

## An Innovative Public Sector in 2017 – New Solutions to Complex Challenges

### **A root and branch reformation of an organisation's business model**

*Submitted by the Region of Crete*

The Region of Crete, in a challenging endeavour to reform the services provided by the Directorate of Transport and Communications (DTC), developed a Strategic Plan that outlines the main steps towards the utilisation of an organisational change management process. This comprehensive approach has been steered by a set of solid work ethics: Quality of Service, Transparency and Efficiency.

Key enablers of this project, such as regional leadership, civil servants, strategic partners and citizens, were effectively empowered. Through their involvement, a value-added cooperation paradigm was formed.

A systematic analysis revealed the following essential pillars of action, which are necessary for a holistic organisational improvement:

#### **a) People-focused Working Environment**

Organisational innovation involved changes in the working environment, the operational model and the customer service culture. A people-focused workplace was created, providing reception desks, ergonomic working stations and a transparent public service environment.

#### **b) Information and Knowledge Management**

The digitisation of the physical record archive was carried out through a Social Inclusion Programme of the Greek Employment Organisation involving long-term unemployed persons. A highly motivated team, committed to a common vision, digitised 100.000 folders, containing approximately 4 million pages. The digital record had been digitally signed and fully validated through quality and quantity controls, guaranteeing accuracy with respect to the original paper record. The digital archive is now a vital part of DTC's automated processes.

#### **c) Standardisation and Business Process Reengineering (BPR)**

BPR involves process mapping, procedure simplification, process redesign, process automation and KPIs measurements. The standardisation process includes the creation of new application forms and work instructions, integrating the generation of dynamic QR codes for a seamless integration in the new processes.

#### **d) Innovative e-Government ICT applications**

In order to facilitate digital service delivery and citizen service mechanisms, new innovative IT applications were developed by ICS-FORTH, our EPISA2017 partner organisation, involving the Human-Computer Interaction (HCI) Laboratory of the Institute of Computer Science (ICS), of the Foundation for Research and Technology – Hellas (FORTH).

The developed IT solution consists of several services and applications that address major operational problems, such as poor levels of service, lack of trust and transparency issues.

The overall approach adopted for this project was based on user-centred design, empowered by concepts of participatory design and coupled with agile software development.

The currently available applications and services include:

- e-Services for Citizens

- o Web portal available for PC and mobile devices
- o Appointment Service including the electronic submission of documents
- o Smart queue for citizens without pre-booked appointments
- o Interactive touch screen information systems in DTC's waiting areas
- Administrative and Back-Office Applications
  - o Citizen management
  - o Business Intelligence / Analytics for managers
  - o Notification Screens in DTC's waiting areas
  - o Physical record tracking and assignment system
  - o System Administration
  - o Content Management System

### **Outcome**

It has been demonstrated through this case study that the implementation of radical and rigorous horizontal solutions in public sector organisations is feasible and it can result in the transformation of the Greek public sector into being more flexible, efficient and therefore competitive.