Government Process Re-engineering

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Agenda

- Need for Transformation of Government

- Understanding e- Governance

- Government Service Categories

- Understanding Government Business Process

- Service Quality Parameters

- Approach to Government Process Re-engineering

- Steps for Process Re-engineering

- Success Factors of GPR

Need for Transformation in Government..

- Greater awareness
- Better access to information
- Expectations of better service levels

Citizen Awareness

Budgetary Constraints

- Reduced budgets
- Difficulty in funding by increasing taxes

- Changing demographic trends (young population)

Changing Demographics

Competition for investment

- Need to attract investment
- Efficiency of public sector – key determentant

- Heightened Media and social activism

Greater Accountability & Transparency

Public sector reform agenda

- Millennium Development Goals
- Disinvestment policy
- NeGP

Introduction to e-Governance

What is e-Governance ?

• Ministry of Information Technology defines e-Governance as "… the application of Information Technology to processes of government functioning to bring about a Simple, Moral, Accountable, Responsive and Transparent governance"*

• Most e-Governance projects focus towards taking existing Government Services and leveraging technology to delivering the services to the customer

- − In a faster time-frame

- − At a reduced costs & effort

- − With enhanced transparency & control

What is NOT e-Government ?

e-Government is not about **'e'**
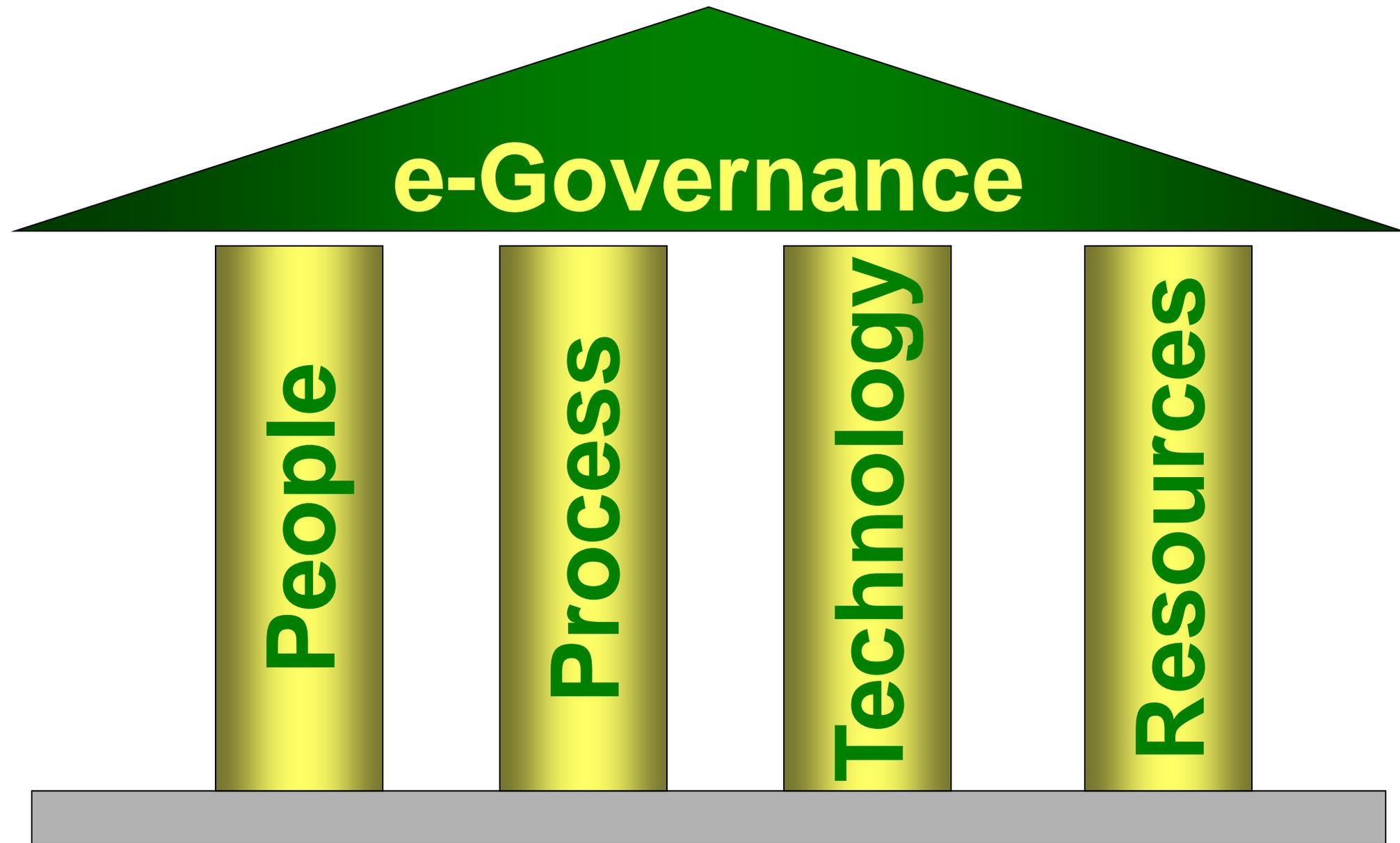
but about **government !**

e-Government is not about **computers & Websites**

but about **citizens & businesses!**

e-Government is not about *translating* processes
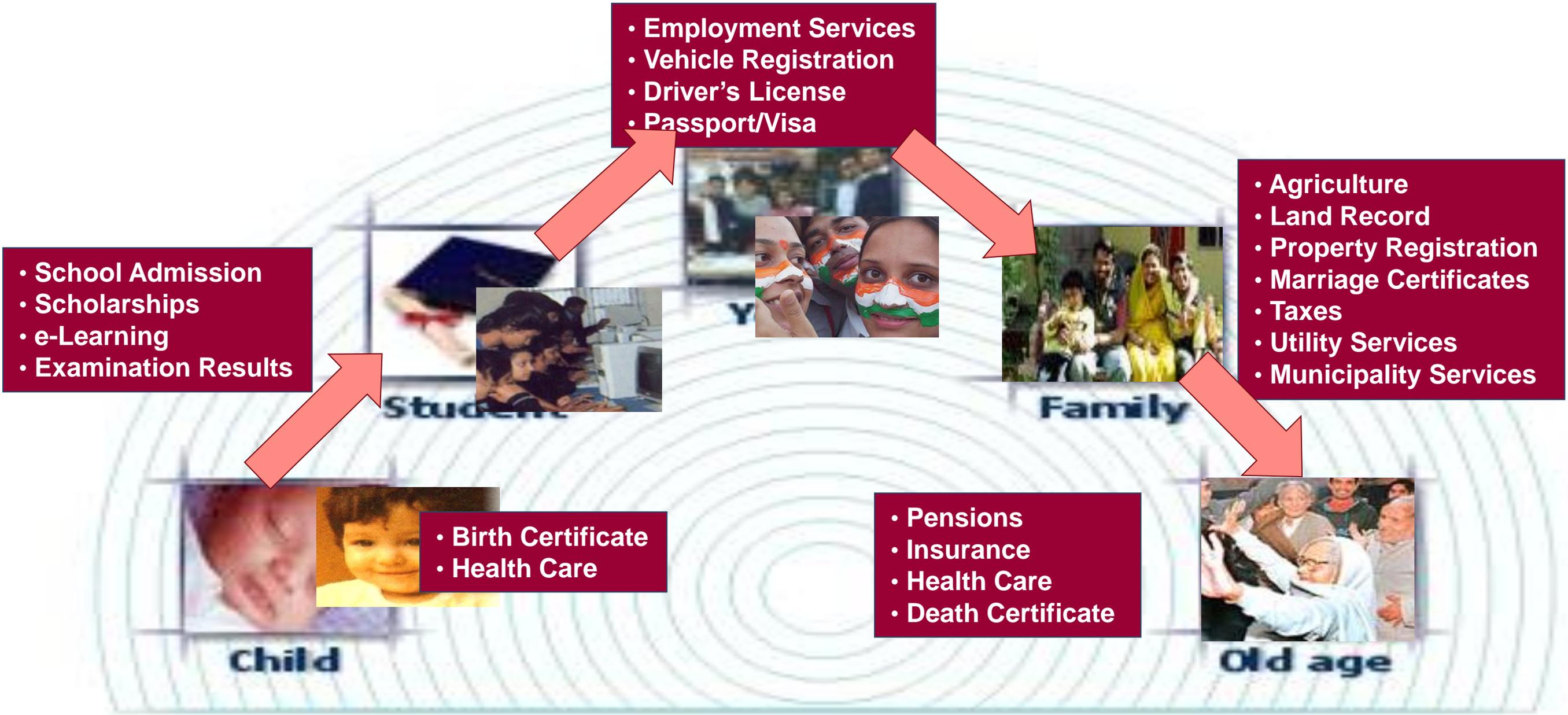
but about **transforming** processes !

The Four Pillars of e-Governance

e-Governance

People

Process

Technology

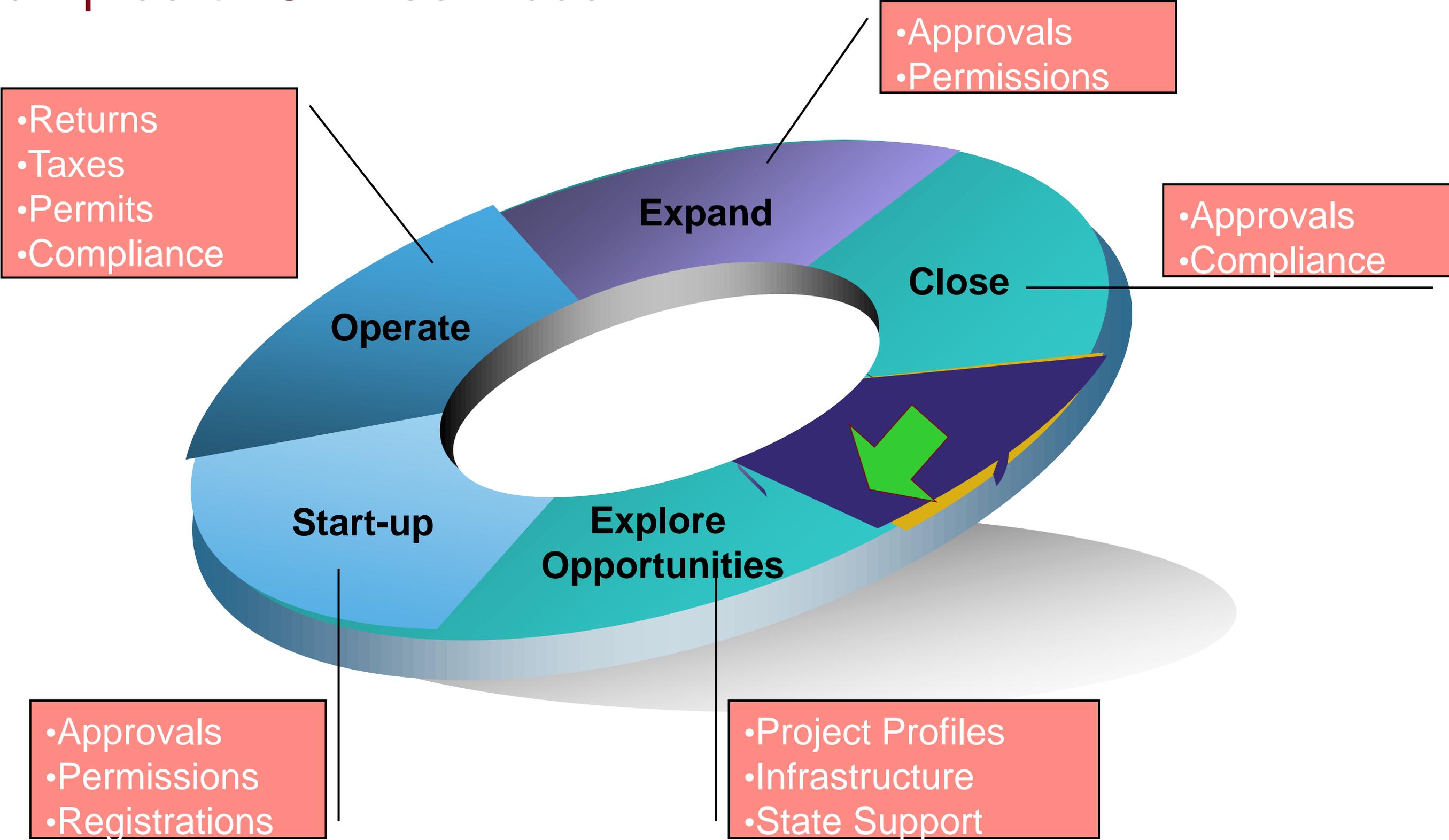Resources

Government service categories

- **G2C (Government to Citizen)**: deals with the relationship between government and citizens. G2C allows citizens to access government information and services instantly, conveniently, from everywhere, by use of multiple channels.

- **G2B (Government to Business)**: consists of e-interactions between government and the private sector. The opportunity to conduct online transactions with government reduces red tape and simplifies regulatory processes, therefore helping businesses to become more competitive.

- **G2G (Government to Government)**: Governments depend on other levels of government within the state to effectively deliver services and allocate responsibilities. In promoting citizen-centric service, a single access point to government is the ultimate goal, for which cooperation among different governmental departments and agencies is necessary. G2G facilitates the sharing of databases, resources and capabilities, enhancing the efficiency and effectiveness of processes.

- **G2E (Government to Employees):** deals with relationship between Government and employees

Examples of G2C Services

- **School Admission**
- **Scholarships**
- **e-Learning**
- **Examination Results**

- **Employment Services**
- **Vehicle Registration**
- **Driver's License**
- **Passport/Visa**

- **Agriculture**
- **Land Record**
- **Property Registration**
- **Marriage Certificates**
- **Taxes**
- **Utility Services**
- **Municipality Services**

- **Birth Certificate**
- **Health Care**

- **Pensions**
- **Insurance**
- **Health Care**
- **Death Certificate**

Student

Family

Child

Old age

… from cradle to grave

Examples of G2B services

- Approvals
- Permissions

- Returns
- Taxes
- Permits
- Compliance

- Approvals
- Compliance

Expand

Operate

Close

Start-up

Explore Opportunities

- Approvals
- Permissions
- Registrations

- Project Profiles
- Infrastructure
- State Support

Examples of G2E Services

- Housing Support
- Health Care
- Children's Education

- Recruitment
- Job Training
- Skill Development

- Pension

Understanding Business Processes (3 of 3)

- **G2C Service:** Providing a Passport to a Citizen

- **Process:** all activities carried out by Citizen, Government & its agencies

  - From: Receipt of a passport application form

  - To: Delivery of Passport / Communication of Rejection

- **Sub-Process:** The Passport process can be sub-divided into

  - Passport Application Collection

    - Document Verification

    - Fees Collection

  - Passport Processing

  - Passport Delivery

- **Activity:** various steps in the process, e.g.

  - Receipt Issuance: Printing a receipt for the Fee collected

Examples of As Is Process Mapping
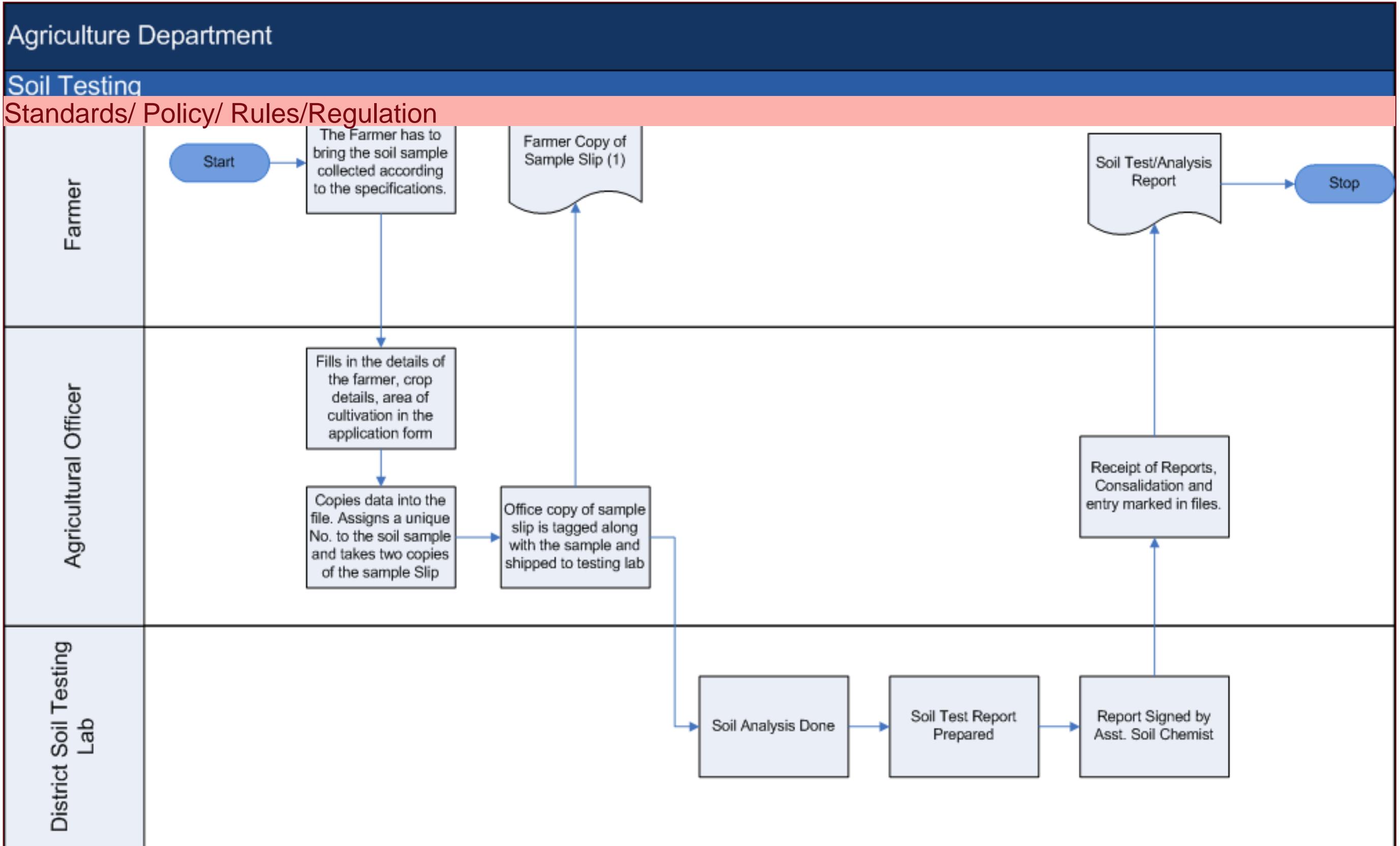
Root Causes of Poor Service Delivery

Legislative Intent → Process Problems → Delivery Channel Problems → Delivery Problems

GPR is an important part of the Solution

Process Problem

The Problem is that
we are governing in the 21st century
with Processes and Organizations
designed in the 19th Century
to work well in the 20th Century!

We need entirely different
PROCESSES & ORGANIZATIONS
for Governance in the 21st Century

Identification of Services for GPR

Department Services

Approach 1:

Problems/needs identification through proactive/reactive methods

Identify the services/processes related to the identified problems/needs

Re-engineer the processes

We will discuss this approach in next few slides .

Approach 2:

Service Value Analysis and Apply Service Prioritization Framework

Identify the high value services to the customers and the department

Re-engineer the processes

Common challenges with Needs/Problems reported/identified..

- The services are of very poor quality

- There is no transparency in government services

- I am not satisfied with the services

- We need to computerize this process/workflow (problems don't define solutions)

- It is too expensive to deal with government

None of these problem statements hint at the real 'problems' – they don't identify the specific problems or specific needs with a specific service/specific task or specific output…

Such problems are difficult to resolve….

Understanding Problem Statements

- Example of good problem statements (*illustrative only*)

  - Only **40% of the ration items distribut**ed through PDS are reaching eligible families

  - It takes approximately **two months to obtain** death certificate

  - It requires minimum of **ten visits to get the pension amount sanctioned**….

  - Turn Around Time to Process Passport Application is 3 months

  - It takes **6 hours to get the railway reservatio**n done in Metro cities in India for reservations across the counter...

Understanding 'Quality' in Government Services

- Information is correct or not?
  - Name & Photo are correct
  - Personal information like sex, date of birth, address etc are correct
  - The passport is stamped / signed and is valid
  - Physical passport is as expected
  - Not torn or damaged
    - Does not have pages missing / has correct number of pages

- But even if all of the above are correct, does that mean that we have met the "Service Quality" parameters for the passport?

The answer is **NO`**

So what else is important?
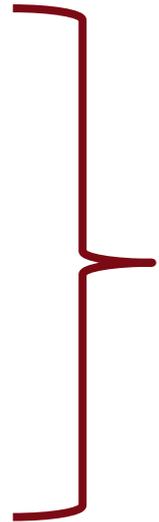# … The entire Passport Issuance Process as seen by the citizen

- What if
  - Citizen waits for hours in queue (despite having an appointment)
  - Receives the passport six weeks after dispatch
  - The police verification is delayed

    Time

  - Citizen has to come multiple times to log in application
  - Citizen needs to use an agent to get hassle-free service
  - Citizen is asked to pay extra money to get it processed fast

    Cost

  - Citizen faces rude behavior by the Security guards / counter staff
  - Citizen does not get correct information from helpline/inquiry counter
  - Counter accepts incomplete form and rejects it later
  - Counter does not accept documents defined in the requirement checklist (e.g. letter from Army Officer)
  - The passport is sent to wrong address / person

    Customer Experience

So what else is important?
… The entire Passport Issuance Process as seen by the citizen

- What if
  - Citizen waits for hours in queue (despite having an appointment)
  - Receives the passport six weeks after dispatch
  - ~~The police verification is delayed~~

> Service Quality comprises of the physical **Product**, the **Time** taken to deliver it, the **Cost** of getting the service, and **Customer Experience** or **Service Delivery**

  - Counter accepts incomplete form and rejects it later
  - Counter does not accept documents defined in the requirement checklist (e.g. letter from Army Officer)
  - The passport is sent to wrong address / person
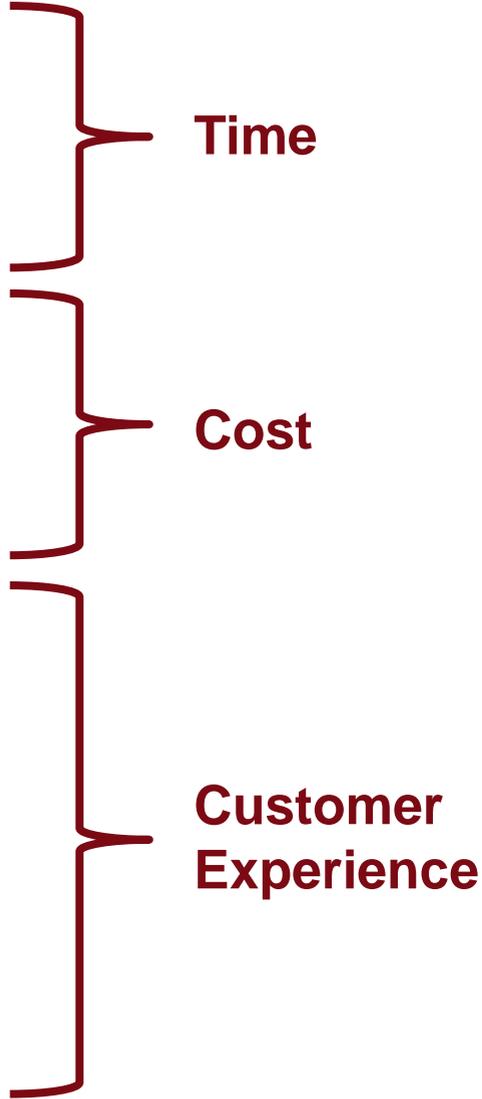
Time

Cost

Customer Experience

Key attributes of Service Quality in Government

- **Time**

    - taken for completion of service by the citizen/business

    - Taken for delivery of service by the Government

- **Cost**

    - incurred in receiving the service by the citizen/business

    - Incurred by the government in delivery of service

- **Complexity (illustrative)**

    - Number of forms to be filled, amount of information to be provided, number of offices to be approached…..by the citizen/business

    - Number of employees, number of approvals, number of verifications/validations to be performed by government

- **Transparency**

    - Knowledge on process for delivery of service, delivery timelines, status of service request to citizen and business….

Exercise: Service Quality Parameters & Defining a problem statement

- Rules

a)   Identify one service delivered by a department

  –   Write down the service quality parameters for that service, and the attributes of those parameters

b)   identify & develop a suitable problem statement based on the current situation

- Time Frame

a)   10 minutes for exercise

b)   10 minutes for discussion & presentation

Defining Business Process Reengineering (BPR)

- *BPR is <u>fundamental rethinking</u> and <u>radical redesign</u> of business processes to <u>achieve</u> **dramatic improvements** in critical, contemporary measures of performance, such as cost, quality, service and speed*

<div align="right">Michael Hammer and James Champy</div>

- − 'Changing'/'redesigning'/'replacing'/'eliminating' the <u>activities</u> and/or <u>sub-processes</u> and/or <u>processes</u> 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
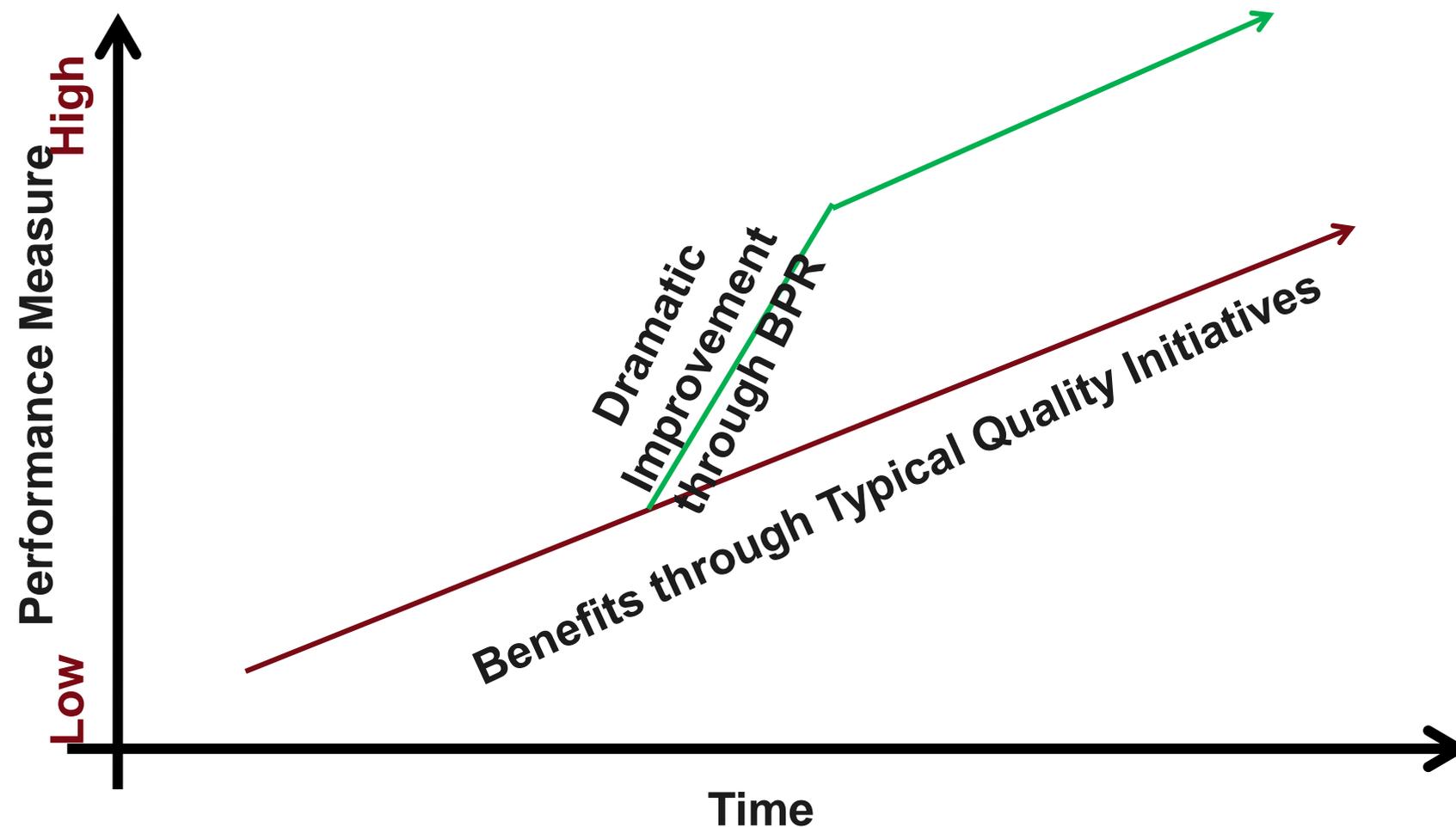
Why Organizations do GPR/BPR?

- 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 address the changing needs of the customers (citizens and businesses) and the government

-
> *iiGPR is undertaken to address 'problems' or 'needs' of the organization or its customers with an objective to improve the overall quality of the services*

Need for GPR in e-Governance

- In particular, *IT enablement of an inefficient business process* can only lead to 'inefficient IT enabled process' – delivering the same results with *marginal improvement*

- GPR may support organizations in dramatic improvement of performance and *application of IT on reengineered processes will yield better results for stakeholders*

Performance Measure — High / Low (y-axis)

Time (x-axis)

Dramatic Improvement through BPR

Benefits through Typical Quality Initiatives

BPR/GPR success stories – (1/2)

- ## Indian Railways

Issuance of passenger ticket

1. Physically going to the counter
2. Filling up application form
3. Submission at the counter
4. Confirmation of the ticket
5. Payment
6. Printing of the ticket on pre-printed government stationary
7. Delivery of ticket

Total time could be between 2 to 3 hours including travel and queue time

BPR/GPR success stories

- **Indian Railways ..**

Fundamental rethinking	*Radical redesign*	*Achieve dramatic improvements*
Do we really need to be physically present at the counter?	Book tickets online	No hassle of queuing up
		No hassle of traveling to the booking counter
Do we really need to submit the application form?	Make payment through credit / debit card	
		Convenience of booking tickets anytime, and anywhere
Do we really need to have the ticket on pre-printed railway stationary?	Print ticket yourself	
		Freedom from travel agents
Can the ticket information be made more easily available to the passenger	Send SMS <PNR> to find out the status of booking Access to information on www.irctc.co.in	Government savings on manpower, and stationary

Max 10 mins

Indian Railway Catering and Tourism Corporation Limited
A Government of India Enterprise

Opinion Poll
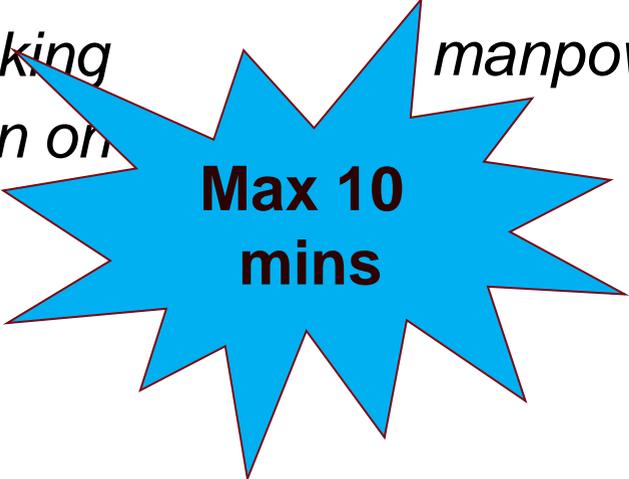
Tour Packages	Flights	Hotels	Tourist Train	Cabs	Loyalty Program

Plan My Travel

From* [Enter City Name]

To* [Enter City Name]

Date* [10/5/2012] 📅

Ticket Type * [e-ticket ▼]

Quota * [General ▼] ❓

[**Find Trains**] [**Reset**]

Booking History

Print Ticket

Cancellation

Refunds

Shubh Yatra

File TDR

■ Services

Plan My Travel

Quick Book

Mumbai Season Ticket

Banner Auction

⊞ My Transactions

⊞ User Profile

⊞ Shubh Yatra

⊞ General

ALWAYS KEEP CORRECT INFORMATION IN YOUR PROFILE, GARBAGE / JUNK VALUES IN PROFILE MAY LEAD TO DEACTIVATION

You are not a member of Shubh Yatra - Scheme for Frequent Travellers. To become a member, Click to register now!

- Class 3E Suspended in Train No. 12259/12260(DURONTO EXPRESS). Click here to know more
- Food charges are not included in ticket fare for the tickets booked on/after 28th Nov 09 in train numbers 12289 & 12290.

- Time table of several trains are updated from 1st July 2011, Please check exact train starting time from boarding station before embarking on your journey.
- For normal I-Ticket, booking is permitted at least two clear calendar days in advance of date of journey.
- For e-Ticket, booking can be done upto chart Preparation approximately 4 to 6 hours before departure of train.For morning trains with departure time upto 12.00 hrs charts are prepared on the previous night.
- Opening day booking (120th day in advance, excluding the date of journey) will be available only after 8 AM, along with the counters.

🔵 ⬅ ➡ | 🔒 https://www.irctc.co.in/ 🔍 ▾ ⟳ ✕ | IRCTC Online Passenger Re... ✕

Microsoft

BPR/GPR success stories – (2/2)

- **State Bank of India**

Request for a Demand Draft

1. Physically going to the branch / counter
2. Filling up the application form
3. Submission of form
4. Verification of signature
5. Preparation / printing of DD
6. Signature of the official(s)
7. Delivery of DD

Total time could be between 1.5 to 2.5 hours including travel and queue time

BPR/GPR success stories

- State Bank of India

Fundamental rethinking

Do we really need to be physically present at the branch / counter?

Do we really need to submit the application form at the counter?

Can we do away with signature verification at the counter?

Radical redesign

Issue DD on line

Transfer funds electronically from your own account

Verification through user id and password

Request the bank to courier the DD directly to the beneficiary

Achieve dramatic improvements

No hassle of queuing up

No hassle of traveling to the bank branch

Convenience of issuing DD anytime, and anywhere

Freedom from Babus of the bank

Government savings on manpower

Max 10 mins

भारतीय स्टेट बैंक
State Bank of India
With you - all the way

Online SBI

Welcome to Personal Internet Banking

| Home | Corporate Banking - Home | Products and Services | How Do I | Security Tips | | Sitemap |

You are here: Safe Online Banking - Features

Features for Safe Online Banking

OnlineSBI provides several inbuilt features for safe and secure banking. You can use the security options in the profile tab to:

- **Customize your Personal Profile**
  You can set your display name, mobile number and email ID in your personal profile. The display name is used in the Welcome message.
- **Manage Third Party**
  You can define your own trusted third parties to whom you wish to transfer funds. You can also add, delete or modify your list of trusted third parties.
- **Define Limits**
  You can set limits for demand draft and third party transfers, in the profile section. It is advisable to set a lower limit. You can enhance the limit as and when required
- **Enable High Security**
  SMS based high security is an additional layer of security provided for your transactions. It is recommended that you enable this feature, in the profile section. Whenever you transfer funds to own or third party accounts, issue a demand draft or credit funds to a PPF account you will receive a high security password by SMS. You need to use this password to complete the transaction.

e-TDR/e-STDR

Open Term Deposit accounts online.
Know More...

SBI e-Tax

Pay Direct, Indirect & State Govt taxes online.
Know More...

Demat/ ASBA

ASBA facility with OnlineSBI.
Know more Demat & Trading A/c. Apply Now!

Login

Personal Banking

New Services

SBI - InstaPay
- Make instant payment for utility bills... More ▶▶

Call Us
Toll Free at
1800 112211 or
1800 425 3800
(accessible from landlines and mobile)

For round the clock information on deposits, advances, A/c balance, transaction details and services.

Trouble Accessing Login page?

If you have trouble accessing the login page
Click here ▶▶

VeriSign

Approach to GPR

| Problem Identification and Definition | Define vision and objectives for GPR | **Process Study and Documentation** | Process Analysis | Process Reengineering & Defining To-be processes | Process implementation / IT enablement & validation |
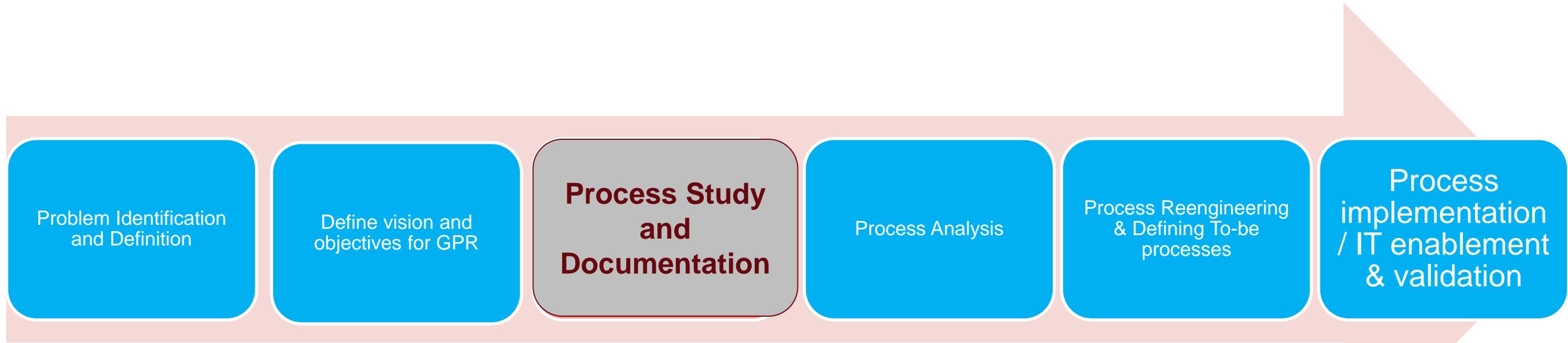
Study process flow, actors, policies, process stages

Documenting as-is processes and creating Process Maps

Recording time and other data elements for each process step

Validation of process documentation from dept.

Government Processes – Unique Attributes

- Processes are usually derived from the <u>underlying set of laws and regulations</u>

- Changing processes <u>radically </u>might take longer timeframe, as it may require <u>legal & regulatory changes</u>

- As the demand for the service grows, more people, functions and hierarchies are involved in a process

Flowcharting: Mapping the process at an activity level

- Document the processes in detail, based on process walkthrough

- For graphical process flow mapping common symbols used are as follows

Start/End — Indicates the start or end of a process

Activity — Used to specify any activity carried out

Off page Connector — Used to link from one page to another

Decision box — Indicates a decision (Yes/No) is being taken

On page — Used to link within the page

Documents — Used to specify standards & policies

The Four Field mapping template

Description of Process	
Which process group this process belongs to	

(1) Phase

Standards & Policies	

(2) Standards / Policies / Templates

System	
Player 1	

(3) The players involved in the process

Player 2	
Player 3	

(4) The actual process activity wise
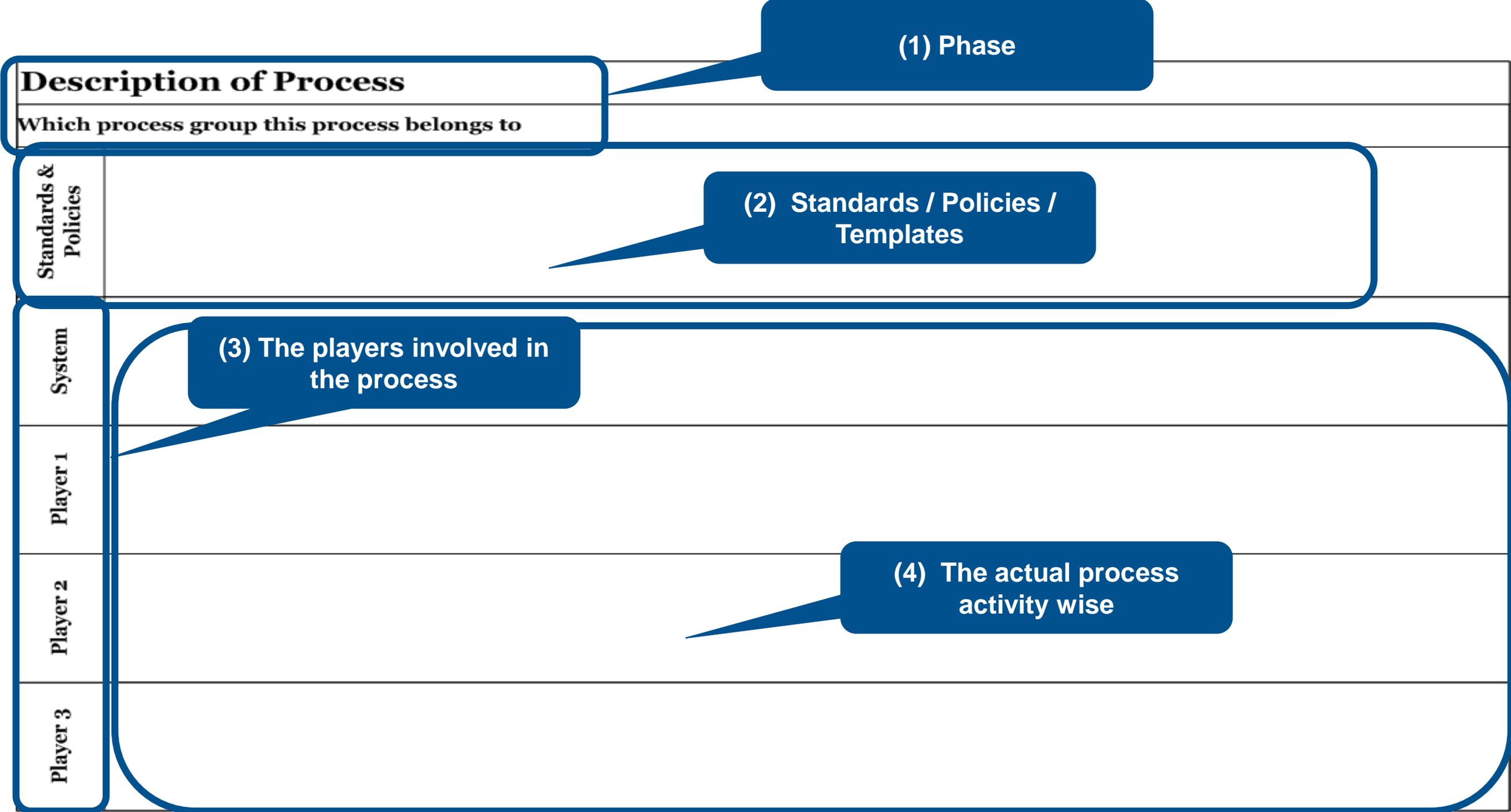
Examples of As Is Process Mapping
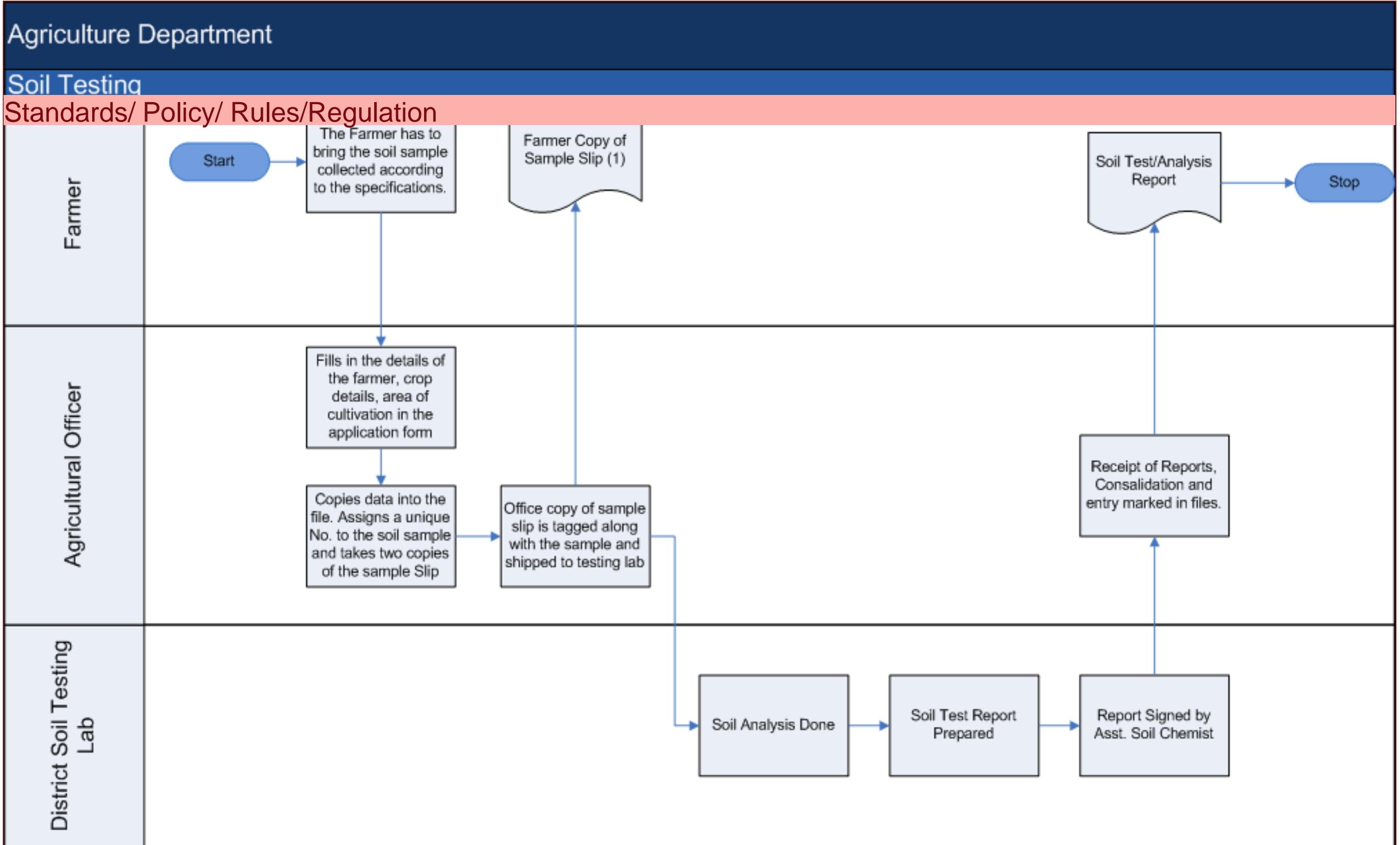
Sample process map – Railway Reservation

Slide 37
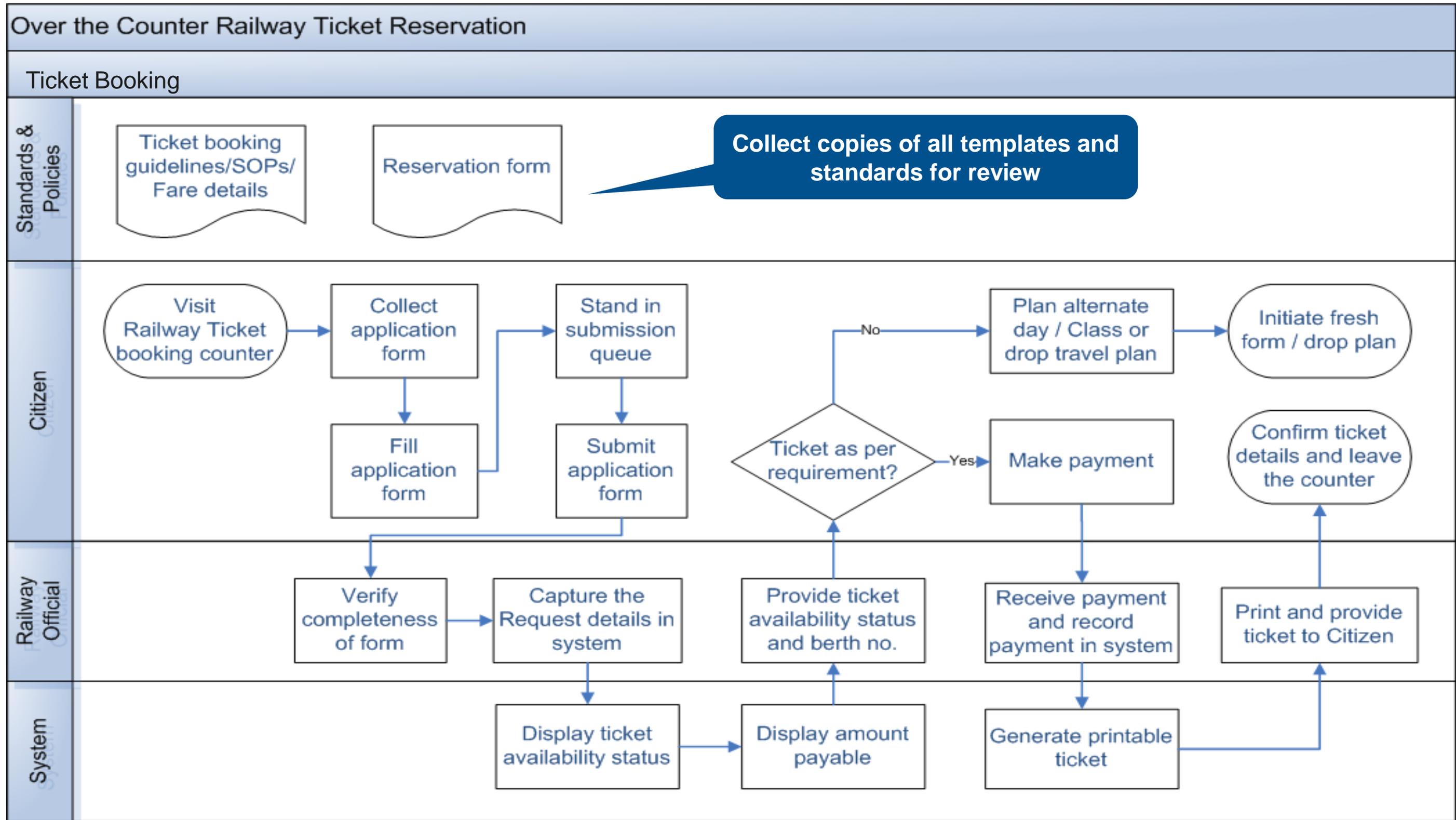
AS- Is Process Map for Government Hospital

Patient Care :Out-Patient

Policy/ Standards/ Rules/Guidelines

Patient
- Patient visits hospital and register at OPD
- Patient receive the chits and visits the Doctor
- Patient visits Pharmacy
- Patient receives the medicines

OPD clerk
- Is patient ?
  - New → Clerk enters the Name,Age,Gender of the patient into OPD Register & a new OPD No. is assigned.
  - No → Clerk enters the old OPD No.from the chit into the OPD register
- Clerk gives two copies of OPD Chits to the patient

Doctor
- Doctor enters details of patient into 'Normal OP register' and diagnoses the problem.
- Is investigation required ?
  - No → Doctor writes medicines on OPD chits using carbon sheet.
  - Yes

LAB/ Imaging
- Lab/imaging Investigation Process

Pharmacist
- Pharmacist retains the carbon copy at pharmacy and returns the original OPD to patient along with the medicines

Approach to GPR

Problem Identification and Definition

Define vision and objectives for GPR

Process Study and Documentation

Process Analysis

Process Reengineering & Defining To-be processes

Process implementation / IT enablement & validation

Analyzing process efficiency - Value Adding and Non Value Adding steps

Analyzing process complexity – Data entry points, Hands off points etc

Definition of key metrics and arriving at baseline indicators (TAT, error rate etc)

Value and Non-value-Added Activities

Activities

Analysis and Classification

Non-value-Added Activities

Reduce or Eliminate

Value-Added Activities

Continually Evaluate and Improve
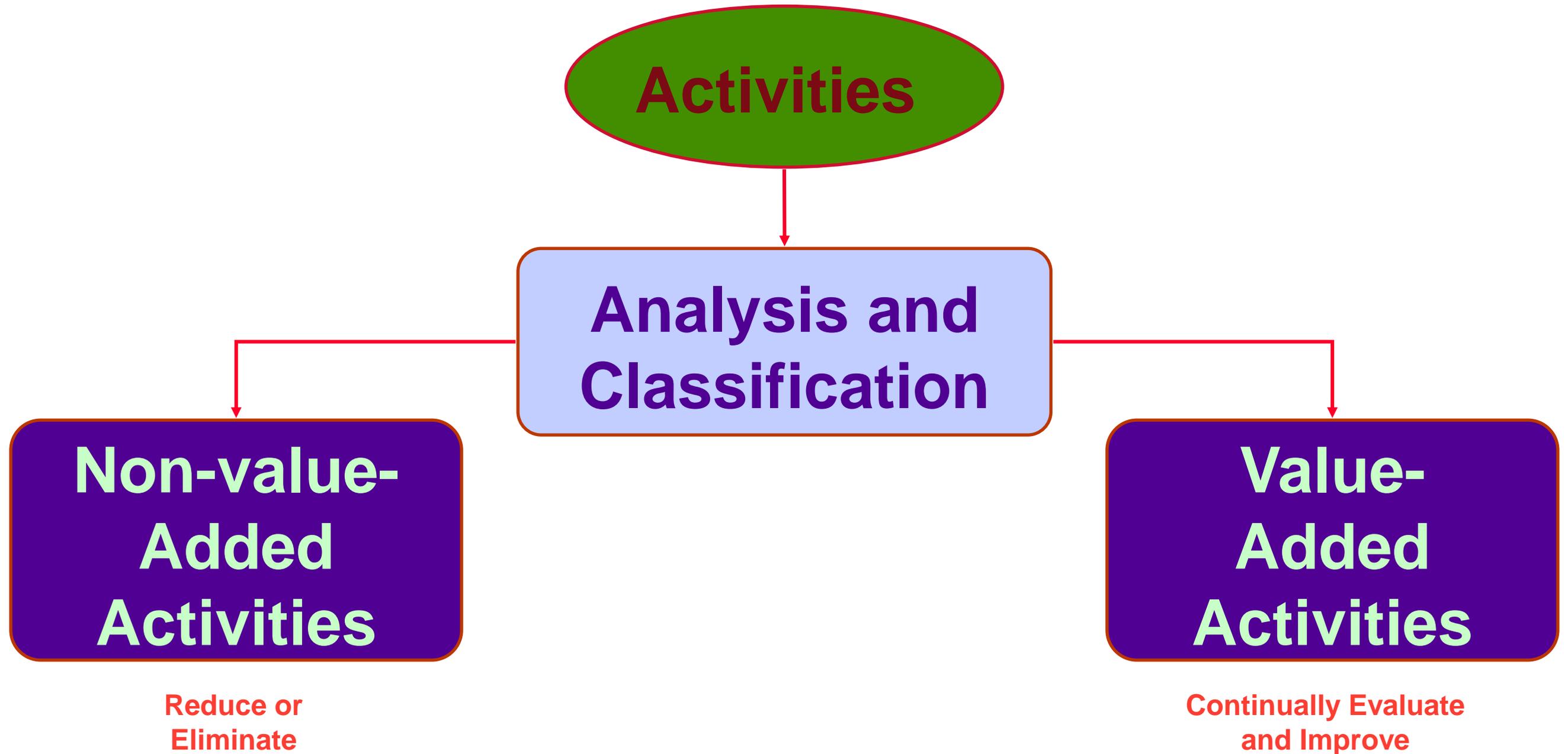
Non-value-Added Activities

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
Inspect ion / Verification	I	Ensuring a task was performed correctly / Checking / Reviewing
Preparation	P	Getting ready to perform a task / Prepare to do work

Get rid of them!/ Reduce them

- e.g.: Standing in queue to submit an application form

Railways Ticket booking – Non-Value Added activities

Value-added activities

Time (mins)

| 2 | 2 | 2 | 5 | 2 | 2 |

- Cust fills application form
- Cust submits application form
- Clerk checks availability of ticket
- Customer plans alternate ticket
- Customer makes payment
- Clerk books and prints ticket

- Customer goes to booking counter
- Cust collects application form
- Cust waits in queue to submit form
- Clerk confirms details in form
- Clerk receives & verifies payment made

T	P	P	P	I

Time (mins)

| 60 | 5 | 30 | 5 | 2 |

Non Value-added activities

T – Transport / Handling

P – Preparation

I – Inspection

Average time taken to book a ticket: 120 minutes

Identifying Non-Value Add activities

Railways – Ticket booking at counter

Customer goes to Railway Ticket booking counter

Collection and filling of application form by customer

Waiting in queue by customer to submit form

Submission of filled application form to clerk at booking counter

Booking and printing of ticket on government stationary by clerk

Clerk receiving payment from customer

Checking availability of ticket by clerk

Yes

Confirmation of ticket details from customer by clerk

No

Customer plans alternate ticket

Existing

Average time taken to book a ticket: 2 to 3 hours

Before

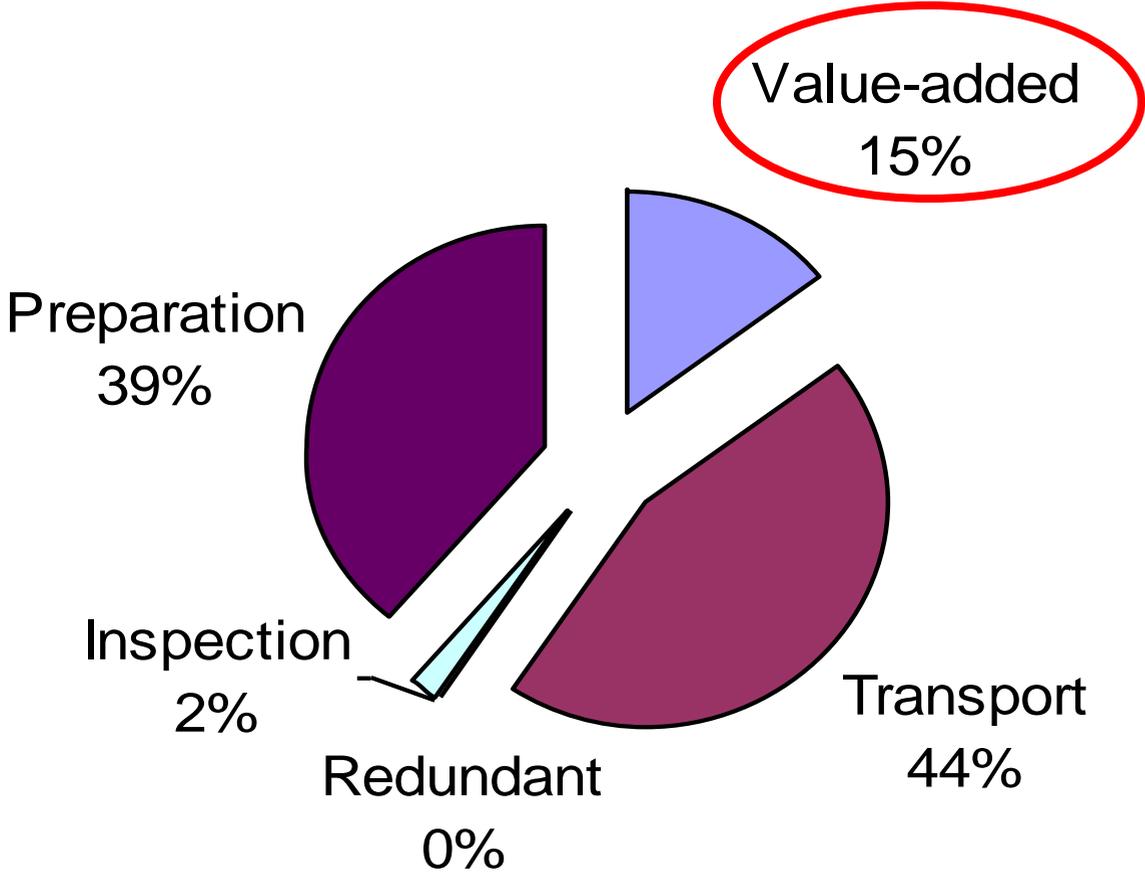# Railways Ticket booking – Value Added Ratio

Approach to GPR

| Problem Identification and Definition | Define vision and objectives for GPR | Process Study and Documentation | Process Analysis | **Process Re-engineering & Defining To-be processes** | Process implementation / IT enablement & validation |
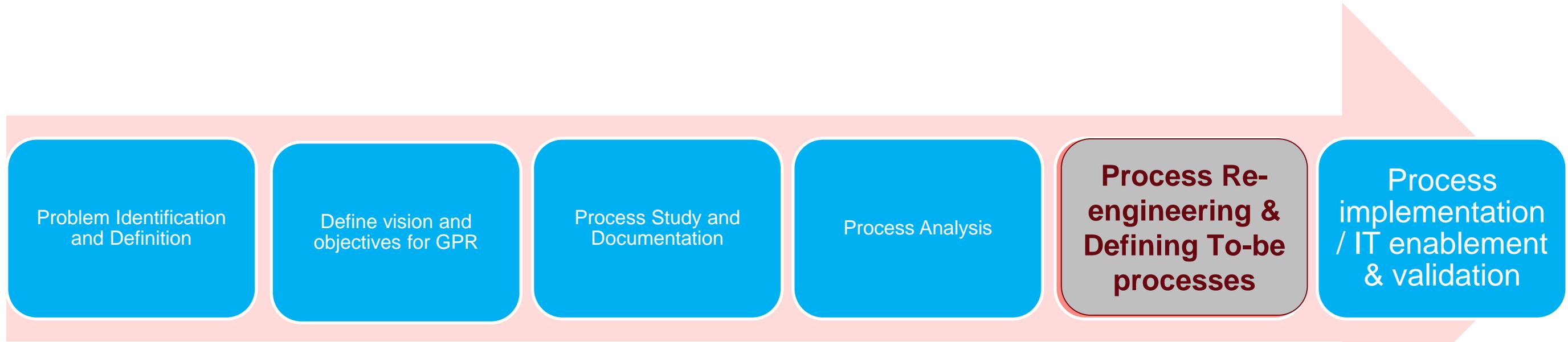
Elimination/Reduction of Non Value Adding / redundant activities

Identification of solutions (re-engineered process)

Evaluation and selection of best solution

Definition of To-be processes based on the evaluation

Finalization of To-be processes with department

Steps of process re-engineering
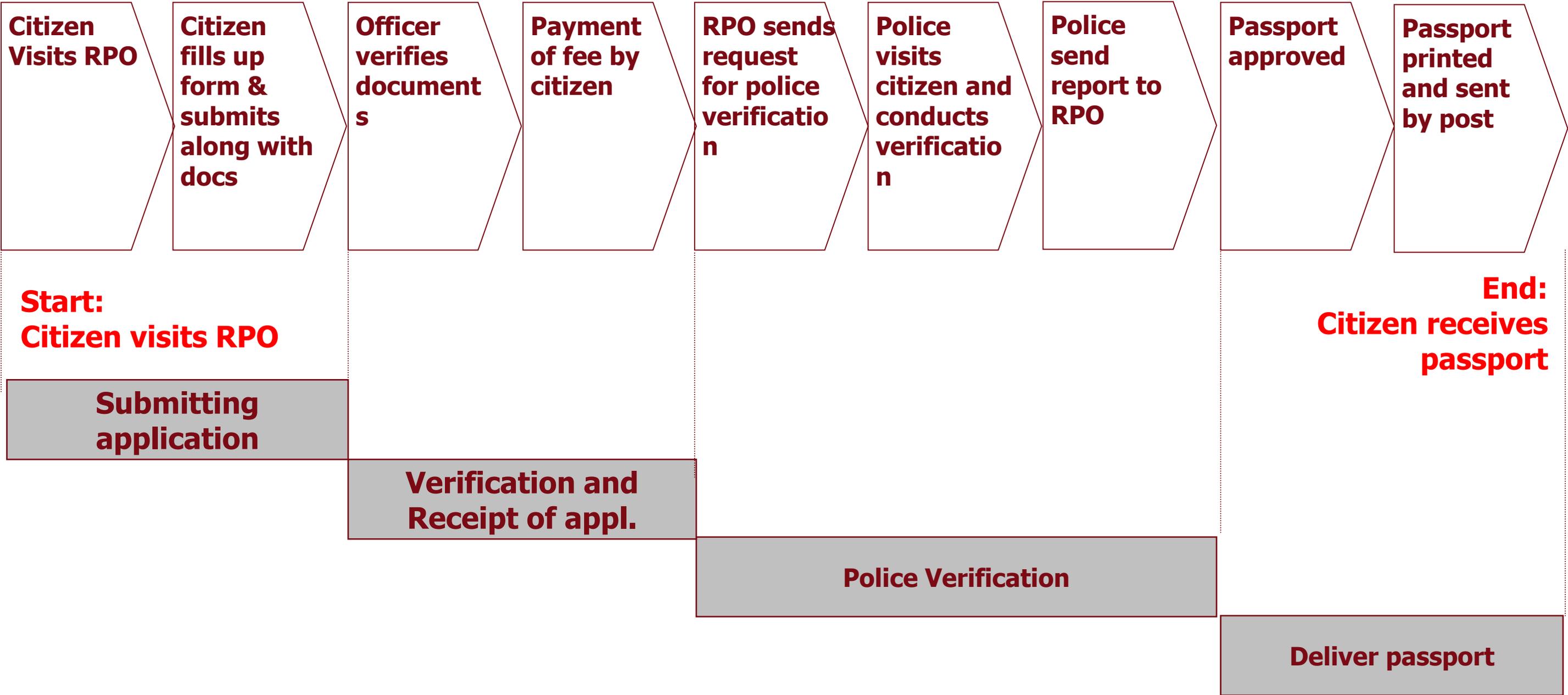
- <u>Focused stakeholder discussions</u> using group thinking techniques facilitate identification of solutions and alternate ideas

- <u>Best practices studies</u> from similar environments provide inputs to possible solutions

- <u>Process Analysis-</u> VA/NVA,, TRIP,, TAT, HOP, DEP,

- Solutions may be based on any of the following process design drivers:
    - Removing the process
    - Replacing processes completely
    - Redesigning existing processes
    - Automation of process- a manual system replaced by a computer system
    - Outsourcing the process

Solution #1- Removing Process Steps – Passport Seva example

| Citizen Visits RPO | Citizen fills up form & submits along with docs | Officer verifies documents | Payment of fee by citizen | RPO sends request for police verification | Police visits citizen and conducts verification | Police send report to RPO | Passport approved | Passport printed and sent by post |

Start:
Citizen visits RPO

End:
Citizen receives passport

Submitting application

Verification and Receipt of appl.

Police Verification

Deliver passport

The existing process took about 40 days

Submitting application

2-3 hours

Verification and Receipt of appl.

20 min

Police Verification

25-38 days

Deliver passport

2-3 days

Start:
Citizen enters RPO

End:
Citizen receives
Passport

~ 40 days

Major part of the delay is caused in delay in the police verification

Revised process ~ 3 days

Submitting application

2-3 hours

Verification and Receipt of appl.

20 min

Deliver passport

2-3 days

Post Verification by police

20-30 days

Start:
Citizen enters RPO

End:
Citizen receives Passport

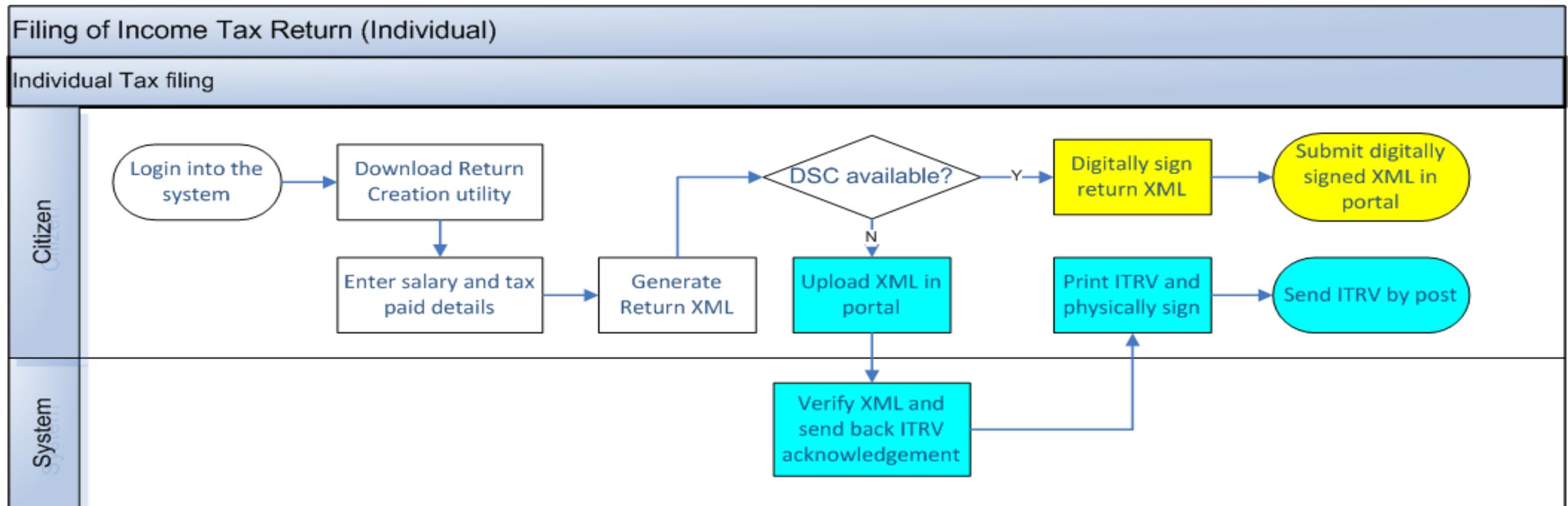**Time taken for citizen to obtain passport~ 3 days**

This process rework along with other steps (online submission, facilitation centres etc) improved the overall quality of service..

Solution #2- Replacing Process with Alternative process options

- **Case of Income Tax:**

  – Though many citizens are conversant with e-filing, most of them do not possess Digital Signatures

  – Hence alternate process for citizens without DSC was designed
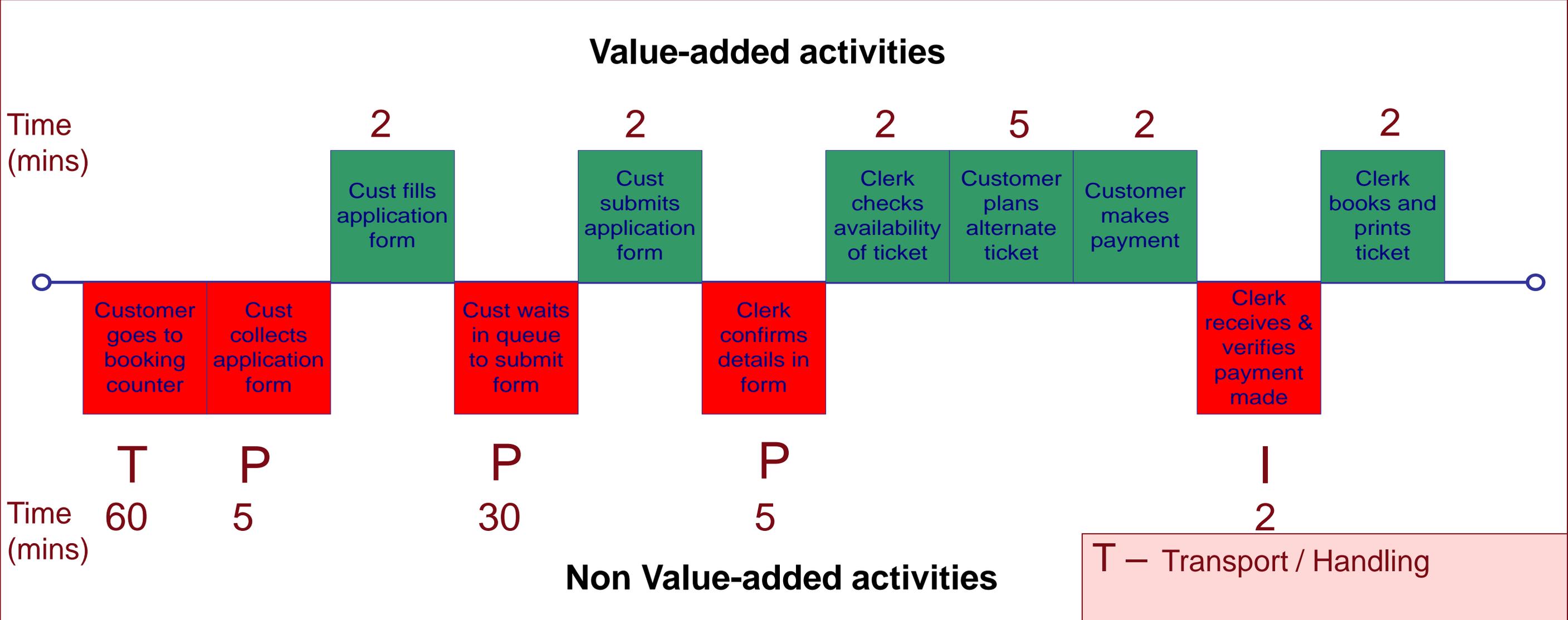

Filing of Income Tax Return (Individual)

Individual Tax filing

Citizen: Login into the system → Download Return Creation utility → Enter salary and tax paid details → Generate Return XML → DSC available? → (Y) Digitally sign return XML → Submit digitally signed XML in portal

(N) → Upload XML in portal → Print ITRV and physically sign → Send ITRV by post

System: Verify XML and send back ITRV acknowledgement

Option for citizen with DSC
Option for citizen without DSC

Solution #3- Removing Non Value Added Activities- Railways Ticket booking

Value-added activities

Time (mins)

| 2 | 2 | 2 | 5 | 2 | 2 |

- Cust fills application form
- Cust submits application form
- Clerk checks availability of ticket
- Customer plans alternate ticket
- Customer makes payment
- Clerk books and prints ticket

- Customer goes to booking counter
- Cust collects application form
- Cust waits in queue to submit form
- Clerk confirms details in form
- Clerk receives & verifies payment made

T   P   P   P   I

Time (mins)   60   5   30   5   2

Non Value-added activities

T – Transport / Handling

P – Preparation

I – Inspection

Average time taken to book a ticket: 120 minutes

Solution # 4= Automation (1 of 2)

Bidder 1

Item	Rate
Drug1	1.2
Drug3	3.4
Drug21….	20

Bidder 2

Item	Rate
Drug3	5
Drug63	0.50
Drug211….	21

Bidder 3

Item	Rate
Drug3	4.2
Drug211….	26

Problems with manual bid evaluation
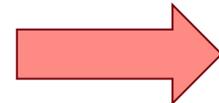
Drug 3 – Consolidated

Item	Rate
Bidder1	3.4
Bidder 2	5
Bidder3	4.2
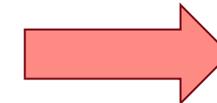
Drug 3 – Ranking

Item	Rate
Bidder1	3.4
Bidder3	4.2
Bidder2	5

- Large number of bidders (in hundreds)

- Each bidder on average bids for more than 30 drugs

- Significant efforts in manually sifting through the bids and preparing comparative tables

- High chance for manual errors

- Process takes **more than 2 months** on an average

Automation Example- E-Procurement (2 of 2)

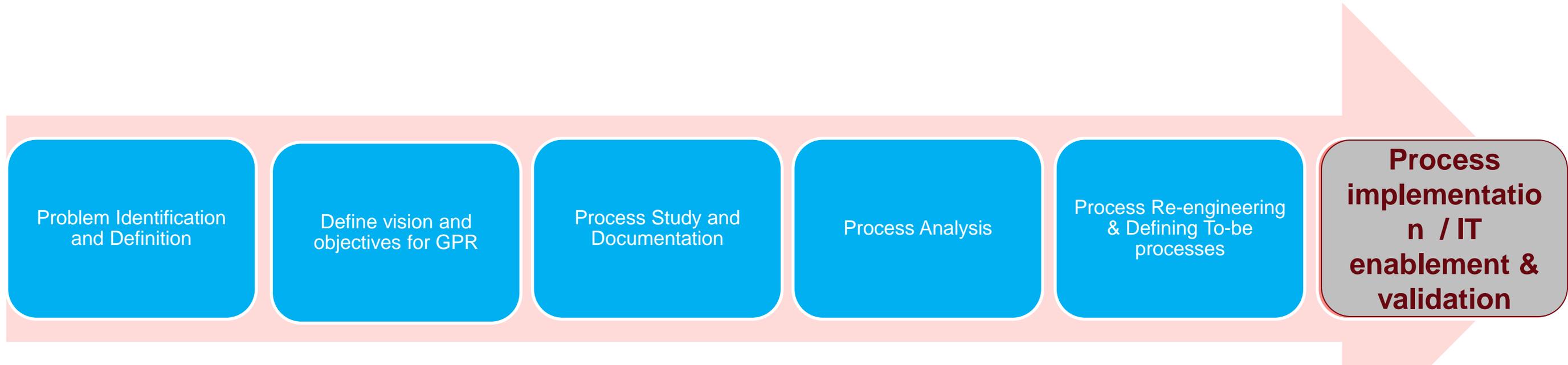| Bidders submit bids in the e-Procurement system | Eligible bidders short listed by department officials | System auto generates comparative statement from commercial bids | Department selects best value bid from the comparative statement |
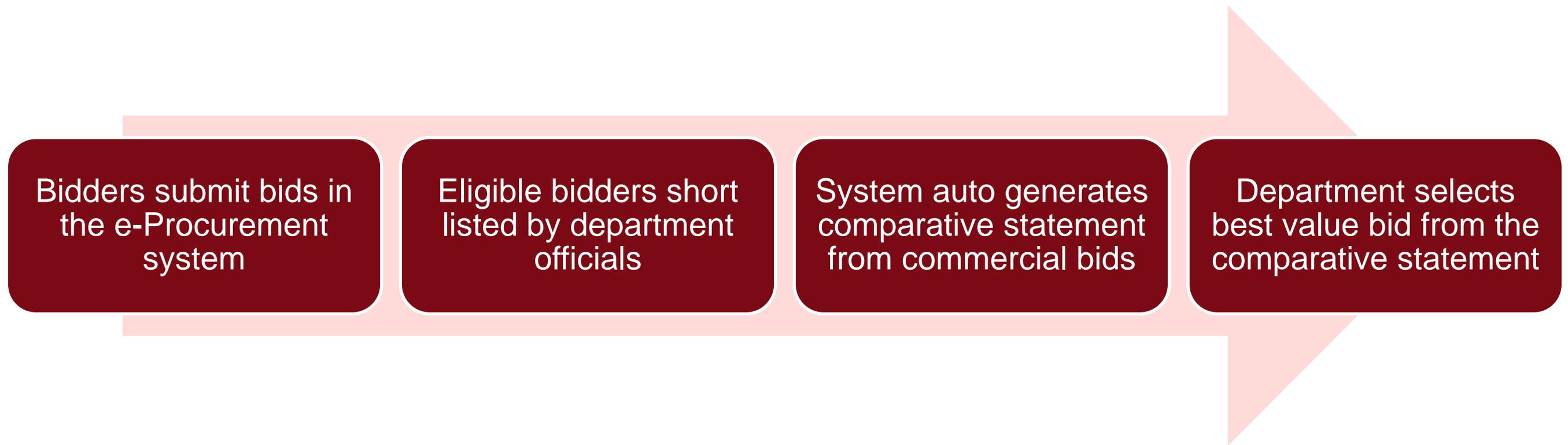
- E-Procurement system auto-generates the comparative sheet immediately after the eligible bidders are shortlisted by the department

- **The step which took months earlier is now completed within a couple of hours**

- Benefits to he department:

  ➢ Huge time and administration cost savings, by use of shared platform

  ➢ Increased transparency in the procurement process and in the department among vendors

Solution # 5- Outsourcing example: E-Seva

- E-Seva was envisioned by the Government of Andhra Pradesh to be a one stop shop for the delivery of a bouquet of citizen services…

Approach to GPR

Problem Identification and Definition	Define vision and objectives for GPR	Process Study and Documentation	Process Analysis	Process Re-engineering & Defining To-be processes	**Process implementation / IT enablement & validation**

Implementation of re-engineered processes

Implementation of IT system to handle re-engineered process flow

Legal Framework changes, *Change Management*

Impact of GPR on Legal Framework

- GPR might <u>necessitate changes in the Legal </u>Framework governing the domain

- Process changes have to be accompanies by appropriate <u>domain legal changes, to provide legal backing </u>to the change

- GPR can also be seen as an <u>opportunity for changing the OUTDATED Rules governing many </u>domains…

Constraints while undertaking GPR

- **Business Process Re-engineering**

  − Private / non-government Sector

  − Significant <u>changes possible in operating structure & processes</u>

  − Minimal impact of regulations on changes to internal structure & processes

  − Allows for significant benefits to be achieved in short spans of time

- **Government Process Re-engineering**

  − Government Sector

  − Constrained <u>*by Acts of Law which it may not be practical / possible to get modified in a short time-frame due to multiple dependencies*</u>

  − Focus must be on changes which can be implemented through

    ▪ 'Rules' applying to the Act – which are easier to get modified, and

    ▪ 'Procedures' for operating under the specified Rules

Ensuring the success of GPR

Commitment from top management and acceptance of responsibility

Setting expectations that are realistic and not over-ambitious

Requirements of target group are considered

Business case analysis is completed

Legal issues are identified and addressed

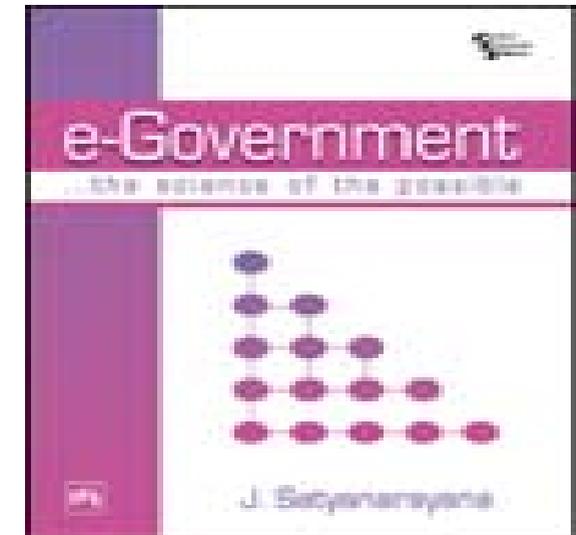Focus on developing long-term solutions

Prior experience in reengineering efforts
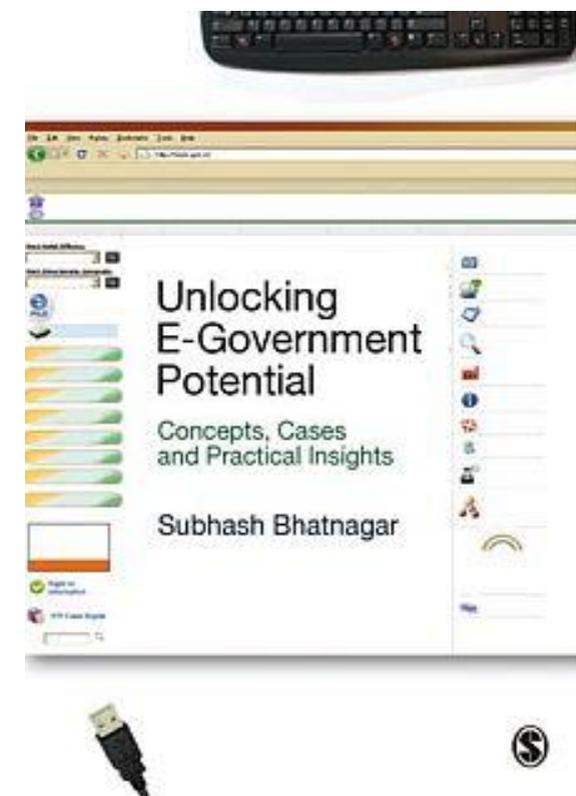
Continuous Performance measurement

Change Management

Recommended Books for Reference

1. **e- Government .... the science of the Impossible   by   J satyanarayana, Prentice- Hall of India Publication**

2. **Unlocking E-Government Potential- Subhas Bhatnagar, Sage Publication**

THANK YOU

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