

Keeping it simple leads the way to better services

“The true quality of the service provided to the citizen will come from the simplification of administrative procedures.”

Mr Ernesto Abati – Director of Administrative Procedures and Public Management Unit, Ministry of Public Administration



Challenge

In June of 2007 the Government of Spain enacted Law 11/2007 which legislated the need to provide all citizens with online access to public services. This set a deadline of 31st December 2009 for all Public Administrations (central and local governments) to provide electronic methods by which citizens could access any public service and interact with the Administration.

Following the publication of the ‘Advance Plan’, the Administrations all spent time automating their processes, and improving and extending the availability of public services to citizens by digitising access to them. Within this context, the Ministry of Public Administration (Ministerio de Administraciones Públicas – MAP) was already evaluating the need to develop an approach that would enable it to rationalise its administrative activities, as an essential first step towards process automation. However, once Law 11/2007 had been enacted, the redesign and simplification of the administrative procedures became essential.

Mr Ernesto Abati, Director of Administrative Procedures and Public Management Unit, Ministry of Public Administration, says, *“The MAP committed itself to preparing the development plan for the new law, which was approved by agreement of the Cabinet Ministers on 28th December 2007. This plan reflects the Common Services strategy that MAP offers. The aim of the new services is to facilitate and simplify the implementation of the new law in the different Ministries and organisations of the AGE (central government). However, these services are offered on the basis that if they are not of direct benefit then it is not compulsory to use them and they are offered as an Application Service Provider (ASP). Included within the services are those that are designed to achieve the process simplification aims of the new law, like the HARPA system (a support tool for the redesign of administrative procedures). These are fundamental to the redesign and simplification of all procedures before tackling their automation.”*

Solution

HARPA was created with the aim of simplifying the administrative processes and providing support for the redesign of the procedures. In addition, it was important that this tool could be used by other organisations, so that when standardising their processes the level of interoperability was optimised; this was an essential element in delivering a high quality service to citizens.

SUMMARY OF KEY FACTS

Organisation

Ministry of Public Administration (Ministerio de Administraciones Públicas – MAP), Spain

Services delivered

Consultancy and implementation of the HARPA support tool used to redesign administrative procedures, together with helpdesk support and training

Key metrics

- 2,620 administrative procedures inventoried in the Ministries of the AGE (central government)
- 107 high impact procedures selected by the Ministries

Benefits

- **Simplification and modernisation of procedures** – eliminating redundant, duplicate or unnecessary tasks
- **More effective communication between departments** – facilitates automation of procedures in the required timescales
- **Improved preparation for automation** – enables a complete functional analysis of the procedural workflow
- **Standardisation of documentation** – all documents can now be simplified and standardised
- **Better quality of the services provided to citizens** – reduces the time and improves the quality of each transaction
- **Promotion of collaboration between Administrations** – enables the sharing of common standards and information

CASE STUDY MINISTRY OF PUBLIC ADMINISTRATION

Mr Abati explains, “*The HARPA project came in response to a long-standing need of the organisations of the Administration for methodologies and techniques that could be used to redesign the administrative procedures. These techniques have certainly been in continuous use for many years, since around the 1980s, and by many separate units. However, the problem was that they were extremely manual and obviously paper-based. So, there was no central registry of all of the procedures, and making any changes meant that you had to manually revise the process and design the flow of the procedures. So, we took some time to find a tool that could help streamline this process, and that is how HARPA arose.*”

The first step was the selection of the tools that would form the basis of HARPA. Mr Abati continues, “*As a result of our analysis of several tools we saw that they were all very oriented to industrial processes, so the terminology and design of the tools were not suitable for our needs, because they were not adapted to the administrative culture. Therefore, one of the essential selection criteria was how adaptable the tool was to that culture. What we found was that the one that offered the greatest capacity and flexibility to be adapted to achieve our aims was the Aris tool, together with Fujitsu’s proposal to tailor it to suit to the procedural culture of the Public Administrations.*”

After the initial consultancy phase, Fujitsu customised and implemented the Aris tool, to produce a tool that enables the analysis, diagnosis, redesign, simulation and documentation of the administrative procedures.

HARPA also takes into account all of the different factors that need to be considered when automating procedures: organisation, functionality, timing, documentation and standards. In addition, it enables you to perform a functional analysis of the original procedure prior to automation and automatically generates a descriptive manual of the new procedure.

HARPA is a web-based tool for the analysis and rationalisation of administrative procedures that provides:

- **A methodology** for the analysis and rationalisation of administrative procedures
- **A web-based tool for analysis, modelling and design** of administrative procedures that is 100% tailored to the required methodology
- **A simulation tool** to test both the real and redesigned procedures, driven by the information held in the analysis tool repository. As a result, the procedures can be evaluated on the basis of pre-defined performance criteria (time, performance, or level of service)
- **An automatic web publication tool** to incorporate the results of the rationalisation and simplification processes in the procedures portal. In this way, the results can be quickly made available to all users.

One of the great advantages of HARPA is that it is available to any organisation or Ministry to help simplify its administrative processes. Fujitsu has helped to promote the use of the tool by delivering awareness presentations, training courses and consultancy.

Benefits

Using the HARPA system implemented by Fujitsu the Ministry of Public Administration is benefiting from:

- **Simplification and modernisation of procedures** – by redesigning its administrative procedures and defining new workflows it has modernised and simplified its procedures, eliminating redundant, duplicate or unnecessary tasks
- **More effective communication between departments** – has enabled better collaboration between operational and technical departments, which will facilitate the automation of procedures within the required timescales
- **Improved preparation for automation** – HARPA enables the development of a complete functional analysis of the procedural workflow that serves as basis for its total or partial automation, which is an essential first step in providing the service electronically
- **Standardisation of documentation** – all of the printed documents that must be used in the procedures can now be simplified and standardised
- **Better quality of the services provided to citizens** – as a result of the simplification and rationalisation of the administrative procedures, citizens can now be provided with a simpler service that clearly reduces the time and improves the quality of each transaction
- **Promotion of the interoperability and collaboration between Administrations** – the definition of homogenous criteria in the modelling and documentation of the administrative procedures is facilitating the dissemination and adoption of common standards across the different organisations, while also sharing all of the information produced during the redesign and rationalisation of the administrative procedures.

Expertise

With over 30 years experience of supporting the needs of customers, Fujitsu has a proven track record in providing innovative systems and management services that increase revenue, reduce costs, improve productivity and customer services and deliver a compelling return on investment.

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