



Pragmatic approach towards Redesigning Government Processes

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Keywords :

Introduction:

Reengineering starts with a high level assessment of the organization's mission, strategic goals, and citizen needs. Within this framework, reengineering focuses on the organization's processes, the steps and procedures that govern how resources are used to meet the needs of the citizens.

Any change may impact several agencies. Reengineering leads to wide ramification across the organization. Implementation of a reengineering initiative usually has considerable impacts across organizational boundaries, as well as impact on citizens. For this reason, it requires sensitivity both to employee attitudes as well as to the ramifications of changes in their lives.

Process intent is what the process is intended to do. To be competitive, a value delivery system must be designed for customer response, customer quality and customer's perception of a high value-to-cost ratio. A value delivery system consists of all the people, processes, procedures, facilities and machines that provide a group of products, services, or information to customers. Value delivery systems should be designed to deploy optimally the strategies of the business. The process intent of the system is considered in terms of Performance requirements, Responsiveness, Quality level to be achieved and Cost of adding value.

The process model is the way that work is divided in a value delivery system. Process variance is the amount by which a process fails to meet the optimal target values that the process is designed to produce for the customer. Transformation is the process by which an organization continually re-conceptualizes and redesigns itself to remain effective and dynamic.

The following are the areas which must drive the Government Process Re-engineering exercise in government departments:

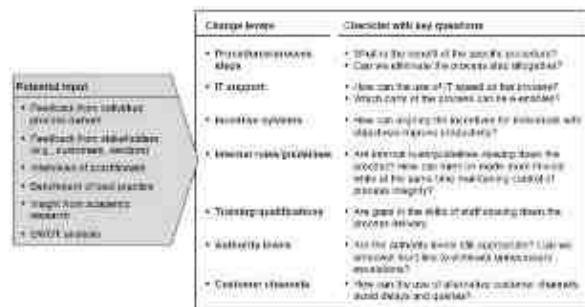
- **Service Orientation:** Reorientation of government processes with focus on citizen's expectations and delivering services to his satisfaction.
- **Streamlining:** The processes between provider (government) and customer (citizen, businesses, employees) need to be reduced leading to faster delivery of services.
- **Standardization:** Similar type of work should be done in the same way.
- **Information Management:** Government Information is a strategic resource and should be managed effectively throughout its life cycle (capture, store, process, apply, exchange and reuse).
- **Partnerships:** Government processes need to be oriented in such a manner, so as to facilitate partnerships among all stakeholders including private sector agencies.
- **Enabling Technology:** Information and communication technologies should be used for redesigning government

processes as well as for delivery of government services.

- **Continuous Improvement of Services:** The design of government processes should incorporate performance standards and evaluation mechanism to enable continuous improvement of government services.
- **Monitoring and Evaluation:** Monitoring of e-Governance projects should be done by the implementing organization in the manner similar to project monitoring for large infrastructure projects. Even after the project has been implemented, constant monitoring would be required to ensure that each component is functioning as per design. Evaluation may be done by independent agencies on the basis of parameters fixed beforehand.

The potential inputs required for redesigning the business processes and the related change levers with necessary checklist of key questions to be considered is explained as below:

Fig. 1.1: Required inputs and appropriate Change Levers of redesigning business Processes



The important ways to measure performance or performance improvement:

1. Comparing present performance to past performance or standards (past year sales, profit, ROI, performance to budget).
2. Comparing customer's perceptions or needs (customer complaints, comment cards, surveys, focus groups, etc.).
3. Comparing our performance with the performance of our best competitors (competitive benchmarking).
4. Comparing present performance with ultimate possible performance.

Performance gap is the difference between the present performance and the ultimate possible performance. Therefore based on the analysis of performance gap, the essentials of effective service delivery are:

Success Factors for ICT enabled Redesigning Business Process

The critical success factors in implementing ICT enabled redesigned business processes are mentioned as below:

- Organizational Readiness
- Robust, reliable ICT infrastructure to support initiatives.
- Integration of autonomous systems and between new systems and legacy applications.
- Process review and re-engineering that ensures technology is applied to good streamlined processes.
- Adequate resources for long-term support of such BPR initiatives
- Governing Policies and Practices
- An enterprise approach that is followed by all facets of the organization including a single portal organized around services, which provides a consistent look and feel.
- A marketing and communications plan.
- A business model and plan for sustainable funding.
- Identification of risks and methods to minimize them especially in the areas of privacy and security.
- A plan for access by all facets of society including access for people with disabilities, addressing the digital divide, and multi-lingual access.
- A process for identifying ICT initiatives and establishing

Conclusion:

Private players such as CSCs may act as catalyst and become service providers and can register and facilitate the service provision online. The citizens should get the services of government on any time, anywhere basis, without relation to the jurisdiction of a particular office of a particular department or agency. Citizens should be able to see the Government as a single service provider, through one-stop facilities. Through such strategic mechanism Government can attempt to provide a flexible setup, where citizens can avail a wide array of services at a single location without concern about the department which provides a particular service. The deployment of PPCP model shall play a role of an effective "change agent" that would provide a structured platform for socially inclusive community participation for collective developmental activities. This is a paradigm shift

from department centric to citizen centric approach.

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