pennsylvania
OFFICE OF ADMINISTRATION
INFORMATION TECHNOLOGY

Information Technology Policy

Business Process Management Policy

ITP Number ITP-APP008	***Effective Date*** May 16, 2008
Category Recommended Policy	***Supersedes***
Contact RA-itcentral@pa.gov	***Scheduled Review*** April 2015

This Information Technology Policy (ITP) establishes enterprise-wide standards and policy for Business Process Management (BPM).

1. Purpose

The purpose of this Information Technology Policy (ITP) is to establish enterprise-wide standards and policies for Business Process Management (BPM). Establishing BPM standards will provide guidance to agencies as they plan for new application development projects or make investments in existing applications when transitioning to a Service-Oriented Architecture (SOA).

2. Background

BPM is a management practice that emphasizes the control, management and continuous improvement of business processes. Business Process Management Suites (BPMS) are an integrated collection of software technologies that support the BPM practice. BPMS include model-oriented development environments that are shared by business users and technical developers. The use of BPMS emphasizes business user involvement in the entire process improvement life cycle, from design through implementation, deployment, monitoring, and ongoing optimization. Central to BPMS development is the coordination of people and information, in addition to systems integration.

3. Scope

This Information Technology Policy (ITP) applies to all departments, boards, commissions and councils under the Governor's jurisdiction. Agencies not under the Governor's jurisdiction are strongly encouraged to follow this ITP.

4. Policy

All application development projects requiring a BPMS will be required to use one of the current standards as defined in section 5 of this ITP.

Application development projects utilizing BPMS products are to involve business users and business stakeholders in the development process from inception to deployment and during on-going operations of the project. Business users and business stakeholders are to be actively involved in the practice of BPM for the entire life of a system.

When using a BPMS as a central part of a business process solution, a business process development methodology is to be utilized to supplement the use of a standard Systems Development Life Cycle (SDLC) methodology. Business process development methodologies and practices are available from suppliers of the BPM product standards referenced in section 5 of this ITP.

Application development projects using BPMS products are to establish performance indicators for their target business processes and implement the measurement of the performance indicators utilizing the business analytic engine of the BPMS. It is an integral best practice in BPM to leverage the ability of a BPMS to automatically measure and report on performance indicators.

Changes to business processes can occur for the following reasons, including: new legislation, new business requirements, or the implementation of refined business practices. BPMS allow these changes to be implemented in business processes in a matter of days or weeks, which is substantially faster than traditional application development. All projects leveraging BPMS technologies are to implement a change management plan that balances cost and time to execute changes in the business process. A change management plan will allow projects to benefit from BPMS's ability to rapidly react to inefficiencies in business processes and to business changes.

5. Standards

CURRENT STANDARDS

(These technologies meet the requirements of the current architecture and are recommended for use.)

Technology	Platforms	Technology Classification
TIBCO iProcess BPM TIBCO iProcess Analytics Server TIBCO iProcess Decisions		Current

IBM WebSphere Process Server IBM WebSphere Business Modeler IBM WebSphere Integration Developer IBM WebSphere Business Monitor[1]		Current
Software AG webMethods Business Process Management Suite[1]		Current

[1] – A portal component is included as part of the overall product and should not be used as a substitute for the commonwealth's enterprise portal standard.

CONTAIN

(These technologies no longer meet the requirements of the current architecture and are not recommended for use. They are to be phased out over time. No date has been set for their discontinuance.)

Technology	Platforms	Technology Classification
		Contain

RETIRE

(These technologies are being phased out. Plans are to be developed for their replacement, especially if there is risk involved, such as lack of vendor support. A date for retirement has been set.)

Technology	Platforms	Technology Classification
		Retire by mm/dd/yy

EMERGING / RESEARCH

(Emerging technologies have the potential to become current standards. At the present time, they are to be used only in pilot or test environments where they can be evaluated. Use of these technologies is restricted to a limited production mode, and requires approval of a waiver request. Research technologies are less widely accepted and time will determine if they will become a standard.)

Technology	Platforms	Technology Classification
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6. Related ITPs/Other References

- ITP-PRO001 – IT Procurement Review Process

7. Authority

- Executive Order 2011-05, Enterprise Information Technology Governance

8. Publication Version Control

It is the user's responsibility to ensure they have the latest version of this publication. Questions regarding this publication are to be directed to RA-itcentral@pa.gov.

This chart contains a history of this publication's revisions:

Version	Date	Purpose of Revision
Original	5/16/2008	Base Document
	10/25/2010	ITB Refresh
	4/10/2014	ITP Reformat; Merged STD-APP008A into ITP