

When a government agency was required to reduce the amount of time taken to respond to ministerial requests...

**Our founder helped them design a new customer centric Operating Model that streamlined their internal processes whilst improving the customer experience.**

### Challenge

A government agency was required to reduce the amount of time taken to respond to ministerial requests as a result of shifting customer expectations.

The Executive set an ambitious goal of reducing the lead time by 25% and setting the on-time performance target at 100%.

The program of work spanned across the entire enterprise and impacted all departments across the agency.

The Executive sought our founder's help to evaluate the current Operating Model for responding to ministerial requests, identify opportunities for improvement and to implement the change required to meet the new performance targets.

### Discovery

Working directly with the Ministers' Office, Secretary, Deputy Secretaries, Executive Directors and Directors across the agency, the first task was to analyse current ways of working across the end to end value chain to identify areas of waste within the Operating Model.

This was done through a series of interviews and workshops along with observing each of the key teams who performed the process. A survey was also distributed to each of the teams to capture any additional feedback.

The agency was also benchmarked against other similar functions across government to allow the Executive to compare performance and gather insights for what needed to change in the future.

The analysis was collated to then design some high level Target Operating Model options for the Executive to consider.





## Impact

The team conducted a series of pilots to test the preferred option and give the Executive confidence in being able to meet the new performance targets. Following several iterations, the Executive decided the best course of action to take was to focus on centralising the responsibility of responding to ministerial requests whilst organising the teams around the key internal customer groups.

The new Operating Model included the following key changes:

1. Consolidated similar functions to generate economies of scale and ensure consistency in service delivery
2. Defined decision-making rights between all departments to clarify roles and responsibilities and improve the speed to service delivery
3. Eliminated, simplified and standardized tasks in the process
4. Organised the centralized team around key internal customer groups to have a greater understanding of each

department so that requests could be resolved more quickly

5. Empowered staff to complete their tasks without excessive reviews and approvals
6. Developed supporting technology (including workflow and knowledge management systems) to digitize the end to end process and provide greater transparency over process performance
7. Embedded a culture of continuous improvement by equipping the teams with the right tools and capabilities to remove waste from their processes

The new ways of working were a resounding success with on time performance indicators sitting at 98% within the first month alone. The Agency set the standard for the rest of government to follow.

## Contacts

### Andrew Corbett

Founder – CorbettPrice

[info@corbettprice.com](mailto:info@corbettprice.com)

This publication contains general information only, and none of CorbettPrice, or their related entities is, by means of this publication, rendering professional advice or services. Before making any decision or taking any action that may affect your finances or your business, you should consult a qualified professional adviser. No individual associated with CorbettPrice shall be responsible for any loss whatsoever sustained by any person who relies on this publication.

For more information, please visit our web site at [www.corbettprice.com.au](http://www.corbettprice.com.au)

© 2016 CorbettPrice - All Rights Reserved.