

The Digital Government

Reinventing public service delivery through a citizen-first approach



DIGITIZATION: THE SWEEPING MANDATE

The great divide between the public sector and the private sector is dissolving. The digitally-aware, hyper connected citizen expects transparent, accessible, and responsive public services. They want government services to match the standards of private enterprises and they are not ready to settle for less. 'Customer Experience' and 'Omni-channel' are no longer concepts limited to retail organizations and great experiences are imperative for users everywhere.

However, the challenge before government agencies is formidable – citizens are impatient and don't want to spend time trying to make sense of their engagement journey. The moment they find a digital service too complicated, they refuse to use it.

Even though governments across the world have made efforts to improve service delivery, they are still unable to deliver on citizen expectations. Citizens continue to complain about confusing websites and find it tiresome to deal with disconnected engagement experiences across channels.

As a result, governments are battling declining citizen satisfaction, eroding public trust, and rising costs. To meet the expectations of a digitally empowered citizenry, governments must abandon traditional models and adopt a citizen-centric approach.





WHAT DO CITIZENS WANT?

According to a survey*, most citizens expect governments to understand their priorities better. This indicates that a majority of the citizens believe their governments do not understand their needs, challenges, and requirements.

The survey also found that citizens want their governments to engage in a more consultative process with them to design and deliver customized services to meet these needs. The second most important priority cited by the citizens was planning for the long term, not just the next few years. The other priorities cited by the surveyed citizens included: providing services in a more cost-effective manner and making sure that services are tailored to the needs of people using them.

Governments around the world are trying to fulfill their promises to deliver economic growth, social progress, safe and secure nations, and increasing their own productivity. High-performing governments are going a step further – they are embracing digital to provide citizen-centric public services and drive high levels of citizen engagement and satisfaction.

But how can government agencies abandon the baggage of legacy processes and reinvent themselves to cater to a new generation of citizens?

This report seeks to answer this fundamental question. It also explores why digitalization is at the heart of government transformation and why the adoption of digital technologies brings substantial benefits to society and the economy.

*Source: Accenture



THE DIGITAL GOVERNMENT MANIFESTO

Citizen services and case management can be streamlined through collaboration, accurate resource planning, performance monitoring, compliance auditing, and visibility to all stakeholders. Visibility will, in fact, pervade all components of citizen services as citizens monitor the transparency of processes and keep public sector employees accountable for the outcomes. With the paramount objective of delivering more effective citizen services, the government services transformation will need systems and processes that are connected, not siloed. When investing in technologies to enhance citizen services, government should consider the following:

1. Unified Interfaces

Collaborative interfaces enable seamless information exchange among government departments. Enterprise search capabilities greatly strengthen the ability to find data across government departments and from external sources. Dashboards ensure that case managers have continuous visibility into the status of each case and can audit in compliance with policy and regulatory guidelines, and by improving visibility into duplicative and suspicious benefit alerts to employees for follow-up activities, fraud may be reduced. Portals and email tools greatly enhance accessibility, transparency, and accountability toward end users.

2. Content Management

Effective content management ensures data is retrieved, added to the workflow, and examined in multiple formats from multiple sources for comprehensive decision support while maintaining control of versions, authors, and access. Advanced search functionalities can be particularly important for rapid response by ensuring content retrieval across sources and formats. By managing rights and permissions to create, edit, post, or delete materials and protecting intellectual property content management technologies, governments ensure compliance with privacy, transparency, and other regulations.



3. Process Management

Process Management helps streamline workflows by automatically scheduling tasks that are to be assigned to employees who participate in the delivery of a service within an agency and across agencies. Task assignment will entail time required for each operation and provide rules to follow for maximum efficiency and compliance with regulation, forms, templates to be used, and queue management. When changes in the process occur, BPM can enable real-time document workflow adaptation, content that needs to be searched to complete the operation, and various employee levels of responsibility.

4. Record Management

With Record Management, you can replace paper-based records with electronic logging, indexing, classifying, meta-tagging, transferring, retrieval, and storage of information. Government employees who handle virtual case files will be able to access consistent and up-to-date information according to their levels of authorization. Retention policies can also be automated to ensure that the timing and types of storage support are compliant with regulations.

5. Rules Management

Rule management systems define, manage, and execute conditional logic in concert with other IT processes and actions and are known for the ability to automatically recognize the interrule relationships that evolve as rules are added or changed, eliminating the need for complex rule sequencing/conflict resolution that would otherwise be necessary. Business rules management systems can leverage subject matter experts to share knowledge repository; provide non-IT personnel the ability to translate policy and legislation into eligibility requirements, speeding time from policy changes to active rules; and allow for consistent application of policy and legislative rules, reducing errors and appeals.



THE ROAD TO DIGITAL TRANSFORMATION: 4 QUESTIONS TO ASK

Digital transformation is a complex challenge. Committing to a comprehensive, ambitious vision of a digital government is the first step. This vision should define specific priorities such as increasing citizen engagement, enhancing government productivity, or spurring economic growth.

To begin a digital transformation, or reevaluate one that is under way, government leaders should consider 4 main questions:

01

Are you measuring citizen satisfaction?

Transforming service delivery begins with understanding citizens' needs and priorities. Identifying which services citizens find most problematic and measuring the extent of that dissatisfaction is one way governments can prioritize areas for improvement. There are three guiding principles to ensure that citizen satisfaction measurement efforts generate accurate, actionable insights.

02

Do you understand the entire citizen journey?

A "citizen journey" is the entire experience that a person has when seeking a government service. The journey has a discrete beginning and end, and because it is typically multitouch and multichannel, it is also cross-functional in nature. A citizen journey is anchored in how people think about their experience, not in how government agencies do.

03

Are you translating opportunities into solutions?

The third step is to translate opportunities for improvement into actionable initiatives. Typically, these initiatives fall into one of three categories: managing demand better by preventing journeys that are unnecessary in the first place, cutting out duplicative steps along necessary citizen journeys, and improving the availability, usability, and accessibility of information.

04

Do you have a long term plan?

Capability building is a critical part of any transformation program. In the case of citizen-satisfaction transformations, government leaders can use a citizen-centric approach to designing performance management and governance systems so they can continue to drive — and sustain — improvements.

HOW TECHASPECT CAN HELP

Data Sharing

Many governments have consolidated their stores of information and made them accessible to the public. Although the economic benefits of open data may be hard to measure, greater transparency can strengthen the public's trust in government and its engagement in civic affairs, as long as the government takes measures to safeguard data.

Services

In recent years, some governments have used digital tools and channels to simplify and streamline their interactions with citizens and businesses. These improvements are helping governments adapt to the increasing digital savviness of their citizens. The first step in digitizing the user-facing end of government services is to focus on a small number of high-volume activities. Since the typical government provides thousands of services, a government should set its digital priorities in line with its larger strategic objectives.

Processes

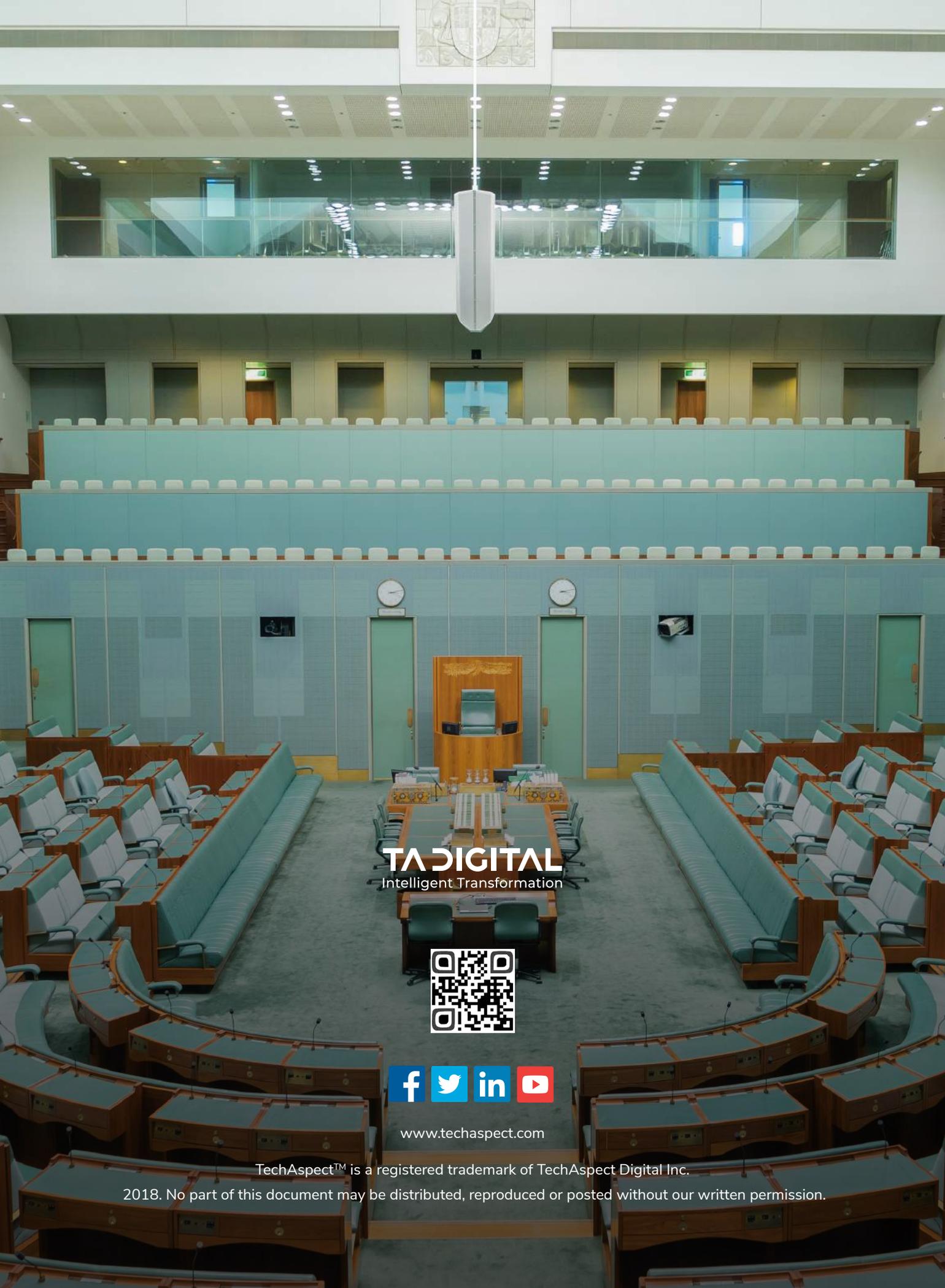
Digitizing behind-the-scenes processes offers the most potential for productivity gains in the public sector. It is also the most difficult thing to do right. Many well-intentioned digital efforts have turned out to be costly, effortful, and unhelpful. Examples include large-scale IT transformation projects that resulted in little improvement in performance, and application-development projects that left analog operations in place. To prevent waste, governments should concentrate their digital efforts where they provide the most benefit. They should also organize their digital efforts around improving the experiences of end users, rather than upgrading technologies for their own sake. Just as governments should digitize their highest volume services first, they should also digitize their most labor-intensive and expensive back-end processes before others. Sweden's social-insurance agency began its digitization program with five products that accounted for 60 percent of all manual processing work and more than 80 percent of the agency's call-center volume.

ABOUT TECHASPECT

TechAspect is an innovative digital transformation agency, specializing in delivering digital experience, commerce, and marketing solutions. For nearly two decades, we have been helping traditional businesses transform and create dynamic digital cultures through disruptive strategies and agile deployment of innovative solutions. We are known as a global leader in the digital technology industry for helping marketing leaders achieve their revenue targets, create profitable, omni-channel customer and commerce experiences.

TechAspect has high-level strategic partnerships with digital technology companies Adobe, Microsoft, Sitecore, Acquia, Marketo, SAP Hybris, Elastic Path, IBM Watson Marketing, and Episerver. The company was named on 2013, 2014, 2015 Inc. 5000 list as one of the fastest-growing technology companies in the United States.





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