Re-engineering Government

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Agenda

- Why Re-engineer ?

- How to Re-engineer ?

- Best Practices

BPR

- BPR is the transformation of the processes of an organization so as to enhance the **value** provided to its customers

- Essentials of BPR
  - Fundamental Rethinking
  - Radical redesign
  - Dramatic improvements
- BPR is NOT
  - Downsizing, Restructuring, Automation, QM

Why Re-Engineer ?

1. Customer Friendliness

2. Effectiveness

- Doing Right Things!

3. Efficiency

- Doing Things Right !

Where to Re-engineer ?

- External Symptoms
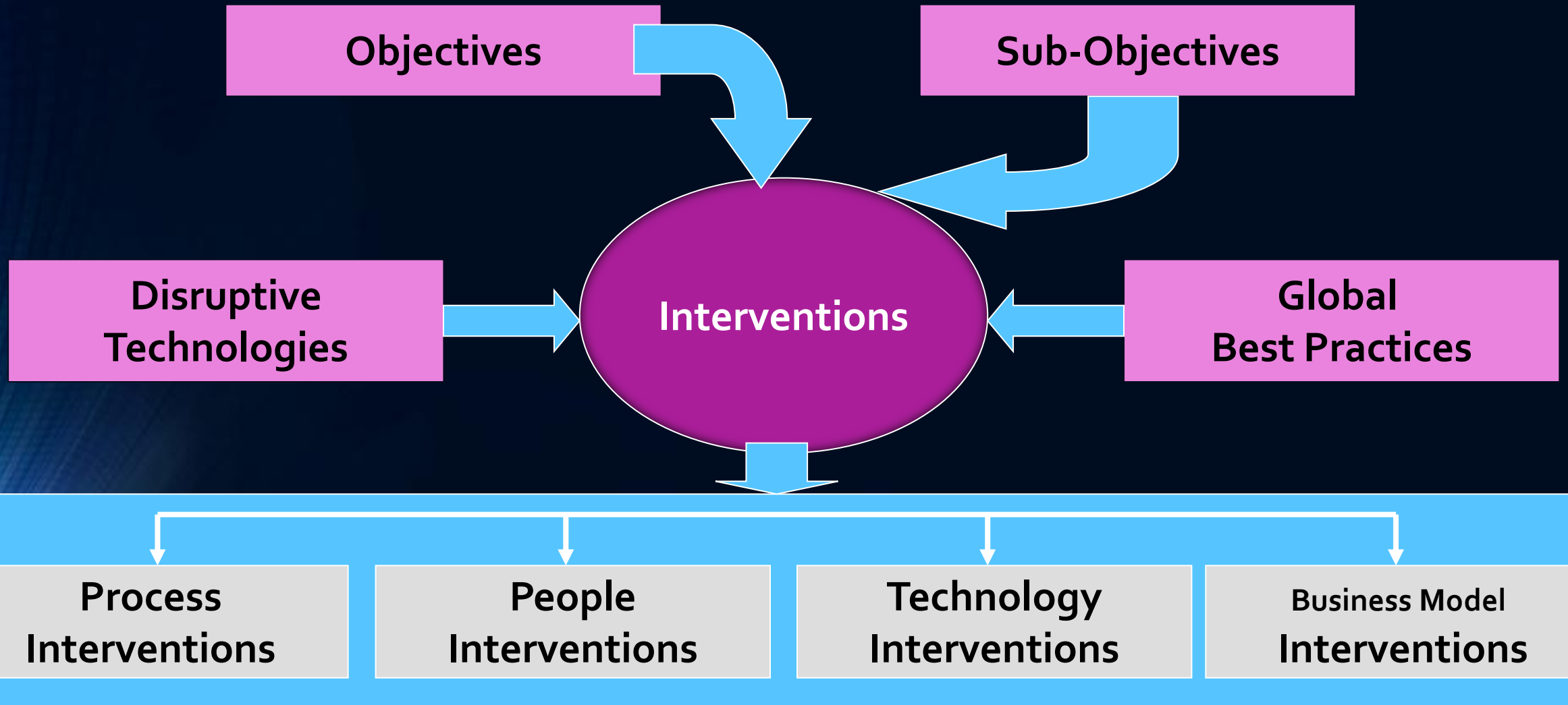 - Outside-In view
  - Visible to customers, suppliers

- Internal Symptoms
  - Inside-out view
  - Visible to employees, auditors

6 Thumb Rules & 6 Artifacts for BPR

THUMB RULES	PROCESS ARTIFACTS
1. Elimination	1. Forms
2. Optimization	2. Business Rules
3. Standardization	3. Workflows
4. Integration	4. Reports, MIS, Dashboards
5. Automation	5. KM Structures
6. Self-Service	6. Delivery Channels

5 Basic Principles of BPR

1. Organize around outcomes, not tasks.

2. Prioritize processes to be re-engineered

3. Treat geographically dispersed resources as though they were centralized.

4. Delegate powers to work centers, and build controls

5. Capture information once and at the source.

Mere BPR won't do !!
- adopt a 4-Pronged Approach to Transformation

Transforming Process

- Eliminate
- Simplify
- Automate
- Base on Trust
- Integrate
- Join Up
- Legislate

Transforming Channels

- Multiple Channels
- 24x7
- Access
- Common Service Centres
- Mobile services
- Self-Service
- Licensed Intermediaries

Transformation

Using Technology

- Enterprise Architecture
- Standards
- Unified Databases
- SOA
- Mobile
- Cloud

Transforming People

- Training
- Change Management
- CRM skills
- Empowerment
- Education
- Awareness

Critical Success Factors in BPR

1. Clear Vision for Transformation

2. Top management commitment

3. Identification of Core Processes for BPR

4. Knowledge of Reengineering techniques

5. Tolerance of "genuine failures"

6. Change Management

Critical Failure Factors in BPR

1. Trying to *Fix* a process instead of *Changing* it
2. Lack of focus on Business-critical Processes
3. Lack of holistic approach
4. Willingness to settle for minor results
5. Limiting the scope of BPR by existing constraints
6. Dominance of *existing* (status quo) culture
7. Adopting bottom-up approach
8. Poor leadership
9. Trying to avoid making anyone unhappy

Thank You

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External Symptoms
- Delivery Channel Problems

- Jurisdiction
  - too many 'narrow domestic walls' !
  - too many 'single windows'
- Restricted timings
- Disparate and sub-optimal delivery networks
- No choice of delivery channels
- Process & Delivery Channel often combined
  - resulting in delay, malpractice

Internal Symptoms
- Process Problems

- Controls instead of facilitation

- Asking for too much information
  - by every agency, on every occasion

- Burden of proof thrown on Citizen
  - Attachments, Annexures, Attestations

- Too many areas of discretion

- Complexity of rules & regulations
  - Anything to do with money is more complex

- Heavy reliance on manual systems

- No concept of Quality Assurance

8 Rules of Disruptive Technologies (1/2)

Information can appear at only one place at a time	**Shared Databases**	**Information can appear simultaneously at all the places it is needed**
Only experts can perform Complex work	**Expert Systems**	**A generalist can do the work of an expert**
We should choose between Centralization & Decentralization	**Networks**	**We can get the benefits of Centralization & Decentralization simultaneously**
Managers make ALL the decisions	**Decision Support Systems**	**Decision-making is a part of everyone's job**

8 Rules of Disruptive Technologies (2/2)

Field personnel need a fixed place for communications	**Wireless, Laptops & PDAs**	**Field personnel can send and receive Information anytime, anywhere**
Personal contact with customer Is the best contact	**Interactive Video**	**Virtual contact with Customer is more conveneint**
You have to find out where things are..	**RFID**	**Things tell you where they are !**
Plans get revised periodically	**High Performance Computing**	**Plans get revised dynamically**