Leadership Capacities and Competencies for an Effective Public Administration

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Simon M. Angote, OGW
FA, CPA Andrew Rori
Innovation: A Business Re-engineering Model

This session focuses on:
• Concept of BPR
• Objectives of BPR
• The case for BPR in the Public Service
• Success factors for implementation of BPR
• Discussions, Q & A and Country experiences
Introduction

• Governments/public institutions are increasingly faced with the challenge of:
  – Improving on service delivery; and
  – Using fewer resources to deliver services

• Business Re-engineering has been part of broader public sector reforms aimed at improving efficiency and effectiveness in the management of the public service.
BPR is the **fundamental rethinking, systemic and radical re-design** of organizational **processes** to achieve **dramatic improvements** (45%) of performance in cost, speed and quality of service.

*Hammer & Champy, 1993*
The Concept of BPR

- It is the analysis and design of workflows and processes within an organization and the development of better work processes in order to support the organization’s mission and reduce costs.

- The re-designing of processes in order to achieve the greatest possible benefits for an organization and its customers.
Determine need for BPR

Guiding Vision for the project

Vision is the Destination

Change is the journey

Technology is the tool
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<th>BPR and other reform initiatives</th>
<th>ISO</th>
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<td>• ISO requires documentation of processes and adherence with <strong>continual improvement</strong></td>
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<td>• BPR requires mapping; analysis in number of procedures, length, cost to organization and customer, rules, regulations and legislation; re-designing and implementing for <strong>radical improvement</strong></td>
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<td>• Focus on results within 100 days without changing processes</td>
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<td>• Successful BPR may call for automation of re-engineered processes</td>
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<td>Total Quality Management</td>
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The Objectives of BPR

a. To meet customer needs
   i. Accessibility to high quality services
   ii. Just in Time (JIT) services
   iii. Convenient services
   iv. Affordable services
   v. Human dignity (not long queues)

b. Reduce cost of doing business

c. Improve efficiency and effectiveness

d. Enhance Global competitiveness
The Case for BPR in the Public Service

i. To achieve National Development Goals;

ii. Citizen’s right to quality services;

iii. Need for transparency, integrity and accountability in public services;

iv. Our Countries are expensive business destinations;

v. Lengthy procedures and processes in service delivery; and

vi. Many reform initiatives have not lead to desired improvements
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The BPR Framework

Michael Hammer and James Champy were key contributors in the field of Business Process Re-engineering.
The process of undertaking BPR

i. Determine need for BPR
ii. Identify service processes for re-engineering
iii. Build a cross-functional team with a clear mandate and vision
iv. Map Current (As-Is) processes
v. Analyze “As-Is” processes
vi. Design and Map “To-Be” Processes and sign them off
vii. Review rules, regulations and legislation to support new processes
viii. Implement Re-engineered Business Processes
ix. Monitor and evaluate Implementation Progress
Country presentations
Pre-requisites for successful implementation of BPR

i. Top level executive directive

ii. High level leadership coordination

iii. Management commitment

iv. Enabling rules, regulations and legislation

v. Effective communication

vi. Appropriate Change Management programs

vii. Information Technology

viii. Resources
Parting Shot

We cannot use 20th century processes to serve 21st century customers