

Business Process Management & Reengineering (BPM&R) Certification

Information Guide



"Should you find yourself in a chronically leaking boat, energy devoted to changing vessels is likely to be more productive than energy devoted to patching leaks"

-Warren Buffet



Website : www.mhc-net.com

Call Our Free Toll Number 1-877-502-HOME (4663)

Section A

Business Process Management & Reengineering (BPM&R) Certification Program *FasTrak* Format

An Overview of the Program



Mountain Home --
Where Your Success IS Our Business!

P.O. Box 629
Arab, AL 35016
1-877-502-4663

Mountain Home Institute for Innovative Management (MHi) Business Process Management & Reengineering (BPM&R) Certification Program

Today's marketplace is full of challenges that require a new kind of organization, one that is leaner, faster, and less costly than its predecessor. This new environment creates change faster than ever before, where organizations must learn that they are not only responsible for producing a product or service, but in doing so, they must become competitive. Competition can come from anywhere including other businesses at home and abroad, as well as government organizations. Organizations across the commercial and government sectors are being told to measure their improvements in performance and tie that performance to their budget submissions.

Leading the Transformation of Business requires an enterprise to fundamentally rethink and radically redesign its core business processes and culture, leveraging its critical knowledge to achieve and sustain competitive advantage through dramatic improvements in critical measures of performance. To sustain a competitive edge in the future, an organization must continually learn and look for the best within itself. This new organization must be made up of high-performing knowledge workers who are self-adaptive, creative, responsive, and who collaborate and share what they know with others, and are continuously learning. The organization must systematically analyze its performance and make the changes necessary to stay focused on providing the most value possible for their customer. The end result is a successful enterprise that is effective, efficient, innovative, and competitive in any environment.

Mountain Home Trainers/Consultants spent more than two years talking to hundreds of business and government leaders and employees asking them to identify their most pressing issues with business **Transformation and Innovation**. One of the most often mentioned topics was that of integration and training. Most of the workforce we talked to continually expressed their frustration that much of what has been presented on **Transformation and Reengineering** was difficult to understand and lacked integration and the training they had received had been either shallow or irrelevant.

In response to this challenge, Mountain Home launched its ***“Leading the Transformation of Business: Educating the Workforce”*** training program in 2001. As current and former Business Leaders and Federal managers, we could identify with the marketplace challenges both business and government organizations face and the lack of an integrated approach to **Transformation**. The ***“Leading the Transformation of Business: Educating the Workforce”*** training program was created to address those frustrations. Mountain Home now offers both training and consulting services based on an integrated methodology we call the ***Innovative Management Framework***[™] (IMF).

The **IMF** leads an organization through a systematic model beginning with Strategic Planning, Process Modeling & Analysis, Activity Based Cost Modeling & Analysis, Business Case Development, and Implementation by asking a series of five questions. The answers to these questions dictate the steps needed to reach the desired end state. To ensure the organization reaches its destination, the **IMF** also includes the development of an Enterprise Performance Management System (cascaded throughout the organization) and the infusion of knowledge management principles which enable the organization to become a true **Learning Enterprise**. The **IMF** was created from the Framework for Managing Process Improvement methodology, originally developed by the U.S. Federal government and subsequently revised by Mountain Home. The **IMF** methodology produces results that directly support reengineering



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efforts ongoing across business and government and is the foundation of the current BPM&R Certification training curriculum.

Originally known as the U.S. Department of Defense (DoD) Business Process Reengineering Certification Program (Cadre 100), the *Mountain Home Institute for Innovative Management (MHi)* BPM&R Certification Program is an industry-leading, internationally recognized, training program whereby individuals can become certified as either a **BPM&R Practitioner or BPM&R Master Facilitator**. A **BPM&R Practitioner** has demonstrated working knowledge of the theory and application of the key concepts of BPM&R enabling him/her to be a participant and contributing member of a BPM&R team. A **BPM&R Master Facilitator** has not only met the academic and experiential requirements of the *BPM&R Practitioner*, but also has attended Mountain Home's Group Facilitation Skills for BPM&R Teams, MHC-107, course. To qualify for either of these levels of certification, individuals need to successfully complete the following list of courses (as indicated by level of certification, including required exams and case studies) and apply for certification upon completion through Mountain Home Training & Consulting, Inc.

The objective is to provide BPM&R support to organizations at the local level. The certification is an assurance to the organization that their employees have completed the prescribed curriculum and possess a level of knowledge which will enable them to be active members of any BPM&R, ERP, Lean Innovation, Lean Six Sigma, or A-76/Strategic Outsourcing team.

The MHi BPM&R Certification Program Training Series

The following is an overview of the four-course curriculum that meets the requirements of the MHi BPM&R Certification Program. This training series takes an organization from initial **strategic planning (including balanced scorecard) through the modeling & analysis (including the latest specifications for Process Mapping), critical technology, knowledge, culture and organization structure assessments, activity based cost (ABC) modeling, and Business Case Analysis necessary to create a "To-Be" High-Performance Learning Enterprise.**

MHC-1012NG Business Process Management & Reengineering (BPM&R)

Fundamentals (*Next Generation Performance Improvement*)

MHC-1012NG (3.5 days) - *FasTrak* Series

BPR Practitioner Certification Core Course

Who Should Attend:

This course is designed to provide the student an understanding of what Business Process Management & Reengineering (BPMR) is and how it can be effectively and successfully applied in any organization. The course is designed for individuals currently or soon to be involved in a Continuous Process Improvement (CPI), including BPR, Business Process Management (BPM), Lean Six Sigma, Enterprise Resource Planning (ERP), or organizations going through significant budget cuts; or those who need to know how to implement such projects in the aftermath of budget reductions.

How You Will Benefit:

Today, throughout business and government, change is inevitable. Performance Improvement is the watchword. This environment is full of challenges that are requiring a new kind of organization, one that is leaner, faster, and is less costly than its predecessor. This new environment creates change faster than ever before, where organizations must learn that they are not only responsible for producing a product or service, but in doing so, they must be consistently competitive. A participant in this course will benefit greatly through:

- Hands-on approach to learning (with many group discussions)
- Latest on BPR trends, concepts, and implementation strategies
- Apply a proven, structured approach to business process reengineering
- Internationally recognized Expert Presenters with actual experience in all areas of business process reengineering.

What You Will Cover:

- The latest information concerning BPR concepts, strategies, and best practices.
- The course will also examine how BPR interfaces with Six Sigma, Lean, and other performance improvement approaches.
- An in-depth discussion of Mountain Home's Highly Acclaimed ***Innovative Management Framework***[™] (IMF) methodology.
- An in-depth discussion on implementation of business process management (BPM) as the foundation of the process-centric enterprise.
- An in-depth discussion of strategic planning and Enterprise Performance Management, including the Balanced Scorecard as it relates to process optimization and realignment.
- Tools and techniques that are used in the discovery and definition of core business processes, such as process modeling and mapping.
- In-depth discussion on tools and techniques used to analyze process performance.
- Discussion of how knowledge management in reengineering, the High-Performance Learning Enterprise.
- Culture Change and BPR – the heart of the transformation effort.

MHC-1034NG Activity Modeling (Process Modeling & Activity Based Costing)

MHC-1034NG (4 days) -- *FasTrak* Series

BPR Practitioner Certification Core Course

IDEF0 Modeling is a structured activity modeling technique focused on defining the various decisions made and activities performed in the creation of an organization's products or services. It is essential in understanding "What" work is being done in the organization, versus "How" that work is performed. IDEF0 Model analysis aids an organization in determining what activities it should, and should not, be doing, thus focusing it on the "Right Things".

Activity Based Costing (ABC) is a management accounting system that accurately links the cost of products and services offered to customers with the consumption of valuable organizational resources. Using conventional accounting systems, you will never (unless by luck) accurately identify the costs of your products and services or the cost of the activities that produce them. ABC is an essential technique in understanding the true costs of your business processes and how to make them more cost-effective.

Who Should Attend:

This course is designed to provide the student an understanding of how Activity Modeling and Activity Based Costing/Management is applied in an organization as part of the ***Innovative Management Framework™*** (IMF) methodology. Activity Modeling and Activity Based Costing are critical in determining the cost of activities during a reengineering effort or Lean Six Sigma reviews. The course is designed for individuals currently or soon to be involved in a Continuous Process Improvement (CPI), including BPR, Lean Six Sigma, Enterprise Resource Planning (ERP), or organizations going through significant budget cuts; or those who need to know how to implement such projects or the aftermath of budget reductions.

How You Will Benefit:

- Use IDEF0 and ABC to accurately identify and define core business processes during the Process Discovery Phase (As-Is Baseline Development).
- Understand the role of IDEF0 Activity Modeling in building ABC Models.
- Learn the basics of conducting an IDEF0/ABC study.
- Learn how to use process mapping as an effective analysis tool.
- Exercises will provide a "hands-on experience" in developing and analyzing Activity Models and Activity Based Costing Models using AIOWin IDEF0 and Smart ABC.

What You Will Cover:

- An Overview of Process and Activity Modeling.
- Using IDEF0 to define an organization's activities.
- Using Process Mapping as a tool for analyzing activities.
- An Overview of Managerial Accounting.
- The Principles of Activity Based Costing (ABC).

MHC-1056NG Process Analysis and the Business Case
MHC-1056NG (2.5 Days) -- *FasTrak* Series)
BPR Practitioner Certification Core Course

Process Analysis and the Business Case is the third course module in the BPMR Practitioner Certification Training Series. The course is a 2.5-day workshop designed to develop the critical skills needed to analyze both process and performance data identified and defined during the Process Discovery (As-Is Baseline) Phase. The course will lead the student through the steps necessary to translate As-Is baseline data into the To-Be Process state. The course culminates in the development of a verifiable Business Case Decision Package. The Business Case is used to decide which performance improvements are most likely to generate the performance gains anticipated from the initial Strategic Planning Analysis.

Who Should Attend:

The course is designed for individuals currently or soon to be involved in a Business Process Management & Reengineering (BPMR) effort, specifically those individuals who will be involved with the process analysis phase of a process management or process reengineering project. No prior background in cost or economic analysis is required.

How You Will Benefit:

- Participants will learn what process analysis is and how to use the various process and performance data gained through the Process Discovery Phase to understand the different complexities inherent in an organization's existing core business processes.
- Participants will learn how Benchmarking can maximize your process analysis efforts and achieve significant improvements in process performance.
- Exercises will provide a "hands on experience" in performing process analysis and Benchmarking.
- Learn the requirements for performing a successful Business Case Analysis, including basic economic analysis, as well as risk analysis.

What You Will Cover:

- Overview of the Process Analysis Methodology
- Conducting Value-Added Analysis and Failure Modes & Effects Analysis
- The three ways to identify Best Business Practices
- Methodology for redesigning/reengineering a new TO-BE process
- Methodology for performing a Business Case Analysis, including assessing financial risk
- Finalizing a Business Case Analysis Decision Package

Section B

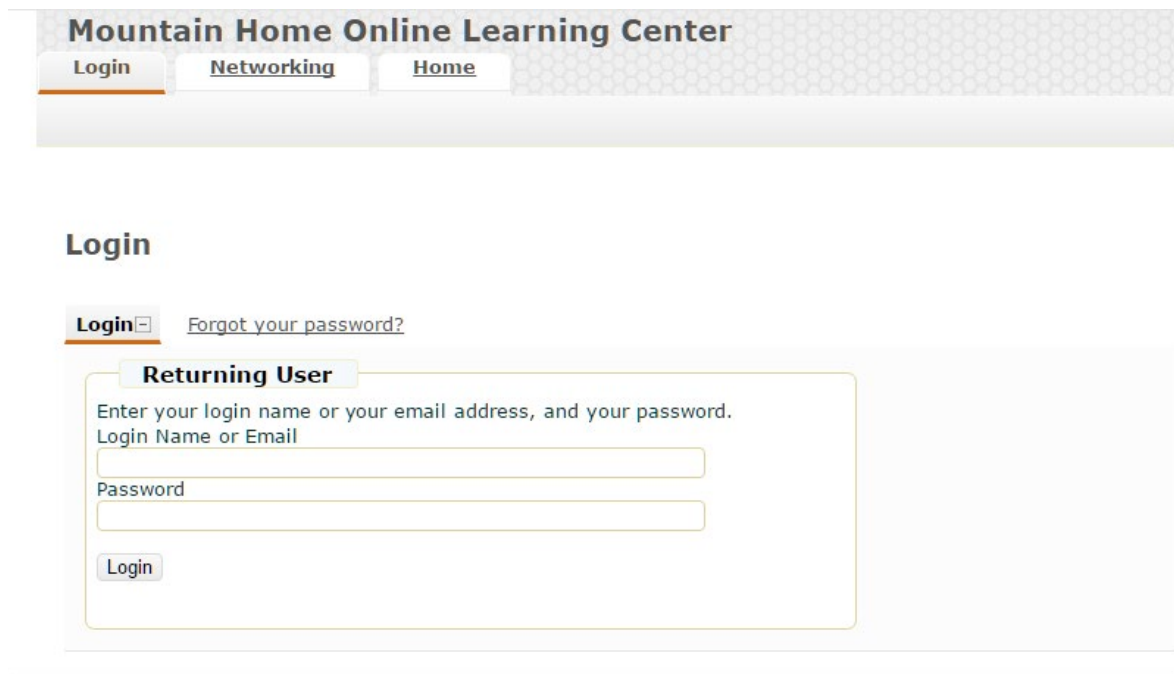
MHi BPM&R Practitioner Certification Program Online Learning Environment The Student Resource Center (SRC)

MHi BPM&R Certification Training Series Student Resource Center (SRC) Overview

In addition to the classroom sessions, each student will be provided an account on Mountain Home's Student Resource Center (SRC). The SRC is the way we provide our students with the supplemental resources they need to successfully complete the BPM&R Certification Training Series. Through the SRC, the student has access to a myriad of different resources such as an Online Glossary, Recommended Reading Lists, Helpful Links, Tools, Worksheets, Articles, Whitepapers, collaboration tools like Chat Areas and Student Forums, and recordings of actual classroom sessions.

You will begin your journey on the login screen. Here you will provide your userid and password to login to the SRC.

LOGIN SCREEN



The screenshot shows the login interface of the Mountain Home Online Learning Center. At the top, there is a header with the title "Mountain Home Online Learning Center" and three navigation tabs: "Login" (which is highlighted with an orange underline), "Networking", and "Home". Below the header, the word "Login" is displayed in a large, bold font. Underneath, there is a "Login" button with a small icon and a link that says "Forgot your password?". A section titled "Returning User" is enclosed in a light yellow border. Inside this section, there is a prompt: "Enter your login name or your email address, and your password." followed by two input fields: "Login Name or Email" and "Password". At the bottom of this section is a "Login" button.

Once you have logged in, you will see a link to your course. Click that link and it will bring you to your course's HOME page.

I. “HOME” Screen.



This is the HOME page, the first screen the student will see after logging into the system and selecting their course link. There are three major sections of this screen, the “**Content Navigation**”, the “**Home**” icons, and the “**Announcement**” section. Each section aids the student in “getting around” the site and the course material, as well as provides important updated information regarding the class and materials that have been added to the course library. Recommended Reading Lists, Online Glossary, Useful Web Links, and Student Forums are available to the student from the Home screen.

Articles, BPMR Tools, Policy and Guidance documents are also available in the SRC Resources which the student will find on the “Content Navigation” panel on the right side of the screen. The following are screenshots showing the different resources available.

II. “LESSON List” Screen.

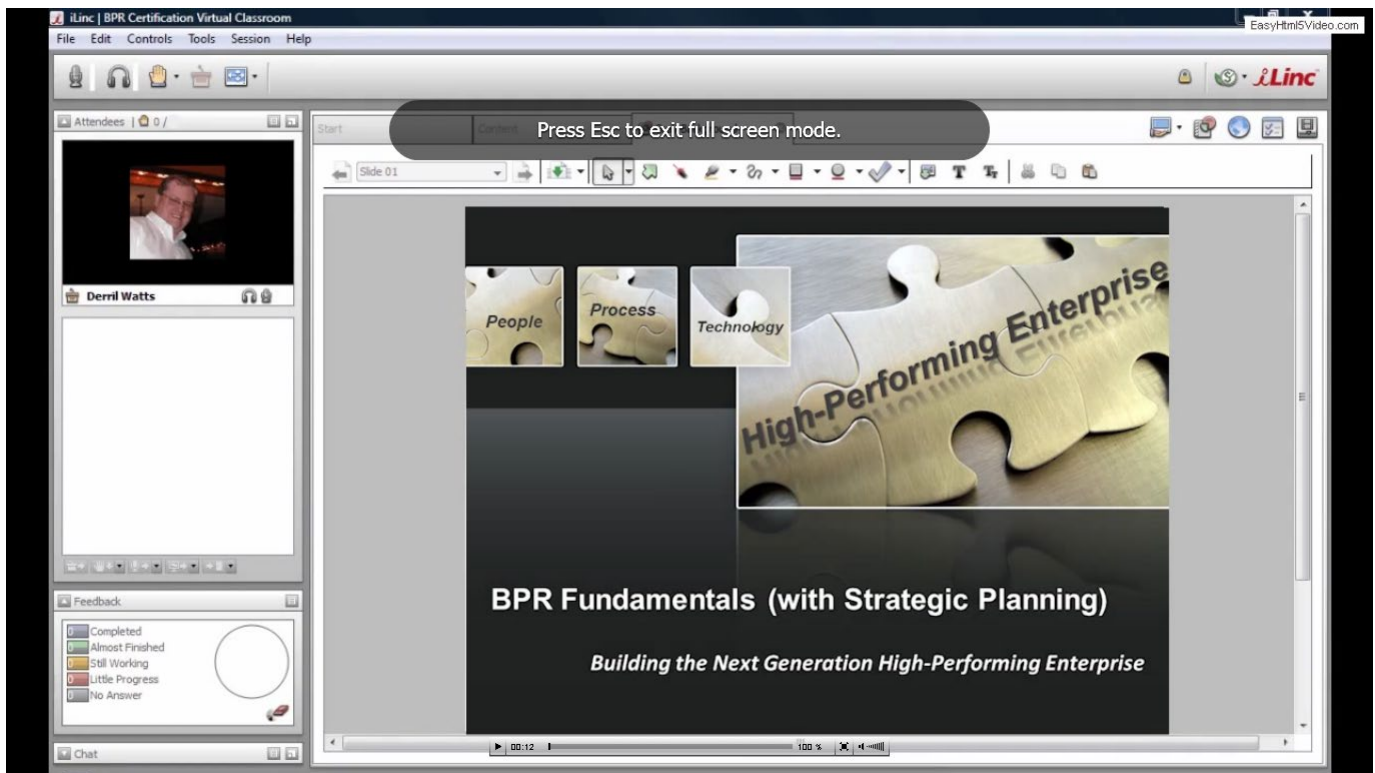


In addition to the “Content Navigation” section, the “Lesson List” screen contains the heart of our online class delivery system. It serves as the **“Command Center”** for all of the numerous lessons contained in each chapter of the course. The “Lesson” screen also contains three key areas, the Live!Online Recording, Lesson Exercises and Case Study, as well as a link to contact the instructor, should the student need help with either the subject matter or the usage of the Student Resource Center.

III. The “Live!Online Recordings” Screen.

A major part of the learning experience is the ability to view recordings from Mountain Home’s Instructor-Led Classroom sessions as well as Live!Online class sessions. These recordings are created from actual live instructor-led sessions which have been edited and divided into easy-to-view segments that follow the specific lesson identified in the “Content Navigation” panel. One of the major benefits of including these “live” sessions is they give the student a sense of being in a live class, not just sitting through a series of boring pages or slides. The student experiences the give and take, group discussions, and passion that comes with being in a live class. These recordings also give the student the ability to move straight through the material or back up and review a specific part of the lesson. The following is a sample of the screenshots the student will see when they click on the “BPMR Lessons List”:

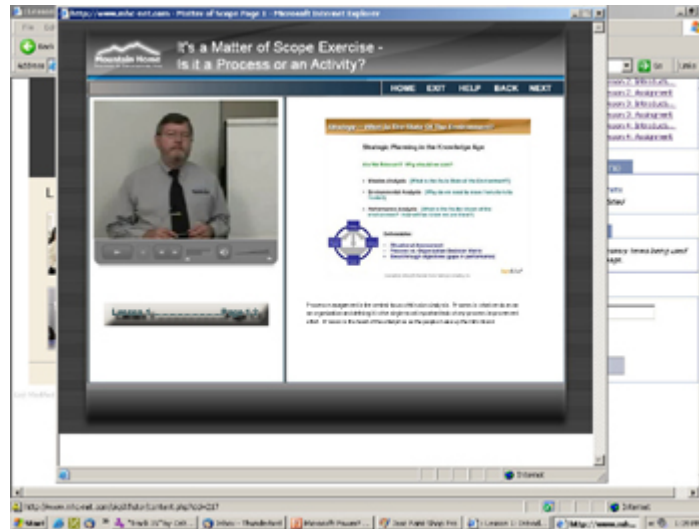
BPMR Lesson Screenshot.



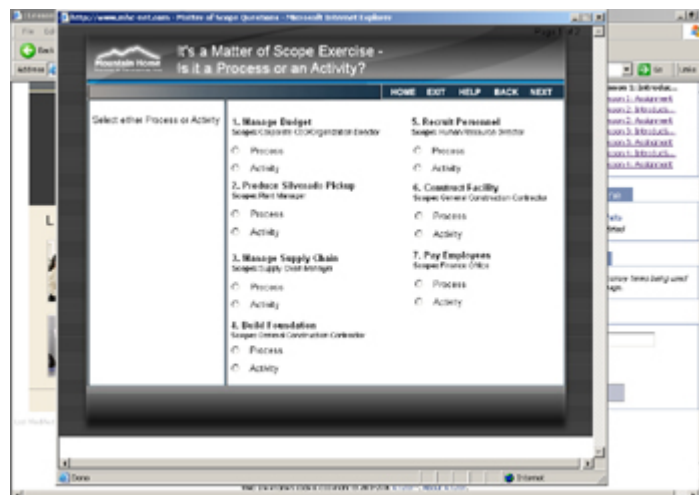
IV. The Exercise and Case Study

When the student clicks on the “Exercises and Case Study” button, he/she will see a popup window that contains the exercise, quiz, or case study that is applicable to that lesson of the class. These exercises range from a simple multiple choice quiz to more complicated Modeling simulations. The following screenshots show just a few of the types of exercises that are included.

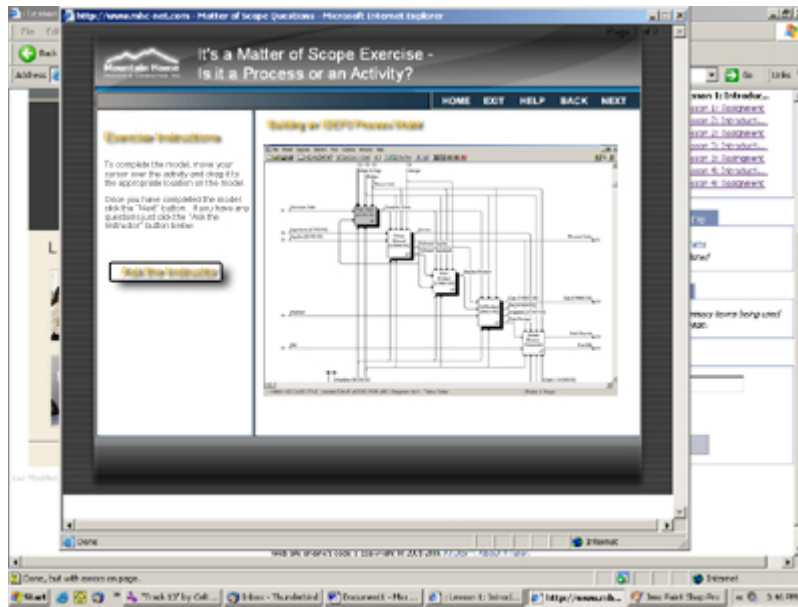
Exercise with Video Instruction.



Simple Quiz.



More Complicated Modeling Simulation.



Section C

The Mountain Home Advantage



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The Mountain Home Advantage

Experience

Our trainers, coaches/mentors, and consultants average over 25 years of experience with hands-on Enterprise Process and Performance Improvement project management and execution, many have over 30 years of experience.

Credibility

Over 76,500 students from 83 countries have attended Mountain Home Lean Six Sigma or Business Process Management & Reengineering Certification classes with over 15,000 achieving certification.

The Mountain Home Institute for Innovative Management (MHi) and its ten (10)-member Board of Advisors (from six different industries) provide an arms-length management of all of Mountain Home certification programs.

Value

From the very beginning, Mountain Home has made it a priority to exceed their student's expectations in not only quality of the learning experience, but also the price of its training programs. Mountain Home has become known as the industry's price leader in providing high-quality Lean Six Sigma and BPM&R training and certification.

Each of our students receive unlimited, lifetime access to Mountain Home's highly acclaimed Student Resource Center where the student will find relevant articles, white papers, presentations, recommended reading lists, downloadable templates, workbooks, and tools, as well as the entire training program online so the student can review material that was covered in the classroom long after the class sessions have ended!

Innovation

Mountain Home has mastered the art of true Blended learning. By combining its high-impact classroom sessions with live, instructor-led and self-paced online training, it has created a Continuous Learning Environment that has become one of the most effective training delivery approaches anywhere.



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Partial List of Government & Other Non-Profit Clients

Mountain Home has provided either training or consulting assistance to over 1,800 Federal, State, local, and international government organizations, as well as non-profits. The following is a partial list:

American Red Cross
Auburn University
California State University-Chico
County of San Bernardino, State of California
Georgia Department of Community Health
Government of Canada
Government of Cyprus
Government of Jordan
Government of Singapore
Government of the United Arab Emirates
Federal Aviation Administration (FAA)
Florida A&M University
Florida State University
State of Florida
HQ, U.S. Forces Command
HQ, U.S. Air Materiel Command
Indian Institute of Management-Raipur
Internal Revenue Service
Manitoba Public Insurance, Canada
Mississippi State University
State of North Carolina
University of Alabama
University of Oklahoma
U.S. Coast Guard
U.S. Centers for Disease Control
U.S. Defense Logistics Agency
U.S. Defense Media Activity
U.S. Department of Agriculture
U.S. Department of the Army (including major commands and local installations)
U.S. Department of the Air Force (including major commands and local installations)
U.S. Department of Commerce
U.S. Department of Defense, Office of the Secretary
U.S. Department of Homeland Security (including major agencies within DHS)
U.S. Department of Health and Human Services
U.S. Department of Navy/Naval Reserve (including commands and local installations)
U.S. Department of Transportation
U.S. Department of the Treasury
U.S. Marine Corps (including commands and local installations)
U.S. Military Sealift Command
U.S. Office of Personnel Management (including the Federal Investigative Service)
U.S. Small Business Administration



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Partial List of Corporate Clients

Mountain Home has provided either training or consulting assistance to over 2,500 corporate clients, from small businesses to Fortune 100 companies. The following is a partial list of our corporate clients:

Adaptis Inc.	Lockheed-Martin
AIMIA (Montreal, QC)	Logicon, Inc.
Alberta Health Services	ManTech
Allen Consulting, Ltd., UK	McGraw-Hill Companies
Amazon	Merck & Co., Inc.
Anthem	Microsoft
Atmos Energy	Mid Contracting, UK, Jordan
BAE Systems	National Bank of Jordan
BD Systems, Inc.	NCI, Inc.
Best Buy, Inc.	NCR
Blue Cross-Blue Shield (multiple states)	Northrop-Grumman
Booz-Allen, & Hamilton	OriGen Biomedical
Chevron	Palma, Amman, Jordan, UAE, Sudan
Children's National Medical Center	Pan Gulf Industrial Systems (Saudi Arabia)
CST, Inc.	Pashmina International (Denmark)
CTGi	Pfizer (Pharmaceutical)
DAKO	Platts Analytics
Diamond Bank (Nigeria)	ProVia Corporation
DSCI	SAIC
Dynamic Systems, Inc.	Scitor Corporation
EDO	Spry Methods Inc.
Envoy Group (Bangladesh)	SRA
Flexigroup (Australia)	SunTrust Bank
General Dynamics	Target
Grant Thornton LLP	Telos
GSTek, Inc.	Tenneco
Gulfstream Aerospace	Texport Syndicate Ind. Ltd.
Harris Corporation	The TransSynergy Group
Harris Health System	USAA
Heroux-Devtek	Wal-Mart
INS, Inc.	Wellpoint
KBSI	Wells Fargo
KTech Corporation	Westpac Banking Corporation (Australia)
KGS	Westar Systems
Lancaster Foods	Wingspan Portfolio Advisors
La-Z-Boy, Inc.	Worksource
Liberty Mutual Group	YUM! Brands

Section D

The Mountain Home Institute (MHi)



The Mountain Home Institute for Innovative Management (MHi)

An Overview of the Institute

Over 76,000 students from 83 different countries have gone through at least one of our training courses and over 15,000 have completed the rigorous requirements for certification in either Business Process Management & Reengineering (BPM&R) or Lean Six Sigma (LSS).

Since 1997, Mountain Home Training & Consulting, Inc. has continued to provide the highest quality, most relevant process improvement training and certification in the industry. Mountain Home is significantly different than other commercial training and certification providers in two distinct ways.

First --

First, to ensure and maintain the integrity of our Certification programs, the founders of Mountain Home decided to form an independent organization from which our certification criteria and oversight would be managed. In early 2000, they established the Mountain Home Institute for Innovative Management (MHi) with an initial Board of Advisors made up of five (5) members representing various industries across the commercial sector. The Mountain Home Institute was originally created to provide a “think tank” type environment for the continual search for best practices in process improvement and enterprise performance management. However, beginning in late 2001, the Mountain Home Institute’s mission statement was changed so that it would become the sole authority for the oversight and management of all Mountain Home certification programs.

The Mountain Home Institute currently has an active membership of ten (10) individuals from six different industries on our Board of Advisors (representing Healthcare, manufacturing, business services, software development, and education) who provide an “arm’s length” and cross-industry perspective on what should be in our Lean Six Sigma and Business Process Management & Reengineering certification programs.

Second --

Second, at the heart of all of Mountain Home’s certification programs is our methodology, called the Innovative Management Framework (IMF). It combines the best from our years of providing one of the industry’s most prominent business process reengineering certification programs with the latest concepts, techniques and tools of business process management, knowledge management, and lean six sigma to create an integrated approach to improving business performance. By integrating key



elements of various Bodies of Knowledge (BOKs) from organizations and associations such as the American Society for Quality (ASQ), the U.S. Department of Navy, Business Process Management Institute (BPMI), and the Association for Business Process Management Professionals (ABPMP), with our Innovative Management Framework, we are able to provide a truly robust Lean Six Sigma (LSS), Reengineering (BPR), and Business Process Management (BPM) training and certification program that would not only cover the performance improvement of the enterprise, but also the sustainment of that improvement through a process enabled implementation.

For example, our Lean Six Sigma curriculum, while closely following the ASQ Lean Six Sigma Body of Knowledge, has an added focus on Strategic Planning, Performance Measurement, Business Process Management and Culture Change. Without the integration of these aspects of process improvement, the organization loses an opportunity to create the synergy it really needs to sustain the improvements in the long run. This infusion of multiple process improvement disciplines creates a truly unique learning experience that propels an organization beyond the results they would potentially achieve through traditional six sigma, quality management, and lean approaches.

If you have any questions concerning the Mountain Home Institute, please feel free to email the Institute's Executive Secretary, Ms. Debbie Denton, at debbie@mhc-net.com.

Mountain Home Training & Consulting, Inc

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