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The Administrative Process Redesign Handbook:

Preventing Corruption in Government Processes

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The Administrative Process Redesign Handbook: Preventing Corruption in Government Processes[1]

This Handbook provides a practical guide for anti-corruption reformers to reduce and prevent corruption in government administrative processes. The ideas and techniques of the "Administrative Process Redesign" approach are based on international best practices. They can be used to support the development of effective Anti-Corruption Action Plans by government ministries and departments.

Why administrative processes need to be redesigned?

Governments conduct many processes and procedures to perform their functions and get things done. These processes include providing social services to the public, providing licenses and permits for business, conducting public procurements, recruiting employees, seeking citizen feedback, and many others.

Administrative processes can start off as very simple, but all too often they become very complicated and difficult to understand over time. In many cases, too many government officials from different government agencies get involved in conducting these processes, adding to the complexity, making it difficult for citizens and businesses to understand, and yielding poor performance.

Some processes may include a large number of unnecessary approvals, the need for citizens to come in direct contact with too many officials, and excessive and subjective interpretations of rules and regulations by those officials. Often, administrative processes and the government officials who are responsible for them are not clearly identified, which can lead to a lot of bureaucratic discretion, confusion and delay. Moreover, decision-making authority may be given to a single official without any appropriate controls or consideration of potential conflicts of interest. All of these factors may eventually generate the risk of corruption with widespread bribery, gift-taking, favoritism, nepotism, embezzlement, fraud, and influence-peddling.

Corruption risks in administrative processes can be reduced by redesigning processes to streamline and simplify them, make them transparent with clearly defined implementation and responsibilities, make implementers responsible for performing work, introduce open decision-making policies, and embed internal controls, monitoring, and oversight.

The Administrative Process Redesign (APR) approach described in this handbook can help to improve government performance and reduce corruption risks by restructuring how government processes are conducted and strengthening the management and

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[1] Authored by Svetlana Winbourne, Management Systems International, Washington, DC, USA, 2001.

oversight of those processes.

What are Administrative Processes?

An administrative process is a set of interrelated activities that start with particular inputs and then transforms these inputs and adds value to them to create a product or service that meets the citizens' needs.

There are two types of processes:

1. *Core processes* are those that directly touch the life a citizen. They occur when a government official provides service for a citizen, responds to a citizen's complaint or develops a new program or service. Examples of such core processes include, for example, issuing permits and licenses, conducting procurements of public services, conducting inspections, etc.

2. *Support processes* are those needed by government departments to conduct their work, for example, the recruiting, hiring and training of employees, payroll, internal audit process, time and attendance monitoring of staff, budgeting, logistics, etc.

Most government organizations exist to satisfy some public need (a core process), not to process employee payroll, purchase office supplies, or hire and evaluate personnel (support processes). Core processes are the reason why government organizations exist. Support processes are necessary but they are not the primary purpose of the organization; they enable government departments to do their work.

Each process can be decomposed into its essential elements:

- *Inputs* – information, needs, and problems that trigger process
- *Outputs* – specific programs, products, and services generated
- *Outcomes* – the results and impact of those programs, products, and services.

Some complex processes are combinations of several simpler processes. For example, the provision of public education for schoolchildren incorporates many administrative processes – organizing schools, creating teaching curricula, buying books, building the schools and furnishing them, budgeting for school needs over time, etc.

Each administrative process may be implemented by several staff members and/or departments, but may also involve individuals or organizations from outside organizations. For example, issuing a permit for construction may involve environmental inspectors and land management specialists from different agencies.

Each process can have direct or indirect customers, for example:

- Procurement of public services, such as road repair - direct customers are businesses bidding for contracts, but citizens are indirect customers since they will be affected by the quality of the roads;

- Issuing permits, for example, operating a gas station – direct customers are businesses requesting a permit, but automobile drivers who will use the gas station service are indirect customers.

Administrative Process Redesign (APR)

Administrative Process Redesign (APR) is a systematic technique to improve government administrative processes through reducing costs, increasing efficiency, improving products and services produced, and reducing opportunities for corrupt practices.

APR is a methodology, which applies consulting skills, analysis, brainstorming, experimentation, and performance assessment. It is used to help government departments improve their core and support processes, and achieve organizational goals more effectively.

Who conducts administrative process redesign?

There are several groups of people that need to be involved in a process redesign activity, among them: a design team, the project sponsor, experts, and a steering team.

The design team is responsible for redesigning a process. This team takes the current process, analyzes it, and comes up with a new design. Design team members must:

- "Map" the current process, identifying its vulnerabilities to corruption, inefficiencies and inconsistencies;

- Interview people impacted by the process to learn about problems from the customer's perspectives and look for solutions;

- Measure the performance of the current process to establish a baseline;

- Involve experts, customers, and government staff to gain a full understanding of the process and possibilities for change; and

- Recommend a new design to the steering team.

Many design teams can have up to ten members, depending on the process to be redesigned. Design teams should include people who use the current process and those who are not part of the current process. Those who are not involved in the current process usually find it possible to come up with innovative ideas to change it.

The design team should have a leader or facilitator. The ***team leader*** must:

- Help team members become comfortable with each other;
- Develop team-building activities at the start and as needed;
- Help the team stay on task, focusing on the methodology;
- Keep the steering group informed of progress and problems; and
- Develop timelines.

The project sponsor is sometimes a steering team member. He or she should always be a senior government official who will take responsibility for implementing specific redesign projects. The sponsor's job is to make sure that the design team succeeds. The project sponsor must:

- Obtain and clarify the scope of work for the design team;
- Obtain and allocate resources;
- Help identify and obtain high-quality people for the design team;
- Represent the design team before the steering team, stakeholders, and others;
- Deal with resistance or conflicts that the design team encounters; and
- Support the design team's recommendations to the steering team.

Subject matter experts are not design team members, but are familiar with the process being redesigned and provide specific skills and expertise not available on the team. Experts are invited to work with the team for periods of time.

The steering team is made up of senior people who have major responsibilities for leading the organization. This team does not do the redesign work, rather, it oversees all redesign efforts. It should include people with broad leadership roles in the organization, such as senior managers who have a general understanding of the processes being redesigned, someone who has technical expertise in the process, and representative of customers who are affected by the process. The steering team must:

- Articulate the need for change and costs of not changing;
- Identify the desired outcomes of the redesigned process;
- Decide which process to redesign;
- Decide which design team recommendations to accept;
- Provide resources for the redesign effort and the new process; and

- Oversee implementation of a new process.

Administrative process redesign steps. When the decision to redesign an administrative process is made and a steering group, a project sponsor and a design team are established, the project sponsor and steering team develop a scope of work and work plan to proceed with the redesign project. Typically, administrative process redesign consists of five major steps:

1. Identify the administrative process to be redesigned and define the process redesign objective.
2. Describe the process's activities in step-by-step details – mapping the process as it is currently accomplished
3. Analyze the process to identify corruption risks and opportunities for improvement
4. Redesign the process
5. Pilot the redesigned process and assess how well it works.

Step one: Identify the administrative process to be redesigned

Government departments typically have many routine core and support administrative processes that they carry out. Some might be more vulnerable to corruption than others, but all are likely to be more complex and burdensome than they need to be.

Select processes.

The main criteria for selecting processes for redesign should be:

- Their vulnerability to corruption,
- Their impact on citizens,
- Feasibility in term of costs and internal and external constraints.

The process' ***vulnerability to corruption*** can be assessed by evaluating the process against seven characteristics of corruption risk presented in Table 1.

Table 1

Corruption Risk in Administrative Processes
1. Direct interaction with citizens *(Example: the need for citizens to collect approvals from different agencies by*

visiting them in person to obtain a permit for gas station operations)
2. Possibilities for excessive bureaucratic discretion due to unclear regulations and/or level of authority *(Example: there are insufficient regulations on how to process applications for gas station operations which specify who is responsible for what, a timeframe for processing applications, and responsibility for non-compliance)*
3. Lack of transparency and accountability within a department *(Example: there is no record of how recruitment is performed and how and by whom decisions are made)*
4. Lack of public transparency and accountability *(Example: there is no public information on regulations of how to process applications on gas station operations which would specify who is responsible for what, a timeframe for processing applications, and responsibility for non-compliance)*
5. Excessive bureaucracy that can promote the use of "speed-money" to expedite processing *(Example: Too many documents are required to start a process or the timeframe for processing of an application is very long, so citizens would rather pay extra, under the table, to speed the process)*
6. Potential conflicts of interest *(Example: participating in a recruitment commission while interviewing family members, participating in public procurement commissions while one of the applicants is a business in which you have an interest)*
7. Single person decision-making process *(Example: recruitment is conducted by one official; approval for housing permits is provided by one official)*

Process impact. The processes to be given priority for redesign should have significant impacts on citizens and the organization itself after being redesigned.

Feasibility. The process redesign activity will require time and effort and will impose costs when implementing the results of the activity. Thus, resources for conducting redesign and implementation should be committed before starting the redesigning process.

Also, even if a process needs to be redesigned, there may be some external constraints that prevent or hinder implementation after being redesigned. Among such constraints might be national laws and regulations, involvement of other agencies that do not participate in the redesign activity, and opposition of the organization's leadership. It is necessary to assess these constraints and develop a strategy to deal with them if possible prior to committing to a redesign activity. A strategy to remove constraints can include convincing other parties of the needs and benefits of process redesign.

Define Process. While selecting a process for redesign, it is necessary to identify (1) the purpose of the process (outcome), (2) the beginning of the process (input) and its end (output), (3) process implementers and customers, and (4) laws and regulations directing the process implementation. If the process is very complicated and includes many interim stages and outputs, it might be divided into several sub-processes to be redesigned separately prior to conducting redesign of the whole process.

Define the objective of conducting administrative process redesign. APR can be used for different purposes -- increasing efficiency, reducing costs, improving overall management or implementation, and reducing corruption.

Illustration

The Department of Motor Vehicles became concerned about the number of complaints coming from drivers related to the vehicle technical inspection process, the complexity of its procedures, and cases of bribery during the inspection process. The whole process is very time and resource consuming for both customers and implementers. The process is directed by regulations issued by the Department itself and there is no other laws that affect this process. The process objective is defined as assuring public safety by operating a safe vehicle. The process is conducted for every vehicle on an annual basis and triggered by the expiration date of the inspection certificate. The output of the inspection process is a certificate of safety of the vehicle to operate. Implementers of the process are: DMV officers who issue the certificate, technical inspectors, banks, and medical doctors. Direct customers are drivers and indirect customers are pedestrians and other drivers. The Department of Motor Vehicles decided to select the process of the vehicle technical inspection for redesign. The objective of the redesign was defined as preventing corruption in the vehicle technical inspection process.

Step two: Describe the process in step-by-step detail.

It is important to understand the process before changing it. By describing (or mapping) a process you:

- Provide a baseline of current performance and help to determine whether its new process is an improvement;
- Portray how the entire "end-to-end" process actually works;
- Identify some immediate opportunities for reducing risk of corruption, removing unnecessary steps or overlap and redundancy, and reducing time for implementation.

The outcome of Step 2 will be:

- A graphic portrayal of the current process, one which is understandable and accessible to all;
- A consensus about the process's flow and outcome;
- An awareness of why the process needs to be changed.

To map a process:

1. Identify all procedures in order. Begin with identifying process boundaries which are at the start (input) and end (output). Develop a Process Analysis Worksheet based on existing regulations describing the process and interview the process implementers to be able to describe exactly how the procedures actually occur; and
2. Develop a visual Functional Flow Chart of the current process.

The Process Analysis Worksheet provides a way to record information about the current process. The Worksheet can be developed in the form of a table and should describe each procedure, its inputs, outputs and outcomes, implementers, partners, customers, time for implementation and waiting time, feedback loops, and vulnerability to corruption. The Worksheet should reserve space for further comments on problems and solutions.

The Process Analysis Worksheet should be developed based on regulations that mandate implementation, if they exist, and on interviews of process implementers. While conducting interviews with implementers, the team should find out how each of them conducts his/her task, the time required, and problems encountered. The team should insert comments from the implementers.

While a Process Analysis Worksheet provides a descriptive picture of the process, a Functional Flow Chart provides a more visual way of describing the process sequence

and serves as a powerful tool to understand and verify the process, pointing out problems within the process.

To create a functional flow chart, you need to do the following:

- Look at the steps and procedures identified in the Worksheet;
- Identify the functions (departments, divisions, or units) in which each step takes place;
- Write the names of these functions along the top of the horizontal axis on the functional flow chart (for example, inspection, administration, plan review, etc.);
- Beginning with inputs or activities that trigger the process, put every step into the flow chart. Starting at the upper left, use a rectangle for action steps, a diamond for decision points, and an oval for the beginning and ending steps in the process. Put every step in the column under the appropriate function;
- Along the vertical axis, show the elapsed time needed to perform the process.
- Once you have the basic information about the process, take time to validate it with those who perform the process. There is no need to review it with everyone who gave you input and the process does not have to be "perfect." But to gain credibility and build consensus for change, you have to check in with a sample of those who work with the process to ensure that the map is accurate in its basic outline.

Illustration

The redesign design team of the DMV identified the steps of the vehicle inspection process, inputs, outputs, outcomes, implementers, customers, and time for performing each procedure, and collected comments from implementers on each task. It was identified that 3 agencies are involved in the process: the health care service, technical inspection facility, and the DMV office. All information was included into a Process Analysis Worksheet (see Table 2). Based on the Worksheet, a Functional Flow Chart was developed and verified with process implementers (see Chart 1).

Table 2

Vehicle Technical Inspection Process Analysis Worksheet

Purpose of the process: public safety by operating a safe vehicle

Objective of redesign: to prevent corruption in the vehicle technical inspection process

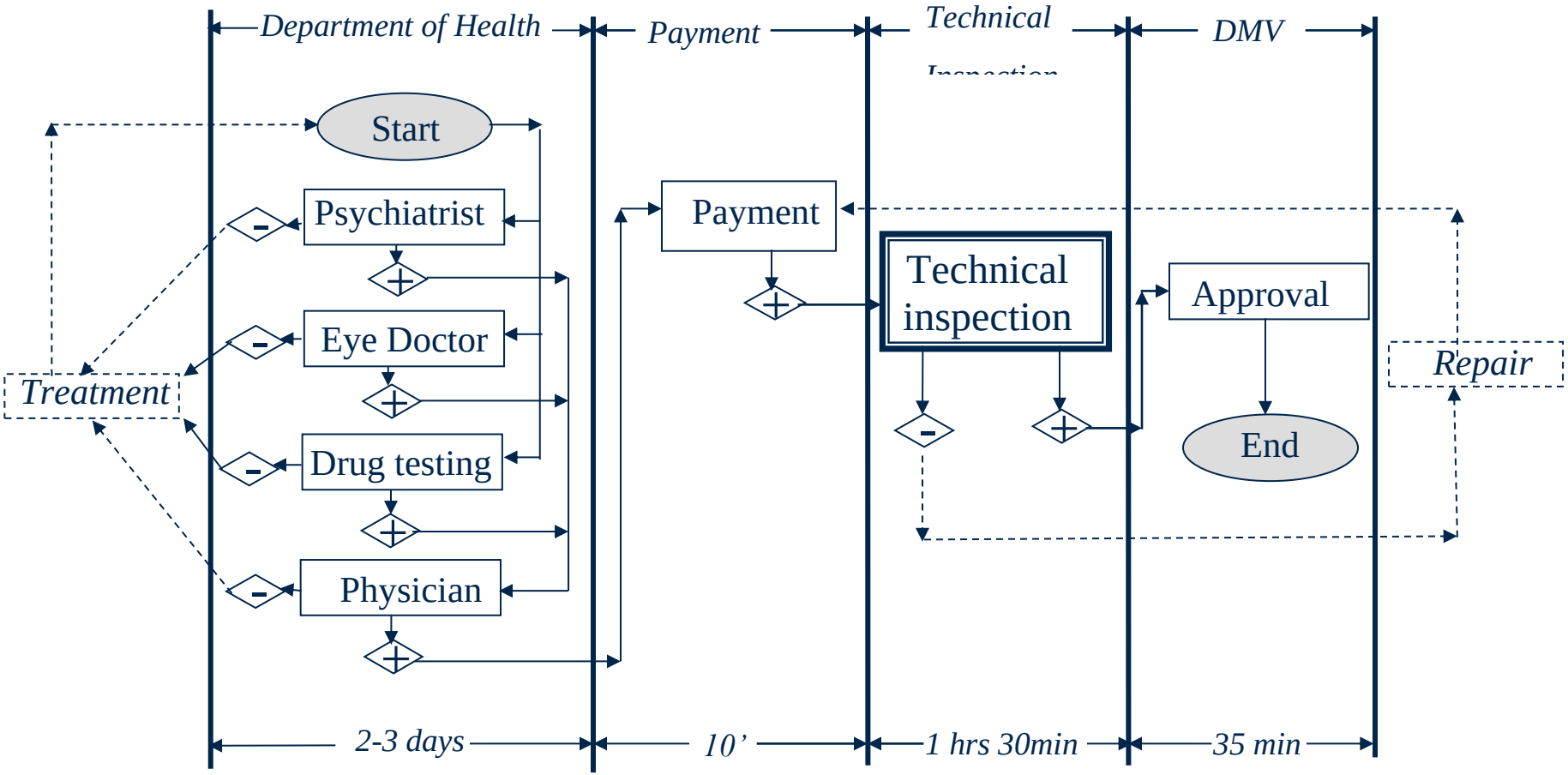
Process analysis worksheet:

Step/Task description	Implementers	Input	Output	Outcome	Processing time			Vulnerability for corruption (list it)	Comments		
					Staff processing time	Customer waiting time	Total step time		Implementers/ staff	Customers	Other comments and general observations
1. Health checkup with Psychiatrist	Psychiatrist	Driver's application	Health Certificate 1	Healthy driver	15'	30'	45'	Bribery through direct contact	Drivers have to request appointments; drug test does not necessary constitute if the driver is an alcoholic or drug addict	Very time consuming due to different locations and appointment schedule; it is common practice to pay off general physician to get his final certificate needed for further steps	While several people might use the vehicle only one is passing checkups
2. Health checkup with Eye Doctor	Eye Doctor	Driver's application	Health Certificate 2	Healthy driver	15'	30'	45'	Bribery through direct contact			
3. Drug testing	Doctor	Driver's application	Health Certificate 3	Healthy driver	15'	30'+ 24hrs test results	45'	Bribery through direct contact			
4. Health checkup with Physician	General Physician	Certificates 1-3	Health Certificate 4	Healthy driver	15'	30'	45'	Bribery through direct contact - Speed money (avoiding first 3 checkups)			

5. Payment at the bank for technical inspection	Bank	Driver's application, payment	Bank receipt	Fee paid	5'	5'	10'		Not every bank is authorized to conduct this transaction	It is hard to find which bank can make transaction; there are only few that does	It is very inconvenient and time consuming to personally visit the bank
6. Technical inspection of the vehicle	Technician	Bank receipt	Technical Inspection Certificate	Safe vehicle	30'	60'	90'	Bribery through direct contact; Speed money	Too many cars are not in good shape and require repair	There are only few locations around the city to conduct inspections	If car did not pass inspection there is no possibility for appeal easily or alternative checkup
7. Approval by Traffic Police	Traffic Police officer	Certificate 4 Bank stamp Certificate 5	Certificate of approval of technical inspection	Confirm ation	5'	30	35'	Direct contact - Speed money (avoiding health checkups and technical inspection)		It is common practice to pay off a traffic police officer to avoid inspection and/or health checkups	Formal procedure of issuing permission

Chart 1

Vehicle Technical Inspection Process – AS IT CURRENTLY IS



Step three: Analyze the process

Process Analysis.

Process analysis is aimed at identifying and verifying each procedure and the process as a whole. It looks for corruption risks, inefficiencies and inconsistencies, and seeks to identify opportunities for improvement.

Table 3 below presents sample questions that need to be answered during the process analysis.

Table 3

Process Analysis Checklist

Criteria	Yes/ No	Comments
Outcomes		
Have outcomes actually been achieved by the process?		
Are these outcomes consistent with the intended goals of the process?		
Are there any unintended outcomes?		
Implementers		
Who are the implementers involved in this process?		
Are these implementers essential for this process? What is their contribution in achieving process objectives?		
Can some implementers be eliminated?		
Do some implementers need to be added?		
Procedures efficiency and consistency		
Are there procedures that are essential to achieve the desired outcomes (main procedures)? List them.		
Are there procedures that directly support the main procedures? List them.		
Are there any other procedures in the process? List them. What is the role/purpose of the other procedures in achieving process objectives?		
Are there inconsistent procedures? List them.		
Are there redundant procedures? List them.		

Can some procedures be eliminated? List them.		
Do some procedures need to be added? List them.		
Can the procedures be standardized? List them.		
Is there a more efficient or logical arrangement or ordering of the procedures? Describe.		
Is timing for procedure implementation and waiting time justified? How can it be reduced? Describe.		
What procedures impose high costs and how can they be reduced? Describe.		
Is customer satisfaction and quality service delivery being considered for each task?		
Corruption Risk		
Are there unclear procedures that leave too much discretion to administrative staff? What are these procedures?		
Are there direct interactions between administrative staff and citizens that can create opportunities for corruption? In what procedures?		
Do current processes or any procedures have single person decision making? List them.		
Do the processes or any procedures have built-in internal controls or “checks and balances” mechanisms? List them.		
Do current processes have clear descriptions for their implementation?		
Does the process description have detailed information of each procedure: implementers with their responsibilities and authority, inputs and outputs, implementation timeframe, performance measurement?		

Are implementers aware of the process description? Are they properly informed about the process objectives, implementation details, their authority and responsibilities?		
Are there proper citizen complaint systems built into the process or outside of the process?		
Are customers properly informed about process implementation, staff members responsible for implementation, timeframes for each procedure, complaint mechanisms?		
Are there any procedures that present a clear conflict of interest for administrative staff?		
Is there a policy on conflict of interest disclosure and management?		

To conduct this process analysis and analysis of corruption risks, the following methods should be considered:

- Interviews and focus groups with process implementers to learn about their opinions on current processes and elicit ideas on improvement;
- Interviews, focus groups, and surveys of customers to identify their perspectives and experience in using the process and to point out the procedures where corruption and inefficiency occur and to what extent;
- Analysis of available data and statistics related to process implementation, such as, for example, court records on corruption cases related to the process, citizen complaints, and relevant agency internal records;
- Expert assessments.

While conducting this process analysis, fill out the Comments column in the Process Analysis Worksheet.

Illustration

Analysis of the vehicle technical inspection process conducted by the DMV redesign team brought them to the following major conclusions:

- The technical inspection procedure is the main procedure which leads toward process objectives. The major supporting procedure is fee payment.
- The medical checkup component of the process is irrelevant to this particular process (the current process is about vehicle safety while medical checkup is about driver health to safely operate a vehicle). This medical component should be moved to the driver's license issuing and renewal

process. Moreover, the way this component is implemented now is questionable because: (1) only vehicle owners are subject to medical checkups while other driver's license holders are not required to have it; (2) drug tests and psychiatrist and physician checkups need to be reexamined for their relevance and credibility; and (3) multiple uncontrolled direct interactions are time consuming and take place in several locations producing excessive waiting times, which all impose a high risk of corruption.

- The process is very time consuming causing customer frustration, leading to bribery to speed up the process. Customers need to interact directly with at least 6 implementers which increase the opportunity for corruption. Also, there is no proper accountability and internal control system to prevent corruption from occurring.

- There are several procedures that give authority to a single person to make decisions. With no proper control system in place, this too can potentially lead to corruption.

- The last procedure in the process of issuing a certificate by DMV representatives seemed to be just a formality that does not add any value to the process. This task can be delegated to a technical inspector with proper recordkeeping requirements. It would also reduce the cost of the process. To enhance accountability, a random control by DMV can be introduced.

Step four: Redesign the process.

In this step, the team creates a new description of the process as it should be in the future. Their goals are to reduce the number of activities if possible, eliminate non-value-added activities, streamline the activity flow to reduce the time for completion of the process, add activities if they are needed to improve quality, and reduce the opportunity for corruption.

Table 4 provides examples of changes that can be made in procedures to reduce the opportunity for corruption in administrative processes:

Table 4

Corruption Risk	**Responses**
1. Direct interaction with citizens	Minimize direct contacts: • Introduce a "one-stop-shop" approach; • Rotation of personnel; • Introduce public service and information centers

2. Possibilities for discretion due to unclear regulations and/or level of authority	Define each step of the process/procedure clearly: • What are the inputs and outputs; • What and how it has to be done; • Timeframe for each step and process; • Who is responsible for doing what and within what timeframe Develop standardized processes when possible; Develop procedures to deal with non-standard processes; Embed controls in the process when appropriate
3. Lack of transparency and accountability within the organization (employees are not aware of process flow and how and why decisions are made)	Increase transparency of the processes within the organization: • Introduce an employee file-sharing system; • Introduce appropriate recordkeeping policies; • Conduct staff meetings and trainings within departments and across departments on processes and decision making; Increase accountability within the organization for performing processes: • Introduce an internal control system with regular and random checkups; • Introduce a performance measurement policy based on results; • Introduce a performance reward/penalty policy
4. Lack of public transparency and accountability (absence of public information about governmental operations and public services – steps and timeframe, who is doing what and when, what are rewards and punishments)	Make information about processes and procedures open to the public: • Provide public information on processes and procedures and personnel authority and responsibilities by posting information in government offices, in the media, and in flyers and brochures; • Introduce public meetings and hearings; • Establish citizen boards or/and citizen presentations at government commissions/committees; • Develop a clear procedure for citizen feedback

	and complaints.
5. Excessive bureaucracy that can lead to using speed-money to expedite processing	Streamline and simplify processes: • Eliminate unnecessary or duplicative steps; • Reduce number of approvals; • Bring decision making authority downstream; • Reduce time for each step and process
6. Potential conflicts of interest	Define procedures to identify and manage conflicts of interest
7. Single person decision-making process	Introduce transparent decision-making process by: • Practicing a group decision-making process • Developing a procedure for internal controls.

After the process is redesigned, it is necessary to produce a new Functional Flow Chart, Process Worksheet, and detailed step-by-step description of the process. All of these documents are necessary for developing a strategy and schedule for implementation of the process in practice.

Illustration

As a result of their analysis, the DMV APR team redesigned the process to increase efficiency, reduce costs, eliminate unnecessary procedures, reduce bureaucracy, and reduce opportunities for corruption:

- To streamline the process, eliminate irrelevant procedures, and reduce opportunities for corruption through direct interactions and lack of control = the medical checkup component of the process has been eliminated.
- To streamline the process and reduce opportunities for corruption through paying speed money = procedure of issuing a certificate of successful completion of the vehicle technical inspection was simplified: authority to issue a certificate was given to technical inspectors and the procedure of issuing the certificate by a DMV representative has been eliminated.
- To reduce processing time = fee payment was allowed through cashiers at the inspection location.
- To increase accountability = technical inspectors will be required to fill out and sign a form on inspection results, one copy of which will be given to the driver and the other will be filed for the record.

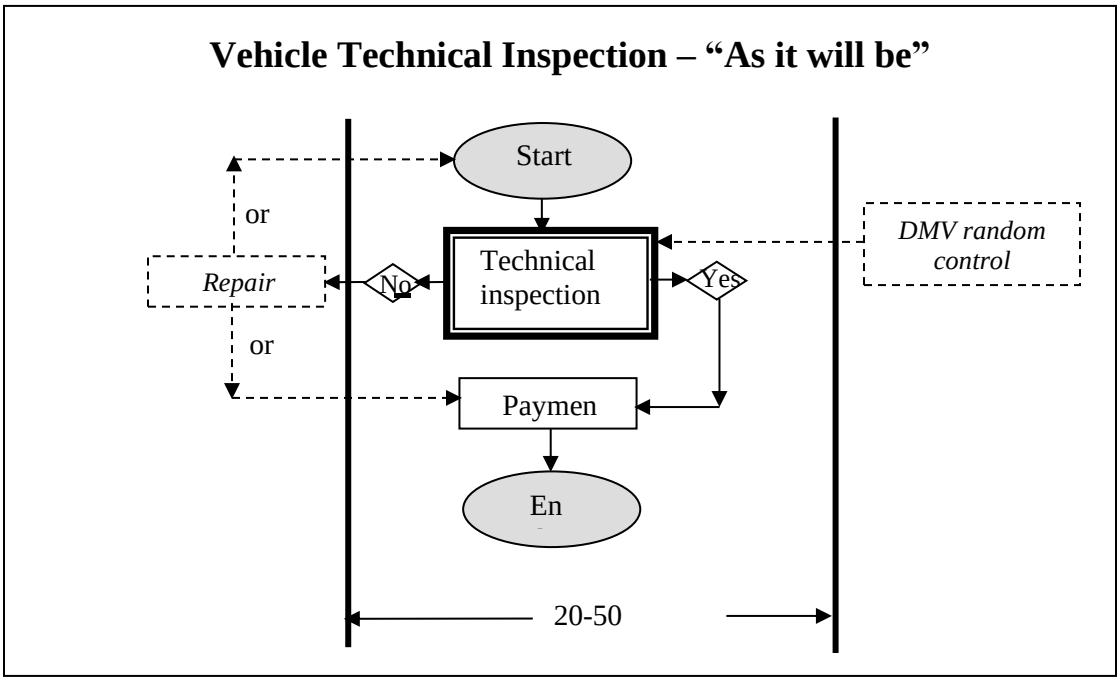
- To improve transparency = information on the technical inspection procedure, inspection fee, and complaint procedure with technical inspection office and DMV must be posted at the technical inspection office for customers. Inspectors will be required to wear nametags.

- To introduce internal controls on the process = (1) DMV will conduct random inspections of the technical inspectors' actions and recordkeeping; and (2) to get a certificate to conduct technical inspections, businesses applying for it will be required to demonstrate a workable code of ethics and an internal control system.

- To reduce processing time = the number of certified vehicle repair shops to conduct technical inspections will be increased in different locations to make services more available to customers.

Below (see Chart 2) is the Functional Flow Chart of the redesigned process for vehicle technical inspection:

Chart 2



As a result of redesign, the vehicle technical inspection process was significantly streamlined and simplified. In the new design it consists of one procedure – technical inspection. Time has been reduced from 3 days to 20-50 minutes. Internal control systems have been developed and built into the process. Additional controls were introduced through random checks by the DMV. Transparency and accountability of process performance were increased by making available information to customers and introducing proper customer complaint response policies.

Step five: Try out the redesigned process and assess how well it works

Implementation of the redesigned process requires preparation of an implementation strategy and detailed implementation schedule which includes step-by-step descriptions of activities, responsible parties, and timeframes. It is also necessary to develop monitoring and evaluation systems to see how the new process works and whether the objectives of redesign have been achieved. To monitor and measure effectiveness of a new process, indicators need to be developed. Among such indicators, the following can be considered: process implementation time and waiting time, customer satisfaction (number of complaints, surveys and focus groups results), and number of registered violations and prosecutions related to corruption.

Once you have given the redesigned process a fair test, reassess the process. Should the redesign be tweaked some more? If so, do it! APR is based on the principle of continuous learning, so remain open to the possibility that you have not yet perfected the process!

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