

DOES ALL THIS LEADS TO GOOD GOVERNANCE?

- Air of Mystification about procedures.
- Long Queues at delivery points.
- Multiple Visits to Government Offices: Pillar-to-Post.
- Outcome is in Suspense: OK or NOT OK !
- Gatekeepers at every turn.
- Poor Quality of Service.
- Service is a Mercy - not a Right.
- Too many Intermediaries, Shortcuts.

DO THE GOVERNMENT PROCESSES MEAN?

- Extensive information exchange, data redundancy -- process fragmentation
- Inventory buffers and other assets -- slack to cope with uncertainty
- High levels of checking, inspection and control -- fragmentation
- Lots of rework and iteration -- inadequate feedback
- Complexity, exceptions and special cases -- accretion onto simplicity
- Non-integration of information related to citizens, employees, business rules & processes and workflow.
- Extensive dependence on paper work. i.e. files & forms.
- Physical movement of these files resulting in delay
- Non -- availability of instantaneous information.
- Instant view of the status and management statistics not available on a regular basis
- Information redundancy. i.e. Several files being created for a similar purpose.
- Long waiting time to know about the status of files

GOVERNMENT EMPLOYEES ARE EFFICIENT, ARE PROCESS EFFICIENT?

WHY?

Processes are designed in accordance with the legislation governing that particular domain

Some of these Legislations may be old and antiquated

Basis of the legal system is to put in controls, and not better service delivery

Acts are department-centric, not citizen-centric

Rules are complex and tedious

10,000 rules, 0.1 million forms!

Legacy Problems....



- Legislation was well intentioned and relevant at the time it was drafted
- Focused more on control and ensuring compliance, rather than service delivery
- Rules added along the way, making the legal framework complex and tedious
- Asking for too much information
- Burden of proof thrown on Citizen
- Complexity of rules & regulations (Anything to do with money is more complex!)
- Heavy reliance on manual systems
- No concept of Quality Assurance
- Jurisdiction (too many 'narrow domestic walls')
- Restricted timings
- Disparate and sub-optimal delivery networks
- No choice of delivery channels
- Process & Delivery Channel often combined resulting in delay, malpractice
- Mindset & attitudinal problems
- Delivery Agents unsuitable
- Lack of empowerment of front-end people
- Lack of dedicated delivery teams
- Delivery is handled on a part-time basis
- Lack of service levels, measurement systems

DEFINING BUSINESS PROCESS REENGINEERING (BPR)

- BPR is *fundamental rethinking* and *radical redesign* of business processes to *achieve dramatic improvements* in critical, contemporary measures of performance, such as cost, quality, service and speed - Michael Hammer and James Champy
- 'Changing'/'re-designing'/'replacing'/'eliminating' the activities and/or sub-processes and/or processes related to a service to improve service quality i.e.
 - Minimize Time, Cost, Complexity
 - Improve Transparency, Convenience and Experience
- GPR may address all or some of the service quality attributes
- Government Process Re-engineering (GPR) has evolved from applying Business Process Re-engineering (BPR) concepts to Government Services

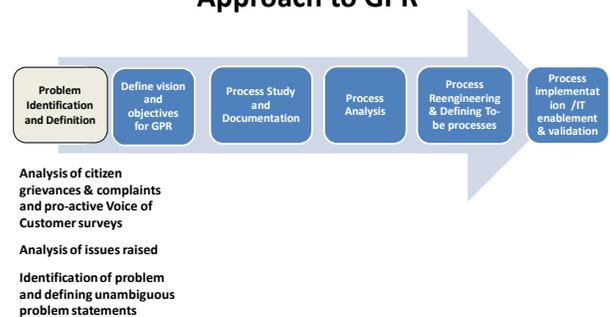
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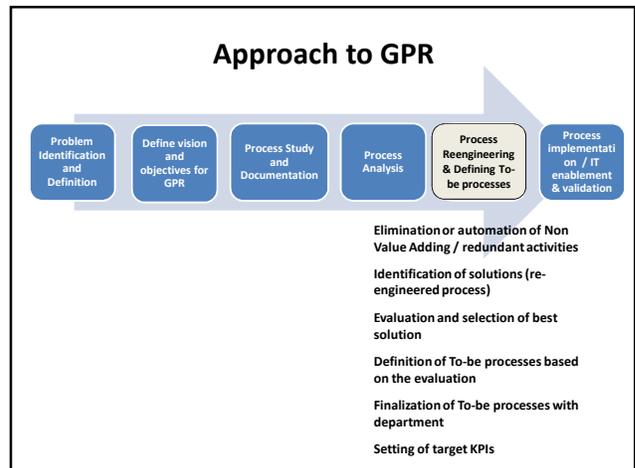
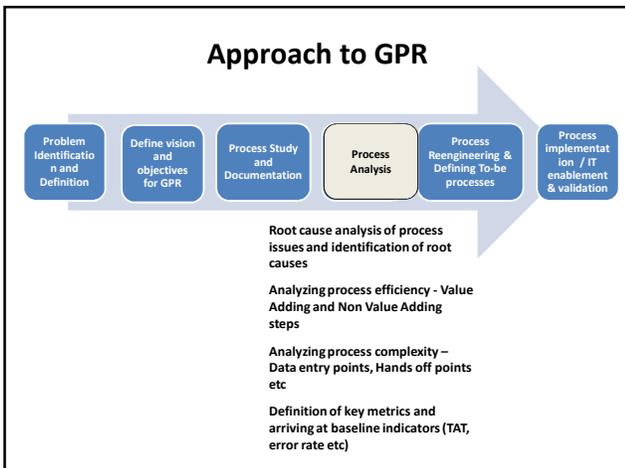
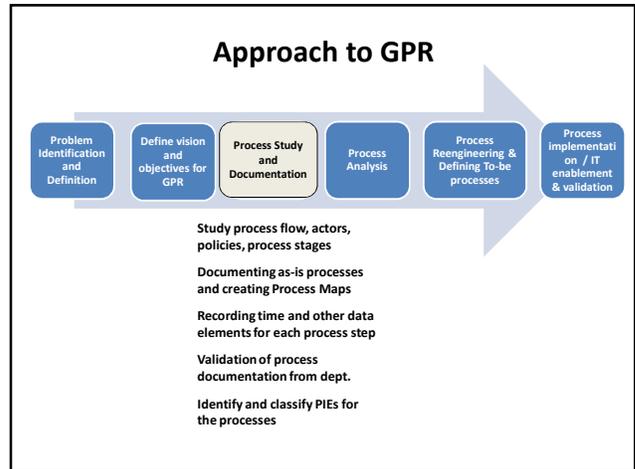
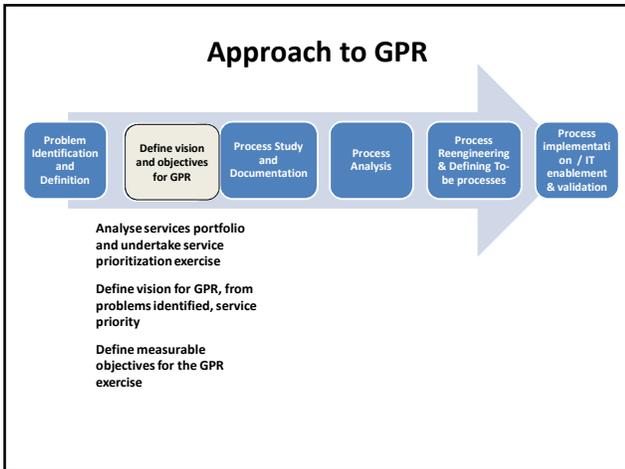
Based on definition of BPR by Hammer & Champy
 Hammer who coined the term "reengineering" in his 1990 HBR article

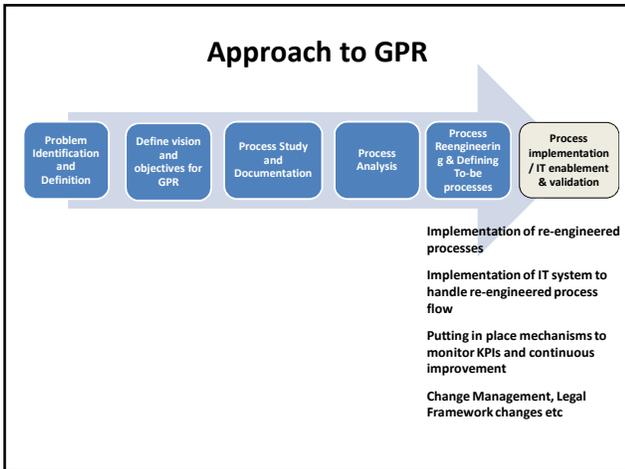
Government Process Re-engineering Can

- Increase the speed at which document intensive processes are conducted and reduce associated costs and administrative burdens
- Add flexibility to organisational processes, allowing your business to scale up or down as required by customer or internal demand
- Help reduce capital expenditure by reducing the need to invest in the assets required to perform a service internally
- Organise information and documents with electronic document management systems and processes, for example transition to electronic invoicing
- Minimise document loss and information leakage
- Utilise electronic document formats more often in internal and customer transactions
- Improve operational efficiency and customer service levels
- Mitigate risk by improving compliance to legal requirement

Approach to GPR



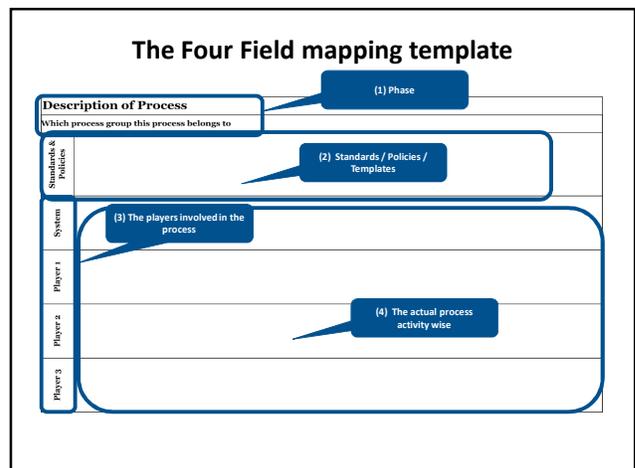
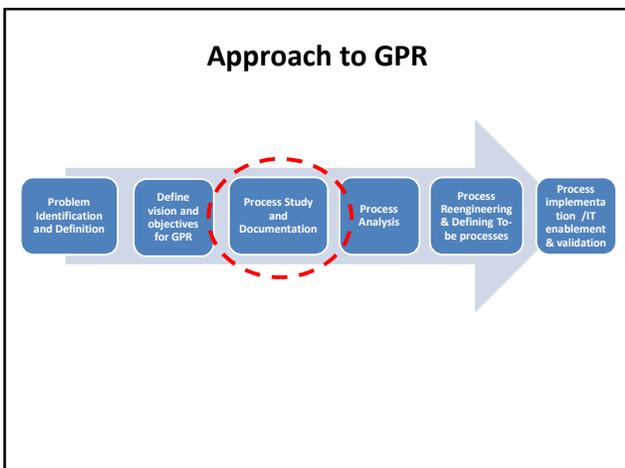




Why Organizations do GPR/BPR?

- To address the specific concerns of the stakeholders (citizens/Businesses/ employees)
- To address the challenges and issues in the services and service delivery
- To improve the quality of the services
- To adopt best practices from similar environments
- To address the changing needs of the customers (citizens and businesses) and the government

*In Summary, GPR is undertaken to address 'problems' or 'needs' of the organization or its **customers** with an objective to improve the overall quality of the services*



The process of 'Process Mapping'

- **Begin at the first step in the process**
- **Develop the remaining steps in the process**
 - What happens next & why
 - What decision (Yes / No) is taken
 - Add any Standards, Policies or Templates that are used
 - Enter the process step in the row of the player responsible for it
- **Flow to additional pages using the 'Off Page' connector if the entire process does not fit on the page**
- **Add the end point of the process**

Building a process map (1 of 3)

- **Get a cross-functional team of all front-line process players to participate**
- **Discuss & define the start and end-points accurately**
- **List all the players in field 1**
- **Start mapping the process activities one after the other clearly marking the flow of the activities with arrows in field 2**
 - What happens next?
 - Why?
 - Decisions (yes/ no, if possible)
 - Identify/ emphasize wait times
- **Ground rule – The activity is not an exception & occurs at least in 20% cases**

Building a process map (2 of 3)

- **Note down the relevant policies (rules governing the process activity), the standards (formats, templates used for the process activity) and any responsibility for the particular process activity in field 3**
- **Keep building the time-line in field 4 and finish with end-point; mark completion of any phase with distinct end-points**
- **Allocate time for each process activity on the map**
 - All team members must agree on time
- **Total the time of each activity**
- **Do a reality check – does it make sense?**
- **At the end of each phase, discuss & affix the appropriate process mapping notation**

contd.

Building a process map (3 of 3)

- **Discuss & map process PIEs**
- **Locate process hand-offs & disconnects**
- **Review the process map with peers, management and other players involved**
 - Is the map a true reflection of the As Is process?
 - Are there additional issues?

Flowchart has been made, now define PIE

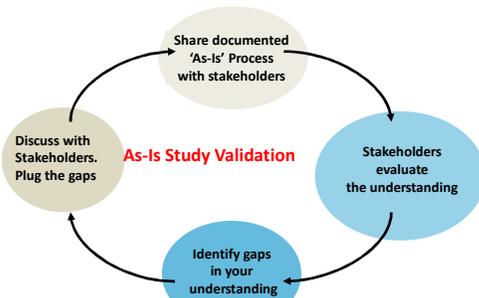
- **Problems**
 - Non-conformance to defined processes and procedures due to skill gaps, lack of common understanding, resource constraints, etc.
 - E.g. documentation not completed as per checklist
- **Issues**
 - Systemic gaps where processes and procedures are not defined or are ill-defined
 - E.g. giving a loan to 5 family members
- **Expectations**
 - Expectations that process owners, users and other stakeholders have from world-class best practices
 - E.g. loan should be given in 2 days

Process Mapping “Do's” and “Don'ts”

- **DO** map the process as it actually happens
- **DO** think about the process across the entire organisation
- **DO** talk to the other people who are involved in the process
- **DO** define the beginning and end of the process before you start
- **DO** the process map at a high level
- **DO** ask questions
- **DON'T** map the process as you think it happens or as you think it ought to happen
- **DON'T** restrict your process map to the activities in your own department
- **DON'T** work in a vacuum
- **DON'T** attempt to process map before you identify a beginning and an end
- **DON'T** get bogged down with too much detail
- **DON'T** struggle on your own

‘AS-IS’ STUDY VALIDATION

- Making sure that your understanding of the ‘As-Is’ processes is complete and correct



Challenges in As-Is Process Mapping

- Functional or departmental perspective?
- Process maps often end up with gaps, or assumptions, that don't quite hang together
- End-to-end not limited to any function or department. Consider the delivery to “citizen”
- Inter departmental/functional team?
- As-is process vs. Clean sheet? – Best practices
- ‘As-is’ analysis is frightening to people as it may uncover errors they have made or lead to downsizing

MORE ISSUES WITH AS-IS PROCESS

- **What is the problem?** The problem is usually not defined from a customer perspective.
- **How are things done?** This relates to the actual business process and not ‘ought to be done’
- **Where are the root causes of the problems?** A deeper analysis of the current situation with the problem in mind.
- Essentially, the ‘as-is’ forms **the baseline for the whole improvement process** and it’s a risk not to do it well.
- **It is NOT an evaluation - It’s an opportunity to socialize change**

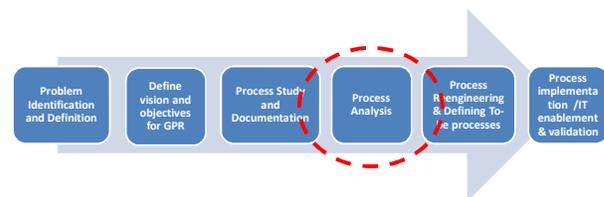
PLEASE REMEMBER!

- *We’ve identified we’re at point A, we agree we want to be at point Z.*
- *How do we make that journey?*
- *Are there any other decision points along the way?*
- *Maybe the terrain doesn’t look as we expected it to when we started our journey (budgets, resource, buy-in, tools).*
- *We need to know where we started from AND not only where we want to be but how we know when we’ve arrived.*

WHY CAN YOU NOT AFFORD TO DOCUMENT YOUR AS-IS PROCESSES TODAY?

- **Visual representation of the process:** you can literally see the steps.
- **See interdependencies:** Hand-offs between departments or processes & the “black holes”
- **Find the gaps:** visualize the problems & realise that the process is convoluted
- **The “ah ha” or OMG moment:** “Are we really doing it that way?” Thinking & reality
- **Consistency :** Place, Time, Person?

Approach to GPR



WHAT ALL IS INVOLVED IN OFFICE WORK?

1. CAPTURE INFORMATION.
2. PROCESS INFORMATION.
3. PRODUCE DOCUMENTS.
4. TRANSFER INFORMATION.
5. TRANSFER DOCUMENTS.
6. STORE DOCUMENTS & INFORMATION.
7. RETRIEVE INFORMATION & DOCUMENTS

WHAT IS INFORMATION TECHNOLOGY ?

DATA CAPTURE & STORAGE

DATA PROCESSING

DATA TRANSFER

WHAT DOES INFORMATION TECHNOLOGY MEAN FOR AN EXECUTIVE?

IT MEANS FREEDOM FROM

1. PLACE

2. TIME and

3. PERSON

THE REENGINEERING PROCEDURE

DO ALL THE PROCESS ACTIVITIES ADD VALUE?

NO

& THIS IS WHY PROCESS ANALYSIS IS CARRIED OUT

What constitutes process analysis?

- Measuring process efficiency – VA/ NVA activities
- Identifying process complexity – Data Entry Points (DEPs) / Hand off Points (HOPs) etc.
- Hands On Time (HOT) vs. Turn Around Time (TAT) analysis

Classifying Process Activities in VA/ NVA (1 of 3)

- An activity is classified as Customer Value Added activity (CVA) if:
 - The activity adds a form or feature to the end-product or service, and
 - The customer is willing to pay for it
 - The task enables a competitive advantage (reduce price, faster delivery, fewer defects)
- e.g.: printing of passport, issue of food grains under PDS etc

Classifying Process Activities in VA/ NVA (2 of 3)

- An activity is classified as Business Value Added (BVA) if:
 - The customer may not want to pay for it but are required for some reason
 - The task required by law or regulation
 - The task reduces financial risk?
 - The process breaks-down if the task were removed
- e.g.: quality testing, attestation / authorization of copies of documents etc

Classifying Process Activities in VA/ NVA (3 of 3)

- An activity that provides the process with no competitive advantage and which can be discarded without influencing the final outcome
 - It includes any of the following activities – rework, multiple signatures, counting, handling, checking, inspecting, transporting, down-time, delaying, storing

Transport / Handling	T	Moving people, information and/or things from one location to another
Redundancy / Duplication	R	Rework; unnecessary or duplicate performance of a task
Inspection / Verification	I	Ensuring a task was performed correctly / Checking / Reviewing
Preparation	P	Getting ready to perform a task / Prepare to do work

Process Complexity Analysis (1 Of 2)

- **Number of data entry points**
 - Shows the number of times data is being captured
 - Identifies areas where duplication of work is taking place
- **Number of hand-off points**
 - Shows how many hands the file passes through for processing
 - Indicates areas where handoffs can be eliminated for speedier processing through elimination of unnecessary activities & waiting time
- **Number of systems used**
 - Shows the number of systems and excel sheets / registers where data is entered
 - Allows us to identify areas where duplicate data entry is taking place and helps eliminate un-necessary work

Process Complexity Analysis (2 Of 2)

- **Facilitates identification of those elements in the process that can be eliminated**
- **Process Complexity Analysis documents the following:**
 - Number of data entry points (DEP)
 - Number of hand-off points (HOP)
 - Number of systems used
- **More number of DEPs, HOPs and systems indicate a complex process**

Template for capturing Process Complexity

Process Complexity Parameter	As Is Process Analysis
No. of Activities	
Number of Data Entry Points (DEPs)	
Number of Handoffs Points (HOPs)	
Number of Systems	

HOT & TAT

HANDS ON TIME (HOT)

The time during which material or information is actually handled or action is taken on them in a process for changing its shape or form

Turn Around Time (TAT)

The total time taken for material or information to move across in a process from the start point to the end point

$$TAT = HOT + \text{Queue time} + \text{Changeover time(if any)} + \text{Transportation Time}$$

Time other than HOT can be focused upon for improvement

INDICATORS OF POOR PROCESS

- Too much movement
- Too much re-entry and or copying
- Standard formats not easily available
- Process too much disintegrated
- Process needs many manual inputs requiring references from other documents
- Customers need to provide same information and or data multiple times
- Activities, information, data that does not serve any purpose and can be eliminated
- Activities, information, data, documents that can be integrated
- Activities, process can be simplified
- Activities, process, information, data that can be automated
- Process where 3 major benefits of Information Technology viz. Independence from PLACE, TIME & PERSON can be utilized.
- The process is 'MULTIPLE WINDOW'

VERBS WHICH ARE LIKELY TO HAVE NO BUSINESS VALUE

- | | |
|----------------|--------------|
| – Copying | – Checking |
| – Collating | – Approving |
| – Counting | – Storing |
| – Preparing | – Filing |
| – Searching | – Retrieving |
| – Accumulating | – Moving |
| – Revising | – Inspecting |
| – Editing | – Rework |

INDICATORS OF IMPROVED PERFORMANCE FROM GPR - 1

- Internal Customer Friendliness
- Meeting expectations of the Internal Customer
- Providing Convenience to Internal Customer : Place, Time, Chanel
- Accessibility to the Internal Customer
- External Customer Friendliness
- Meeting expectations of the External Customer
- Providing Convenience to External Customer: Place, Time, Chanel
- Accessibility to the External Customer

INDICATORS OF IMPROVED PERFORMANCE FROM GPR - 2

- Process Simplicity
- Quality & Effectiveness of the process
- Reduced Cost of the Process
- Reduced Time Taken for the Process
- Reduced Effort taken for the Process
- The process is PAPER LESS or LESS PAPER
- Reduced Copying or re-entry of information, data
- No Searching of information from files/ registers/ others

INDICATORS OF IMPROVED PERFORMANCE FROM GPR - 3

- Reduced Editing, Revisions, Versions, Re-work, Checking and Inspecting, Temporary Storing of information & Data,
- Reduced Permanent Storing or Filing of Information, Data, Documents, Papers
- Ease of Retrieval of Information, Data, Documents, Papers
- Availability of Tools and Equipment
- Provision of Process Manuals and User Training

INDICATORS OF IMPROVED PERFORMANCE FROM GPR - 4

- The process describes the ACCOUNTABILITY
- Process in TRANSPARENT
- Process is RESPONSIVE to the CUSTOMERS
- Process is MORALLY sound (Rule based decision making, least discretionary powers)
- Sharing of Information with Internal Customers
- Sharing of Information with External Customers
- The process is ANY WINDOW

**Who is
your airline's, your railway's,
your phone company's, and
your bank's
latest employee?**

YOU

" It is not the **strongest of
the species that survives,
Nor the most **intelligent**,
But the most responsive to
change."**

Charles Darwin

**SUCCESSFUL PEOPLE DO NOT DO
DIFFERENT THINGS**

**THEY DO THINGS
DIFFERENTLY**

**“The World is Moving So Fast These
Days That The Man Who Says It
Can’t Be Done Is Generally Interrupted
By Someone Doing It”**

... Elbert Hubbard

THE FUTURE WORKERS

The illiterate of 21st century will **NOT** be
the individual who cannot read and write,
but the one who cannot
LEARN, UNLEARN and RE-LEARN.

Alvin Toffler.

In the times of drastic changes
the **LEARNED** will belong to **PAST**,
the **PRESENT & FUTURE** belongs to the **LEARNER.**

Eric Hoffner

THE STORY OF MONKEYS & CAP SELLER

THANKS

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