Re-engineering Government

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31 Jan, 2014
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
How to Re-engineer?
Sources of Interventions

Disruptive Technologies → Interventions → Global Best Practices

Objectives → Interventions → Sub-Objectives

Process Interventions
People Interventions
Technology Interventions
Business Model Interventions
### 6 Thumb Rules & 6 Artifacts for BPR

<table>
<thead>
<tr>
<th>THUMB RULES</th>
<th>PROCESS ARTIFACTS</th>
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<tr>
<td>1. Elimination</td>
<td>1. Forms</td>
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<td>2. Optimization</td>
<td>2. Business Rules</td>
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<td>3. Standardization</td>
<td>3. Workflows</td>
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<td>4. Integration</td>
<td>4. Reports, MIS, Dashboards</td>
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<td>5. Automation</td>
<td>5. KM Structures</td>
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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

<table>
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<tr>
<th>Transforming Process</th>
<th>Transforming Channels</th>
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<tbody>
<tr>
<td>• Eliminate</td>
<td>• Multiple Channels</td>
</tr>
<tr>
<td>• Simplify</td>
<td>• 24x7</td>
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<tr>
<td>• Automate</td>
<td>• Access</td>
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<tr>
<td>• Base on Trust</td>
<td>• Common Service Centres</td>
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<tr>
<td>• Integrate</td>
<td>• Mobile services</td>
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<td>• Join Up</td>
<td>• Self-Service</td>
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<td>• Legislate</td>
<td>• Licensed Intermediaries</td>
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<th>Using Technology</th>
<th>Transforming People</th>
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<tr>
<td>• Enterprise Architecture</td>
<td>• Training</td>
</tr>
<tr>
<td>• Standards</td>
<td>• Change Management</td>
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<tr>
<td>• Unified Databases</td>
<td>• CRM skills</td>
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<td>• SOA</td>
<td>• Empowerment</td>
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<tr>
<td>• Mobile</td>
<td>• Education</td>
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<td>• Cloud</td>
<td>• Awareness</td>
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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
- Only experts can perform complex work
- We should choose between Centralization & Decentralization
- Managers make ALL the decisions

- Shared Databases
- Expert Systems
- Networks
- Decision Support Systems

- Information can appear simultaneously at all the places it is needed
- A generalist can do the work of an expert
- We can get the benefits of Centralization & Decentralization simultaneously
- Decision-making is a part of everyone’s job
8 Rules of Disruptive Technologies (2/2)

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