

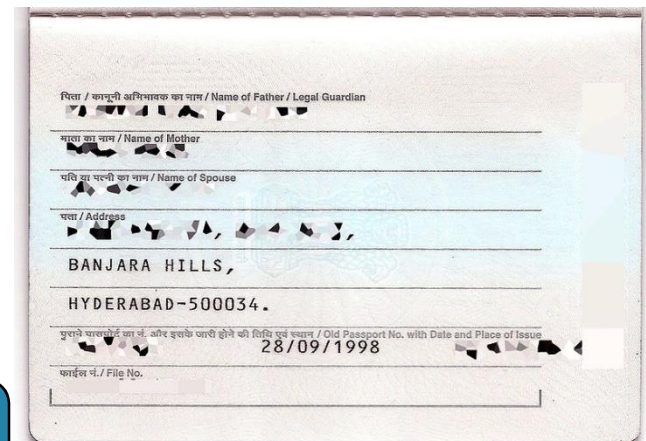
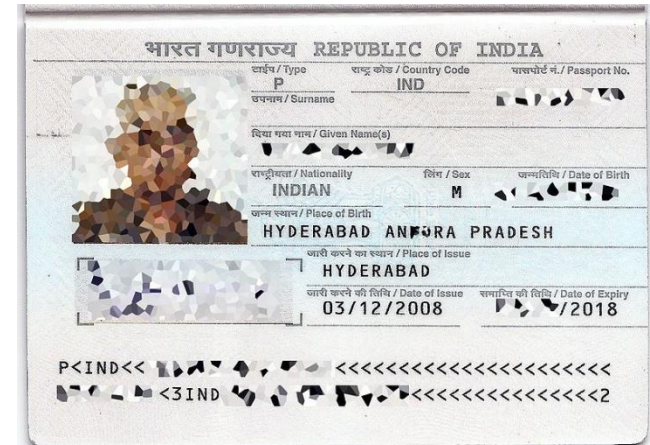
E-Office- BPR & Change Management

Saurabh Jain

Deputy Director LBSNAA

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?



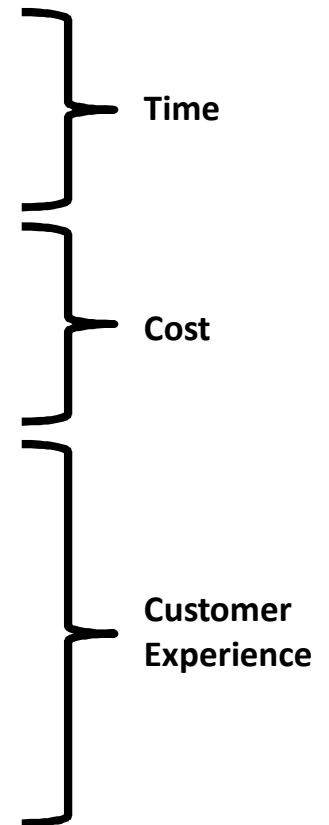
The answer is **NO`**

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
- . 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
- . 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



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

Do you really need to Computerise

- “ Whether Govt should do this activity- “Closure” rather than “Computerisation”
- “ Will IT lead to better efficiencies, will it benefit all the bonafide stakeholders, will it leads to savings in cost/time/effort of citizens
- “ Good Rate of Return
- “ Be aware of vendor driven projects (two thirds of projects are vendor driven and didn't really help the citizen)
- “ 35% Project fail, 50% partial success and only 15% succeed fully
- “ Should you start now

- ” GIGO Principle
- ” Inputs & Processes clean
- ” Cleaning the Process (GPR)
- ” Study the best practices of other States
- ” Acts & Rules Needs changes (Designed for harassing, controlling citizens)
- ” Development of New Technologies(Online Payments, Digital Signature)
- ” Rules have to change with change in behaviour, attitudes(RTI, Censorship standards, Privacy laws, Decentralise, Trust More etc.)

Process Cleaning GPR

- “ Asking citizens to submit documents in triplicate
- “ Asking verification from a Gazetted Officer
- “ 100 pieces of Information asked, when 10 would be sufficient
- “ Do you give receipt
- “ Payment process simple & convenient (treasury bank for a challan???)
- “ Timeframe in which service delivery will be done(Citizen charter)

- “ File Approvals at 2- 3 layers or with 15-20 layers
- “ Status of an Application through SMS/ IVR
- “ Deliver the end result in a painless way
- “ **DRASTICALLY REDUCE & RATIONALISE THE EXISTING PROCESSES**
- “ If the Answer is **YES YES YES**, with citizen in focus, then go ahead with the implementation of a e-governance project.

Understanding Business Processes

Process	A group of tasks / activities carried out to reach a (desired) outcome
Business Process	<p>Any set of activities performed by a business that is</p> <ul style="list-style-type: none">▪ initiated by an event,▪ transforms information, materials or business commitments,▪ produces an output
Government Process	<p>Any set of activities performed by a Government that is</p> <ul style="list-style-type: none">▪ initiated by an event, (e.g. Service Request, Event Trigger)▪ transforms information, materials or business commitments,▪ produces an output (delivery of Service to Citizen / Business of Government)

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’/’redesigning’/’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

BPR/GPR success stories

” 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

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

Do we really need to submit the application form?

Do we really need to have the ticket on pre-printed railway stationary?

Can the ticket information be made more easily available to the passenger

Radical redesign

Book tickets online

Make payment through credit / debit card

Print ticket yourself

*Send SMS <PNR> to find out the status of booking
Access to information on www.irctc.co.in*

Achieve dramatic improvements

No hassle of queuing up

No hassle of traveling to the booking counter

Convenience of booking tickets anytime, and anywhere

Freedom from travel agents

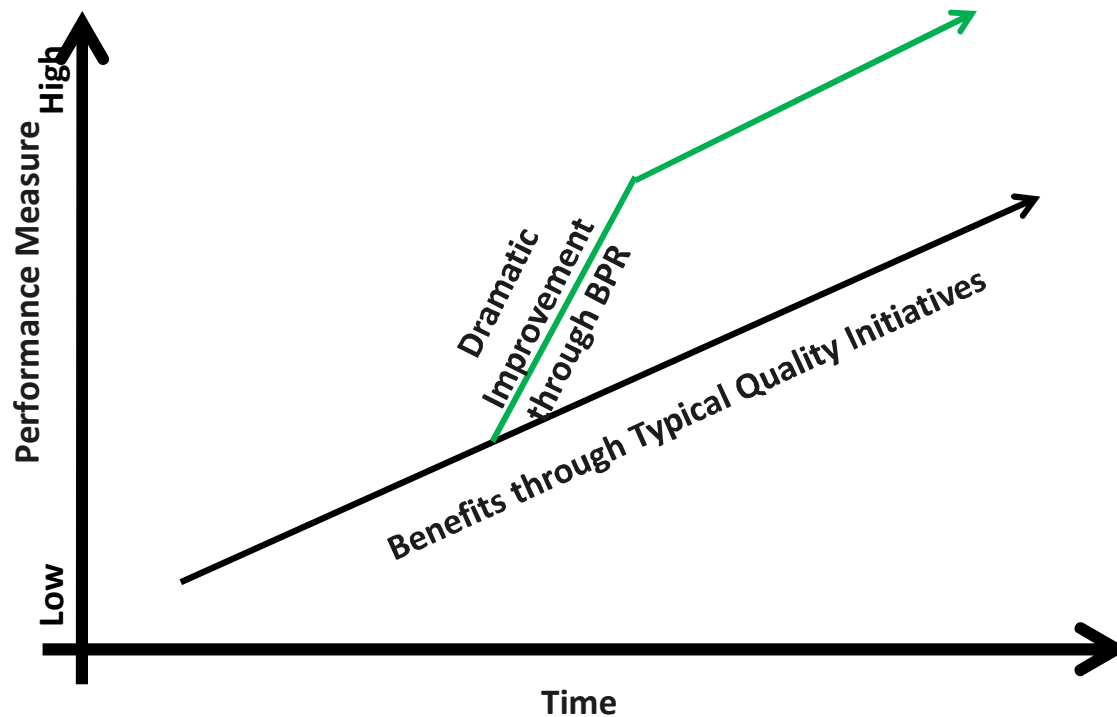
Government savings on manpower, and stationary



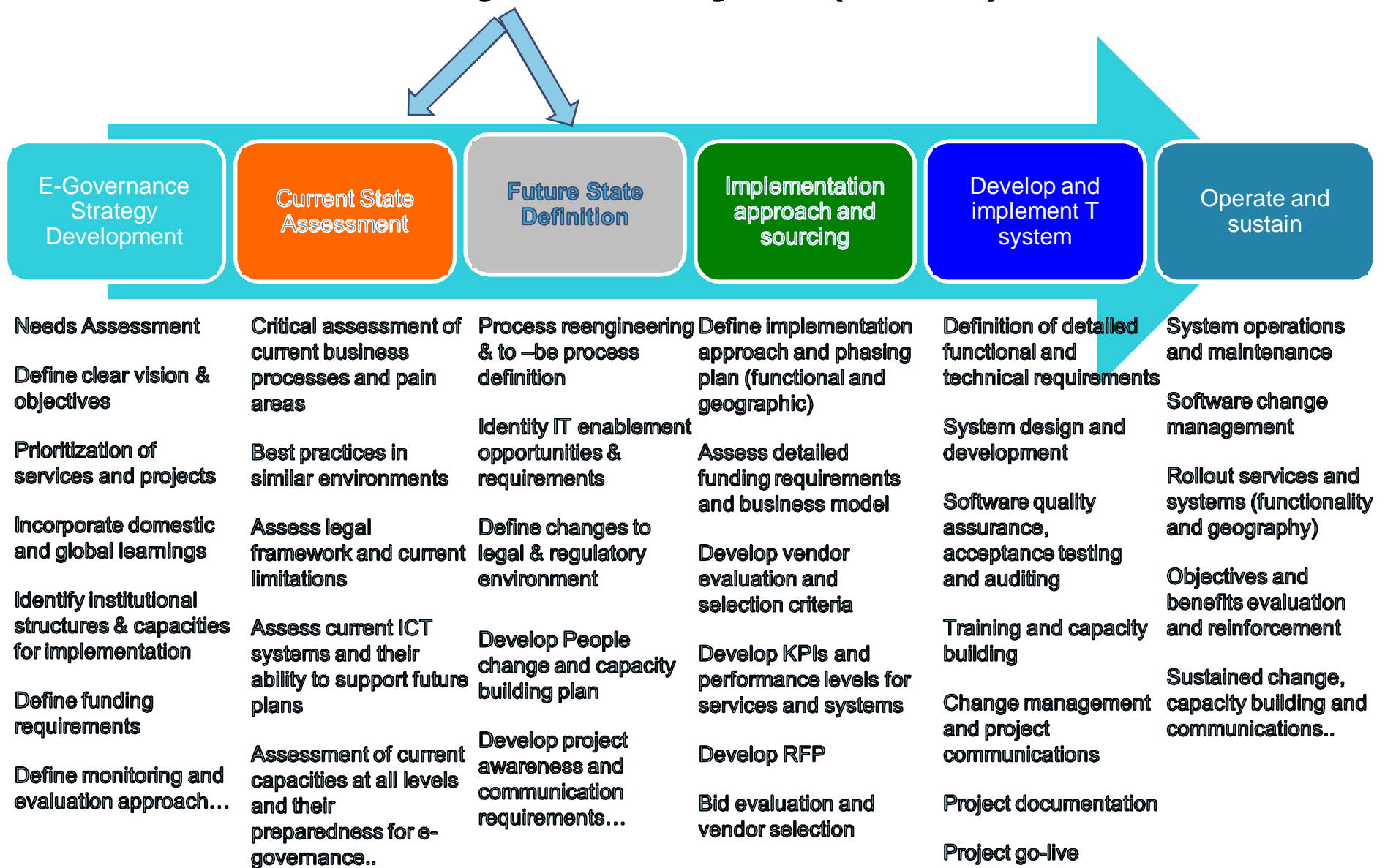
**Max 10
mins**

Need for GPR in e-Governance

- . IT enablement (without) GPR provides results to the stakeholders, but may not address all the attributes of service quality
- . 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



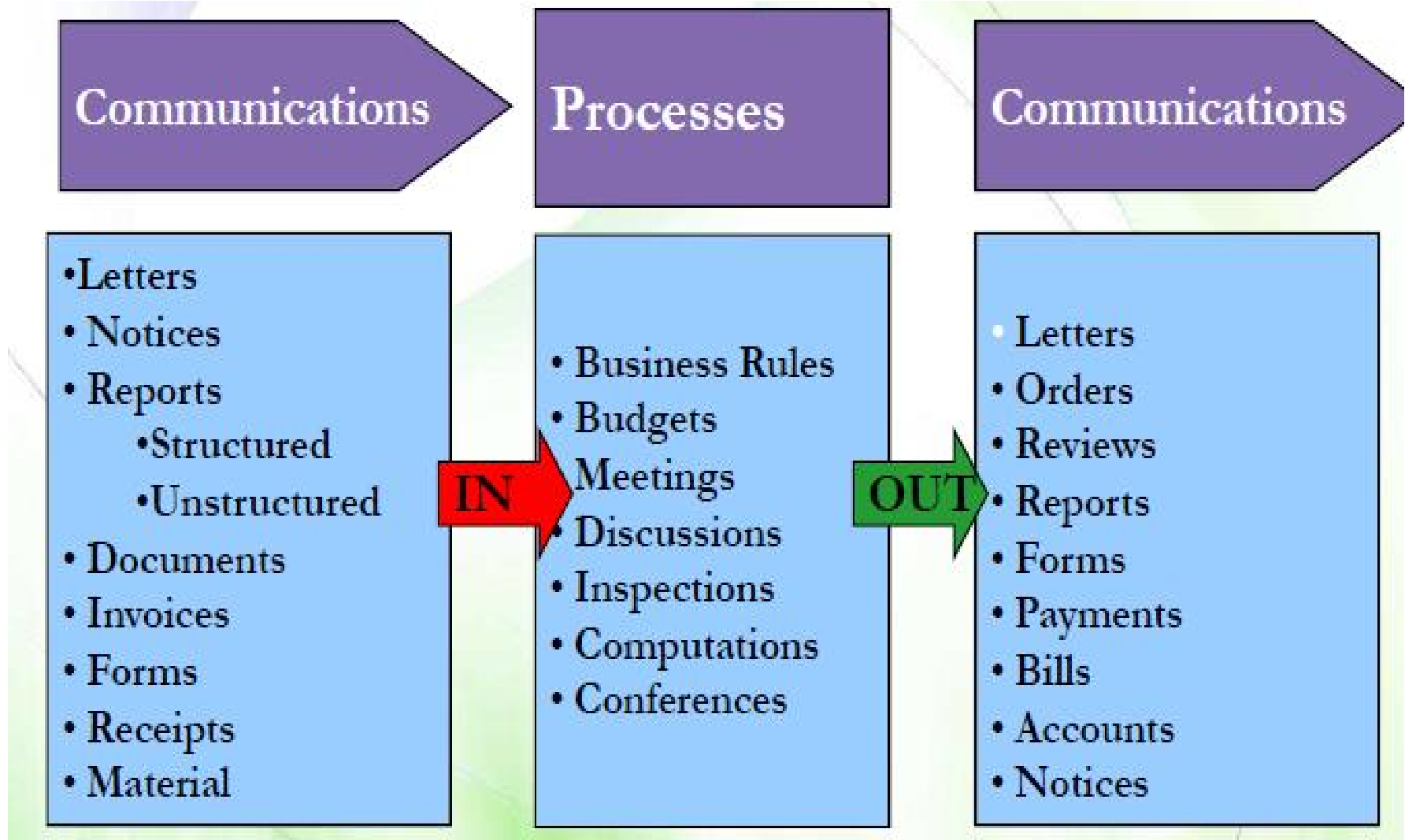
e-Governance Project Lifecycle (eGLC)



e-Office

- “ A Mission Mode Project under National e-Governance Plan (NeGP) ‘e-Office’ to make a significant difference to the manner in which government offices and organizations handle their workflow and manage their knowledge resources.
- “ Workflow and Knowledge Management
- “ Electronic Files
- “ Electronic Record Management
- “ HR and Financial Management Functions
- “ MIS and Performance Management System

Office –A Hub of Communications



Process: Workflow Related

- “ Delays in movement of file from one desk/level to another desk/level.
- “ Non-standard workflows i.e. non-conformance to office operating procedures.
- “ Iteration and duplication of work
- “ Too much effort goes into reporting and summary preparation
- “ Lack of systems approach
- “ Too many manual approvals and checks
- “ Time consumed in non-core work
- “ Lack of coordination across departments

Process: Knowledge Management Related

- “ Delays in decision making because of time consumed in retrieval of facts and information
- “ Lack of ready information with officers/ staff
- “ Poor knowledge management (lack of organized institutional memory)

Process: Quality Related

- “ Lack of planning and prioritization of work
- “ Poor visibility of pending work
- “ Ineffective MIS
- “ Lack of performance orientation and environment of continuous improvement
- “ Lack of transparency/availability of information/ status to end customer

Process: Work Environment Related

- ” Poor security and confidentiality of documents

Expectations from e-Office

- ” Workflow automation including Standardization & automation of repetitive processes / work flows
- Knowledge Management, including creation of institutional memories
- Record Management
- Efficient Communications Management
 - Registration & routing of communications digitally
- Quality Assurance
- Productivity Management
 - Dashboard view
 - Performance Management
- File tracking

Contd..

- “ User-friendliness
- “ Accountability, including audit trails
- “ Cost-effectiveness
- “ Integration
 - . Horizontal - within the same office & with other departments
 - . Vertical - with superior & subordinate offices
- “ RTI compliance
- “ Transparency

The Approach

- “ The GPR methodology is adopted for re-design of the processes in e-Office system. It involves three steps –
- “ ***Step 1 - Formulating the Objectives and sub objectives of the e-Office***
- “ ***Step 2 - Identifying and specifying the interventions required to fulfill each objective/ sub- objective, and***
- “ ***Step 3 - suggesting solutions to implement the interventions.***

Objectives of e-Office

- ” An efficient office
- ” An effective office
- ” An accountable office
- ” A transparent office
- ” Employee convenience

Objective 1: An Efficient Office

i. Individual Efficiency

- a. Speed in Decision making
- b. Error free output

ii. Organizational Efficiency

- a. Speed in Decision making
- b. Collaborative Work Environment
- c. Speed in Communication
- d. Optimal utilisation of resources
- e. Scalability

An Efficient Office

Process	Technology	Change Management
<ol style="list-style-type: none">1. Elimination of unproductive work Standard procedures/ 2. Forms/ Templates3. Standardized operation manual4. Timelines/ service levels	<ol style="list-style-type: none">1. Knowledge management for search and retrieval2. Efficient communication management3. Tools4. Automation	<ol style="list-style-type: none">1. Clarity of role2. High Motivation3. Right tools and infrastructure4. Standardized Publication, awareness, communication5. More productive Collaborative work environment

Objective 2: An Effective Office

i. Result / Outcome orientation

ii. Quality of Output

iii. Cost effectiveness: Value for money

iv. Culture of discipline

v. Skill

viii. Citizens Interface

An Effective Office

Process		Change Management
1. Prioritisation	6. Task Management	1. Training of domain staff
2. Time ManagementTarget setting, measure and monitor	7. Time Mgmt	
3. Relevant knowledge at right place		
4. Quality of outward communication to avoid mis-interpretation/ ambiguity		
5. Define service levels, measure & Monitor		

Objective 3: An Accountable office

i. Traceability of decisions

ii. Adherence to service levels



An Accountable Office

Process	Technology
<ol style="list-style-type: none">1. No loss or tampering2. Defined service levels:<ul style="list-style-type: none">• Definition• Tools to achieve measurement• Monitoring of service levels	<ol style="list-style-type: none">1. Records management

Objective 4: Transparent Office

i. Accessibility and Availability of information

ii. Set procedures / norms followed

iii. Reduce corruption

Objective 5: Employee Convenience

5

i. Ease of use

iii. Reduction of effort

iv. Ease of retrieval of files

v. Remote functioning

vi. Employee benefit/ Administrative activities

vii. Personal growth/ Skilled workforce

viii. Online help/ assistance (Help Desk)

ix. Grievance redressal

Employee Convenience

Process	Technology	Change Management
<ol style="list-style-type: none">1. Help desk/ Assistance2. Using standards templates for draft	<ol style="list-style-type: none">1. Ease retrieval of file/ records/ information	<ol style="list-style-type: none">1. Modern office environment: Improvement/ Streamlined office layout2. Induction/ refresher programs

Core Principles of e-Office

Correspondence Manager

- “ To be used by central inward desk or the section(s) that receive the paper-based correspondences
- “ Used to capture the paper-based correspondences as electronic documents, register the correspondence with additional metadata and route them to the designated sections or officers in the department.

File Manager

- “ Handle the workflow, right from the initiation to the final approval and issuance of drafts
- “ Key attributes of file:
Access Control, File Number, Priority, Due Date, Financial Implication, Status, Type, Basic Information, Team, Defined Workflow, Active Workflow, Noting, Inward Correspondence, Discussion Thread, External Bulletin Board, Draft, Outward Correspondence, Task, Meeting, Attachments, Ready Reference

Records Manager

- “ Disposing file into records
- “ Used for managing the retention schedules and reviewing the files after the expiry of the retention period for the record
- “ Key Components: *Records Management System, Retention Schedule Management System, Archival & Backups, Transfer,*

Core Principles of e-Office

Search Manager

- " Used for searching the files and records
- " Provide the user with both simple and advanced search options.

Employee Self Service

- " Payroll Processing
- " Leave Management
- " Work Time / Attendance Management
- " Benefits Administration like LTA, Medical reimbursement, Loans & Advances
- " Service Book maintenance
- " Grievance Redressal

eOffice | LBSNAA Project details

Phase	Activities	Duration
Phase 0 : Base work for Implementation	<ul style="list-style-type: none"> ▪ Scanning of Active Physical files of all sections ▪ Data Collection ▪ DSC Creation and Configuration ▪ Installation and Configuration of Servers and Application 	May 2010 - Dec 2010
Phase 1 : Pre-Implementation Planning	<ul style="list-style-type: none"> ▪ Preparation of Roadmap for Implementation ▪ Study of the working style ▪ Study of File Naming Convention ▪ Finalization of folder structure for KMS ▪ Standardization of File Naming ▪ Infrastructure Gap Analysis ▪ Procurement of Hardware 	Dec 2010 - Jan 2011
Phase 2 : Capacity Building	<ul style="list-style-type: none"> ▪ Setting up of Knowledge Centre ▪ Training Design ▪ Training and Assessment 	Jan 2011 - Mar 2011
Phase 3: Transition	<ul style="list-style-type: none"> ▪ Business Process Re-engineering ▪ Setting up of Central Registry Unit (CRU) ▪ Migration of existing data 	Mar 2011 - Apr 2011
Phase 4: Going LIVE	<ul style="list-style-type: none"> ▪ GO LIVE ▪ Valedictory Function 	7 th April 2011

eOffice | LBSNAA Project Goals

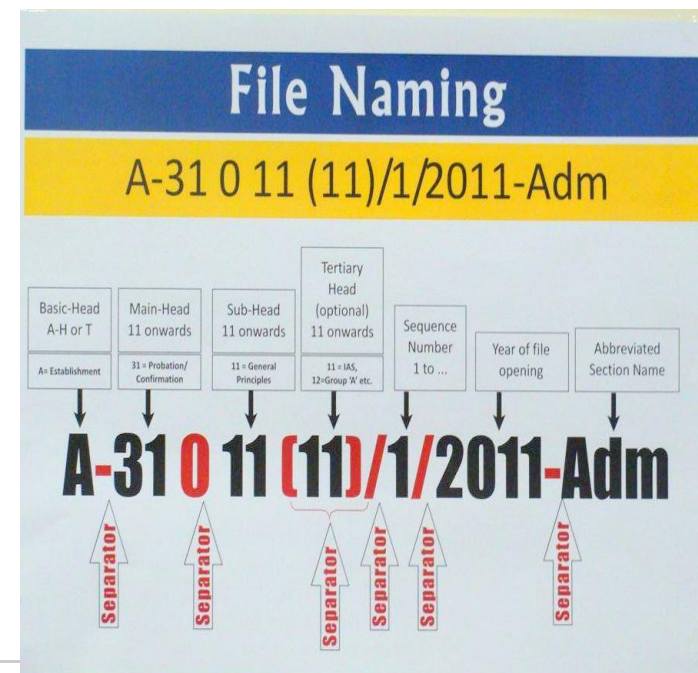
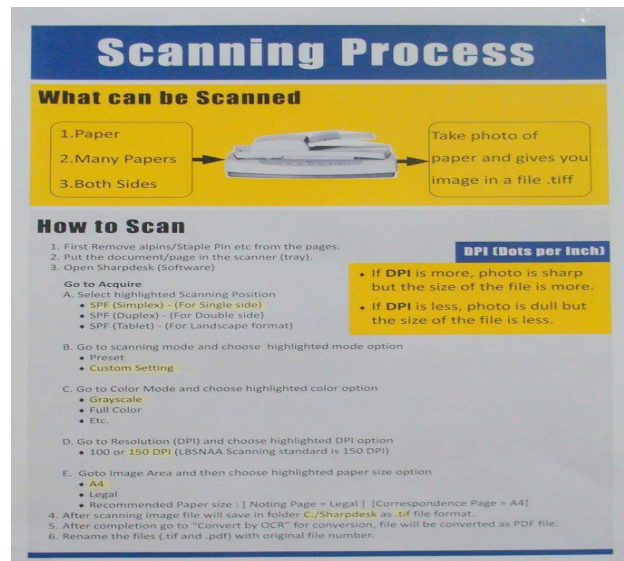
- “ Creating an Online Repository of documents
- “ Using Appointments/Shared Calendar
- “ Publishing Notices and Circulars through portal
- “ Processing of Files and Receipts electronically
- “ Distribution of Bills through e-Office
- “ Generation of Pay Slips
- “ Automation of Tour Approvals
- “ Automation of Leave Process
- “ Personnel Information System
- “ Flexi-time work
- “ Creating a unified and common platform for information sharin

eOffice | Capacity Building

- “ Setting up eOffice Knowledge Centre
- “ Capacity building training program conducted for all employees
- “ Nodal Officers and Assistant Nodal Officers nominated from all the sections
- “ Training on various modules
 - . English Typing
 - . Hindi Typing
 - . Computer Fundamentals
 - . MS Office
 - . Scanning
 - . Knowledge Management System
 - . Appointments
 - . Other eOffice Applications
 - . Content Management
 - . e-file

eOffice | Knowledge Management Centre for eOffice users

- All the processes involved in the implementation were explained to the users in simple language with the help of posters



eOffice | Capacity building training programme

- Capacity building training program was conducted for all employees.



प्रश्न यह सिस्टम कब तक लागू होगा?

उत्तर कम्प्यूटर के विभिन्न प्रकार के प्रशिक्षण तथा अन्य प्रकार के प्रशिक्षण 10 जनवरी 2011 से प्रारंभ हो जाएंगे तथा ई-ऑफिस 1 मार्च 2011 से संपूर्ण रूप से कार्य करने लगेगा। समस्त कर्मचारियों को पारंगत करने हेतु गहन प्रशिक्षण दिया जावेगा। प्रत्येक अनुभाग से ई-ऑफिस के नोडल अधिकारी नामांकित किए गए हैं जो कम्प्यूटर सेंटर तथा एन.आई.सी ट्रेनिंग यूनिट के साथ कार्य करने में मदद करेंगे।

प्रश्न. क्या विद्युत एवं सरवर खराब होने की स्थिति में आवश्यक कार्य प्रभावित होंगे।

उत्तर विद्युत जाने की स्थिति में भी ई-ऑफिस सुचारु रूप से कार्य करेगा। आपात स्थिति से निपटने के लिए ई-ऑफिस के सरवर डुप्लीकेट हैं जो एक सरवर के फेल होने की स्थिति में दूसरा सरवर तुरंत अपने आप ई-फाइल को चालू रखेगा। इस सारी प्रक्रिया के बारे में कार्य करने वाले कर्मचारी को पता भी नहीं चलेगा कि लाइट अथवा सरवर में कोई खराबी आई है, वैसे यह सरवर 99.9 प्रतिशत सुरक्षित होते हैं।

Website address:

- <http://eoffice.lbsnaa.ernet.in>

ID and Password:

- Username : lbsnaa
- Password : lbsnaa

Knowledge center location:

- CDM, Medical Center Building, LBSNAA

Implementation Team:

- Poonam Sinha
- Azad Singh
- Pawan Pal
- Alok Pandey

Administrator

- Zulfequhar Ali
- Alok Pandey
- Mohd. Aslam



eOffice | Near Term Results

“ **Response from User**

- Employees easily adapted the new style of working
- User friendly system

“ **Usage Statistics**

- More than 10000 documents in Knowledge Management System
- More than 5000 files and 8000 receipts moving in eFile

“ **Sustainability of the Project**

- Encouraging response
- Timely resolution to all Issues and Change Requests
- Facilitation Centre for Group D employees for pay slips and forms through eOffice.
- eOffice as the main application catering to all needs of an employee

Nuts & Bolts of E-Gov Project Management

- “ E-Gov Policy
- “ Empanelled Agencies on Man Month Rate for Software Development- NICSI rate Contracts
- “ Empanelled Consulting Firms for Consultants
- “ Hardware Purchase- Rate Contract, DGS&D, NICSI
- “ KISS Principle- Keep the technology simple and don't swayed by Hype
- “ Vernacular usage
- “ E-Gov Standards

Contd...

- “ M-Governance
- “ Location Based Service
- “ Google Maps
- “ Freedom from Location- Property Registration in Karnataka
- “ FIFO
- “ Authentication Framework- What you know, What you have and What you are
- “ Use of IT infrastructure provided by the State Govt (Don't Reinvent the wheel)

Summary

- “ E-Governance possible when there is good governance- Transparency, Decentralisation, Simplified systems
- “ Do these first and then bring IT for better efficiencies
- “ Get support from political leadership and get a good IT team
- “ ***Best is the enemy of Good.***
- “ Stop Manual Processes when digital process is tried and tested.

Thank You

Better to be **Online** than **InLine**
