

Iowa 100% E News

The latest on the State's 100% E Web migration

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Send comments and suggestions to info@enterprisemidamerica.com
Attn: 100% E Editor

The Iowa Method

Strategic approach to 100% E and Business Process Redesign begins taking shape

Nearly 200 State of Iowa directors, senior staff and employees involved in redesigning government services and/or building 100% E digital government services assembled in Des Moines July 30 and 31 to take part in an instructional conference on Redesigning Government.

The result of the conference was a conceptual template, "The Iowa Method," for helping guide any department's redesign work.

"We're excited about putting this methodology into action," said Richard Varn, Iowa CIO and Director of Iowa's Information Technology Department, which co-sponsored the conference along with the Department of Management and the Governor's Office.

"We've set the directional groundwork for how Business Process Redesign (BRP) can work. We're now moving to the phase where project teams, either existing or to be created, can use the Iowa Method in actual project proposals," said Varn.

Varn says BPR is important to Iowa's 100% E work in that a business process for a given department or program should be as efficient and productive as possible *before* electronic applications are introduced. "The thing we *don't* want is to digitize a particular service that is woefully out of date or inefficient," said Varn. "That's just adding clutter to chaos. If a process is reconfigured to streamline rules, procedures and hand-offs, to incorporate updated human skills and resources, to fit within the optimal organization and reporting structure, then it is likely ready for electronic architecture."

Through presentations by Harvard Professors Jerry Mechling and Lynda Applegate, conference participants observed and discussed a wide range of planning issues, concepts and real-world challenges. As work moves forward, designated redesign and 100% E teams can leverage these Iowa Method steps:

(turn to p. 2)



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A. Iterations from orientation to scoping to implementation to planning

To add breadth and depth of analysis AS NEEDED. Starting from work up to now, to guesstimates today, to a more rigorous orientation to the problem and analytic framework to a more rigorous scoping and implementation planning analysis. In other words, analysis, testing and comparison, and implementation planning all intensify in an incremental fashion as checkpoints are completed. This component involves:

- **The discipline of week-by-week work (5-8 hours/week)**
- **Readings (case studies, capsules of other state/business experiences), responses and analysis,**
- **Feedback from peers and instructors/project consultants**
- **Electronic consultation with instructors (Jerry and Linda at Harvard) and project consultants**
- **To produce proposals by end of October**

B. Sequence of research, activities and feedback

- **Preliminary process definition & scoping: major steps, options, guesstimates on cost, value, implementation, and strategic impacts, early search for needed sources of information**

This involves outlining the basic functions of a process or proposed project, examining the volume of customers, staff, hand-offs, transaction volume, equipment and hypothesizing what functions and resources should or could be changed in order to improve service, efficiency or productivity. Customer feedback results, employee input, and recent planning/budgeting documents are good resources in gathering “starting block” information.

- **Best practice and benchmarking – cursory, but important, with web help**

In adding to your information base, secondary research on what other departments and organizations are doing—inside and outside of Iowa—can be helpful. A scan of Web sites is one tool, but well-placed phone calls to colleagues, known leaders in a field, perhaps a mail questionnaire, trade and industry publications and other vehicles can also be good sources for comparative best practices.

- **Cost reduction analysis – especially looking for help from services that can be cut or offered on a self-service and/or remote basis**

As your research and basic business model take shape, begin critically examining specific services that can be scaled back, redesigned to be less resource or labor intensive, or eliminated altogether. Focus on rules, layers or administrative mazes that may obfuscate the true value—or lack thereof, of a particular offering. As Dr. Mechling pointed out, “shake, prune and obliterate.” But, when doing so, be fully mindful of the next step; ↓

- **Customer service analysis – specifically including costs to citizens as well as government**

As you've developed your model, now take a critical look at how your theoretical new business model will impact customers. Can you show a cost decrease to customers—or to your department--while maintaining or even improving service levels? This means not just cash or other liquid costs, but all areas that constitute a resource expenditure: time/distance, people, materials and infrastructure. Or can you improve service levels...and hence productivity...within your current cost structure by deploying new assets or reconfiguring existing resources (or a combination of both)? That also counts big time!

- **Transitional analysis and strategic fit analysis**

Now you're at a point where your new day-to-day business model makes sense. Processes are streamlined and efficient. All of your resources are fully deployed and producing optimal return. Customer service projections show strong performance levels that meet or exceed expectations. Two key questions remain before you put the plan into a complete first draft:

1. What will it take to make the transition? Depending on the components of your project, your answer must factor in new system installation time, training and testing, staffing/management/organization transitions, budgeting and financial schedules, and related adjustments.
2. How does the project impact long-term objectives and how does it fit with the larger mission of your department, division, or State government?

Certainly both of these questions, so some degree, have likely been inherent in your planning process from the beginning. But now is the time to take a more comprehensive, definitive look at these two important variables.

- **First draft proposals followed by feedback and finals.**

Now you're ready to complete and submit a first draft. Feedback from the Harvard team, Department of Management and the Governor's office will help shape the direct future iterations. Unless you are The Amazing Kreskin, no single plan in its first draft can satisfy all interlocking business processes or political variables and breeze through the review process untouched! As we've said, this is an iterative process, and these steps take you through your first draft. But use these steps as you edit and revise.

C. Conclusion

- **In today's world, IT-enabled BPR offers wide spread opportunities for dramatically cutting costs and improving customer service, including here.**
- **Success will require understanding and adapting what is happening "out there" to what is possible "in here."**
- **An iterative approach to analyzing and designing proposals, starting with preliminary "guesstimates" and then deepening the analysis as needed will produce the best proposals possible.**

Stepping up to the plate



Results from Government Redesign Conference evaluations

We hear you. Conference evaluations turned in by attendees at the Government Redesign and Iowa meetings showed a range of opinions on the good, the bad, and the “not real sure what to think.”

- 70% of respondents felt the information presented at the conference was helpful as they plan and implement 100% E and government redesign projects. 14% were unsure, and 8% felt the conference was not helpful.
- Conference presenters Jerry Mechling and Lynda Applegate received relatively high marks for their presentation content (4.0 average score for both on a scale of 1-5).
- Conference facilities and location rated an average of 4.5.
- The lowest rated portion of the conference was the small group discussion sessions, which averaged a 2.6 rating.
- A number of comments reflected some confusion about the purpose of the small groups and questioned the purpose or intent of the small groups and the conference itself. Here are some thoughts that address those concerns:

Administrators, key staff and information technology professionals throughout the State of Iowa enterprise are working tirelessly to respond to budget constraints and concurrent demands to deliver even more services. It's enough to make you want to throw in the towel. But we aren't. Instead, we're searching for tools that will help us get the job done. The Iowa Method—our template for business process redesign—is one of those tools.

The Governor's Office, Department of Management and Information Technology Department have recognized that two separate activities—100% E and Government Redesign—are converging. When Enterprise Planning Teams completed their process of identifying potential government redesign proposals, we knew those teams could use some help in figuring out what to do next. Digital government projects faced a similar challenge.

“We saw how the dots were connecting and we wanted to be prepared. With the help of ITD, experts in process redesign at Harvard were brought in,” said Cynthia Eisenhauer, DOM Director.

Ideally, all of the projects and project teams would have been identified prior to the conference and the value of the small group sessions would have been greater. Consequently, adjustments are being made to the schedule and when project teams are formed, they will be able to tap into the business process redesign support structure. Stay tuned for further developments!

Licensing goes digital



Realtors, engineers, nurses, accountants, architects and physicians all have at least one thing in common (besides death and taxes, that is): all must be licensed.

With Iowa's "100% E" initiative the licensing process is saving time, paper and postage for people in these professions and state licensing staff. All of these groups now have access to Web-enabled license renewals. The renewal application process for nurses, for example, can be completed in several minutes on a 24/7 basis.

The electronic service reduces many administrative hurdles such as applicant errors that require paperwork to be resubmitted, telephone calls asking about renewal status or

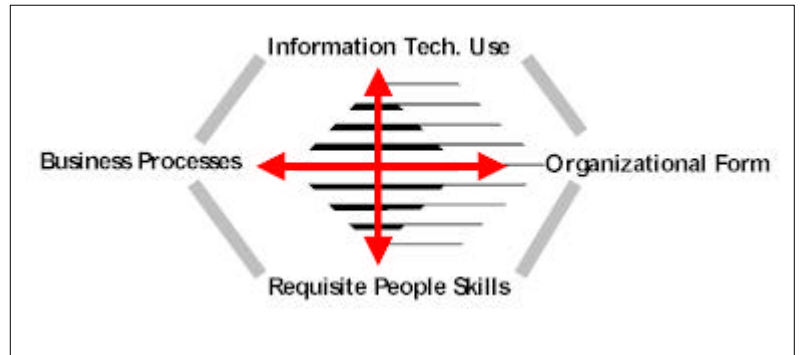
verification, fewer in-person applicant visits attempting to rush through an application, and less mail opening and document hand-offs.

The chart below summarizes the most recent report on the State's electronic renewal usage by applicants.

The Board of Nursing is proceeding with full e-licensing, which handles not only renewals but new license applications, audits, continuing education tracking, complaint tracking, discipline and compliance monitoring, payment processing, administration and reporting capabilities, and public access to pertinent licensing information.

License Type	Number – % of all apps.
Nurse	3869 – 34.3%
Engineers	622 – 22.14%
Realtors	212 – 5.81%
Accountants	317 – 10.01%
Architects	55 – 8.3%
Landscape Architects	11 – 12.5%
Doctors: Medical/Osteopathy	Under Development

A diamond is a redesigner's best friend



Ever hear of the Leavitt Diamond? No, it's not the newest celebrity-sported jewel from Tiffany's or a new baseball "field of dreams" in rural Iowa.

The diamond is a diagram created by Stanford University professor Harold J. Leavitt to illustrate the notion that Business Process Redesign is actually a balancing act in which four variables—IT, organization form, business process and people—must be included in any enterprise change.

If a business process is truly redesigned, for example, that change should be examined in terms of how it affects human resources, information technology and the organizational structure of an enterprise if

the redesign is truly to be fully enacted and benefits fully realized.

The same is applies for changing any of the other "diamond" components. If an organization is proposing to transform broad skills sets and proficiencies it requires from its people, such a change must account for the potential impact on technology tools, business process and the larger organizational scheme.

The concept simply reminds us that Business Process Redesign is not done in a vacuum. A comprehensive, quality redesign initiative must examine these basic

components of the enterprise and trigger concurrent, integrated planning and implementation for each of them.



Source: "Redesigning Enterprise Processes for e-Business," Omar A. El Sawy, Marshall School of Business, Univ. of Southern California; copyright 2001, McGraw Hill.