Head of the unit/section/department owning the respective Business process shall ensure that the violations to these Guidelines are be responded to with timely corrective / mitigative actions by the relevant accountable stakeholders.

7.8 Any instance of non-compliance or breaches of these Guidelines shall be reported immediately to the Corporate Governance Section Head for immediate action and resolution.

7.9 The Corporate Governance Section shall, at the discretion of the appropriate departments, initiate the appropriate assessments and/or investigations into the non-compliance, which may result in disciplinary actions, and or actions consistent with the severity of the incident as determined by the investigation.

Introduction

8: Maintenance, Review & Amendments

8.1 The DCT BPM Guidelines shall be approved and archived as per applicable document control practices of the DCT.

8.2 The Owner (as defined in **Section B 7.1**) will ensure that the current version of the Guidelines and applicable appendices have been circulated within the DCT, preferably maintained and accessible through a central electronic repository of the DCT.

8.3 Access to the Guidelines shall be restricted to "read-only" for all users to prevent unilateral and/or unauthorized modification.

8.4 The printed copies are uncontrolled and will not be considered valid.

8.5 The DCT BPM Guidelines are an internal document of the DCT. It shall not be disclosed and/or distributed to any third party without the prior written approval of the Owner and the Legal department at the DCT.

8.6 The Owner shall control the revision and updates of the DCT BPM Guidelines, as needed.

8.7 All the sections of the DCT BPM Guidelines shall be reviewed annually by the Owner to reflect any applicable changes or needed revisions. The owner shall ensure the ongoing relevance and effectiveness of the Guidelines.

8.8 Any necessary changes/ updates will be initiated and drafted by the Owner in consultation with all concerned stakeholders and approved by the Director of Business Excellence and Continuity (under the Strategic Affairs Sector).

Section C

BPM Framework

This section introduces the DCT Business Process Management (BPM) Framework, outlining its purpose, scope, and exclusions. It defines the BPM lifecycle, process architecture, and standardized approaches for mapping and documentation. Governance structures and compliance requirements are established to ensure consistency and accountability. The framework also covers continuous improvement practices and cross-functional integration. Training and capacity-building measures are included to embed BPM capabilities across the organization. Together, these elements enable a structured, sustainable, and strategic approach to managing DCT's processes.

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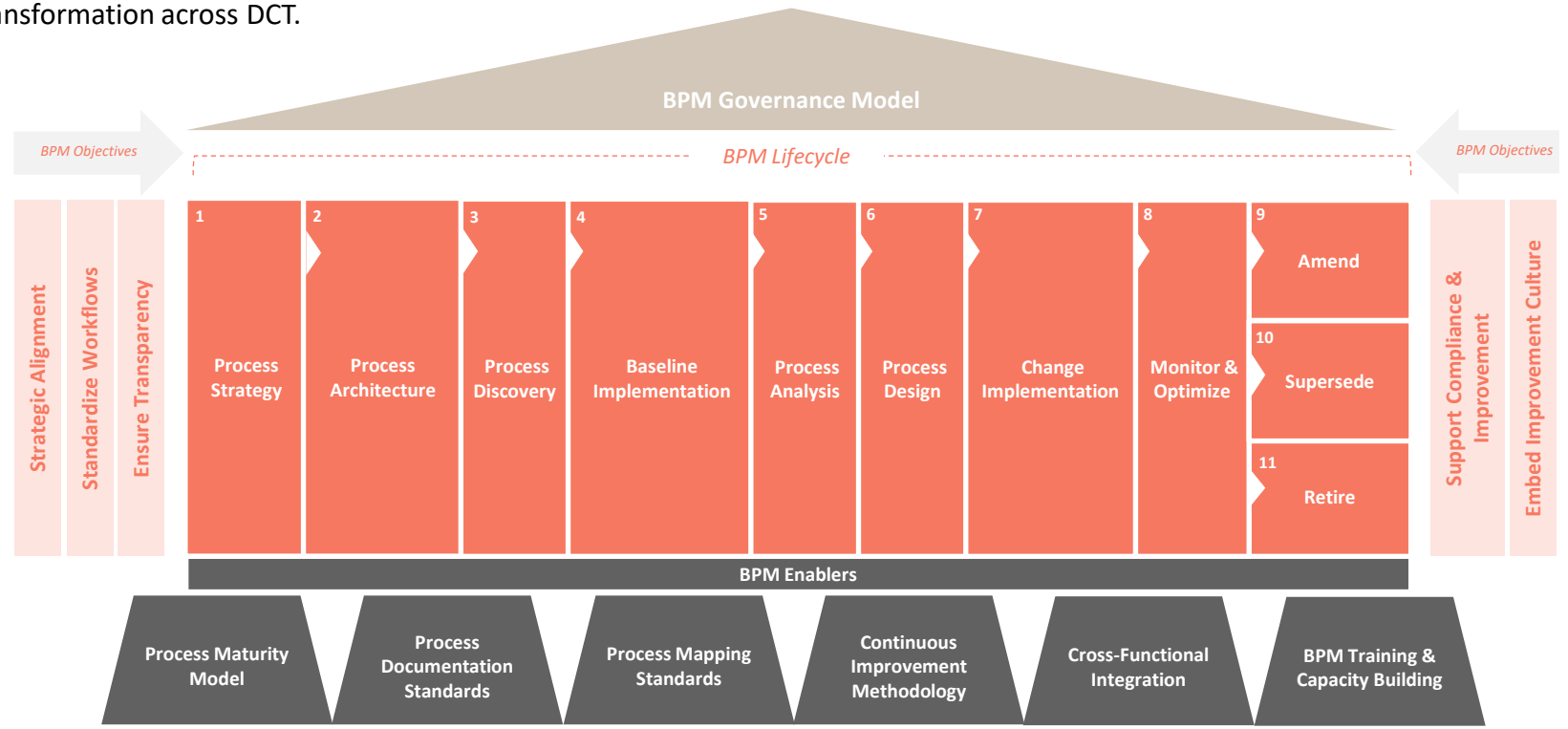
BPM Framework

The DCT BPM Framework is a structured, end-to-end model that governs how processes are defined, implemented, monitored, and continuously improved across the organization. At its core lies the BPM Lifecycle, consisting of 11 progressive stages—from Process Strategy to Retire—ensuring each process is strategically aligned, architected, deployed, evaluated, and sustained.

The framework is built on a foundation of BPM Enablers such as mapping standards, documentation protocols, improvement methodologies, and cross-functional collaboration, which ensure consistency and effectiveness across all lifecycle stages. It is overseen by a BPM Governance Model that enforces compliance, accountability, and change control.

Flanking the lifecycle are key BPM Objectives: achieving strategic alignment, standardizing workflows, embedding transparency, and fostering a culture of compliance and continuous improvement. Together, these components create a sustainable mechanism for delivering operational excellence and digital transformation across DCT.



BPM Framework

1: BPM Governance Model

The BPM Governance Model provides the structure and oversight needed to manage DCT's business processes consistently and effectively. It defines roles, approvals, and controls across the BPM Lifecycle to ensure alignment with strategy, compliance, and quality standards.

By enforcing standardized practices, facilitating stakeholder coordination, and supporting change management, the model ensures process integrity and accountability. It is essential for sustaining transparency, continuous improvement, and operational excellence across the organization.

BPM Framework

1: BPM Governance Model

1.1 Governance Roles & Responsibilities

Defined roles and responsibilities are essential to enforcing BPM governance at DCT. Each entity ensures that business processes are aligned, controlled, and continuously improved across their lifecycle.

Process Owners are accountable for the effectiveness, compliance, and updates of their respective processes. The Process Improvement Unit (PIU) leads the governance, standardization, and methodological support for BPM activities. Process Architects/Designers are responsible for accurate modeling and documentation in ARIS. Strategic oversight and cross-functional validation are facilitated by the Business Excellence & Continuity function, which serves as the governance and assurance authority for BPM practices.

This structure ensures consistency, accountability, and strategic alignment across all DCT processes.

BPM Governance Roles at DCT

Role	Process Owners	Department Director	Process Improvement Unit (PIU)	Process Architects/Designers	Business Excellence & Continuity Department
Responsibilities	Effectiveness, Implementation, updates	Compliance, Strategic Alignment	Governance, standardization, support	Modeling and documentation	Strategic oversight, validation

BPM Framework

1: BPM Governance Model

1.1 Governance Roles & Responsibilities

Stakeholder Group	Role in BPM Governance
Process Owners	• Ensure the effectiveness, compliance, and operational accuracy of their assigned processes. Initiate amendments, superseding, retiring of processes, participate in reviews, and validate content updates.
Department Director	• Ensure departmental processes align with strategic objectives and comply with BPM standards. • Approve major process decisions (new, amended, retired) and hold process owners accountable for performance and improvement.
Process Improvement Unit (PIU)	• Lead BPM governance by defining frameworks, methodologies, and standards. • Own and drive the continuous improvement methodology across the organization, actively identifying and implementing process improvements. • Oversee lifecycle execution, provide guidance, ensure consistency, and support cross-departmental coordination.
Process Architects/Designers	• Develop, model, and document processes using ARIS. Ensure alignment with DCT standards, capture metadata, and support lifecycle updates and EPC integrity.
Business Excellence & Continuity Department	• Provide strategic oversight and validation of BPM practices. Review high-impact changes, ensure alignment with enterprise goals, and uphold governance protocols.

BPM Framework

1: BPM Governance Model

1.2 Approval Gates & Review Mechanisms

Stage-wise approvals refer to formal review and sign-off checkpoints embedded within each phase of the BPM Lifecycle (refer to the BPM Lifecycle). These approvals ensure that all business processes at DCT meet the required standards of completeness, relevance, and compliance before advancing to the next stage.

These approvals enable DCT to:

- Confirm process accuracy, alignment, and stakeholder consensus
- Enforce governance, version control, and auditability
- Minimize risk by validating changes before implementation

The coming slides elaborate the workflows for the New Process, Process Amendment, Process Superseding and Process Retiring BPM Lifecycle stages.

BPM Framework

1: BPM Governance Model

1.2 Approval Gates & Review Mechanisms

1.2.1 New Approval Flow

Stage	Initiation & Drafting	Review & Validation	Process Sign-Off	Executive Endorsement	ARIS Publication
Stage Owner	**Process Owner**	**Process Improvement Unit (PIU)**	**Process Owner**	**Department Director**	**Process Improvement Unit (PIU)**
Stage Outcome	• Draft process (EPC) defined and documented • Strategic alignment and governance confirmation	• Process validated for BPM compliance and completeness	• Operational acceptance and readiness sign-off	• Leadership endorsement/sign-off for execution	• Process published in ARIS and available for execution
Key Activities	• Initiate Request • Define & Align process scope with Functional Statements, Policy(s), Mandate	• Check process structure, swim lanes, naming conventions • Validate meta data and controls	• Confirm ownership, completeness, and implementation readiness	• Review and approve the process from a strategic viewpoint	• Upload to ARIS, assign version, activate publication rights
Stage Supporting Role(s)	**Process Architects/Designers**				
Key Activities	• Model EPC in ARIS • Document metadata • Validate cross-functional relevance, compliance, risk, and KPIs				

BPM Framework

1: BPM Governance Model

1.2 Approval Gates & Review Mechanisms

1.2.2 Amend Approval Flow

Stage	Change Request Initiation	Impact Assessment	Draft Update	Validation	Approval & ARIS Update
Stage Owner	**Process Owner**	**Process Improvement Unit (PIU)**	**Process Architects/Designers**	**Process Owner**	**Process Improvement Unit (PIU)**
Stage Outcome	• Change request formally submitted and logged	• Downstream implications of change assessed	• Process EPC revised and ready for review	• Conformity and strategic alignment validated	• Approved and updated process published in ARIS
Key Activities	• Submit CR form • Explain rationale for change	• Analyze process dependencies, systems, and controls	• Update EPC	• Review and approve amendment	• Approve ARIS content
Stage Supporting Role(s)	**Department Director**		**Process Owner**	**Department Director**	**Process Architects/Designers**
Key Activities	• Provide Endorsement for change request		• Update related Documentation	• Provide Endorsement	Update ARIS content and version

BPM Framework

1: BPM Governance Model

1.2 Approval Gates & Review Mechanisms

1.2.3 Supersede Approval Flow

Stage	Initiate Supersede Request	Draft New Process	Map Supersede Linkages	Validation & Sign-Off	ARIS Update & Archive
Stage Owner	**Process Owner**	**Process Architects/Designers**	**Process Improvement Unit (PIU)**	**Process Owner**	**Process Architects/Designers**
Stage Outcome	• Proposal to replace existing process initiated	• New process designed and drafted	• Links between old and new processes documented	• Replacement validated and approved	• New process uploaded and old version archived
Key Activities	• Prepare supersede case • outline justification	• Design EPC of the replacement process	• Map cross-references and impact on legacy process	• Validate replacement	• Activate new process; • Deactivate/retire old
Stage Supporting Role(s)	**Department Director**	**Process Improvement Unit (PIU)**	**Process Owner**	**Department Director**	
Key Activities	• Provide Endorsement for supersede request	• Validate Process Structure, Content, Meta data	• Update documents pertaining to process(es)	• Provide Endorsement for supersede request	

BPM Framework

1: BPM Governance Model

1.2 Approval Gates & Review Mechanisms

1.2.4 Retire Approval Flow

Stage	Initiate Retirement Request	Dependency & Usage Review	Validation & Risk Review	Formal Approval	Deprecate in ARIS
Stage Owner	**Process Owner**	**Process Improvement Unit (PIU)**	**Process Improvement Unit (PIU)**	**Department Director**	**Process Architects/Designers**
Stage Outcome	• Retirement need formally submitted	• Active links and dependencies evaluated	• Risk of retirement validated and cleared	• Final sign-off received for retirement	• Process status updated to 'retired' in ARIS
Key Activities	• Raise retirement request with justification	• Identify links to systems, services, and other processes	• Evaluate operational and compliance risks	• Provide leadership approval for retirement	• Update ARIS repository; tag as deprecated
Stage Supporting Role(s)	**Department Director**				
Key Activities	• Provide Endorsement for Retirement request				

BPM Framework

1: BPM Governance Model

1.3 Process Repository & Lifecycle Control

The process repository—anchored in ARIS—serves as the single source of truth for all approved business processes at DCT. It ensures that processes are version-controlled, easily accessible, and properly categorized according to their lifecycle stage (e.g., draft, published, superseded, retired).

Lifecycle control mechanisms enforce consistency, accountability, and traceability, while repository governance ensures only validated and approved content is made accessible.

This system underpins auditability, compliance, and enables seamless change management across the organization.

BPM Framework

1: BPM Governance Model

1.3 Process Repository & Lifecycle Control

1.3.1 Process Repository – Purpose & Governance Structure

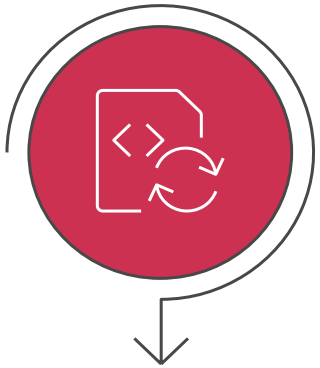
Purpose of the Repository (ARIS)

The process repository is the central platform that stores, manages, and governs all process models across DCT. It ensures organization-wide standardization, visibility, and access control throughout the BPM lifecycle.

Governance Structure

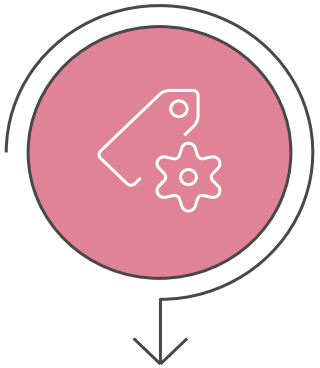
Access Management

Role-based access based on governance roles.



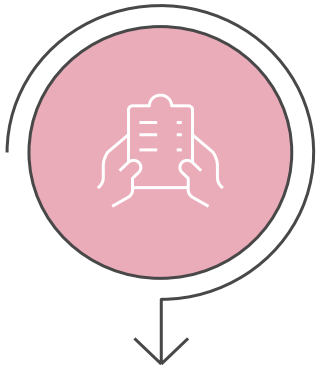
Version Control

Controlled versioning with draft, published, superseded, and retired states clearly managed..



Metadata Requirements

Each process entry must include mandatory metadata (e.g., owner, system interfaces, KPIs).



Content Ownership

Repository records must be maintained by PIU, with each process owned by the responsible department or function.

BPM Framework

1: BPM Governance Model

1.3 Process Repository & Lifecycle Control

1.3.2 Retention and Update Protocols in ARIS Repository

Retention Policy:

All published, superseded, and retired processes must be retained in the ARIS repository for a minimum of 5 years (or as per DCT's enterprise records management policy) to ensure auditability, traceability, and historical reference.

Annual Review Cycle:
Every process in the "Published" state must undergo a mandatory annual review, coordinated by the PIU. Process Owners are responsible for confirming:
- No changes are required (status remains as-is)
- Changes are required (triggers amendment or supersede workflows)

Process Owner Responsibility:
Process Owners must submit a formal confirmation (via email, system prompt, or form) each year, indicating either:
- "Reviewed – No Changes Required", or
- "Reviewed – Amendment/Supersedence/Retirement Required"

Review Schedule & Enforcement:
The PIU shall maintain a review calendar and send periodic reminders. Failure to respond will flag the process for escalation and governance follow-up.

BPM Framework

1: BPM Governance Model

1.3 Process Repository & Lifecycle Control

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BPM Framework

1: BPM Governance Model

1.3 Process Repository & Lifecycle Control

1.3.2 Repository Lifecycle Controls & Maintenance

Status Management:
Every process must be tagged to a lifecycle stage (Draft → Validated → Published → Amended/Superseded/Retired). Changes must be formally approved.

Change Logging:
All changes to published processes must be logged, justified, and mapped to the appropriate approval flow (new, amend, supersede, retire).

Review & Auditability:
Repository processes must undergo periodic review (e.g., annually) to confirm ongoing relevance, performance, and compliance.

Maintenance & Compliance:

- ***Archiving Superseded Processes:***
  Superseded and retired models must be archived with reference to their successor process.

- ***Reporting & Insights***
  ARIS should support reporting on process count by lifecycle state, ownership, last updated, and digitalization potential.

BPM Framework

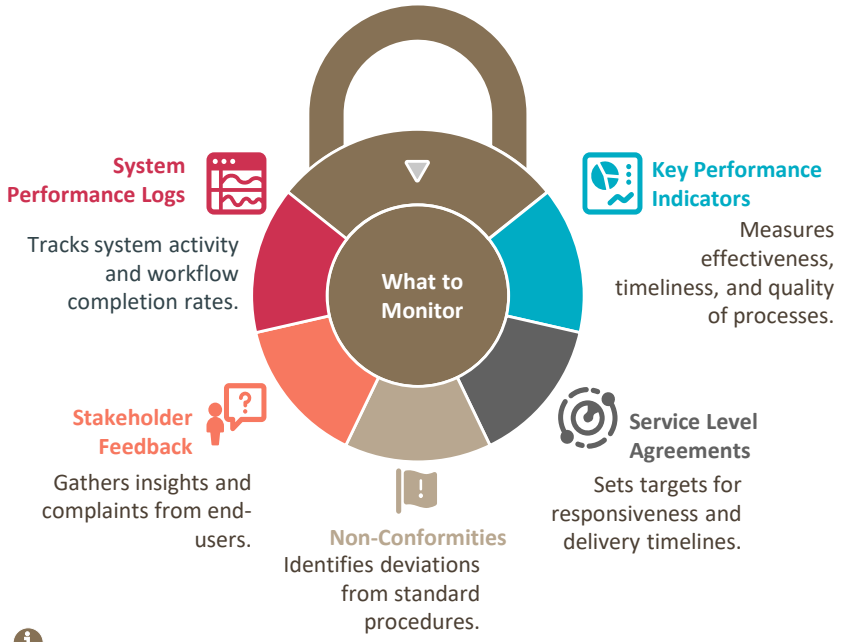
1: BPM Governance Model

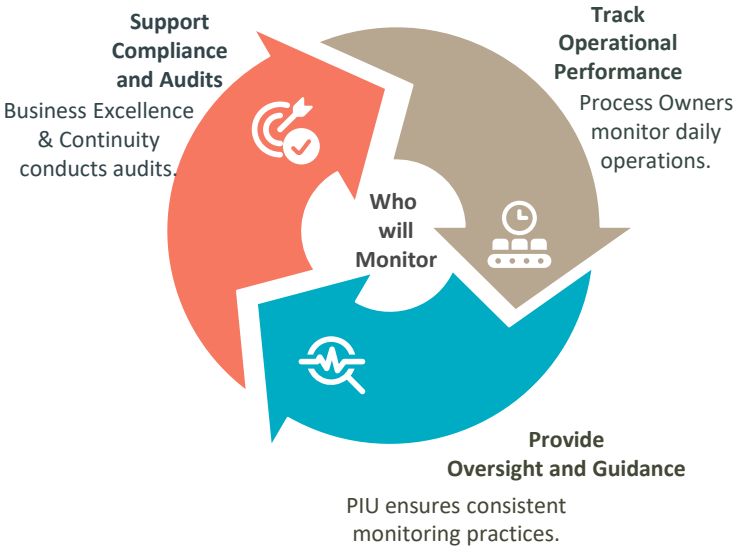
1.4 Performance Monitoring & Compliance

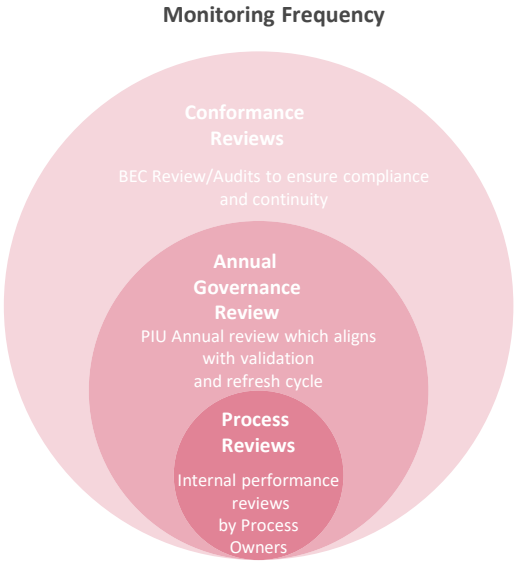
Performance Monitoring & Compliance ensures that published processes at DCT continue to deliver their intended outcomes, remain aligned with KPIs, and adhere to approved standards.

This function supports accountability by enabling periodic reviews, issue tracking, and proactive identification of underperformance or non-conformance.

The Process Improvement Unit and Process Owners collaborate to measure process effectiveness and initiate corrective actions when needed. This mechanism reinforces continuous improvement, operational transparency, and compliance with internal and external governance expectations.







BPM Framework

1: BPM Governance Model

1.5 Escalation & Dispute Resolution

To maintain process integrity and cross-functional alignment, DCT's BPM framework includes a structured mechanism for escalating process-related issues and resolving disputes. These may arise from ownership ambiguity, process overlaps, conflicting requirements, or stakeholder misalignment.

The escalation pathway ensures that unresolved matters are reviewed by the PIU and, if needed, elevated to the Department Director or Business Excellence & Continuity for arbitration.

This approach promotes transparent decision-making, minimizes process delays, and safeguards governance consistency across departments.

BPM Framework

1: BPM Governance Model

1.5 Escalation & Dispute Resolution

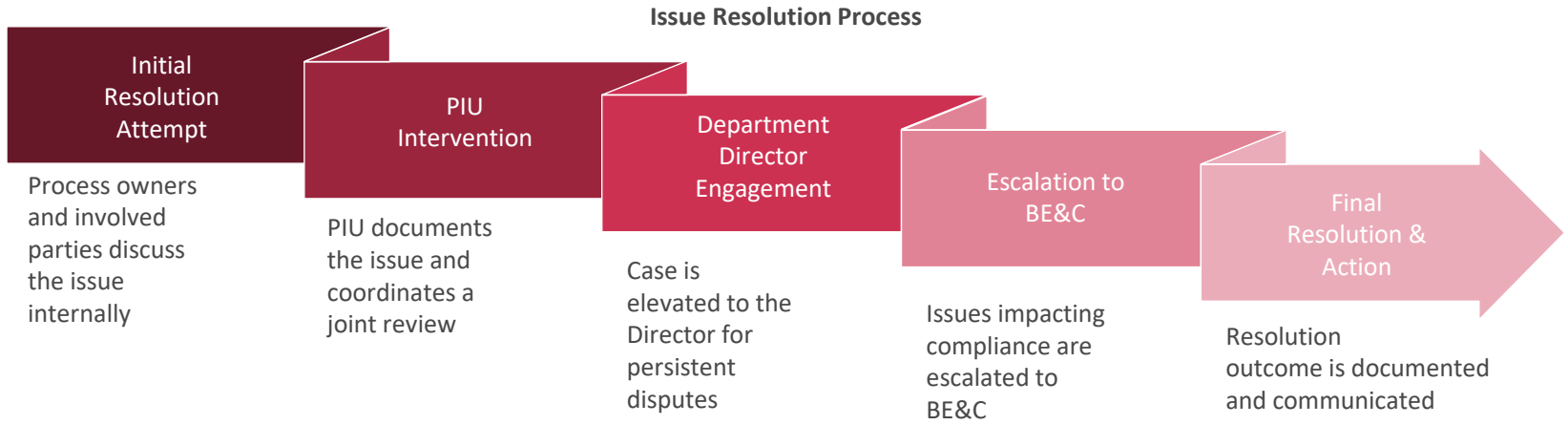
1.5.1. Escalation

When to Escalate:

- Process ownership disputes (e.g., unclear accountability)Misalignment between cross-functional stakeholders
- Conflicting inputs during process review or design
- Inaction on change requests or performance concerns
- Repeated non-compliance with BPM standards

Change Logging:

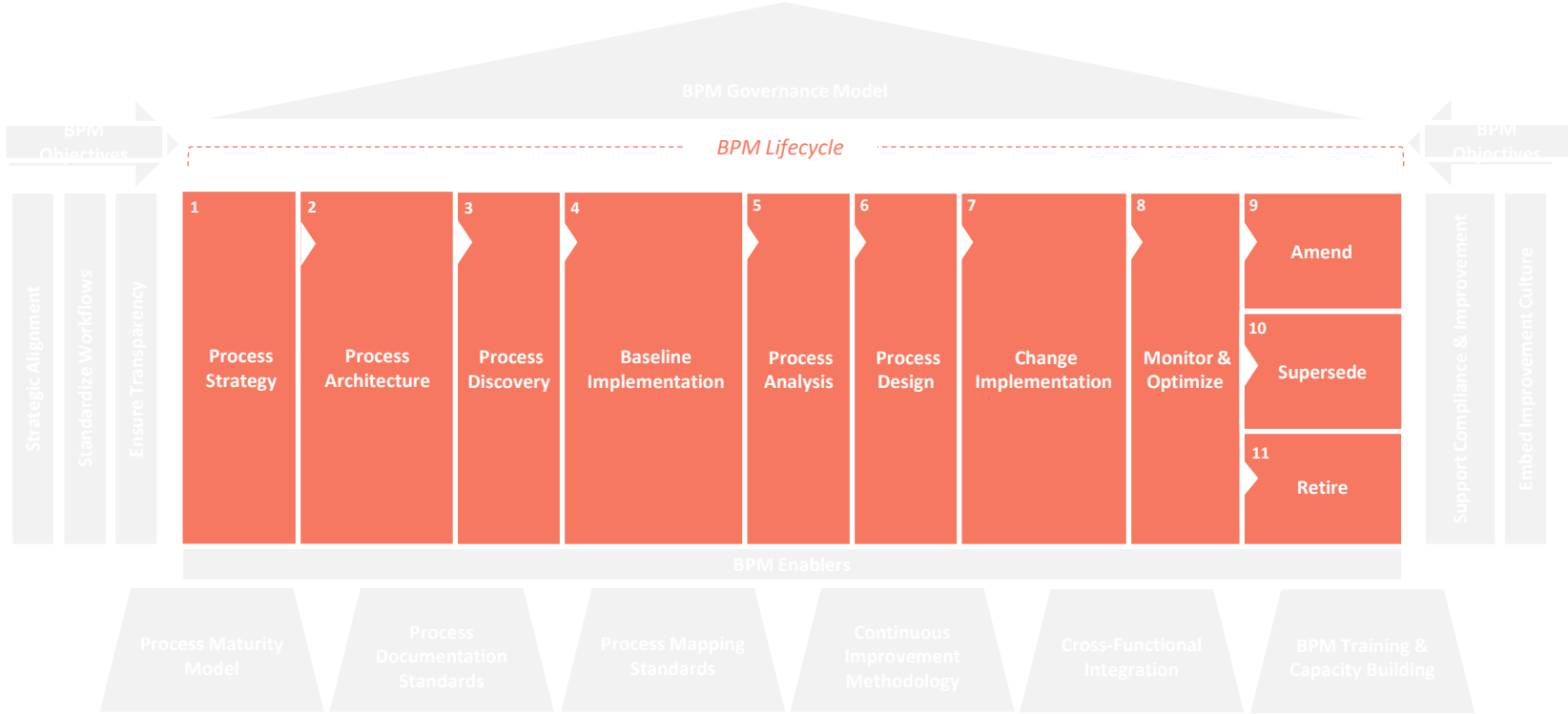
All changes to published processes must be logged, justified, and mapped to the appropriate approval flow (new, amend, supersede, retire).



BPM Framework

2: BPM Lifecycle

The BPM Lifecycle* at DCT outlines the structured phases that guide the management of business processes from inception to retirement. It provides a systematic approach to align processes with strategic goals, ensure consistent execution, and enable continuous improvement. Each phase plays a critical role in process effectiveness. The lifecycle supports informed decision-making, promotes accountability, and ensures adaptability to change.



*The BPM Lifecycle is based on the globally recognized Guide to the Business Process Management Common Body of Knowledge (BPM CBOK®) developed by the Association of Business Process Management Professionals (ABPMP). The lifecycle is extrapolated from the latest edition: **ABPMP (2019). Guide to the Business Process Management Common Body of Knowledge (BPM CBOK®), Version 4.0. Chicago, IL: ABPMP International**.

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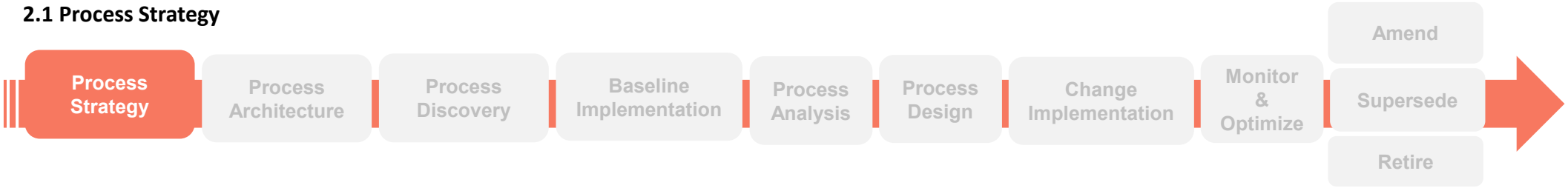
2: BPM Lifecycle

2.1 Process Strategy



- The Process Strategy stage ensures that all business processes are aligned with DCT's organizational structure, sectoral strategies, departmental objectives, mandates, and functional statements.
- This alignment ensures that each mapped process contributes to value creation, strategic outcomes, or regulatory obligations. The stage sets the foundation for identifying and prioritizing processes for documentation, improvement, or transformation.
- It also defines high-level governance, ownership, and engagement expectations across sectors and departments.

Stage Owner	Process Improvement Unit (in coordination with Strategy & Performance and Sector Leads)
Stage Pre-Requisites	• DCT Strategic Plan • Sectoral Strategies • Departmental Objectives- Functional Statements- Mandates
Stage Approver	Director Business Excellence & Continuity
Key Inputs	• Organizational Strategy Documents • Sector/Department Strategy Briefs • Department Mandate • Section/unit functional statements • Organizational/Operational Policies • Existing Process Inventory (if available)
Key Output	• Prioritized Process List for Mapping • Process Alignment Matrix (Mandate/Objective vs. Process)
Purpose	Align mapped processes with strategic and operational drivers, and define the scope of process mapping or reengineering efforts

BPM Framework

2: BPM Lifecycle

2.1 Process Strategy

Substages	Tasks	Activities	Relevance	Responsibility	Accountability
Strategic Alignment	Collect Sectoral Mandates and Objectives	• Gather official mandates, strategic plans, and departmental objectives across DCT sectors and entities.	Mandatory	Process Improvement Unit/Process Requestors/Owners	Process Improvement Unit
	Review Functional Statements	• Analyze functional responsibilities defined for each department to ensure proper coverage in process identification.	Mandatory		
Policy & Functional Contextualization	Policy Identification	• Link policies, frameworks, and internal governance documents that drive or depend on business processes.	Mandatory		
	Conduct Stakeholder Consultations	• Engage directors, department heads, and SMEs to validate strategic priorities and expectations from process documentation.	As Needed		
Process Prioritization & Alignment	Map Strategy-to-Process Linkages	• Use a Process Alignment Matrix to associate processes with strategic objectives, mandates, and policies.	Mandatory		
	Prioritize Processes for Mapping or Improvement	• Use the Process Alignment Matrix to associate processes with strategic objectives, mandates, and policies.	Mandatory		

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2.1 Process Strategy

Substages	Tasks	Activities	Relevance	Responsibility	Accountability
Governance Definition	Define Process Ownership and Accountability	• Assign process owners, co-owners (if cross-functional), and clarify governance responsibilities.	Mandatory	Process Improvement Unit/Process Owners/Strategic Planning	Process Improvement Unit
	Develop a BPM Scope and Roadmap	• Establish an enterprise-wide process mapping/improvement plan and sequencing based on strategic alignment and operational priorities.	Mandatory		
Planning & Documentation	Document Stage Outputs	• Prepare a formal record of aligned processes, ownership, and their connection to DCT strategy, policies, and structure.	Mandatory		

BPM Framework

2: BPM Lifecycle

2.2 Process Architecture

- The Process Architecture stage establishes the structural foundation for organizing, classifying, and governing all business processes across DCT.
- It defines how processes are grouped into levels (L0–L4), categorized by type (Core, Support, Management), and linked to their respective departments and sections. This stage ensures consistency, traceability, and clarity across the BPM repository, serving as the backbone for all modeling, documentation, and analysis efforts.
- It also enables standardized folder structures and object libraries in ARIS, facilitating accessibility and governance.

Stage Owner	Process Improvement Unit
Stage Pre-Requisites	• Validated Process List (from Strategy stage)- • Current organizational structure- • Departmental value chains (L0-level)
Stage Approver	Corporate Governance Section Head/Director Business Excellence & Continuity
Key Inputs	• Department objectives- • Existing process maps (if available) • Sectional org charts- ARIS repository structure • Existing Process Inventory (if available)
Key Output	• Process Architecture Model (hierarchy L0–L4) • Process Classification by type- • Standardized naming and IDs- • Department-linked process folders in ARIS
Purpose	To provide a structured and navigable framework for organizing and managing all DCT processes consistently and transparently

BPM Framework

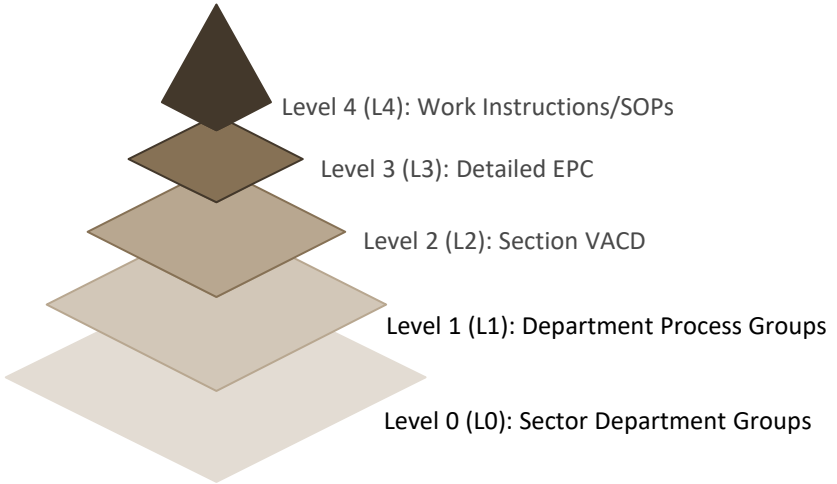
2: BPM Lifecycle

2.2 Process Architecture

2.2.1 Process Hierarchy

The DCT Process Hierarchy provides a structured framework for organizing all business processes consistently across departments. It is divided into five levels (L0 to L4), each representing a specific degree of detail and functional purpose

1. Level 0 (L0): Sector Department Grouping – Represents the top-level structure that groups departments under their respective sectors for strategic alignment.
2. Level 1 (L1): Department Section Grouping – Breaks down each department into its functional sections, establishing operational domains for process ownership.
3. Level 2 (L2): Section VACD – Value-Added Chain Diagram that shows grouped process areas within a section, highlighting the services or functions it delivers.
4. Level 3 (L3): Detailed EPC – The full Event-driven Process Chain map, capturing all process steps, roles, systems, SLAs, and Turnaround Times.
5. Level 4 (L4): Work Instructions / SOPs – Supporting documents or system-level guides that detail how individual process steps are executed.



This hierarchy ensures clarity, accountability, and scalability in DCT's process mapping approach and supports consistent documentation in ARIS.

Only Levels 0 to 3 of the process hierarchy will be maintained within the central ARIS repository, including the organizational structure, value chains, process groupings, and detailed EPC models. Level 4 (Work Instructions / SOPs) falls under the responsibility and accountability of the respective departments and must be maintained locally in alignment with the documented processes in ARIS.

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2: BPM Lifecycle

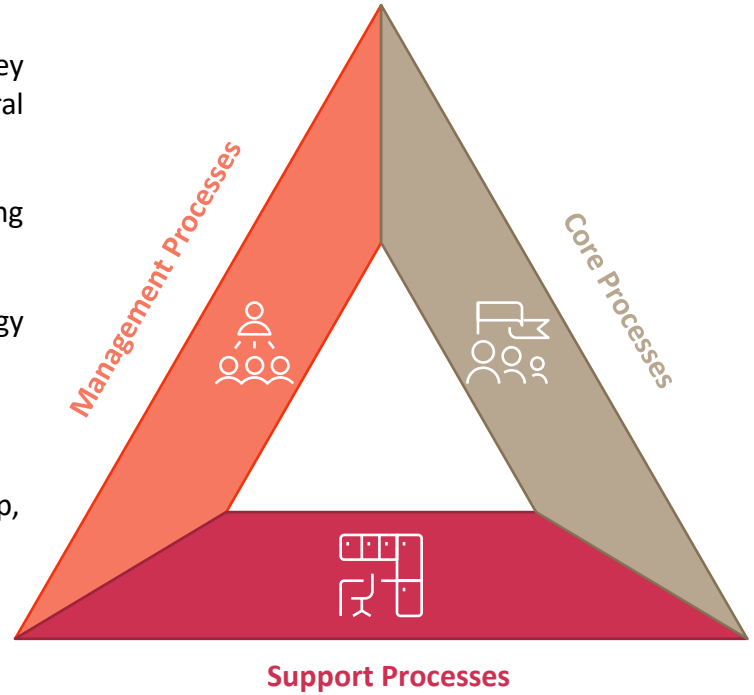
2.2 Process Architecture

2.2.2 Process Categorization

At DCT, business processes are categorized into three main types to ensure clarity of purpose, ownership, and alignment with strategic and operational goals.

1. Core Processes – These directly support DCT's mission, mandates, and service delivery. They represent the primary activities that create value for stakeholders (e.g., managing cultural events, issuing permits).
2. Support Processes – These enable and sustain the performance of core processes by providing essential internal services such as HR, finance, IT, and procurement.
3. Management Processes – These govern, monitor, and guide the organization, including strategy development, policy formulation, performance management, and risk oversight.

This categorization helps prioritize process improvement efforts, assign appropriate ownership, and structure the ARIS repository in a way that supports strategic process governance



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2.2 Process Architecture

Substages	Tasks	Activities	Relevance	Responsibility	Accountability
Define Classification & Hierarchy	Define process categories	• Establish Core, Support, Management definitions and examples for DCT	Mandatory	Process Improvement Unit/Process Requestors/Owners	Process Improvement Unit
	Define hierarchy levels (L0–L4)	• Confirm levels: L0 (Sectors/Departments) to L4 (Work Instructions/SOPs)	Mandatory		
Structure Process Inventory	Group processes by department/section	• Map processes under their respective department and section	Mandatory		
	Classify processes under Core, Support, Management	• Tag each process according to classification standards	Mandatory		
	Assign hierarchy levels to each process	• Determine if each process belongs to L2 (Section VACD) or L3 (EPC)	Mandatory		
Establish Repository Design	Design ARIS folder structure	• Create ARIS folder trees that reflect organizational and process structure	Mandatory		
	Align ARIS objects and libraries with hierarchy	• Ensure reusable objects, libraries, and models are aligned to process architecture	Mandatory		
Validation & Governance	Validate structure and obtain approvals	• Share architecture with Corporate Governance section Head and BEC Department Director for sign-off	Mandatory		

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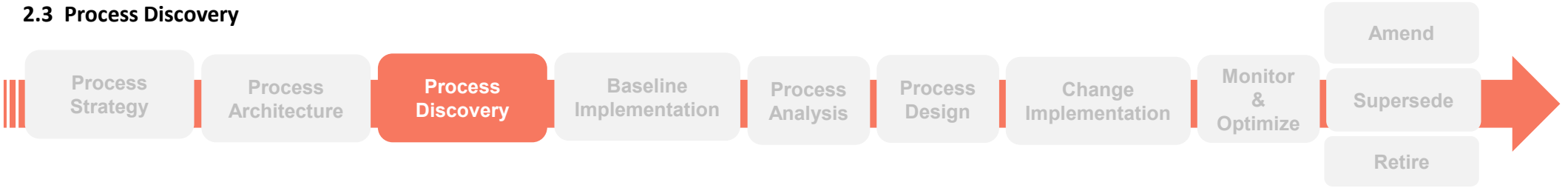
2.3 Process Discovery



- The Process Discovery stage is where the current state of operations is captured and documented in collaboration with process owners, subject matter experts, and frontline staff. It focuses on understanding how work is performed across departments and sections, beyond what is documented in policies or procedures.
- Through structured workshops, interviews, and document reviews, this stage enables the identification of all relevant steps, roles, systems, documents, and exceptions that make up a process.
- The output is a complete and validated as-is process map—typically in EPC format—which serves as the foundation for analysis, improvement, and digitization/digitalization/automation.
- Process Discovery ensures transparency, promotes stakeholder alignment, and provides an accurate operational baseline for future redesign and optimization efforts.

Stage Owner	Process Improvement Unit
Stage Pre-Requisites	• Validated process list from Process Strategy stage- • Confirmed department/section focal points- • Access to existing SOPs, policies, or systems
Stage Approver	Process Owner / Department Head
Key Inputs	• Departmental mandates and objectives • Functional responsibilities • Legacy SOPs and process documentation • Stakeholder interviews / workshop notes
Key Output	• Validated as-is EPC models (Level 3) • Process walk-through records- • Identified roles, documents, systems, and exceptions • Process metadata (e.g., frequency, volume, complexity)
Purpose	To capture an accurate and complete representation of current operations through collaboration with departments, forming the basis for analysis and improvement

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2.3 Process Discovery

Substages	Tasks	Activities	Relevance	Responsibility	Accountability
Preparation & Planning	Identify target processes and departments	• Select processes based on priority list and departmental input	Mandatory	Process Improvement Unit/Process Requestors/Owners	Process Improvement Unit
	Confirm focal points and schedule sessions	• Coordinate with departments to assign process SMEs and agree on timelines	Mandatory		
Stakeholder Engagement	Conduct kickoff meetings and briefings	• Introduce BPM purpose and methodology to stakeholders	Mandatory		
	Facilitate workshops or interviews	• Gather detailed process knowledge through workshops or 1:1 sessions	Mandatory		
Data Gathering	Collect existing SOPs, forms, and system screenshots	• Request all relevant documentation, workflows, and samples from departments	Mandatory		
	Observe current practices if applicable	• Perform time-motion observations or walkthroughs if necessary	Mandatory		
Process Mapping	Document as-is EPCs in ARIS	• Build EPC models in ARIS at Level 3 with events, functions, connectors	Mandatory		
	Capture roles, systems, documents, exceptions, and KPIs	• Ensure all required metadata (TOTs, risks, systems) are captured in the model	Mandatory		
Review & Validation	Review EPCs with process owners and validate accuracy	• Present completed models for validation and obtain formal sign-off	Mandatory		

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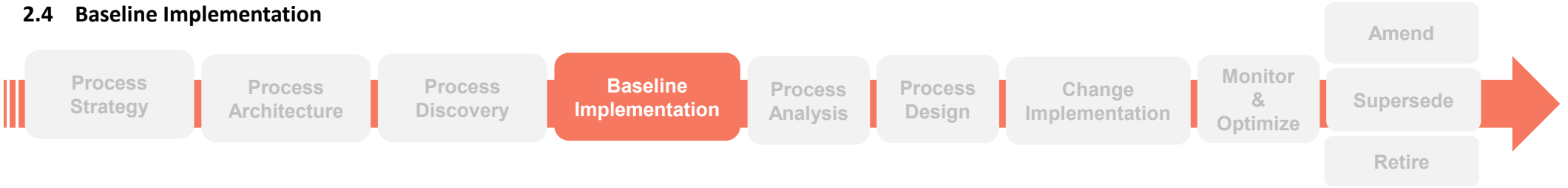
2.4 Baseline Implementation



- The Baseline Implementation stage focuses on stabilizing and operationalizing the as-is processes identified during discovery.
- It ensures that these processes are consistently followed, documented, and where applicable, digitized or configured in existing systems. This step is particularly critical in environments where no standard execution exists or where informal practices dominate.
- The goal is to establish a reliable operational baseline before introducing redesign, automation, or transformation.
- It provides the foundation for performance measurement, compliance assurance, and readiness for future improvements. At DCT, this stage helps transition undocumented or fragmented workflows into controlled and repeatable business processes.

Stage Owner	Process Improvement Unit (PIU), in coordination with Department Process Owners
Stage Pre-Requisites	• Validated as-is EPC models from Process Discovery • Confirmed process ownership • Availability of enabling systems or manual workflows
Stage Approver	• Department Director
Key Inputs	• As-is process documentation in ARIS • SOPs, forms, systems in use- Process metadata (e.g., TOT, volume)
Key Output	• Standardized process execution across users- • Digitized or system-enabled workflows (where applicable) • Defined control points and tracking mechanisms • Department confirmation of process adoption
Purpose	To institutionalize the current process state, ensuring consistency and control before redesign or automation efforts are initiated

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2.4 Baseline Implementation

Substages	Tasks	Activities	Relevance	Responsibility	Accountability
Process Standardization	Define standard execution steps for the process	• Develop a process execution guide based on the validated EPC	Mandatory	Process Owners	Department Director
	Align supporting documentation and SOPs with the EPC	• Update or create SOPs, checklists, and templates to reflect standard practice	Mandatory		
Enablement & Deployment	Enable process execution in existing systems or manual workflows	• Configure workflows in existing tools (manual or digital) to match process logic	Mandatory		
	Implement control points and tracking mechanisms	• Define checkpoints, logs, or approval steps for monitoring	Mandatory		
Communication & Training	Communicate process responsibilities and expectations to staff	• Send internal memos, publish on SharePoint, or include in team briefings	Mandatory		
	Provide orientation or training on the baseline process	• Conduct walkthrough sessions or demos to ensure user readiness	Mandatory		
Confirmation & Stabilization	Collect feedback and confirm stable, repeatable adoption	• Verify actual usage and consistency, and adjust where discrepancies are found	Mandatory		

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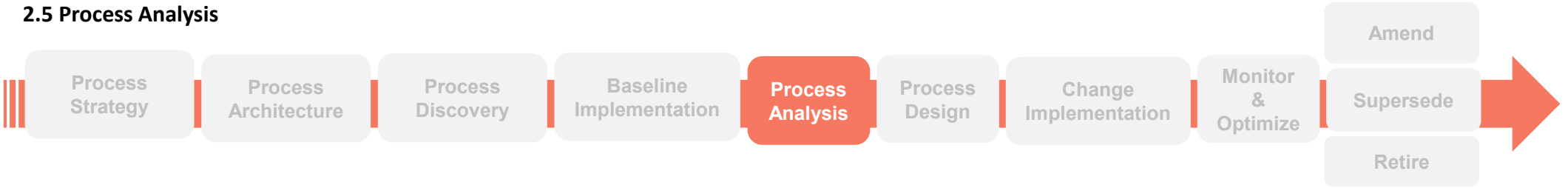
2.5 Process Analysis



- The Process Analysis stage examines the as-is process to uncover inefficiencies, delays, control gaps, and non-value-added activities. Using structured methodologies such as Six Sigma's DMAIC framework, this stage identifies root causes of performance issues through data-driven analysis.
- Key tools applied can include Time-Motion Studies, Root Cause Analysis (RCA), Fishbone Diagrams, Pareto Analysis, and Waste Identification (TIMWOOD).
- At DCT, this analysis helps validate improvement opportunities, support automation decisions, and ensure process alignment with strategic and compliance goals.
- The outcome is a prioritized set of findings and recommendations, forming the evidence base for redesign in the next lifecycle stage.

Stage Owner	Process Improvement Unit (PIU)
Stage Pre-Requisites	• Validated as-is EPC models • TOT/SLA data, incident records, feedback logs- • Availability of SME support for walkthroughs
Stage Approver	• Process Owner / Department Director
Key Inputs	• As-is EPCs- Time-motion and workload data • KPI/SLA reports- • Error logs or complaints- Department feedback
Key Output	• Pain Point Register • Cause-and-effect diagrams (Fishbone/Ishikawa) • Bottleneck and handoff delays • Waste elimination opportunities (TIMWOOD) • Prioritized list of process improvement opportunities
Purpose	To generate actionable insights using Six Sigma tools that drive evidence-based process redesign and measurable operational improvement

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2.5 Process Analysis

2.5.1 Process Analysis – Analysis Toolbox

Technique	Description
Time-Motion Study	• A technique used to measure how long each step in a process takes and how resources move through the workflow. • It helps identify inefficiencies, delays, and imbalances in workload or system usage
Root Cause Analysis (RCA)	• A problem-solving method used to identify the underlying causes of a problem or defect. • It ensures that solutions address the real source of the issue rather than just its symptoms.
Fishbone Diagram (Ishikawa)	• A visual RCA tool that categorizes potential causes of a problem into logical groups (e.g., People, Process, System, Policy). It helps teams systematically explore all factors contributing to an issue.
Pareto Analysis	• A statistical technique based on the 80/20 rule — it helps identify the few root causes (typically 20%) that contribute to the majority (80%) of problems or inefficiencies. Often used for prioritization
Waste Identification (TIMWOOD)	• A Lean technique used to detect and categorize non-value-added activities across seven waste types: Transportation, Inventory, Motion, Waiting, Overproduction, Overprocessing, and Defects.
Value vs. Non-Value Analysis (VA/NVA)	• A step-by-step assessment to classify each activity in a process as: • :Value-Added (VA): Directly contributes to the desired outcome. • Non-Value-Added (NVA): Consumes time/resources but provides no value. • This technique helps eliminate or reduce waste.

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2.5 Process Analysis

Substages	Tasks	Activities	Relevance	Responsibility	Accountability
Define & Scope	Confirm process boundaries and objectives for analysis	• Use SIPOC and process boundaries to clarify analysis focus	Mandatory	Process Improvement Unit	Corporate Governance Section
	Engage stakeholders to validate scope and pain points	• Facilitate scoping workshops with department leads and SMEs	Mandatory		
Measure Current Performance	Conduct time-motion studies and gather process metrics	• Gather SLA data, process duration logs, and volume statistics	Mandatory		
	Map process timelines and identify SLA/TOT variations	• Visualize current process delays and handoffs using EPCs	Mandatory		
Analyze Inefficiencies & Root Causes	Apply Root Cause Analysis (RCA) and Fishbone Diagrams	• Construct Ishikawa Diagrams to trace recurring issues to root causes	Mandatory		
	Perform Pareto Analysis and identify waste using TIMWOOD	• Use Pareto Charts to isolate top contributors to inefficiency	Mandatory		
Identify Opportunities for Improvement	Evaluate improvement opportunities (automation, rework reduction, etc.)	• Brainstorm improvement areas including digitization and policy alignment	Mandatory		
	Conduct Value-Added vs. Non-Value-Added (VA/NVA) analysis	• Tag process steps as value-adding, Non-Value-adding, or required waste	Mandatory		
Prioritize & Document Recommendations	Document findings and prioritize based on impact and feasibility	• Score opportunities by impact vs. effort and compile improvement register	Mandatory		

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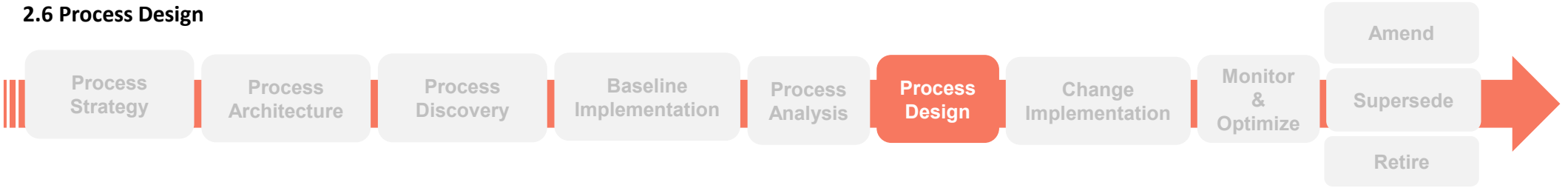
2.6 Process Design



- The Process Design stage focuses on developing the to-be version of the process, addressing pain points and improvement opportunities identified during analysis. It involves reengineering workflows to optimize efficiency, reduce waste, and improve alignment with strategic goals, compliance, and customer expectations.
- Design may involve introducing new activities, re-sequencing steps, enhancing automation, integrating systems, or redefining roles and responsibilities.
- At DCT, this stage ensures that future-state processes are not only efficient and compliant, but also feasible for implementation and measurable in performance.
- The output is a validated and documented to-be process model, often accompanied by transition plans, system requirements, and change considerations.

Stage Owner	Process Improvement Unit (PIU), in coordination with Department Process Owners & IT
Stage Pre-Requisites	• Completed Process Analysis • Validated pain points and root causes • As-is EPC model with metadata
Stage Approver	• Department Director
Key Inputs	• Process analysis findings • Improvement register • Risk & control data- Automation/digitization/Digitalization criteria • Business requirements
Key Output	• Validated to-be EPC model (Level 3) • Redesigned workflows and handoffs • Updated roles, systems, and controls • Change impact assessment • Business and system requirement documentation
Purpose	To create an optimized, future-ready process model that HAS reduces inefficiency and supports digital transformation

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2.6 Process Design

Substages	Tasks	Activities	Relevance	Responsibility	Accountability
Design Planning	Review analysis findings and agree on design objectives	• Conduct design kickoff with SMEs and process owners	Mandatory	Process Improvement Unit/IT/Policy Unit	Process Owner/Department Director
	Identify stakeholders for design collaboration	• Engage department leads, IT, and compliance teams in co-design	Mandatory		
Ideation & Drafting	Develop future-state workflows addressing pain points	• Sketch draft workflows, re-sequencing steps and removing waste	Mandatory		
	Incorporate improvement ideas (automation, digitization, risk mitigation)	• Apply lean and digital thinking to improve efficiency and controls	Mandatory		
Integration & Alignment	Ensure alignment with policies, systems, and compliance requirements	• Validate the proposed process against legal, policy, and IT constraints	Mandatory		
	Define future roles, responsibilities, and system interactions	• Define swim lanes, approvals, and handoffs in the redesigned EPC	Mandatory		
Validation & Documentation	Review and validate the to-be EPC model with stakeholders	• Facilitate design validation sessions and obtain formal approval	Mandatory		
	Document supporting artifacts (change impacts, SOP updates, system specs)	• Create supporting documentation such as SOPs, transition guides, and RACI matrices	Mandatory		

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2.7 Change Implementation

- The Change Implementation stage focuses on executing the redesigned process in a live environment. It involves deploying updated workflows, configuring systems, training stakeholders, and providing transition support.
- This stage ensures that changes are properly introduced, risks are mitigated, and adoption is sustained across departments.
- At DCT, this phase includes not only technical enablement but also organizational change management—ensuring that staff understand, accept, and perform the new process effectively.
- Successful implementation lays the foundation for future monitoring, optimization, and scaling.

Stage Owner	Department Process Owners, in coordination with Process Improvement Unit (PIU), IT and all other relevant stakeholders
Stage Pre-Requisites	• Validated as-is EPC models from Process Discovery • Confirmed process ownership • Availability of enabling systems or manual workflows • Change Approval for the proposed improvement
Stage Approver	• Department Director
Key Inputs	• Redesigned process model • Implementation roadmap • System configuration requirements • Budget Approval
Key Output	• Live process deployed • Trained users • System/workflow updates applied
Purpose	To activate the redesigned process and enable operational continuity, compliance, and adoption through effective change deployment and support mechanisms

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2.7 Change Implementation

Substages	Tasks	Activities	Relevance	Responsibility	Accountability
Implementation Planning	Define implementation approach, milestones, and roles	• Create a detailed rollout plan including timelines and accountability	Mandatory	Process Owner	Department Director
	Develop transition plans	• Identify implementation risks and develop contingency plans	Mandatory	Process Owner/ IT	
System & Process Enablement	Configure systems or workflows to reflect redesigned processes	• Deploy improvement initiatives	Mandatory	Process Owner/IT	
	Update documentation and control mechanisms	• Update SOPs, checklists, and forms aligned to new process	Mandatory	Process Owner	
Training & Communication	Develop training/Awareness materials and communication strategy	• Prepare communications for impacted teams and stakeholders	Mandatory	Process Owner	
	Conduct user training and briefings	• Deliver hands-on training sessions and role-specific guidance	Mandatory	Process Owner	
Go-Live & Support	Execute go-live plan and initiate new process operation	• Launch the new process and monitor performance indicators	Mandatory	Process Owner/Process Improvement Unit (PIU)	
	Monitor early performance and provide post-go-live support	• Provide on-ground or virtual support for stabilization phase	Mandatory	IT	

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2.8 Monitor & Optimize

- The Monitor & Optimize stage ensures that implemented processes remain efficient, compliant, and aligned with business objectives over time. This stage focuses on tracking performance, collecting feedback, analyzing deviations, and implementing incremental improvements.
- At DCT, this phase is critical to sustaining operational excellence. It supports early detection of issues, encourages continuous feedback loops, and enables quick, data-driven optimizations.
- Major issues or transformative needs identified here may be escalated to initiate a new cycle of redesign or strategy alignment.

Stage Owner	Process Improvement Unit (PIU), in coordination with Department Process Owners
Stage Pre-Requisites	• Live process in operation • Defined KPIs and monitoring routines • Issue logging mechanism in place
Stage Approver	• Corporate Governance Section/BEC Department Director
Key Inputs	• Performance dashboards • User feedback • Audit results • SLA/KPI data • Issue log
Key Output	• Improvement register • Process health reports • Implemented optimizations • Escalation of strategic change needs
Purpose	To ensure processes remain efficient, identify emerging issues, and drive continuous improvement through structured monitoring and feedback mechanisms

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2.8 Monitor & Optimize

Substages	Tasks	Activities	Relevance	Responsibility	Accountability
Performance Monitoring	Track key performance indicators (KPIs) and SLAs	• Use ARIS reports, system logs, and dashboards to track real-time data	Mandatory	Process Owner/Process Improvement Unit (PIU)	BEC Department Director
	Establish monitoring routines and dashboards	• Set regular review cycles (e.g., monthly/quarterly) for process health	Mandatory		
Feedback & Issue Logging	Collect end-user and stakeholder feedback	• Capture insights via surveys, helpdesk records, or team debriefs	Mandatory		
	Log issues, deviations, and enhancement requests	• Create a central issue log to track and prioritize actions	Mandatory		
Analysis & Improvement Identification	Analyze performance data and feedback	• Apply root cause analysis on persistent issues or KPI deviations	Mandatory		
	Identify root causes of inefficiencies and improvement opportunities	• Document improvement opportunities in a structured register	Mandatory		
Optimization & Change Execution	Plan and implement minor enhancements	• Deploy quick wins or process adjustments directly with stakeholders	Mandatory		
	Escalate major redesign needs to strategy or design phases	• Feed major change requirements back to Process Strategy or Design	Mandatory		

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2.9 Amend

- The Amend stage addresses the need for controlled, formalized updates to an existing process that remains largely intact.
- Triggers for amendment may arise from internal audits, organizational restructuring, regulatory changes, or lessons learned during implementation and monitoring.
- This stage ensures that any required updates are assessed for impact, aligned with stakeholders, and implemented through an approved and auditable process.
- At DCT, amendments are managed systematically to preserve process integrity, maintain version control, and ensure continuity in operations while responding to evolving requirements.

Stage Owner	Process Owner with support from the Process Improvement Unit (PIU)
Stage Pre-Requisites	• Existing live process • Identified trigger for change • Amendment justification
Stage Approver	• Department Director
Key Inputs	• Approved Amendment request (Process Request Form)
Key Output	• Updated EPC(s) in ARIS • Updated SOPs • Communication to stakeholders
Purpose	To enable timely and controlled updates to existing processes without full redesign or lifecycle re-initiation, ensuring operational relevance and compliance

BPM Framework

2: BPM Lifecycle

2.9 Amend

Substages	Tasks	Activities	Relevance	Responsibility	Accountability
Amendment Trigger & Request	Identify triggers requiring process amendments (e.g., regulatory changes, audit findings, org changes)	• Monitor internal/external factors for amendment signals	Mandatory	Process Owner/Process Improvement Unit (PIU)	Department Director
	Submit formal amendment request with justification	• Use amendment request form or digital workflow for logging	Mandatory		
Impact Assessment	Evaluate scope and impact of the proposed amendment	• Analyze what parts of the process, roles, or data will change	Mandatory		
	Review dependencies and systems affected by the change	• Assess whether policy, system, or reporting changes are required	Mandatory		
Amendment Planning	Define amendment scope, owners, and timeline	• Develop a clear plan to integrate changes into the existing process	Mandatory		
	Engage stakeholders for inputs and alignments	• Facilitate cross-functional alignment meetings as needed	Mandatory		
Approval & Update	Validate changes with governance or review authority	• Route changes for validation and get formal approvals	Mandatory		
	Update EPC models, documentation, and notify stakeholders	• Revise EPC in ARIS, update SOPs, and circulate communications	Mandatory		

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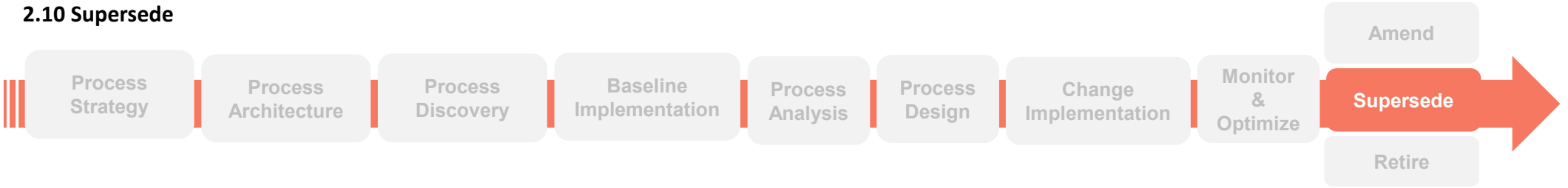
2.10 Supersede



- The Supersede stage is triggered when an existing process is replaced by a redesigned or consolidated or new process that better meets current objectives.
- Supersedence ensures continuity by formally linking the old process to its successor, maintaining traceability and operational alignment.
- At DCT, this mechanism supports process evolution while minimizing disruption and ensuring clarity in roles, data, and documentation.

Stage Owner	Process Owner, with PIU and System/IT Support
Stage Pre-Requisites	• Redesigned process is ready & endorsed/approved by all relevant stakeholders • Mapping between old and new process completed
Stage Approver	• Department Director
Key Inputs	• Approved redesigned process • Supersedence request (Process Request Form) • Transition plan
Key Output	• Superseded EPC status • Stakeholder communication • Updated ARIS records with cross-referencing
Purpose	To formally retire a legacy process while replacing it with a new, aligned process—ensuring traceability, clarity, and seamless transition across users and systems

BPM Framework

2: BPM Lifecycle

2.10 Supersede

Substages	Tasks	Activities	Relevance	Responsibility	Accountability
Supersedence Trigger & Proposal	Identify process for Supersedence due to redesign or merger	• Identify legacy process being replaced and submit mapping	Mandatory	Process Owner/Process Improvement Unit (PIU)/IT	Department Director
	Submit Supersedence proposal with mapping to new process	• Use a Supersedence template to submit formal change	Mandatory		
Assessment & Mapping	Compare existing and new process models	• Perform gap analysis between current and future process	Mandatory		
	Validate handover and coverage of old process objectives	• Confirm alignment with process strategy and stakeholders	Mandatory		
Integration Planning	Plan go-live of new process and phase-out of old one	• Schedule cutover activities and change management support	Mandatory		
	Coordinate transition of users and data flows	• Update systems, SOPs, and roles for new process	Mandatory		
Supersedence Execution	Mark old process as superseded in ARIS	• Set status of replaced EPC as superseded	Mandatory		
	Document the change and issue formal Supersedence notice	• Disseminate communication with cross-references to new model	Mandatory		

BPM Framework

2: BPM Lifecycle

2.11 Retire

- The Retire stage applies when a process is no longer relevant due to obsolescence, redundancy, or strategic decisions.
- It ensures that such processes are formally decommissioned through a structured, risk-aware, and documented approach.
- Retiring processes at DCT safeguards against confusion, duplication, or misalignment with evolving operational priorities, while maintaining historical records for future reference.

Stage Owner	Process Owner (with Process Improvement Unit oversight)
Stage Pre-Requisites	• Process is obsolete or unused • No active dependencies • Stakeholder alignment
Stage Approver	• Department Director
Key Inputs	• Justification • Process Retire Request (Process Request Form) • Process Owner/Department Director approval with relevant stakeholder endorsement
Key Output	• Archived EPC and metadata • Official retirement record • Repository status updated
Purpose	To safely and transparently decommission processes that no longer serve operational or strategic value, ensuring clean separation and documentation in the enterprise process repository

BPM Framework

2: BPM Lifecycle

2.11 Retire

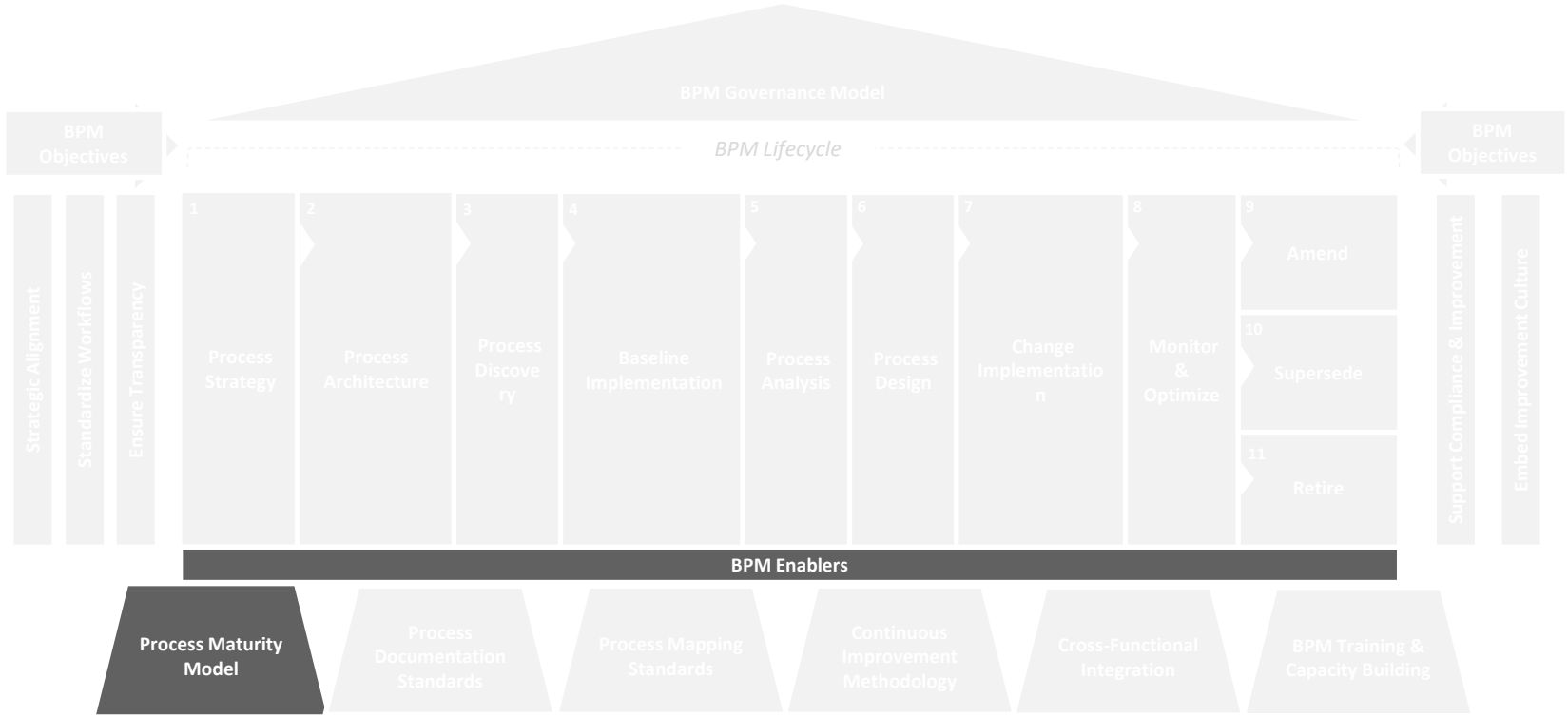
Substages	Tasks	Activities	Relevance	Responsibility	Accountability
Retirement Trigger Identification	Identify process candidates for retirement due to obsolescence or redundancy	• Analyze monitoring logs, strategic reviews, or audit outcomes	Mandatory	Process Owner/Process Improvement Unit (PIU)	Department Director
	Submit formal retirement request with rationale	• Use official retirement request form to initiate process	Mandatory		
Evaluation & Stakeholder Review	Assess operational/system implications of process removal	• Confirm that no other functions rely on the process	Mandatory		
	Review retirement proposal with affected departments	• Facilitate stakeholder review session with PIU	Mandatory		
Decommission Planning	Draft a retirement timeline and plan for process shutdown	• Define phase-out steps, owners, and risk mitigations	Mandatory		
	Ensure process is no longer in active use or required	• Perform system checks and data extraction (if needed)	Mandatory		
Archival & Communication	Archive EPC and related materials in ARIS with closure notes	• Tag process as retired and store documents in archive	Mandatory		
	Communicate retirement decision across stakeholders and departments	• Send official memo and update repository status	Mandatory		

BPM Framework

3: Process Maturity Model

The Process Maturity Model provides a structured framework to assess and improve the capability of business processes across DCT. It measures how well processes are defined, managed, monitored, and optimized, aligning operational performance with strategic goals.

The model enables DCT to benchmark process quality across departments, identify gaps, and prioritize improvement efforts. Maturity levels typically range from ad hoc and undocumented practices to fully optimized, automated, and data-driven operations. This model supports continuous improvement, compliance, and effective resource allocation across the organization.

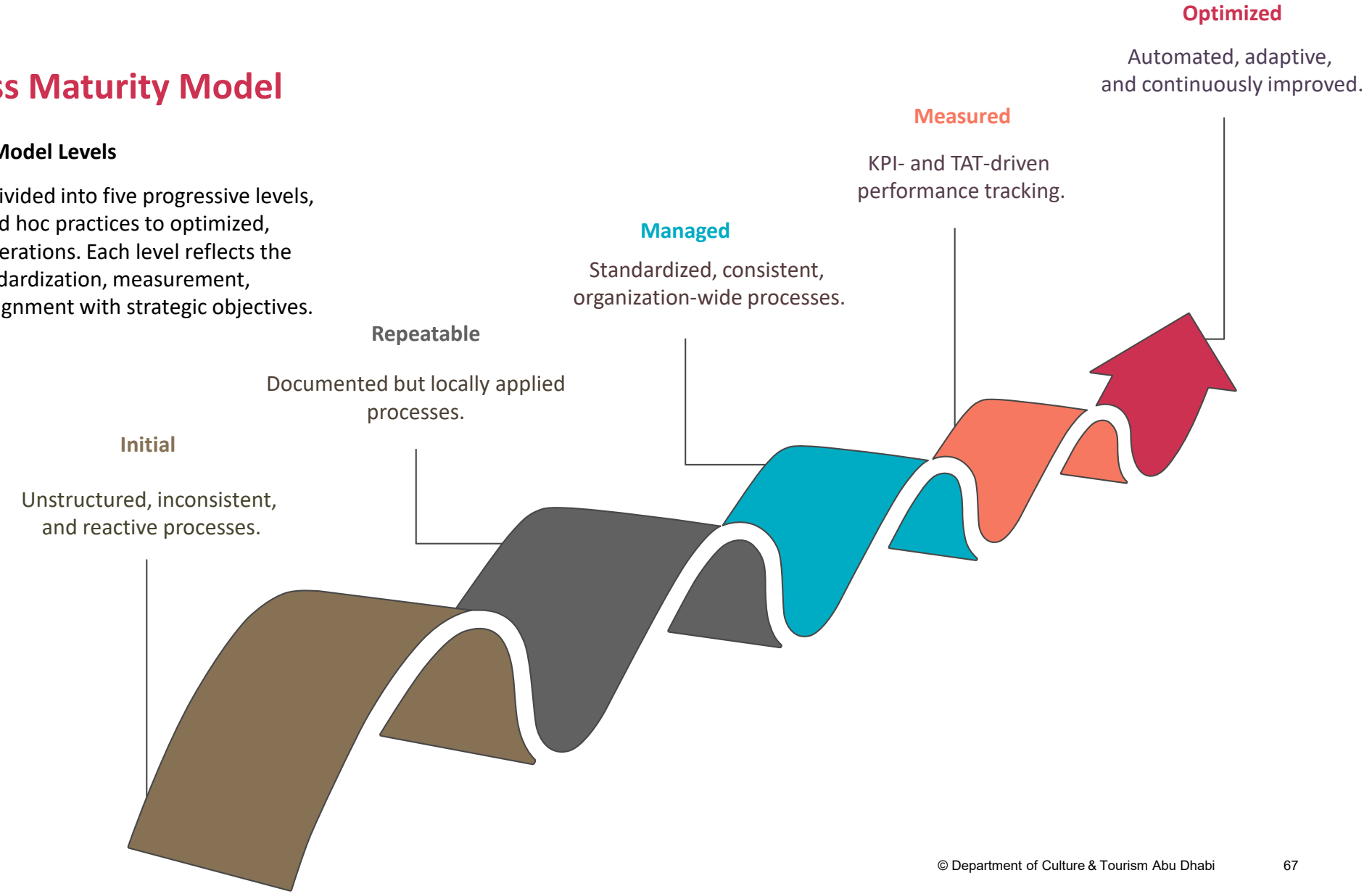


BPM Framework

3: Process Maturity Model

3.1 Maturity Model Levels

The model is divided into five progressive levels, ranging from ad hoc practices to optimized, data-driven operations. Each level reflects the degree of standardization, measurement, control, and alignment with strategic objectives.



BPM Framework

3: Process Maturity Model

3.1 Maturity Model Levels

Level	Maturity Title	Description
Level 1	**Initial (Ad Hoc)**	• Processes are informal, undocumented, and inconsistent. Success depends on individual effort rather than repeatable methods.
Level 2	**Repeatable (Defined)**	• Basic processes are documented and followed within departments. There is limited consistency across the organization.
Level 3	**Managed (Standardized)**	• Standardized, documented processes are applied across departments with defined roles, inputs, and outputs.
Level 4	**Measured (Monitored)**	• Processes are quantitatively measured using KPIs, including Turnaround Times (TATs), cycle times, and performance thresholds. Monitoring tools and dashboards are used to evaluate efficiency, identify bottlenecks, and inform data-driven decisions
Level 5	**Optimized (Continuously Improved)**	• Processes are automated, integrated, and continuously improved through feedback, innovation, and strategic alignment.

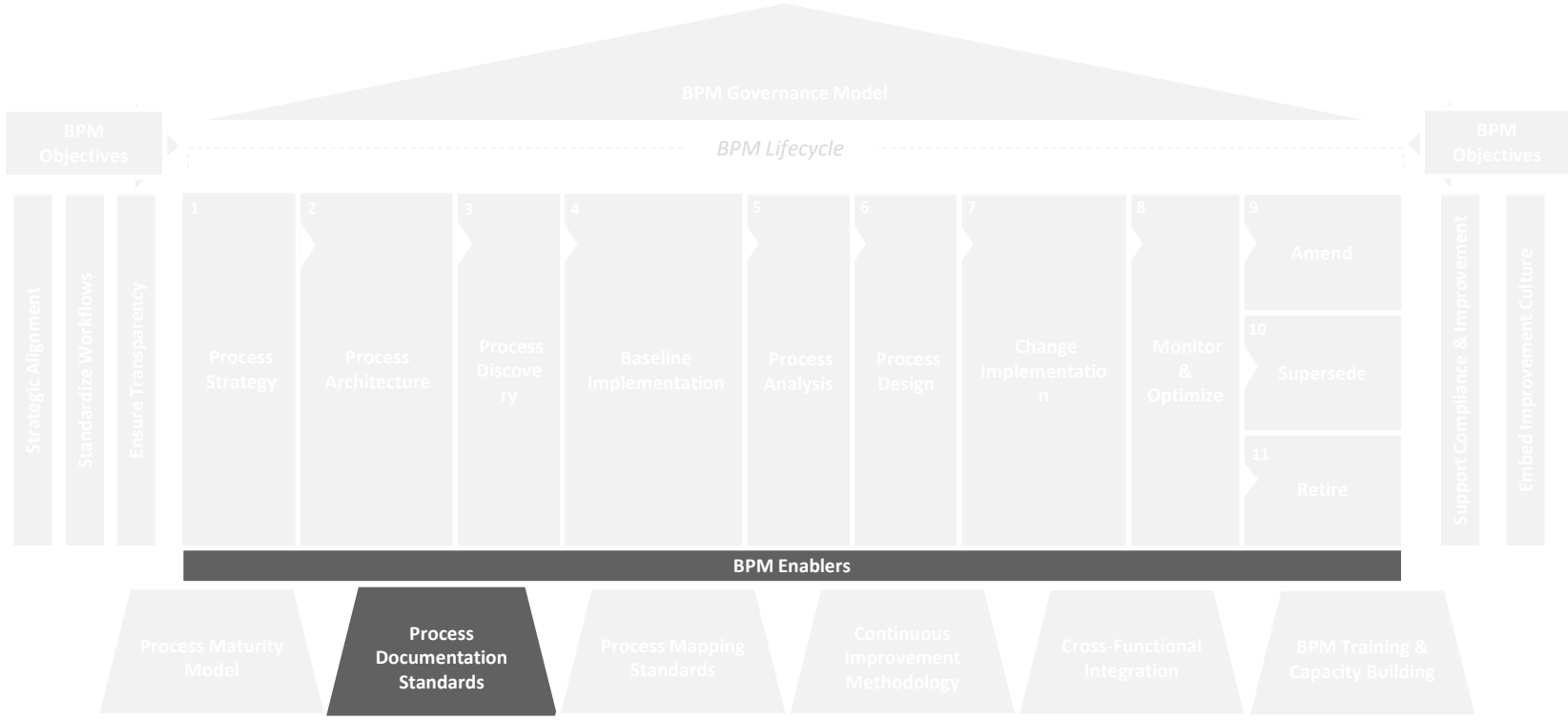
DCT aims to maintain all core and support processes at a minimum of Maturity Level 4 (Measured), while progressively striving toward Level (Optimized) through continuous improvement and innovation.

BPM Framework

4: Process Documentation Standards

Process Documentation Standards ensure that every mapped process is supported by complete, accurate, and structured information. This includes defining key attributes such as the process title, objective, scope, owner, inputs/outputs, applicable KPIs, and version history.

Standardized documentation enables clarity, traceability, and governance across the organization while supporting compliance, audit readiness, and operational continuity. At DCT, all published processes must adhere to these standards to ensure uniformity, maintainability, and alignment with enterprise-wide BPM practices.



BPM Framework

4: Process Documentation Standards

4.1 Process Documentation Elements

The following table provides a list of all elements that need to be transcribed within the process while documenting it

Documentation Element	Purpose	Benefits
Process Title	**Clearly identifies the process**	• Easy reference, avoids duplication.
Process Objective	**Describes the purpose and expected outcome of the process**	• Aligns process intent with strategic goals
Process Scope	**Defines the start and end boundaries**	• Clarifies responsibilities and interfaces
Process Owner	**Identifies the accountable individual/role**	• Ensures clear accountability and governance
Process Category	**Classifies as Core, Support, or Management**	• Helps in reporting, prioritization, and resource allocation
Process Level (L1–L3)	**Indicates its position in the process hierarchy**	• Supports structured navigation and repository organization
Inputs & Outputs	**Lists what enters and exits the process**	• Enables interface clarity and dependency management

BPM Framework

4: Process Documentation Standards

4.1 Process Documentation Elements

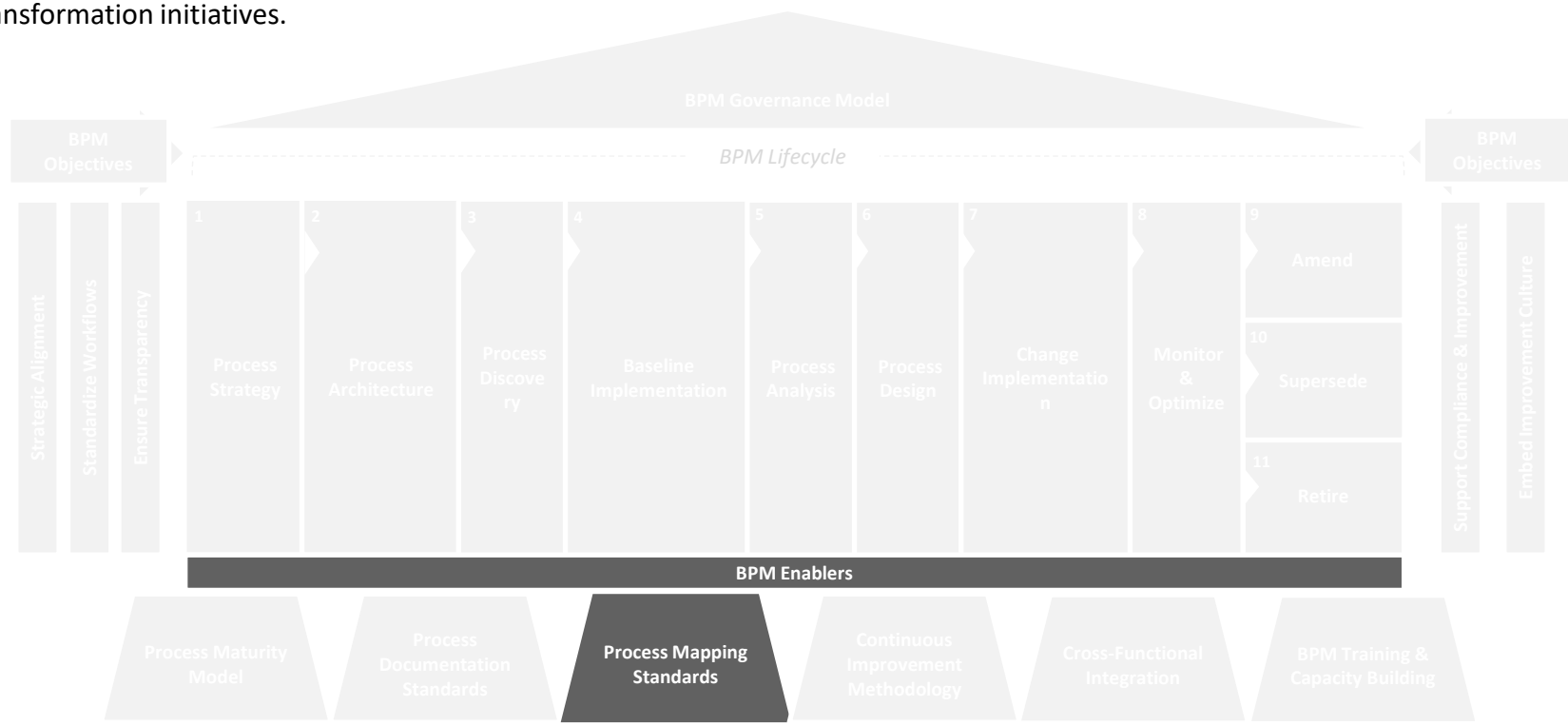
Documentation Element	Purpose	Benefits
Stakeholders / Roles	**Identifies key actors in the process**	• Supports RACI mapping and accountability
Supporting Documents / Policies	**Links policies, forms, templates, or procedures**	• Enables compliance and end-to-end enablement
Systems & Tools Used	**Initial (Ad Hoc)**	• Supports performance monitoring and service level enforcement.
KPIs & TATs	**Outlines performance indicators and turnaround times)**	• Basic processes are documented and followed within departments. There is limited consistency across the organization.
Process Description (Narrative)	**Provides a short summary of how the process functions**	• Gives readers a quick operational understanding
Compliance Requirements	**Mentions regulatory or policy-related obligations**	• Ensures legal and internal policy adherence
Change History / Version	**Tracks updates, approvals, and revision dates**	• Maintains audit trail and process currency

BPM Framework

5: Process Mapping Standards

Process Mapping Standards establish a consistent, structured approach to visually representing business processes across DCT. These standards define how processes are modeled using approved notations (such as EPC in ARIS), including the use of symbols, flow direction, and interface representations.

Adhering to mapping standards ensures process maps are intuitive, logically structured, and universally understood across departments. It enhances collaboration, eliminates ambiguity, and enables integration with documentation, performance monitoring, automation, and governance workflows. By enforcing consistent mapping practices, DCT ensures all process diagrams are accurate, interoperable, and suitable for strategic decision-making and digital transformation initiatives.



BPM Framework

5: Process Mapping Standards

5.1 Process Mapping Elements

The following table elaborates the elements for the DCT Process Mapping Standard

Mapping Element	Standard / Guideline	Purpose
Model Type	**Use Event-driven Process Chain (EPC) for Level 3 (detailed) and VACD for Level 2 (overview)**	• Ensures modeling consistency across levels
Model Hierarchy	**- L0: Sector-Department Grouping- L1: Department-Section Grouping- L2: Section VACD- L3: EPC (detailed process steps)**	• Reflects DCT's organizational structure and process visibility
Process Scope	**Defines the start and end boundaries**	• Clarifies responsibilities and interfaces
Flow Direction	**top-to-bottom**	• Maintains visual consistency and easy navigation
Start & End Events	**Every process starts with an Event and ends with an Event**	• Complies with EPC structure and enables process tracing
Function Objects (Tasks)	**Represent business activities using Function objects**	• Clearly defines "what is done" in each step
Event Objects	**Represent process triggers or results using Event objects**	• Ensures event-driven integrity of EPC modeling
Interfaces Between Models	**Use Process Interface objects to connect models across departments**	• Ensures cross-functional traceability
Color Coding (if used)	**Apply consistent color codes for functions, roles, systems (if visual themes are enabled)**	• Enhances visual segmentation for readers

BPM Framework

5: Process Mapping Standards

5.1 Process Mapping Elements

Mapping Element	Standard / Guideline	Purpose
Roles / Organizational Units	**Assign using Lane or Swimlane view or link Organizational Unit objects**	• Clarifies accountability and supports role-based analysis
IT Systems / Applications	**Represent with System objects connected to Functions)**	• Maps system dependencies; supports automation/digitalization initiatives
Documents / Forms / Policies	**Link using Document or Information Carrier objects**	• Embeds relevant references for compliance and process enablement
Connectors (AND/OR/XOR)	**Use appropriate logic gates to depict decision branches or parallel flows**	• Ensures logical flow and eliminates ambiguity
Reusable Objects	**Use assigned models or reuse objects from repository**	• Promotes consistency and centralized updates
Object Naming Convention	**Use action-verb + noun format (e.g., "Submit Application", "Review Request")**	• Improves clarity, readability, and searchability
Model Metadata	**Include attributes like Model Owner, Version, Last Updated, Reviewer**	• Supports governance and version control
ARIS Attributes	**Ensure each Function and Event has linked attributes (objective, KPI, owner, maturity, etc.)**	• Enables data-driven governance and performance management

BPM Framework

5: Process Mapping Standards

5.2 Process Mapping Governance

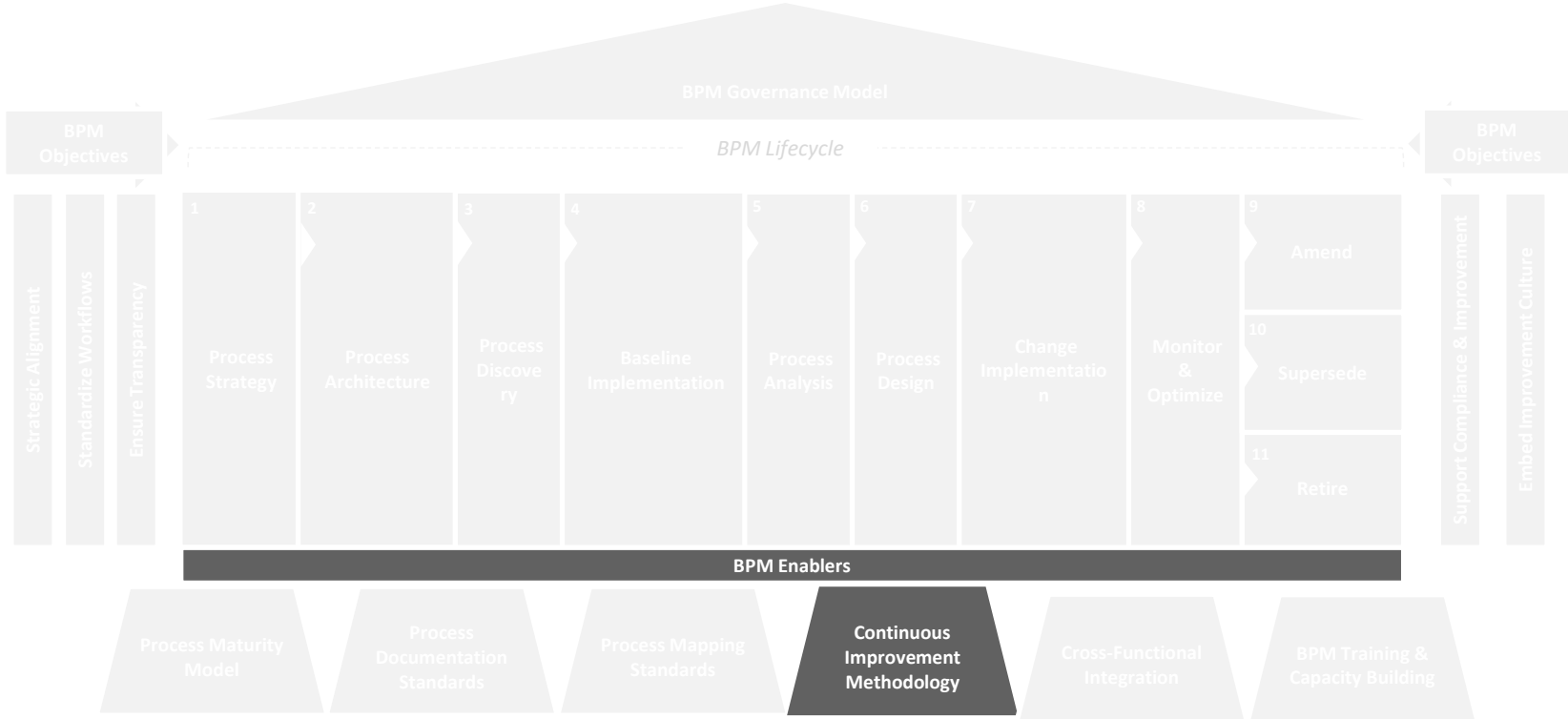
All process maps created in ARIS must follow these standards. Non-conforming models will be subject to revision before approval and publication in the DCT repository.

For detailed modeling instructions, symbol usage, and attribute configurations, refer to the **ARIS Process Mapping Guidebook**. It provides a comprehensive reference for all DCT staff involved in process modeling to ensure compliance with ARIS standards and alignment with the BPM framework.

BPM Framework

6: Continuous Improvement Methodology

The Continuous Improvement Methodology at DCT is a structured, ongoing approach to enhancing process effectiveness, efficiency, and alignment with organizational objectives. It ensures that processes are not static but evolve based on performance data, stakeholder feedback, strategic priorities, and technological advancements. Rooted in Lean and Six Sigma principles, this methodology focuses on identifying inefficiencies, eliminating waste, reducing variation, and driving value creation. It embeds a culture of regular review, optimization, and innovation within the BPM lifecycle. By institutionalizing continuous improvement, DCT ensures that its processes remain relevant, agile, and capable of supporting long-term transformation and service excellence..



BPM Framework

6: Continuous Improvement Methodology

6.1 CI Methods

DCT's Continuous Improvement (CI) methodology is a structured, cyclical approach embedded into the BPM lifecycle to ensure that all business processes evolve in line with efficiency goals, stakeholder needs, and emerging technologies. CI is owned and governed by the Process Improvement Unit and applied organization-wide across core, support, and management processes.

Purpose

- Drive continuous performance enhancement and value creation.
- Institutionalize problem-solving, innovation, and future-readiness.
- Embed agility by embracing technology, automation, and data insights

Scope

- Applies to all ARIS-documented processes (Levels 1–4).
- Includes both operational refinements and digital transformation triggers.
- Covers technology alignment, resource utilization, and process maturity improvements

Governance & Roles

- **Process Improvement Unit**: Owns CI methodology, tools, templates, and reviews.
- **Process Owners**: Submit inputs during reviews, RCA sessions, and yearly audits.
- **IT and Data & AI Teams**: Evaluate feasibility for automation, digitization, and AI use cases.

BPM Framework

6: Continuous Improvement Methodology

6.1 CI Methods

The below table provides an overview of some of the methods deployed at DCT.

Method	Purpose	Scope	Output
PDCA Cycle (Plan-Do-Check-Act)	**Iterative improvement cycle**	• Small/medium changes	• Tested refinements; improvement action plans
Lean (TIMWOOD)	**Eliminate process waste**	• Manual, repetitive operations	• Waste-reduced workflows; higher productivity
Six Sigma (DMAIC)	**Reduce defects and variation**	• High-volume processes	• Root causes identified; control plans implemented.
Root Cause Analysis (RCA)	**Identify systemic problems**	• Issue-based reviews	• Preventive and corrective actions
Time & Motion Studies	**Quantify effort and time per task**	• Field-based and service delivery processes	• Optimized resource allocation; actual TAT insights
Value vs. Non-Value Analysis	**Highlight inefficiencies**	• All Level 3 EPCs	• Process streamlining suggestions
Pareto Analysis (80/20 Rule)	**Prioritize improvement areas**	• Complaints, rework, or inefficiencies	• High-impact problem resolution

BPM Framework

6: Continuous Improvement Methodology

6.1 CI Methods

Method	Purpose	Scope	Output
Stakeholder Feedback Loops	**Incorporate end-user and process actor feedback**	• All processes	• User-informed improvement ideas
Annual Process Reviews	**Formal performance review and relevancy assessment**	• All documented processes in ARIS	• Maturity reassessments; revision input from owners
Digitization Opportunity Assessment	**Identify opportunities to digitize paper/manual tasks**	• Document-heavy or email-based processes	• Reduced manual steps; digital tool proposals
Digitalization Feasibility Review	**Assess integration of digital technologies and workflow transformation**	• End-to-end processes	• Intelligent workflows; improved customer/stakeholder experience
Time & Motion Studies	**Quantify effort and time per task**	• Field-based and service delivery processes	• Optimized resource allocation; actual TAT insights
Automation Potential Evaluation (RPA)	**Evaluate automation suitability (high volume/repeatable)**	• Structured rule-based tasks	• RPA pipeline; effort reduction
AI Potential Discovery	**Identify areas for cognitive automation or AI insights**	• Decision-heavy or data-intensive processes	• AI pilot use cases; AI-readiness indicators

BPM Framework

6: Continuous Improvement Methodology

6.1 CI Methods

Method	Purpose	Scope	Output
Stakeholder Feedback Loops	**Incorporate end-user and process actor feedback**	• All processes	• User-informed improvement ideas
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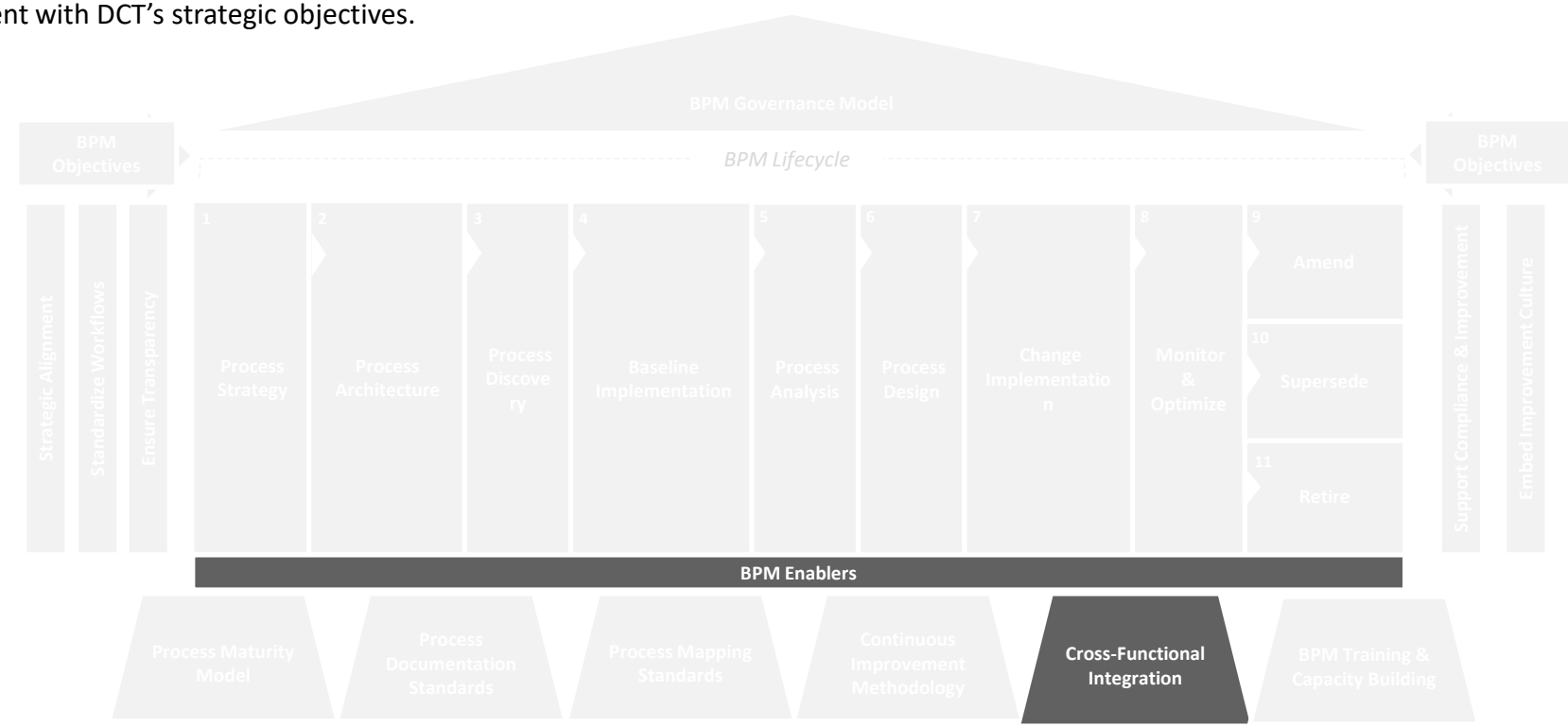
AI Potential Discovery	**Identify areas for cognitive automation or AI insights**	• Decision-heavy or data-intensive processes	• AI pilot use cases; AI-readiness indicators

BPM Framework

7: Cross-Functional Integration

Cross-functional integration ensures that DCT's business processes are cohesively designed, mapped, and governed across departments, sectors, and support functions. As most core and support processes involve multiple stakeholders, integration eliminates duplication, addresses handoff risks, and clarifies accountability. The BPM framework promotes integration through shared process ownership, defined interfaces, and collaborative process validation. Cross-functional workflows are modeled in ARIS to capture dependencies and touchpoints, while Service Level Agreements (SLAs) are established to formalize expectations for service delivery between entities. This approach reinforces end-to-end efficiency, operational transparency, and alignment with DCT's strategic objectives.



BPM Framework

7: Cross-Functional Integration

7.1 Key Methods for Cross-Functional Integration at DCT

Cross-functional integration refers to the coordinated alignment of processes that span multiple departments, sectors, or business units within DCT. It ensures that end-to-end processes deliver value efficiently, without breakdowns at organizational boundaries. The following are some of the methods that are deployed at DCT to establish Cross-functional Integration

- **Interface Definition in ARIS**: Map cross-functional handoffs and dependencies clearly.
- **SLAs Between Units**: Define expectations, response times, and escalation paths.
- **RACI Matrix**: Clarify stakeholder roles across the process.
- **Interface Mapping**: Identify upstream/downstream dependencies visually.
- **Change Impact Assessments**: Evaluate cross-functional effects of proposed changes.

Benefits

- Eliminates silos and clarifies roles
- Supports end-to-end performance
- Enables automation and digital transformation
- Ensures SLA adherence and stakeholder accountability
- Enhances customer and internal experience

BPM Framework

7: Cross-Functional Integration

7.2 SLA Playbook

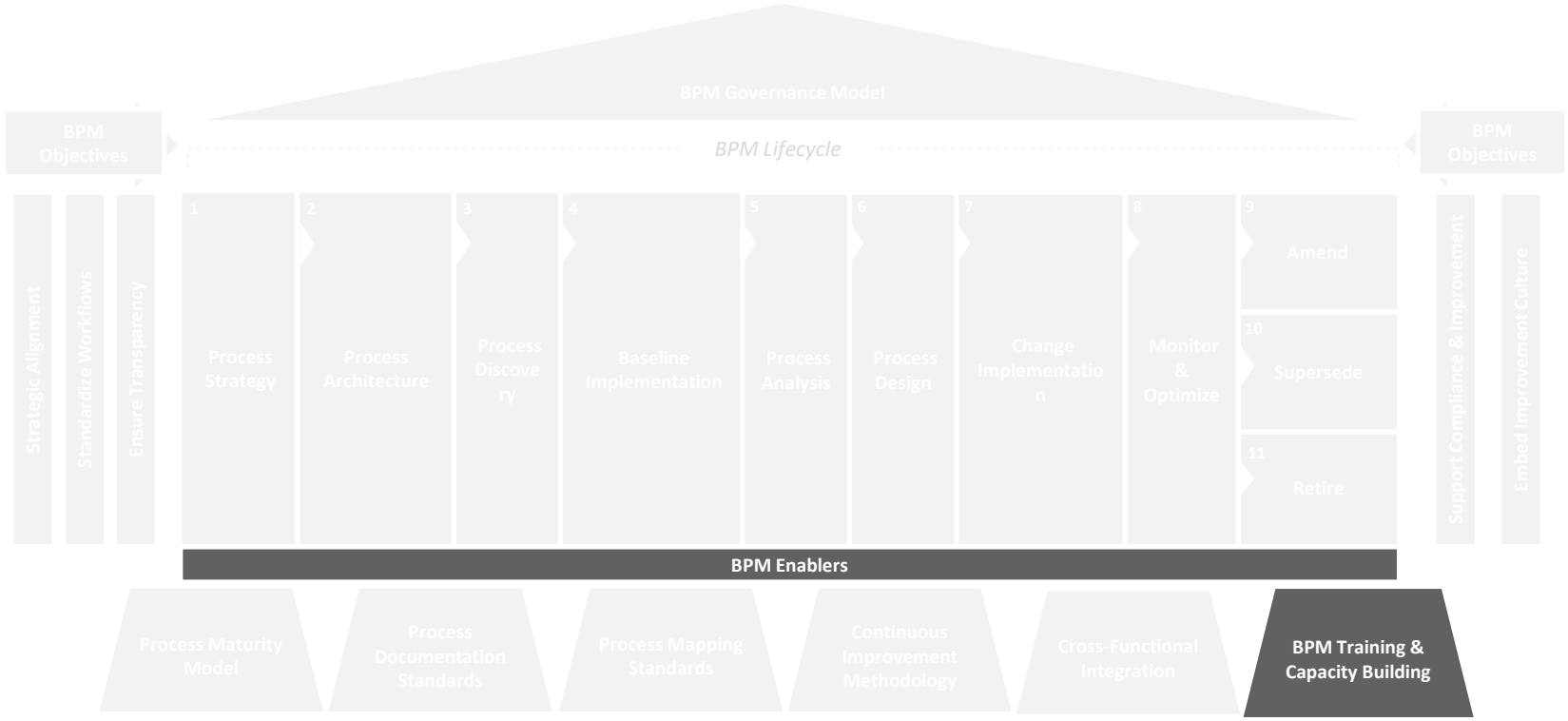
The following is a high-level playbook for SLA lifecycle at DCT

Stage	Key Activities	Stakeholders Involved
1. SLA Planning & Identification	• **Identify service interfaces** • **Determine SLA applicability** • **Define high-level performance expectations**	• Process Owner • PIU (Process Improvement Unit)
2. Stakeholder Engagement & Input Gathering	• **Conduct workshops or consultations to gather expectations, service definitions, and pain points**	• Process Owner • PIU (Process Improvement Unit) • Dependency Department Focal Point
3. SLA Drafting	• **Draft SLA document including scope, service description, KPIs, TATs, roles, escalation matrix, and review cycles**	• PIU (Process Improvement Unit)
4. SLA Validation & Review	• **Review draft SLA with involved stakeholders, align on metrics, refine based on feedback**	• Process Owner • PIU (Process Improvement Unit) • Dependency Department Focal Point
5. SLA Approval	• **Route SLA through the approval hierarchy based on defined governance model**	• Department Director • Process Owner • Dependency Department Director • PIU (Process Improvement Unit) • Business Excellence & Continuity Department
6. SLA Publishing & Communication	• **Publish approved SLA in official repository, communicate to relevant stakeholders**	• Process Owner
7. SLA Monitoring & Reporting	• **Track SLA performance, monitor KPIs, generate compliance and performance reports** • **System Updates to reflect SLA/KPI Monitoring**	• PIU (Process Improvement Unit) • Process Owner • IT
8. SLA Review & Update	• **Conduct periodic reviews, capture feedback, update SLA terms as needed**	• Business Excellence & Continuity Department

BPM Framework

8: BPM Training & Capacity Building

Business Process Management (BPM) Training and Capacity Building at DCT is essential to ensuring sustainable process excellence across the organization. It equips employees with the knowledge, skills, and tools needed to effectively model, manage, analyze, and improve processes in alignment with DCT's BPM framework.



BPM Framework

8: BPM Training & Capacity Building

Training programs are delivered across progressive levels—from foundational BPM awareness for all staff to specialized process modeling and analysis skills for process owners, architects, and the Process Improvement Unit (PIU). A key component of the training strategy includes Software AG ARIS platform training, covering process mapping, repository management, and model governance to ensure consistency and technical proficiency.

Capacity building also includes on-the-job coaching, guided modeling workshops, process maturity self-assessments, and knowledge-sharing sessions. This structured approach ensures DCT's workforce is equipped to sustain BPM adoption, support governance practices, and drive digital transformation initiatives with confidence and competence.

Section D

Appendix

This section serves as a supplementary addition that provides detailed information supporting the main text.

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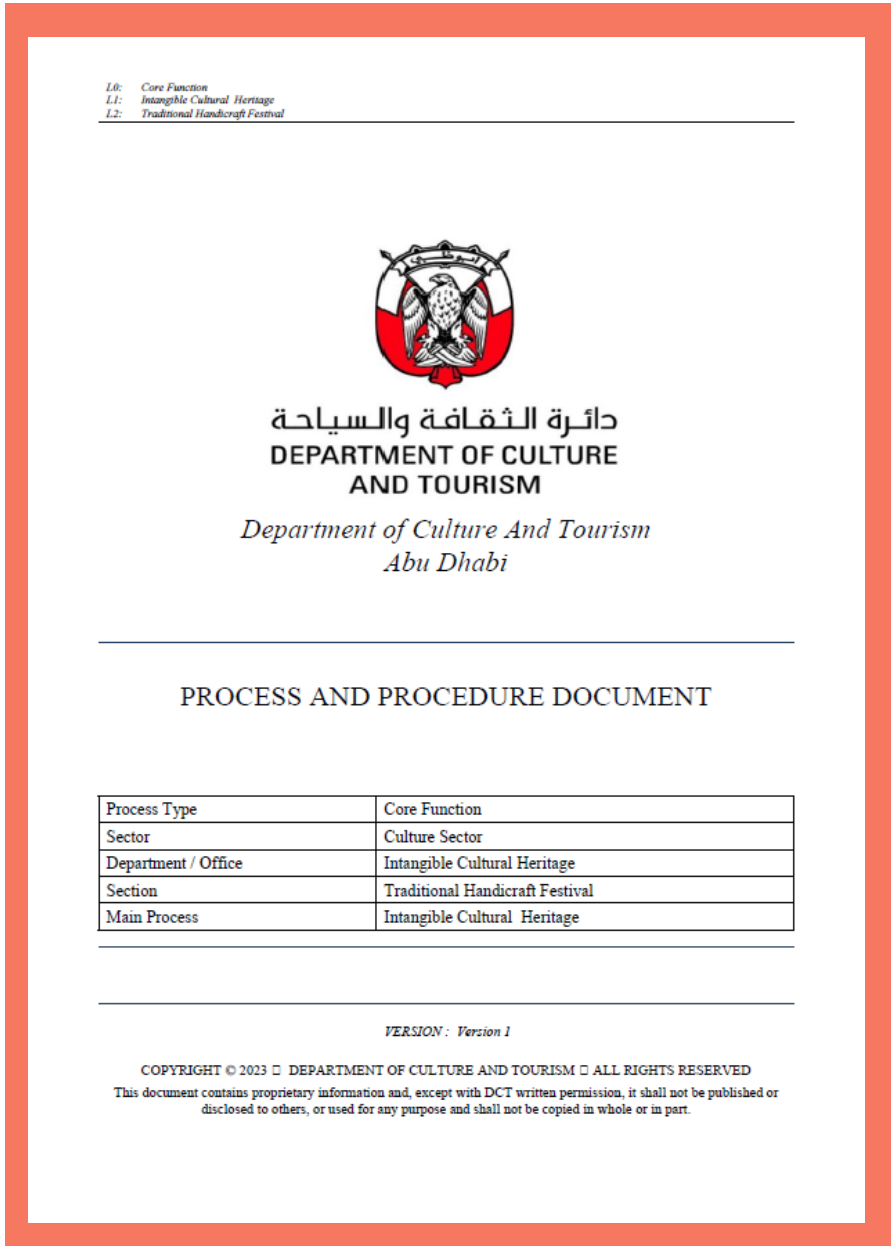
Appendix

Process Manual

Service Level Agreement Template

ARIS Process Mapping Guidebook

1: Process Manual



L0: Core Function
L1: Intangible Cultural Heritage
L2: Traditional Handicraft Festival

دائرة الثقافة والسياحة
DEPARTMENT OF CULTURE AND TOURISM

Department of Culture And Tourism
Abu Dhabi

PROCESS AND PROCEDURE DOCUMENT

Process Type	Core Function
Sector	Culture Sector
Department / Office	Intangible Cultural Heritage
Section	Traditional Handicraft Festival
Main Process	Intangible Cultural Heritage

VERSION : Version 1

Appendix

2: Service Level Agreement Template

Document Version No: DCT-SMC-CNP-V1.0	Internal - Service Level Agreement	دائرة الثقافة والسياحة DEPARTMENT OF CULTURE AND TOURISM
Document Issue Date: 20.01.2025		

دائرة الثقافة والسياحة
DEPARTMENT OF CULTURE AND TOURISM

Department of Culture and Tourism

Abu Dhabi

INTERNAL - SERVICE LEVEL AGREEMENT DOCUMENT (SLA)

SLA Name	Creative & Productions SLA
SLA Version	SMC- Creative & Productions-V1.0
Involved Parties	Strategic Marketing & Communications Sector, Tourism Sector, Culture Sector, DCT Affiliates
Effective Date	February 10, 2025

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Process Manual

Service Level Agreement Template

ARIS Process Mapping Guidebook

Appendix

Process Manual

Service Level Agreement Template

ARIS Process Mapping Guidebook

3: ARIS Process Mapping Guidebook

دائرة الثقافة والسياحة
DEPARTMENT OF CULTURE AND TOURISM

End of Document

All inquiries and matters relating to the interpretation of this Policy shall be addressed to the Owner. The DCT's Process Improvement Unit (under the Strategic Affairs Sector) is this owner of this framework.

Refer to Document Control and Section A for additional information regarding the document.

DCT Business Process Management Guidelines

Final Audit Report 2025-08-11

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