

Improving Organizational Performance through Business Process Modeling and Analysis

Abstract

A State Government Agency (Agency) performs appraisals of real and personal taxable property at the market value and certifies them for local governments. This Agency is the only state in the United States that provides a central governance of this assessment task. The Agency is composed of four (4) divisions – Real Property Valuation, Taxpayer Services, Finance and Administration, and Information Technology. Each division is interconnected and influences the overall operations of the Agency. Over time, organizations can introduce inefficiencies, duplicity of work functions, and additional waste by not taking advantage of automation, working in silos, or being overtaken by the vigor of daily tasks and activities.

The Challenge

The Agency needed an evaluation of their business processes to fully understanding the daily functions and interactions of staff resources, systems, and divisions. There was a need for an independent point-of-view of their performance against best-in-class agencies across the country. The citizens that the Agency

provided services for expressed their displeasure through feedback surveys and call center complaints.

Our initial findings sited that there was an abundant use of paper, inefficient revenue collection and transaction processing that caused high workloads for employees and wait times for customers, manual workflows for processing applications that caused data integrity issues, and a need to improve their customer support.

How We Helped

KLS&A conducted business analysis of processes and an organizational assessment by creating:

- Current-state assessment and workflow model detailing how business is currently being conducted and organizational assessment to ensure the right people are doing the right things;
- Analysis of the Agency's website and administered a website utility and gap analysis to move manual functions online;
- Industry benchmark analysis that assessed how the Agency performed against its peers;
- Gap Analysis to identify resources that show redundancies, contradictions to federal and state policies, services, data collection activities, and federal and state reporting;



- SWOT Analysis to determine the Agency Strengths, Weaknesses, Opportunities, and Threats; and
- Future-state process redesign and strategic recommendations that provided clear and concise opportunities for process improvements and organizational performance.

KLS&A implemented our customizable strategy framework that has a five (5) step approach:

1. Discovery – Information gathering and research
2. Analysis – Evaluating data and processes, benchmarking, consolidation of objectives and vision
3. Identify Gaps – determining resource needs
4. Future-state Recommendations – process improvements based on findings
5. Delivery – Report Findings, Recommendations, and “Moving Forward” Strategy

Our team created current-state workflow models for areas such as:

- Customer Support,
- Payment Processing,
- Company Filing and Renewals,
- Tax Rating and Assessments,
- Mailroom Sorting and Distribution,
- Transaction Processing,
- Procurement,
- Document Scanning and Indexing, and
- Accounting and Finance

Our Recommendations

KLS&A provided a series of strategic recommendations to improve organizational

performance that outlined the following initiatives:

- Paper to paperless transition plan
- Migration of manual workflows online
- Customer call center support to reduce response times and increase issue resolution
- Realignment of the onsite customer support office to improve workflow bottlenecks for onsite customer support
- Elimination of cash and check transactions and establish payment processing improvements
- Data collection and integrity checks at data point-of-entry to reduce the number of rejected applicants
- Distribution of support kiosks across the state to reduce the number of onsite support needs
- Training and professional development for staff
- Stakeholder communication such as feedback surveys, social media, web content, SMS, and email notifications

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