

<b>OWNER:</b> <b>CUST-DEV2</b>	<b>ISSUE DATE:</b> <b>13/12/2010</b>	<b>VERSION:</b> <b>1.01</b>
<p><b>TAXATION AND CUSTOMS UNION DG</b></p> <p><b>SUBJECT:</b></p> <p><b>DLV-0.1-1_BUSINESS PROCESS MODELLING APPROACH WITH TAXUD</b></p>		
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DOCUMENT HISTORY	

## DOCUMENT HISTORY

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(\*) Action: I = Insert R = Replace

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# 1 INTRODUCTION

## 1.1 Scope

This process describes the way CUST-DEV2 has been contracted by DG TAXUD to deliver the requirements as set out by the CUST-DEV2 framework contract for the BPM (Business Process Modelling) projects. The objective of the delivery is to provide Business Process models which support the drafting of the Implementing Provisions for the Modernised Customs Code (MCCIP). These business processes are modelled to the level of detail of High Level User Requirements for the new functionalities foreseen in Trans-European Systems, as described in the MCCIP. The purpose of these models is to help in identifying the consequences and changes of the implementation of the Modernised Customs Code on the current Customs processes and supporting automated systems, as well as estimating the impact of this change.

During BPM projects CUST-DEV2 supports DG TAXUD in creating business process models in the form of BPMN diagrams, and associated documentation. These process flows aim to define the:

- Boundaries and key guidelines for aligning customs operations to the mandate set out by the MCC (Modernised Customs Code);
- Key actors required to achieve the goals as set out by the process flows;
- Key information and data communication between actors;
- System and legal concerns required to support the functioning portrayed within the business processes;
- Assumptions that have been applied to each process, when considering how to apply these to real-world business scenarios.

The models are further supplemented by the documentation of User Requirements, Suggestions to the Customs Code Committee and a Business Case. The contents of these are described later in this section.

The scope of the modelling is to model the customs processes as described in the MCCIP, and to work with DG TAXUD modellers to ensure consistency in the modelling across each of the domains. The focus is put on the description of the to-be situation.

So far changes not foreseen in the MCC and MCCIP, have been out of scope, as well as domains or processes excluded from this wave of modelling. The scope may change in future.

## 1.2 References

RD#	Title	Originator	Version	Date
[RD1]	Framework Quality Plan	DG TAXUD	0.13	25/10/2010
[RD2]	BPMN 1.2 Specifications	OMG	1.2	03/01/2009
[RD3]	TMP-GDL-DEA	DG TAXUD	0.17	

Table 1-1: Reference documents

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### 1.3 Acronyms and Abbreviations

See Annex 19 of the FQP [RD1] for the full list of Acronyms and Abbreviations. These below are the relevant abbreviations for the Incident Management.

ACRONYM OR ABBREVIATION	DEFINITION
BPM	Business Process Modelling
BPMN	Business Process Modelling Notation
CCC	Customs Code Committee
DG TAXUD	Directorate General - Taxation and Customs Union
ECG	Electronic Customs Group
MCC(IP)	Modernised Customs Code (Implementing Provisions)

Table 1-2: Acronyms and Abbreviations

## 2 ROLES AND RESPONSIBILITIES

### 2.1 Roles

The figure below describes the roles within CUST-DEV2 by focusing on the skills needed to deliver a MCC BPM project.

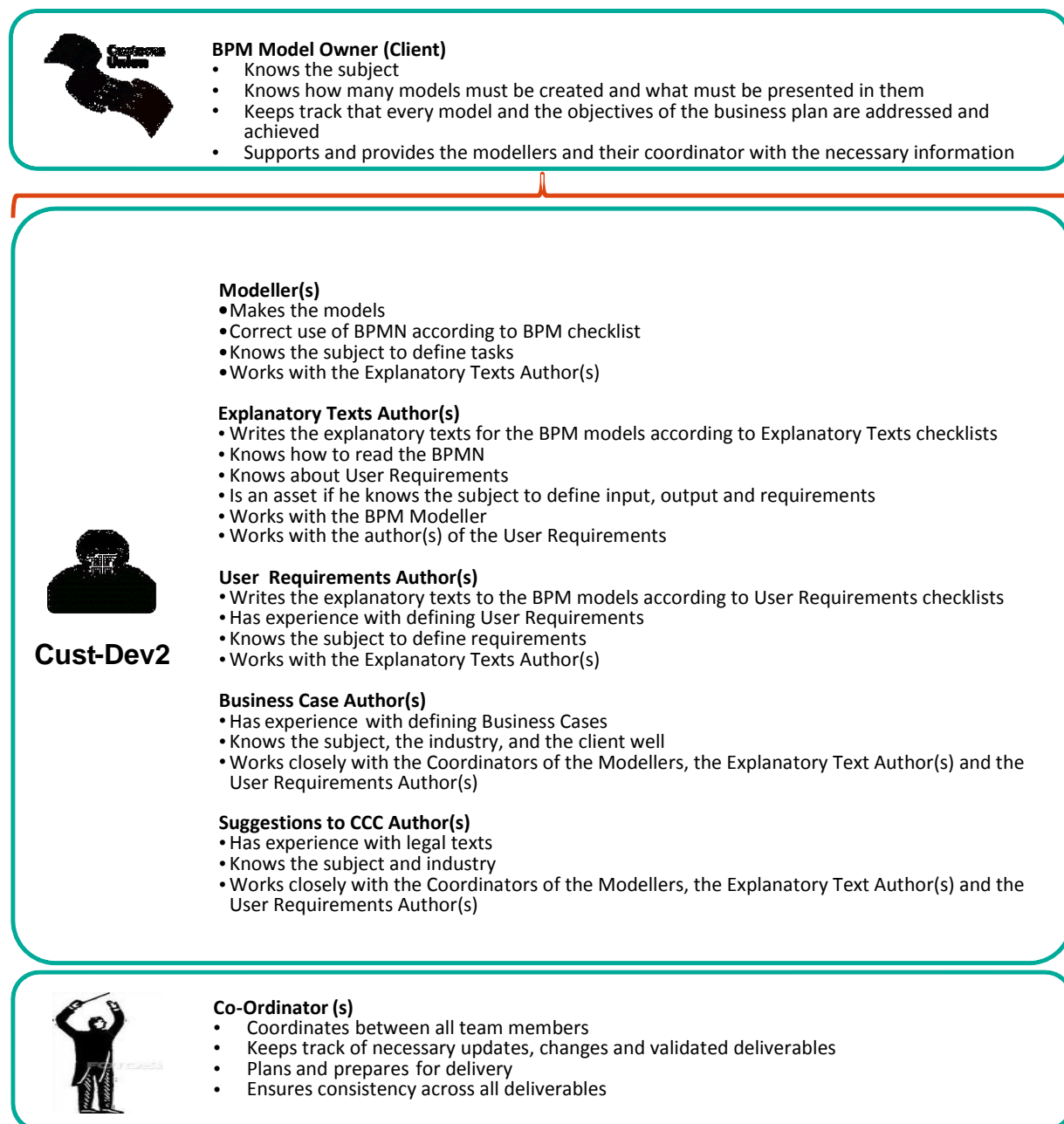


Figure 1 : Roles and skills within the Delivery Teams

It is important throughout the delivery process that key decisions are taken in a timely manner, by the right people within DG TAXUD, and then communicated effectively throughout the teams. Delayed decisions, or changes in decisions made, cause unnecessary rework.

Once the deliverables are submitted for review, the formal review process ensues. The detail process is described in section 3 “BPM”.



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ROLES AND RESPONSIBILITIES	

## 2.2 Responsibilities

The Commission retains the prime responsibility for and ownership of the deliverables which make up the MCC BPM Package.

The task of CUST-DEV2 is to support DG TAXUD (in particular the BPM functional structure) in completing the BPM by providing intellectual and administrative support. This is achieved through:

- Establishing fortnightly status reports of all project activity;
- Ensuring consistency in the modelling, by setting up a consistent way of modelling and ensuring diagrams have uniformity;
- Develop lay-outs, or templates, for presentations to the ECG and other Committee meetings;
- Develop a system of naming/numbering and version of BPMs.

## 3 BPM

### 3.1 Input

The following is a list of the input material supplied by DG TAXUD for the MCC BPM Package project:

- MCC – Modernised Customs Code (Regulation (EC) 450/2008);
- MCCIP – Draft Modernised Customs Code Implementing Provisions (TAXUD/1717/2008 Rev 1.4);
- Baseline models for existing BPMN;
- Draft user requirements, where these existed;
- Functional Specifications for existing systems.

### 3.2 Output

The following diagram depicts the basic structure of a BPM package. Such a package is delivered per a particular work-stream (e.g. Imports, Transit), and contains the deliverables agreed for that stream:

Delivery Package Imports	BPM Model	Explanatory Text	User Requirements Document	Suggestions to CCC	Business Case
	Many	Many	1	1	1
	Visio and PDF	Visio and PDF	Word	Word	Word
	Describes the business processes based on the MCC using BPMN.	Accompanying text to be read together with User Requirement Level BPM for extra and more detailed understanding.	Defines requirements for the development and implementation of the business processes.	Complications in MCCIP that can be addressed by the Customs Code Committee (CCC) and process optimisations.	Outline of benefit of implementing MCCIP to the Member State.
	Zip file containing all the BPM.	Zip file containing all the Explanatory Texts.	Document in overall zip file.	Document in overall zip file.	Document in overall zip file.
	These will be in Visio and PDF format.	These will be in Excel format.	This will be in Word format.	This will be in Word format.	This will be in Word format.

Figure 2 : Delivery Package Overview

Applicable to each of the domains, below is a description of the deliverables within a Delivery Package:

- **Business Processes (Visio):** representing the flows of information and the description of the business.
  - **Level 1:** High-Level business processes providing a description of the most common path (i.e. without exceptions) as prescribed by the MCC;

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BPM	

- **Level 2:** Low-Level business processes whose modelling level is detailed enough to generate user requirements;
- **Explanatory Text (Excel):** For all Level 2 business process models, an accompanying Explanatory Text document is written in order to describe how to read and understand the model, as well as to provide more detail on the steps within the process flows;
- **User Requirements (Word):** Describes the User Requirements of the to-be IT system, which explains what is expected by the business users from the IT system. For MCC BPM Package, the User Requirements describes only new requirements foreseen by the MCC and MCCIP. These requirements are derived from the analysis of business process models;
- **Business Case (Word):** The Business Case provides the intended readership with a high-level summary of all the changes, benefits and effort that are brought about for a customs administration adopting the new business process models;
- **Suggestions to the CCC (Word):** This word document contains a list of findings (comments or questions) as a result of the quality check (through business process modelling) of the legal text.

The deliverables in this package will be used to:

- Help validate the legal text;
- Support Member States in understanding the changes foreseen by the MCCIP, in order to verify and agree those changes;
- Facilitate the production of system specifications for the implementation.

### 3.3 Process Flow

The diagram below presents the delivery procedure for submitting the final outputs / products from the CUST-DEV2 team.

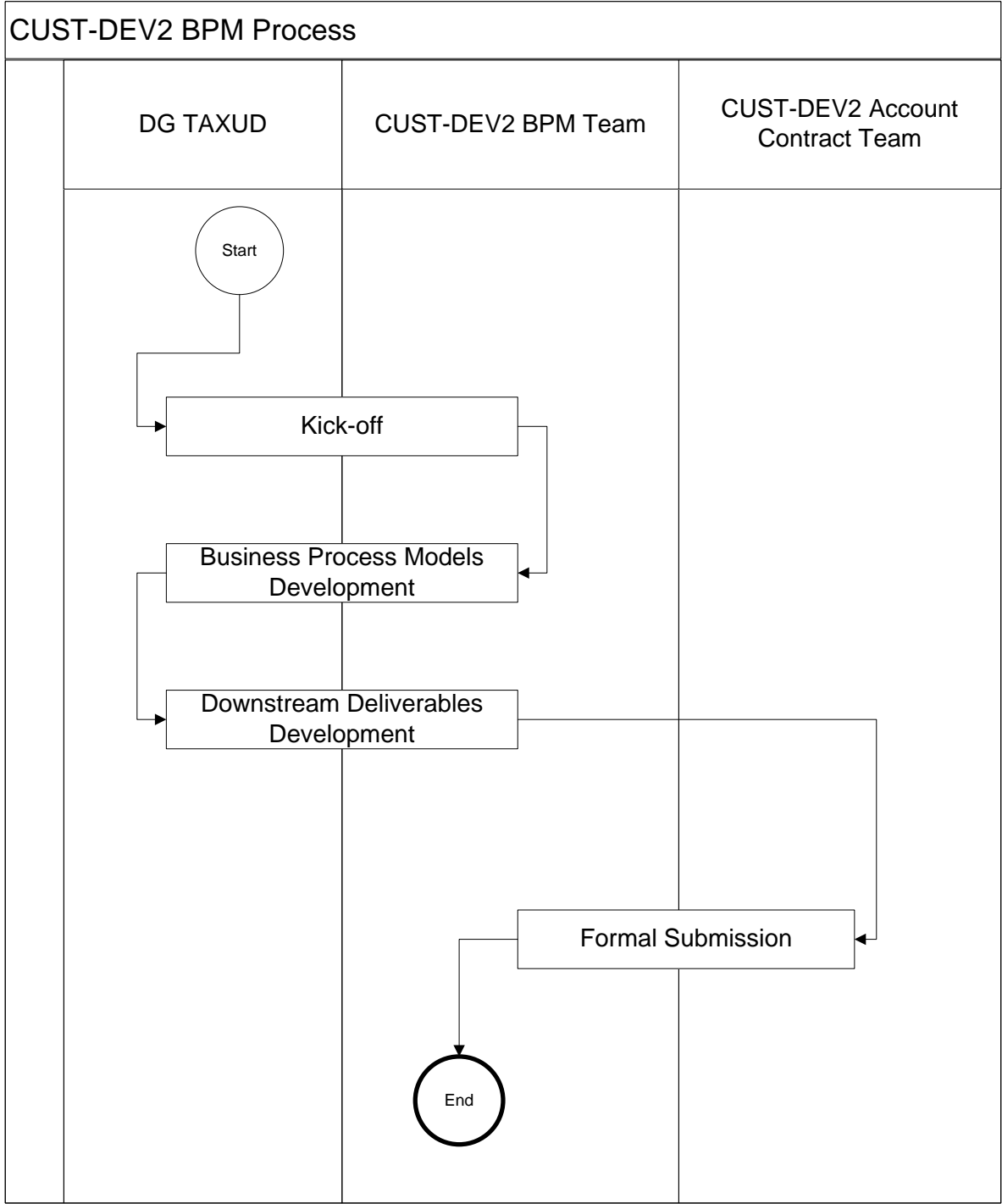


Figure 3 : MCC BPM Process

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### 3.4 Process Steps

<b>Business Process</b>	<b>BPM</b>
<b>Scope</b>	CUST-DEV2 Framework Contract TAXUD/2010/CC/100

Step	Business Process Modelling approach with TAXUD
<b>1</b>	<b>Kick-Off</b>
	<p><u>Procedure:</u></p> <p>During the kick-off phase, the template documents to be used are developed when needed. Agreement needed at this stage includes:</p> <ul style="list-style-type: none"> <li>• Definition of templates for each of the deliverables. These templates are now agreed, and will be reused in future modelling work with DG TAXUD. New templates are also reviewed by DG TAXUD'S QA Contractor;</li> <li>• Shared understanding of the level of detail needed for each deliverable (for example the details that appear in a High Level versus User Requirement level diagrams);</li> <li>• Agreement on BPMN conventions to be used during modelling, in order to ensure consistency in the modelling and to keep uniformity among diagrams;</li> <li>• The baseline version of the MCCIP to use during modelling agreement. Since the MCCIP is likely to continue to evolve due to additional review activities (e.g. reading committees progressed within DG TAXUD during the project), the team needs a stable baseline to work on. It would be impossible to provide consistent, correct models while the MCCIP text is being changed – so a baseline version to model has to be agreed. Before delivery, however, the models are updated to include paragraph references to a later version, which DG TAXUD publishes toward the Member States. The alignment does not include re-modelling, which is needed to make the diagrams consistent with the final text;</li> <li>• Version number system to use for deliverables;</li> <li>• Process naming convention, used to apply a unique name to each diagram, and be consistent across teams.</li> </ul>

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BPM	

	<p><u>Verification:</u></p> <p>At the “Kick-off” phase, the verification focus is on:</p> <ul style="list-style-type: none"> <li>• Ensuring the correct audience (legal, business, IT) for technical meetings, deliverable sign-offs and review cycles is available;</li> <li>• Generating internal checklists for BPMN conventions, which will be used at the development phases based on the BPMN 1.2 [RD2] specifications and BPM best practices;</li> <li>• Generating the internal document and delivery checklists consolidating internal, the QA Contractor, TEMPO, and DG TAXUD requirements.</li> </ul>
<b>2</b>	<b>Business Process Models development</b>
	<p><u>Procedure:</u></p> <p>The BPM Diagrams are produced collaboratively with modellers from DG TAXUD through technical meetings. The Technical meetings take one of these three formats:</p> <ol style="list-style-type: none"> <li>1. Confirmation or information-gathering sessions, where DG TAXUD provides input on models submitted for information, or explained the purpose of processes, in order to provide enough information for CUST-DEV2 to model. This was used where CUST-DEV2 developed models independently based on the legal text, or input from previous meetings;</li> <li>2. Modelling workshops, where DG TAXUD and CUST-DEV2 modellers work together to update a diagram during the meeting. This helps to work through and resolve complex parts of the model together, as well as to agree models during the meeting;</li> <li>3. Presentation, or walkthrough sessions, where DG TAXUD Modellers and Legal Experts review the deliverables.</li> </ol> <p>Two Technical Meetings per week per domain (Import, Export, Transit...) are attended by members of DG TAXUD, from both the functional and technical structures, as well as by DG TAXUD QA contractors and the CUST-DEV2 team. Where existing business process model diagrams are provided by DG TAXUD, these are remodelled using agreed conventions and templates.</p> <p>Explanatory texts are typically reviewed independently by DG TAXUD, and comments provided either by email, or in a confirmation technical meeting. Deliverables for informal review sent by email are copied to the domain owners, the DG TAXUD functional mailbox, the QA Contractor, and to the CUST-DEV2 mail box.</p>

CUST-DEV2	REF: [REMOVED]
BUSINESS PROCESS MODELLING APPROACH WITH TAXUD	
BPM	

	<p><u>Verification:</u></p> <p>At the “Develop BPM Models” and “Develop Downstream Deliverables” phases, the verification focus is on:</p> <ul style="list-style-type: none"> <li>• Conducting client review using technical meetings to obtain confirmation of deliverables;</li> <li>• Conducting self-assessments by deliverable owners using the established BPMN and document checklists;</li> <li>• Conducting peer review by different team members, usually from a different domain or work group, for content and consistency;</li> <li>• Conducting final peer review of content by different team members using the established checklists;</li> <li>• Conduct final presentation of deliverables prior to SfR to relevant audience.</li> </ul>
<b>3</b>	<b>Downstream Deliverables Development</b>
	<p><u>Procedure:</u></p> <p>The term “Downstream Deliverables” is used to group together the User Requirements, Suggestions to CCC and the Business Case documents relating to a group of process models. These have a dependency on the model diagrams being stable and complete. During modelling, input for these documents is collected, and later consolidated into the final document. These are reviewed with DG TAXUD, and presented during the final walkthrough.</p> <p>Decisions made during meetings of one workstream, or domain, that are relevant to another are recorded in an internal decision log, and shared with team members. It is important that these decisions are communicated across work streams within CUST-DEV2 and DG TAXUD, to ensure consistency and avoid rework.</p>
	<p><u>Verification:</u></p> <p>At the “Develop BPM Models” and “Develop Downstream Deliverables” phases, the verification focus is on:</p> <ul style="list-style-type: none"> <li>• Conducting client review using technical meetings to obtain confirmation of deliverables;</li> <li>• Conducting self-assessments by deliverable owners using the established BPMN and document checklists;</li> <li>• Conducting peer review by different team members, usually from a different domain or work group, for content and consistency;</li> <li>• Conducting final peer review of content by different team members using the established checklists;</li> </ul> <p>Conduct final presentation of deliverables prior to SfR to relevant audience.</p>

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BUSINESS PROCESS MODELLING APPROACH WITH TAXUD	
BPM	

<b>4</b>	<b>Formal Submission</b>
	<u>Procedure:</u> Detailed procedure for Formal Submission is presented in Chapter 4 – “Delivery Submission Procedure”
	<u>Verification:</u> At the “Formal Submission” phase, the verification focus is on: <ul style="list-style-type: none"> <li>Validating structure and contents of individual delivery packages prior to SfR based on established delivery checklists;</li> <li>Ensuring the delivery of the package (with delivery sign-off) by DG TAXUD;</li> <li>Establishing additional checklists for author’s positions, and update cycles;</li> <li>Verifying the content and structure of the author’s position using the established checklists.</li> </ul>



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DELIVERY SUBMISSION PROCEDURE	

## 4 DELIVERY SUBMISSION PROCEDURE

The deliverables are sent by email from the CUST-DEV2 mailbox to the list of reviewers and the quality assurance mailbox. In the case when deliverables are too large to submit via email, CUST-DEV2 submits deliverables on a CD-ROM. Three copies of this CD-ROM are hand delivered to DG TAXUD premises with an attached delivery note. Three copies of the delivery note are signed by the contract owner. Two copies are accepted by DG TAXUD, one of which is kept for the QA Contractor. The QA Contractor also provides input in the review cycle.

### 4.1 Formal Review and Acceptance Procedure for Deliverables

Validation of these deliverables is achieved through a formal review cycle. This review cycle is co-ordinated by the QA Contractor team. The following diagram depicts the timelines for the review cycle.

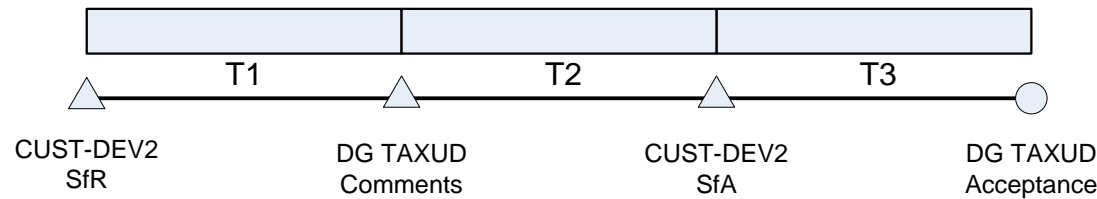


Figure 4 : Diagram of the Review Cycle timelines

## 4.2 Process Flow

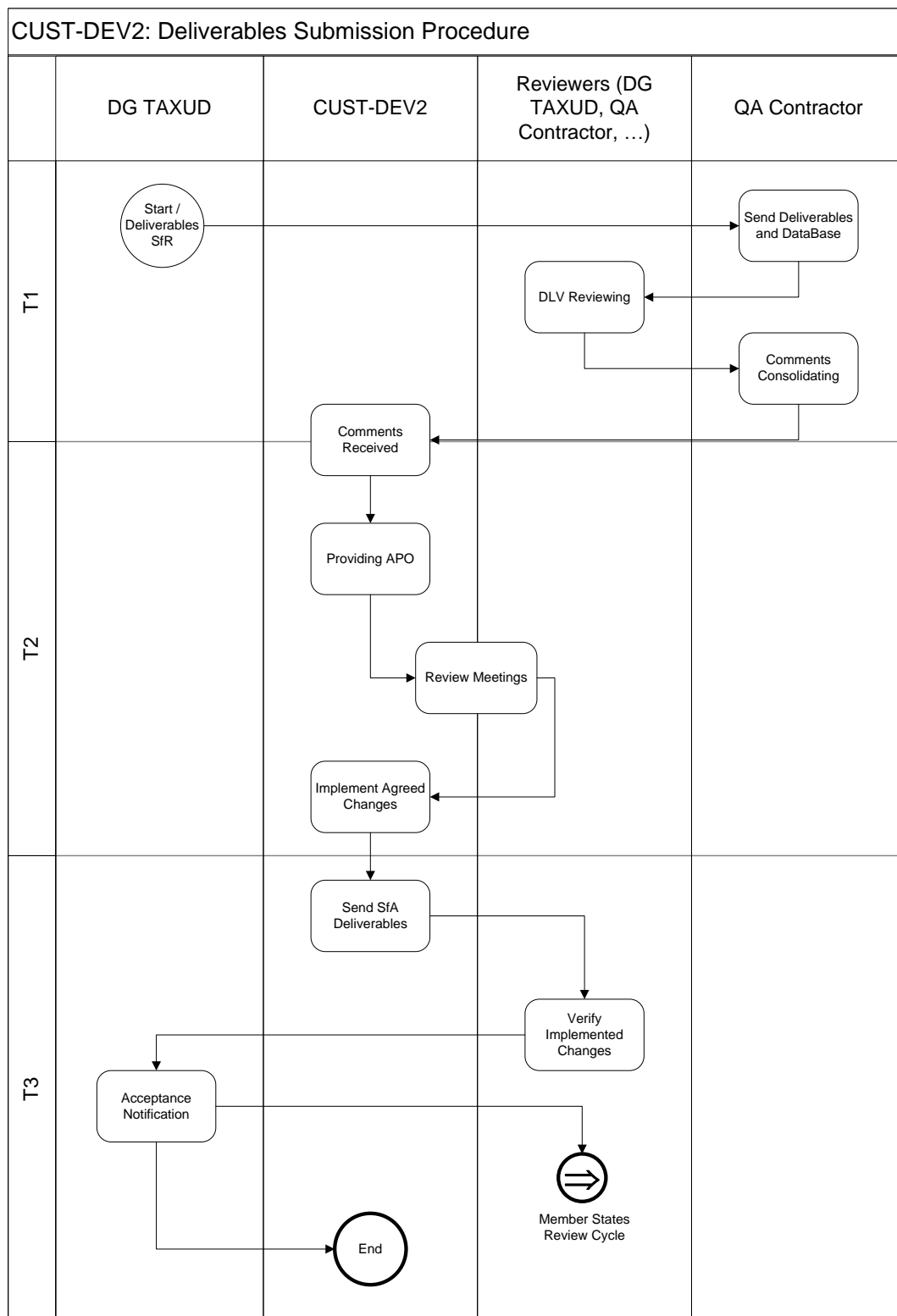


Figure 5 : Delivery Submission Process

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DELIVERY SUBMISSION PROCEDURE	

### 4.3 Process Steps

<b>Business Process</b>	<b>Delivery Submission Process</b>
<b>Scope</b>	CUST-DEV2 Framework Contract TAXUD/2010/CC/100

Step	
<b>1</b>	<b>T1: Start / Deliverable SfR</b>
	Deliverable Submitted for Review by CUST-DEV2 to DG TAXUD.
<b>2</b>	<b>T1: Send Deliverables and Database</b>
	The QA Contractor distributes the deliverables with an attached empty Database for comment to the list of reviewers.
<b>3</b>	<b>T1: DLV Reviewing</b>
	Reviewers review the deliverables and provide comments in the supplied Database.
<b>4</b>	<b>T1: Comments Consolidating</b>
	The QA Contractor consolidates all comments from the reviewers.
<b>5</b>	<b>T1-T2: Comments Received</b>
	Database(s) of comments are delivered back to CUST-DEV2.
<b>6</b>	<b>T2: Providing APO</b>
	CUST-DEV2 provides an author's position to the review comment.
<b>7</b>	<b>T2: Review Meetings</b>
	Review Meetings to review the author's position and agree the changes to the deliverables that need to be implemented.
<b>8</b>	<b>T2: Implement Agreed Changes</b>
	CUST-DEV2 implements the changes to the deliverables that have been agreed.
<b>9</b>	<b>T3: Send SfA Deliverables</b>
	Updated deliverables are Submitted for Acceptance by CUST-DEV2.
<b>10</b>	<b>T3: Verify Implemented Changes</b>
	Reviewers verify that the agreed changes to the deliverables have been implemented.
<b>11</b>	<b>T3: Acceptance Notification</b>
	DG TAXUD notifies CUST-DEV2 that the verification has been finalised and the deliverables have been accepted.
<b>12</b>	<b>T3: Member States Review Cycle</b>
	After the internal review cycle and acceptance of the deliverables, a review cycle involving the Member States takes place. See TEMPO – Deliverables Acceptance Guide [RD3] for the detailed Member States Review Cycle process.