
FEDERAL CENTRAL REGISTER BERLIN, GERMANY

EUROPEAN EXCELLENCE AWARDS: WORKFLOW, SILVER

OVERVIEW

The Federal Republic of Germany has withstood an avalanche of change during the recent years: Transiting to a European Community with a single currency; increasing unemployment in a society where employment was considered a right; demolishing of the Berlin Wall; and most importantly, reuniting two governments and restoring the country's capital to its original location.

Since the budget deficit of the Federal Government of Germany has reached an all time high, cost reduction has become one of the major focuses for public authorities. The German government has mandated that all federal authorities shall reduce headcount by two percent yearly. On the other hand however, public service should be improved as a new allocation of responsibilities within the European Community evolves.

The situation of staff policy is extremely difficult. Most civil servants have permanent contracts and their salary is based on age and marital status, rather than on performance or results. Some federal states already spend up to 70 percent of their overall budget on the civil servants. There are four categories or levels of civil servants with level I being the lowest one, and level II, III and IV involved in this workflow project. A permission to execute certain tasks is attached to each kind of level, according to their value. The classification of the civil servants depends on their formal education, without taking their skills into consideration.

With the Federal Government of Germany moving from Bonn to Berlin, there will be new 'ways of doing business.' This transition may lead to certain exchanges in staff between the different authorities. The result could be that many civil servants have to become familiar with new fields of activity.

This background information and the historical fact that civil servants work in a strictly organized environment, where creativity and responsibility have no direct impact on their careers, help to define the nuances of the reengineering project in a suitable way. Initial stages and approaches such as business reengineering, teamwork and total quality management, discussed extensively in the private sector, are not yet accepted by public authorities.

Until now many federal authorities decided not to use workflow solutions, because the problems discussed earlier seemed to be far more pressing than an optimal process infrastructure. The Federal Central Register has shown in practice that organizational changes, positive attitudes to workplace change, process streamlining and automation can mean a

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significant step in achieving cost reduction, increasing productivity and improving public service.

The 'Processing of Foreign Convictions' was selected as first project, because the work environment is typical for case processing in Federal German government. This project is not only an implementation of a productivity tool. It is a project with far reaching cultural implications and can be already regarded as a multiplier in the sector of public authorities in Germany. Noted Dr. Storp, an outside consultant facilitating the organizational and technological changes: "The success of this installation has made others in the Federal Central Register thinking about productivity and process change in their own departments. This type of 'out of the box' thinking is exciting to facilitate and will have lasting impact on the authority."

THE SYSTEM APPLICATION.

The customer

The Federal Central Register (FCR) in Berlin, a division of the German Civil Supreme Court, with a staff of 470 people is responsible for the administration of an enormous database with records of all convictions of German citizens from German and foreign courts. The database contains 11.3 million records relating to 4.7 million citizens.

The FCR processes 6.8 million inquiries per year from courts, public prosecutor's offices or authorities to help them reach their decisions.

During a German citizen's search for a job, people very often need a document issued by police certifying that the holder has no criminal record. The police obtain this information at the Federal Central Register in Berlin.

For the decisions of the courts, public prosecutor's offices and the authorities it is very important to get always the latest information from the Federal Central Register. This means the Federal Central Register has to work very efficiently to get the correct, complete information about a sentence or conviction into the database within the shortest timeframe.

The Application

At this point the Workflow Management solution comes into discussion. Workflow Management is helping the Federal Central Register to process incoming documents containing sentences and convictions from all over the world.

During this process the document must be translated, the address of the person affected must be checked and a comparison of legal norms between countries must be executed. Most importantly, the database must contain only one entry for each sentence or conviction.

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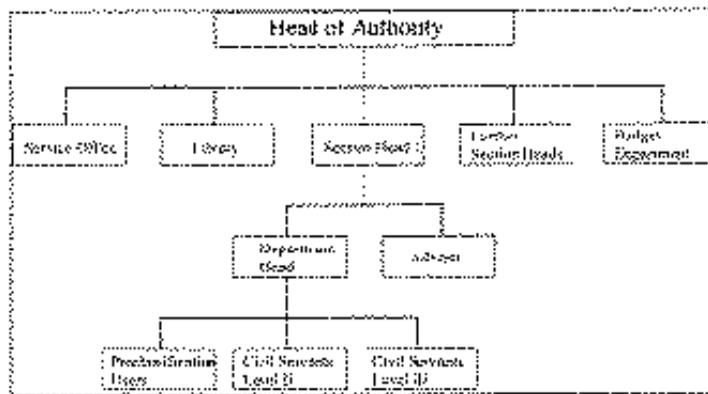
Depending on the result of this process, the record will be entered in the database or not. In 95 percent of the cases, which ends with the entry of a criminal record, the process ends with a hearing of the accused person.

In five percent of the cases the Federal Central Register will receive an appeal from the person affected. Now the FCR must check the decision process, ask for additional information and judge the justification of this appeal. If the appeal is justified, the database record must be deleted.

In a very few cases, the person affected tries again to lodge a complaint to the Federal Central Register. In this case the whole decision process must be checked again very carefully and a final decision can only be made by the ministry of justice in Bonn or by a special court.

The Organization

The application involves users from all levels: people from service office, library, budget department, general and senior civil servants (level II and III), advisers, the department head, the section head and the head of the authority.



Users have different skills: most of the people are legal experts and used to paper-based work. At the beginning of the project, some people were already familiar with Desktop or Host applications, but most of the people didn't have a computer in their office.

The Application Architecture

The FCR decided to use the InConcert workflow system for the implementation of their solution, because:

- InConcert combines standard modules with individual user interfaces for the civil servants;

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- InConcert offers a combination of structured subprocesses and flexible exception handling;
- InConcert easily integrates the existing, heterogenous IT-infrastructure into the solution;
- InConcert contains a robust document management component and eliminates potential investment in an additional system.

InConcert offers seven standard modules:

- module to describe the organizational structure
- graphical process designer
- user module (tasklist, execution of tasks, logging)
- administration module for active processes
- document management
- event management
- statistical reports.

These standard modules have been combined with individual applications, which have been developed according to the requirements of the FCR.

The Components of the Application

The case processing application consists of different components:

Processes

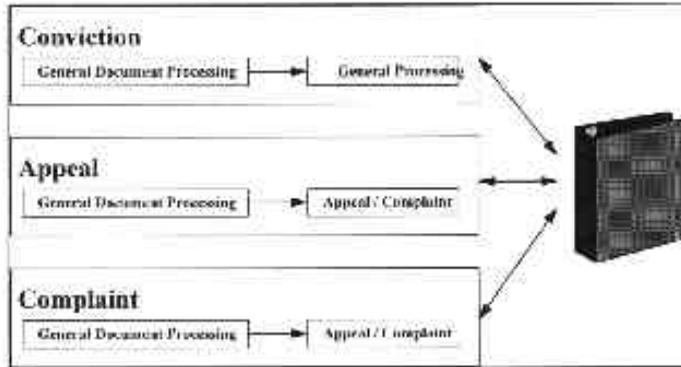
The graphical process designer has been used to describe different subprocesses, which are copied into an active process at runtime depending on the classification result. According to the analysis of the requirements, three different subprocesses have been implemented:

- Processing of incoming documents
- Processing of convictions
- Processing of appeals or complaints.

One logical case can consist of one (conviction), two (conviction, appeal) or three (conviction, appeal, complaint) physical processes.

Each conviction gets a unique case-id at process start: <Section> <Continuous number> / <Year>. Each case folder contains the conviction, the log page and all documents related to this case, which have been created during the processing of this case or which have been scanned. In case of an appeal or complaint the existing case folder will be assigned automatically to the process.

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- In some situations the process will be modified automatically during execution depending on the work result:
- Expiration of Due Date (User gets reminder task)
- Consideration (Copy of the current task will be executed by a different user)
- Roll-back (Subprocesses will be repeated)
- Unexpected incoming document (Civil servant must check document content).

Interactive Tasks

A process consists of a combination of tasks. Each interactive task is linked to a Visual Basic program on the client. Forty different task types have been implemented for this first application. A special user interface has been designed according to the requirements of the civil servants.



Image Viewer

The process deals with documents; paper-documents which are now available as images and must be processed. Therefore, the screen is split into two parts: The image of the document, which started the process or (if available) the translation of this document is displayed on the left side of the screen. On the right side, standard function keys are available and task related buttons.

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The image viewer provides the following functionality:

- Page up/down
- Go to page
- Zoom
- Print current page/document on local printer
- Rotate page
- Switch between original document and translation.

The following standard function keys are available at the top of the screen:

Case Folder

Displays the content of the current case folder. Contents of documents or log page are displayed via mouse-click.

Consideration

The current task should be send to a different user for consideration. The user can select the name of the person from a list and send a yellow “post-it” note together with the task. Status of the task, displayed in the tasklist, changes automatically, as soon as consideration has been completed. Consideration creates a log entry, but the content of the “post-it” note will be deleted. This functionality was requested by the civil servants to support electronic informal communication among them.

Notes

Users can create at any time a note to the current process, which will be added to the task folder. They only have to type in the text in a separate window. Document name, document header and log entry are created automatically.

Host application

The system has been in use since February 1997. Information about previous cases can be found as a summary in this host application.

Search for case folders

The standard search function can be used at any time.

Special Instructions

This button is only available, if the section head has added special instructions to the current case. The button displays the content of the instructions.

The following standard function keys are available at the bottom of the screen:

Interrupt

The user wants to complete this task later. The current work results are stored.

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Help

Help information is available for each task that describes in detail what must be done. This functionality is helpful for new civil servants.

OK

The task should be completed. Two different user levels are available: beginner and expert mode. For users in beginner mode the work result will be summarized and must be confirmed.

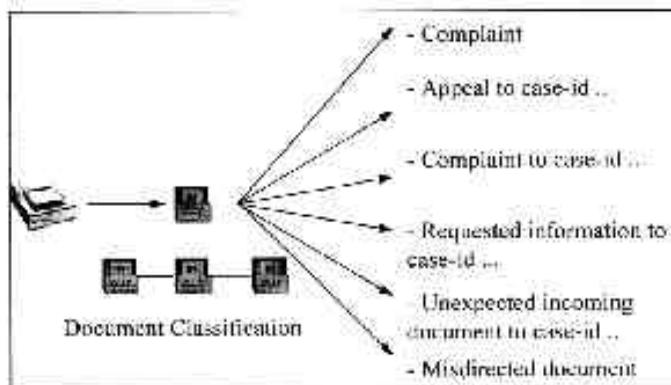
Other, general functionality is implemented to define due-dates, print documents automatically on a local printer at the end of a task (which must be send out) or for electronic signature.

Agents

Agents are used to combine automated background processing with interactive workflow tasks. Agents are specialized programs, executed on the server, that wait in the background until invoked by InConcert. The following agents have been implemented:

- Start process for each scanned document
- Interpretation of the classification result
- Control of due dates.

As an example, the agent for the interpretation of the classification result performs the following steps:



Complaint

- Insert subprocess "General Processing"
- Generate new case-id
- Rename process and documents

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Appeal

- Insert subprocess “Appeal / Complaint”
- Link existing case-folder to current process
- Rename process and documents

Complaint

- Insert subprocess “Appeal/Complaint”
- Link existing case-folder to current process
- Rename process and documents

Requested information to cases-id

- Link incoming document to process <case-id>
- Link current log information to process <case-id>
- Activate task “Check incoming document” for civil servant
- Delete current process

Unexpected incoming document to case-id

- Link incoming document to process <case-id>
- Link current log information to process <case-id>
- Activate task “Check unexpected incoming document” for civil servant
- Delete current process

Misdirected document

- Print document
- Delete current process with all documents

Search for case folders

Users can search for case folders at any time (e.g. for request on the telephone) with a separate application. Different search criteria are available: case-id, document type, citizen information.

Statistical information

Multiple statistical reports are available. They have been created with Crystal Reports and can be adapted to new requirements at any time by administrators.

THE KEY MOTIVATIONS BEHIND THIS SYSTEM

The German Federal government provided the budget for this project to gain experience, if cost reduction, productivity increases and customer service improvements could be achieved by reengineering case processing.

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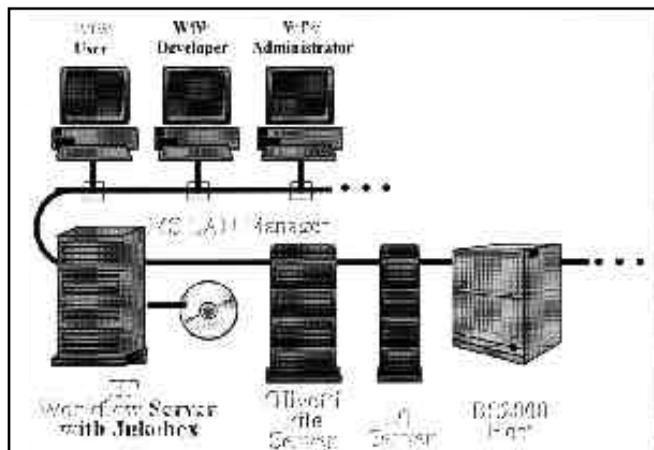
The work environment of the FCR was typical of the work in other German authorities:

- 1) Case processing was related to paper-based folders.
- 2) Processes were split into tasks to collect information, to analyze and evaluate information and to render decision.
- 3) Typical hierarchical structure was in place.
- 4) Detailed rules for processing and exception handling were defined.
- 5) All activities and work results must be documented for inspection.
- 6) Most of the users were legal experts and permanent civil servants.
- 7) Most of the IT-applications were centralized and Host-based.
- 8) An increasing amount of information must be processed with a decreasing amount of people at lower costs.

The goal of the project 'Processing of Foreign Convictions' is:

- Reduction of administration costs (Costs per process)
- Reduction of processing period
- Efficient use of civil servants
- Increase of productivity
- Archiving of process histories and documents for further inspection
- Permanent AdHoc access to process status
- Quality improvement of citizen service (lower priority in the first project).

CURRENT SYSTEM CONFIGURATION



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Different configurations are available for three different types of users:

- **Civil Servants**
They are using the standard tasklist from InConcert to start processing the different tasks. Depending on the role and the competency of the user, different tasks are available. A separate application provides permanent access to host emulation and search for case folders.
- **Administrator**
Within the Federal Central Register, civil servants performing special tasks within the section are called administrators. These are not IT-people. They have access to all of the functions available for civil servants, and in addition, they can create statistical reports and administer the organizational structure. They can activate or deactivate deputies, change user profiles and confirm the roll-back of processes.
- **Developer**
This configuration contains all of the administrator's functionality, access to the application development environment and a separate test environment.

MS LAN Manager is used for network communication.

The following servers are used within the current application:

- **HP Unix Server**
The HP Server provides the central control of the workflow application. The workflow server, which is also responsible for document management, is installed on this machine. Documents are stored in a standard repository on the HP system and are transferred during archiving to the connected HP Jukebox. All information related to the workflow solution is stored in an Oracle database on this server.

Agents are also running on the HP Server.

- **Olivetti Unix Server**
The Olivetti Server is used as a LAN File Server for the Federal Central Register. At the beginning of the project network traffic was low, because only a few users were familiar with PC applications. A DOS application, which is used within the case processing by different users, is also stored on this machine.

- **NT Server**
A general scanning solution using a high-speed scanner has been implemented with a separate network for the central scanning service of the Federal Central Register. All images are stored in TIF format on the NT server. All images for the section, which is responsible for the processing of foreign convictions, are stored in a separate directory. An agent checks the content of this directory and starts a process for each document.

FEDERAL CENTRAL REGISTER

- BS2000 Host

Host applications are used for the administration of the central database of the Federal Central Register. Summarized information about all previous cases is available in this database and can be accessed via host emulation.

IMPACT ON THE FEDERAL CENTRAL REGISTER

The biggest impact on the Federal Central Register is the positive culture change, accepting new ways of getting work done.

In general, case processing is split into different types of tasks: searching for information, preparing the decision and disseminating the decision. These tasks are assigned to different groups of users depending on their position within the hierarchy. Processing rules are described in the documentations, but control by senior civil servants is necessary to check if work has been completed correctly. By involving so many people in the processing of one single case, a lot of time is spent during transporting the folders between the different offices and each user needs time to get familiar with the case again. Unfortunately, it is very difficult to determine the current status of a case and statistics must be updated manually.

Document handling is very complicated. The civil servants create notes or replies manually and send the replies to the service office where a letter is created. The service office uses PC and standard paragraphs to create the reply letters. The document is printed and sent back to the civil servant. If the civil servant makes changes, it is then sent back to the service office. Each user can change the text of standard paragraphs. The precise wording of the reply is very important, because the text will be used as an official reply to a citizen. Incorrect wording can change the legal situation and may create significant implications. Therefore each official document containing legal wording must be checked and signed by multiple users.

With the new case processing system the entire organization of case handling has been changed. Civil servants level II are responsible for the entire process of working on convictions. They search for information, preparing the decision and deciding. Senior civil servants are involved only if requested. Senior civil servants level III can focus on appeals and complaints where a detailed legal knowledge is required.

The workflow server is responsible for the overall control of the process. Processing rules are part of the process definition. Civil servants will get reminder tasks as soon as due dates expire. The status of all of the cases can be accessed at any time. Time stamps of the different tasks including work result are automatically added to a log page. Statistics about the workload of the current system deliver information for reengineering and decision support. The new case handling system can guarantee the same workload for all of the civil servants.

Document handling is done now in a different, very simple way. The system supports the user during creation of document by automatic generation of document name and key

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words. Case information is inserted automatically in the document. Standard forms are used, where only some paragraphs can be modified. All the critical, legal verbiage cannot be modified. Address information for the different authorities is available in the database and the user only has to select the authority and the location.

Automatic budget control is supported by the system. For example, translation orders to external translation offices can only be sent out if the estimated costs are available in the appropriate budget. Otherwise a budget request will be generated and sent to the budget department. The process waits until the budget has been increased.

The whole conviction processing system is more transparent and linked to roles of people. Because of the availability of a pool of deputies to handle extra caseloads, a processing of cases is guaranteed within assigned time frames. Because of the well -documented rules and permanent access to help information, the education of new users is very simple. Cost reduction is guaranteed if personnel changes occur during the move of the authority from Berlin to Bonn.

COST SAVINGS

At project start the outside consultant Dr. Storp expected a reduction of general administration costs between 10 and 15 percent. According to the project team this goal has been achieved and they are currently evaluating detailed cost and process improvements.

- Physical transportation of folders is no longer required. There is a visible reduction of incoming and outgoing folders for those civil servants who are involved in the process.
- The use of paper is reduced.
- Efficient, automatic budget control is integrated within the solution and offers better decision support for the planning of next year's budget.

PRODUCTIVITY IMPROVEMENTS

Goal	Available Functionality
Transparency of processes	<ul style="list-style-type: none"> • Management can permanently access case folders to give advice. • All civil servants having access permissions can check status of active processes. • Workflow server guarantees that all cases are handled according to the defined rules. Exception handling is documented in the log page. • Simple training of new users because background information is available for each task. This information is related to the task's content and work environment.

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	<ul style="list-style-type: none"> • Simple training of new users because background information is available for each task. This information is related to the task's content and work environment. • Implementation of beginner and expert mode.
Reduction of processing time Increase of productivity	<ul style="list-style-type: none"> • Transport time, search for information, Overall processing time. • Resources can now be used more efficiently. An increased numbering of cases can be handled with a decreased number of civil servants.
Automatic documentation of processes and documents	<ul style="list-style-type: none"> • Complete history is available on log page and can be accessed simply as a document. • Log information related to tasks / processes and documents is available.
Automation of routine tasks	<ul style="list-style-type: none"> • Document handling, control of due dates, administration of statistical information.

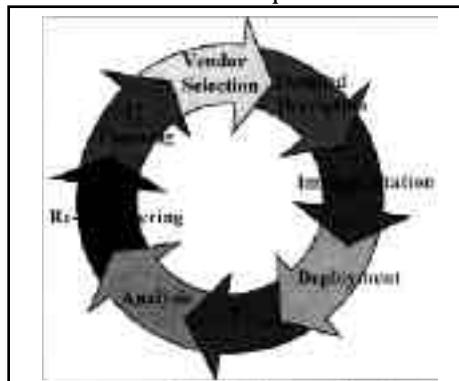
COMPETITIVE ADVANTAGE

The public sector doesn't have any competitive milestones or perception. But the system helped the federal central register to improve their image as an innovative, flexible and efficient authority, and the project is being used as a model for other streamlining projects in the German government.

IMPLEMENTATION.

Before the project was started, the Federal Central Register hired the outside consultant Dr. Storp for nine weeks to determine the impact of reengineering on its case processing. Dr. Storp was already well known for his realistic expectations. His expectation was that the general administrative costs per case could be reduced between-10—15 percent.

The project can be described in different steps:



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When the project was started and the budget was released, it was clear that there was a general commitment to the project from the management of the authority.

A department has been identified which was typical for the work environment in the Federal Central Register to start with the first project:

- Different types of users are involved in the case processing.
- The average age of the users is quite high and a lot of civil servants will not be replaced when they retire.
- The workload is high and it is difficult to handle all the cases with the existing number of civil servants.
- From a strategic point of view, it is important that the database of the criminal records always contain up-to-date information. Therefore, new information must be processed correctly and completely within a shortest allowable timeframe.
- The Federal Central Register will move from Berlin to Bonn. It may happen that some experienced legal experts will stay in Berlin and new civil servants will take over their work in Bonn.

The decision about further reengineering projects would be depending on the result of this first project.

Analysis

A project team has been assembled with the following members:

- Member of IT department and staff council (Project leader)
- Department head, who is responsible for the processing of foreign convictions
- Typical user: General civil servant (level II)
- Typical user: Senior civil servant (level III)
- Member of service office, who are familiar with all documents within the authority
- Work team (two persons)
- Outside consultant Dr. Storp.

The project leader and the work team were allowed to spend 50 percent of their time on this project for a limited period.

The goals of the project and the methods for the analysis of the existing business process have been defined:

- Analysis of the existing, official documentation, which describes, how cases must be processed

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- Interviews
- Definition of diagrams
- Analysis of way of documents.

In further project steps the decision was made to use Bonapart, an object-oriented business modeling and simulation tool developed by UBIS GmbH, a German consulting company. Bonapart provides flexible analysis of an organization in an easy-to-use format.

After the analysis was completed, the volume of the project was clear: approximately 10,000 cases/year with an average of 25-pages/case folder. It was also a clear that a case could consist of three parts: processing of the conviction, processing of an appeal, processing of a complaint.

Reengineering

The information was analyzed. The different elements of the case processing have been identified: tasks, users, tools, information, documents and rules for processing. Analysis of existing problems led to possibilities for improvement. A “vision” was created defining how case processing could be performed at the end of the project. This vision was presented to the management of the authority.

Possibilities for improvement were:

- Electronic Document Management
- Electronic Workflow Management
- Processing of the entire case
- Civil servants instead of service office should create documents and replies
- Bundling of tasks
- Automation of routine tasks.

A document was created which details how the new process should look.

IT Planning

The project team identified tools that could help them to achieve their goal:

- Hardware: Powerful PCs for all users (client-server-architecture)
- Document Management (electronic case folder)
- Workflow Management (process control)
- Organizational steps (training of the users, processing of the entire case)

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Vendor Selection

An official invitation to tender was issued in July 1996. After an analysis of the vendor profile, most of the vendors were invited to Berlin for a presentation of the project goals. An extract of the documentation, describing how the system should work, was given to each vendor. All vendors were asked to present a small part of the process with their system. After the project team had looked at fourteen systems, they decided to invite three vendors for the implementation of a larger piece of the process. At the beginning of October 1996, each vendor spent two days presenting their preliminary version of the application to various end users. These preliminary versions had to be installed on the configuration and integrated within the network infrastructure of the FCR.

Because of the excellent results of the prototyping, the FCR decided at the end of the week to use the workflow system InConcert and that InConcert Inc. should also develop the application. During the selection period the project team evaluated which system delivered the best support for their requirements and which team would be the best partner for their project. This period was also a control for the project team whether their expectations of IT support for their goals would be realistic.

Detailed Description

A detailed description regarding which functionality should be implemented was created by the vendor supported by the project team. Different meetings were held to discuss implementation options. A project plan was defined with milestones for project control. The application architecture was discussed in detail: process, interactive tasks, agents, information, documents, statistics and the task user interface has been defined.

From an organizational point of view the project team and the management of the authority discussed which civil servants should perform which tasks in the future during case processing. An education schedule was defined for the civil servants containing rules for processing, desktop applications, host applications and workflow solution. The organizational training related to the work content was started in parallel to the implementation.

The process for the validation and release of the case processing system has been defined in detail.

Implementation

Much of the implementation was done in Berlin at the Federal Central Register. It was a big advantage that the project team was available to make immediate decisions, control and discussions. The functionality of the system was implemented in different steps according to different priorities. The project team controlled each step. In January 1997 the system was

FEDERAL CENTRAL REGISTER

presented to all interested civil servants within the Federal Central Register. To avoid rumors and keep the lines of communications open, the civil servants were always kept informed about the the project status.

In addition, the project team ordered new office furniture and PCs for the civil servants that would be involved in the new case processing. This gesture symbolized the importance of the project and the users involved.

Deployment

In February 1997 the users had been trained on the use of the system during processing of convictions. In the middle of February 1997 the system went into production. For the first two months the project team was permanently available to help all users if any problems or questions came up.

During the first weeks of deployment, some additional system improvements were requested by the users. For example a roll-back functionality was implemented. At any time, a civil servant can send the current case to the department head and ask for a restart of the process. If the department head confirms the roll-back functionality, the system will repeat the basic sub-process of the case and control automatically that no logical problems can occur (for example cancellation of budget requests). The roll-back functionality creates a log entry and the existing case folder can be used for further processing.

In August 1997 the first step of the new case processing system of the Federal Central Register was completed.

Next steps?

This point is the most critical in workflow projects. A decision had be made, how the project should continue.

Because of the successful deployment of the new case processing, the Federal Central Register, supported by the German government, decided the following:

- Evaluate in detail the reduction of general administrative costs for this project
- Evaluate and implement further requirements to the existing case handling process
- Train the project team in use of business modeling tool (Bonapart)
- Start new project for business processes improvement in a different department.

Three months after they received their award and after nearly one year in productive mode, the Federal Central Register decided to continue with a detailed fine-optimization of the process. Civil servants began receiving larger responsibilities. Subprocesses with a

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suite of well-defined tasks were summarized to one single task to achieve more flexibility and a harmonized workflow.

CONCLUSION

What are the reasons for the *successful implementation* of case handling at the Federal Central Register?

The Federal Central Register was looking for a solution to their main business problems: Transparency of processes, reduction of processing time, increase of productivity, automatic documentation of processes and documents. The FCR achieved their goal because of the combination of organizational changes and improved IT support with the use of a workflow system to unite the elements of the project—the people, processes, documents, and computing infrastructure.

The project team worked diligently to design and implement the system and to facilitate the organizational change that was happening within the authority. The team spent a lot of time in discussions with colleagues who wanted to keep the current status. The project team was well selected for people with a wide background of experience and skills. They communicated frequently with all departments involved with the process about the project status.

During the whole project period motivation cascaded. The energy of the outside consultant Dr. Storp helped the project team to create ‘visions’ of case processing in the future. The project team convinced the management of the authority to support their goals. And finally, the management motivated the end users to accept organizational changes and gave them confidence in the new work environment.

The simple user interface was well accepted by the users because they helped to design it and their input was taken as valuable. Only two days’ education was required to get the users familiar with the system. Users can focus on the content of their work instead of the process to complete the work.

OVERALL TECHNOLOGICAL INNOVATION

For the IT department of the Federal Central Register this project was the first step to client-server-architecture. The solution for case processing support required the integration of the existing IT environment:

- Host application (BS2000)
- DOS application (Proprietary application for the comparison of legal norms)
- Scanning solutions (General post office solution, Individual scanning solution for the library)

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- Standard network.

The network is now used differently. At the beginning of the project the network was only used to transfer files to and from the server, today the network is used for communication.

Flexibility is very important for exception handling. Processes are built at runtime from standard sub-processes. This architecture is designed for simple maintenance of the application.

For each request that will be sent out, a due date must be defined. A task will be inserted in the current process, which will be ready as soon as the requested information comes in (identified during classification) or the due date has expired.

Roll-back functionality has been implemented. A request for roll-back must be confirmed by the department head. The system will make sure, that no logical errors can occur. A log entry is created automatically.

Further developments for this project include:

- Integration of other departments
- Integration of external partners (for example external translation offices)
- Use of OCR for incoming convictions
- Electronic support of continuous process improvement (Use of bi-directional interface between the business modeling tool Bonapart and the InConcert workflow system).

OVERALL BUSINESS INNOVATION

Change Management became a reality in the authority. The users now understand how to use the system as a tool that can be adapted to their changing requirements. The project team is working as an “internal consulting department” for the authority. The attitude to support and accept changes has completely transformed since the beginning of the project.

Job descriptions of involved civil servants have changed. They are now responsible for the overall process and not only for separate tasks. They can always contact legal experts if they need additional support.

Control of processes and work results have been moved from management to a workflow server. During the first weeks of deployment, additional log files had to be produced to prove the stability of the system. The ability to generate statistical reports from the current workload offers new possibilities in decision support for the management of the authority.

In summary, if an official legal reply of a citizen's history can be defined as public service, the case handling application supports the user to spend as much time as necessary for analysis of the correct and timely information, to spend as little time as possible on routine tasks. In addition, the system guarantees that all documents contain legal correct wordings in a simple language.