Citizen Services Solutions (CSS) Effective Digital Government Services

Connecting governments and citizens for extraordinary mutual value with greater business efficiency and an enhanced user experience.

Today's citizens and businesses demand an always-on, relevant and consistent government experience. They expect a retail-grade, multi-channel experience that is just as efficient as the innovative private sector services they've become used to. Service agents too want to work for organizations able to equip them with the digital tools, information and support they need to deliver an efficient, consistent and personalized service.

The challenge for governments is how best to use digital to meet these needs, whilst reducing operational costs and lowering the cost to serve in the face of ongoing budgetary constraints – all without compromising on internal work conditions and the citizen experience.

Citizen Services Solutions

Capgemini's Citizen Services Solutions (CSS) enables governments to deliver more efficient services to their constituents.

omni-channel

CSS is an omni-channel, front-end platform that incorporates Pegasystems' Dynamic Case and Process Management to simplify constituent connections and make every citizen request more efficient via digital pathways.

The challenges and trends faced by todays governments

Delivering more efficient, meaningful and consistent services both online and face-to-face

There is increasing pressure to blend the digital and physical to provide citizens with an improved and connected experience – one that allows them proactive access to the services they need, when they need them, and how they want to be served, whether online, via the phone, via social media, or face-to-face. Equally, this is about connecting governments to the needs of its citizens – ensuring that they know, understand and can respond to the perceptions, emotions and reactions that their citizens have while using the various communication channels available to them.

A few years ago, this may have sounded impossible. But in this new digital age, extraordinary experiences are the reality. By investing in digital, governments can reduce the cost to serve and free up funds to reinvest across multiple channels. The cost-to-serve differential between the major channels of face-to-face; telephone; and web is significant – and acts as a stark reminder of the opportunity to shift contact to cheaper (and, nearly always, better) online channels. And in so doing, make it better, faster, more convenient and less error prone.

Yet, while governments recognize the need to catch up with the standard of services offered in the private sector, they are typically plagued by large and aging antiquated legacy systems that are costly and difficult to change. These are often fragmented across the different IT systems underpinning both online and face-to-face customer interaction (front-office systems) and the back-office service operations. Modernizing this landscape is a strategic imperative – yet it must be at a pace (and budget) individual to each government.

To effectively connect with citizens and businesses (constituents), governments must reorganize how they create services, rethink the processes needed to deliver efficiently with more digitalization, and automate where possible. They must connect the front and back office in a single entity for every constituent interaction.

> " Constituent service is the lifeblood of government it is a pillar of why government exists in the first place. With the expansion of digital technology, government organizations are challenged with responding to a new and more demanding constituent[1]."

1 Pegasystems white paper: Taking a Constituent Centric Perspective to improve Government Services

CSS at a glance

CSS delivers business value at a number of levels including:

- Managing the end-to-end constituent journey through dynamic case management and self-service capability, while ensuring compliance.
- Providing service agents with clear and concise guidance, ensuring that they can do more with less, and make sense of all available constituent information – all while reducing the overall cost of service.
- Helping to increase service agent productivity and improve program integrity.
- Automatically assessing the needs of each constituent on contact, and routing them to the most appropriate service agents.
- Improving efficiency by using business rules and artificial intelligence capabilities with predictive and responsive analytics to recommend the next best action for the agent to take in real-time, enabling service agents to give the right answer at first contact – every time.
- Options to use robotic desktop automation to allow easy integration with legacy applications and robotic process automation to improve efficiency of repetitive system based operations

About Citizen Services Solutions (CSS)

Delivering a truly unified citizen experience and operational efficiency

As digital, and the uptake of social, conversational, mobility and intuitive technologies, accelerate the business of government, Capgemini Citizen Services Solutions (CSS) addresses these needs. Seamlessly interfacing with any existing applications, it provides government organizations with a complete 360° view of the citizen, together with related contextual information and suggested next best action, intelligent guidance and knowledge management based on this information. Process automation and intelligent routing management improve workforce productivity by ensuring each citizen request is directed to the right person – with the requisite contextual information to efficiently manage a case.

Coupled with analytics and real-time monitoring which are unified across locations and channels it speeds up and simplifies operations management and decision-making. The platform also delivers full service continuity, resilience and a secure data environment. Service agents can resolve constituent issues in fewer interactions with full visibility of all previous communication and clear guidance.

Supporting specific government missions

CSS targets business critical objectives for achieving operational excellence, making informed, insights-led decisions, and enabling an experience that connects the government and citizen throughout the entire constituent journey.

These are consistent across all areas of government:

Civic Services (citizen-facing functions and operational activities) – providing citizens with a prompt, personalized service and access to money/benefit wherever they are, and through the channel of their choice. Service agents have the tools they need for multi-channel engagement, and are empowered to work quickly, freeing up time to spend with people who need it.

Central Government (non-citizen-facing functions and operational activities) – enabling employees to perform regulatory tasks and activities more quickly and efficiently with the information and tools they need, therefore improving productivity and enhancing the workplace experience.

At Capgemini, we recognize that each department of government has its own mission and specificities, and that digital plays a distinctive role for each. It's not one size fits all.

The marketplace provides wide-ranging examples of the outcomes and use cases for implementing a unified omni-channel IT platform incorporating dynamic case management in government, including the following:

Healthcare & social security

Public institutions (University hospitals, research institutes…) and government agencies charged with public health

Issue: Major budget pressure while increasing citizens needs and requirements (growing and ageing population).

Answer: CSS with case management by Pega for optimized processes from the back-office to front desks; gaining efficiency and reducing operating costs.

Illustration: A US agency used Pega to administer payments for healthcare valued at $14 billion – and slashed invoice processing costs by 33%, while accuracy and timeliness of payments to suppliers led to improved service to the agency's clients.

Social services

Agencies and programs designed to help distressed, disadvantaged, or vulnerable persons and groups

Issue: How to do more (increasing number of job seekers in a complex employment market) with less (budget reduction).

Answer: CSS with case management by Pega enables a citizen-centric approach to better support job seeker while optimizing funds allocation and management.

Illustration: An EU government organization managing 28 different funds for 3.5m members unified under a single IT platform providing a 360° view of the end-to-end journey.

Defense and Justice

Government agencies responsible for protecting its people both within and across borders

Issue: Vast numbers of extremely specific and often complex cases to manage.

Answer: CSS with case management by Pega helps the courts to better manage each case and reduce costs by re-using processes across the whole system.

Illustration: a US agency reduced development time by 6,000 hours and saved more than $5M in development cost.

Immigration

Government department accountable for protecting country borders and managing immigration

Issue: Difficult collaboration between countries and complexity in gathering and analyzing huge volumes of data.

Answer: CSS with case management by Pega co-ordinates immigration management, border control and investigations through the integration of data and information held in disparate systems; driving productivity and improved outcomes.

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Multi-channel access enables the citizen to make contact through whichever channel makes best sense at the time, and / or appropriate to the complexity of the interaction. It also enables public service providers to make more immediate contact with the customer – and vice versa. Altogether offering the opportunity to significantly improve the customer journey"

Fernand Khousakoun
Capgemini

Multi-channel + Case Orchestration + Process Automation = Increased Agent Efficiency and Better Citizen Experiences = Reduced Cost to Serve

A Customer Data Hub Built on Top of Your Legacy Systems
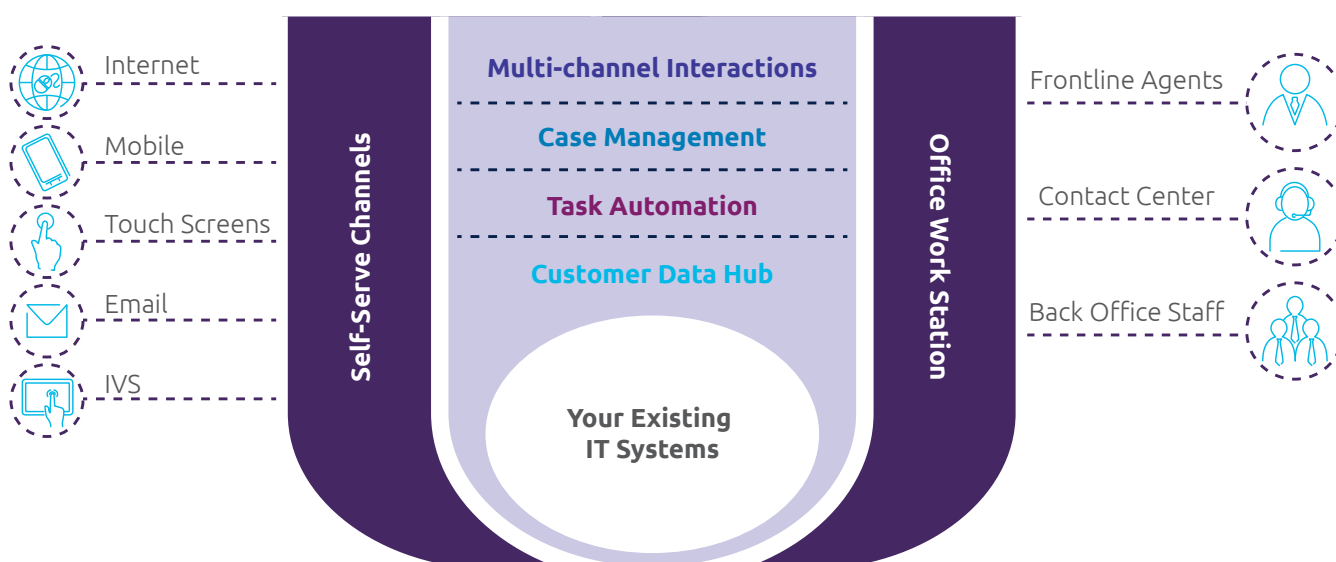
A deep dive into the CSS platform

A configurable digital hub and best-of-breed solution

CSS is a pre-assembled, omni-channel front-to-back platform that incorporates Pegasystems' Dynamic Case Management. A pay-per-use solution, it is available both on-premise and in the cloud or a combination of both. Capgemini uses the digital Pega platform to orchestrate the end-to-end process, redirecting citizen requests to the right service resource from any channel. Capgemini not only hosts this platform, our project directors and account managers support the implementation and running of the services, and we operate a 24/7 technical support desk to resolve any issues arising.

This helps government agencies address a major barrier to delivering citizen-centric services – that of separate front- and back-office operations. As an example, automating the back office with CSS might enable a service agent to co-browse with a citizen already online in the front office and who needs additional help with a tax self-service operation.

Our orchestration using the Pega platform creates a strong partnership between citizen-facing services and IT to ensure maximum value delivery. CSS works within and across existing systems to help modernize the IT environment, while retaining and extending the value of existing technology investments.

Figure 1: CSS: A Pre-assembled, Public Service Platform

An affordable and agile response to change

In the knowledge that few governments have the capacity – or budget – to bring about instant change, CSS supports incremental digital transformation of constituent services in a solution that utilizes foundational legacy systems. Put simply, existing IT investments are exploited, rather than thrown away.

Furthermore, it supports the agile and rapid roll out new service programs as services can be added iteratively to current systems one request at time, and can be easily designed around emerging legislation. Additionally – and crucially for

governments – CSS connects the information and processes residing in existing IT investments in a "wrap & renew" strategy to reduce the overall investment required for this digital transformation. This increases the agility of legacy systems and ensures that government bodies keep pace with rapidly changing legislation.

Capgemini and Pegasystems

A partnership to maximize the value we deliver for our clients

Capgemini and Pegasystems have been partnering to deliver market-leading solutions that solve our joint clients' customer experience business issues for more than ten years. With Pegasystems' compelling technology platform integrated seamlessly into both customer experiential and back office technologies, Capgemini's consulting and applications expertise helps clients quickly tap into the 'Power of Pega'.
Together, we underpin digital transformation with smart digital government processes and automation that help clients reduce their operational costs, provide a seamless service across multiple channels, and enable personalized constituent services through tailored routing strategies for each citizen request or segment.

Our experience and expertise is underpinned by a suite of proven tools, accelerators and methodologies which, paired with our highly adaptive process, ensures we can meet the specific digital customer experience needs of the different entities that we serve. Our pragmatic and agile approach – inspired by our experience working within the digital world – allows us to specialize in delivering at speed for our clients, consequently ensuring that timelines are met and money is not wasted.

A joint success at HMRC

HM Revenue & Customs (HMRC), the UK tax authority, clamps down hard on people who try and cheat the system. Specialist compliance teams use a Pega-based case management system to manage the full life-cycle of compliance checks, from education work through to complex interactions with businesses. Compliance teams use the system, known as Caseflow, to securely record progress across all investigations, which range from multi-national businesses and high income individuals to criminal gangs. Caseflow's automated, priority-driven caseworking process has enabled more efficient working practices, and increased yield from compliance investigations.
The project team was a collaboration across HMRC for overarching governance, Capgemini and Pega for design and build, and Capgemini for system and service integration. Caseflow was an agile user-centric development, involving business users and subject matter experts to create an effective service that is now used by over 18,000 compliance staff, with 6,000 concurrent users.

Contact Capgemini for a connected government and citizen experience. **We can help governments be twice as good, in half the time, for half as much.**

"Tell me once" – with CSS, your agents have the tools they need at their fingertips to resolve issues on first contact.

About Capgemini

With more than 190,000 people, Capgemini is present in over 40 countries and celebrates its 50th Anniversary year in 2017. A global leader in consulting, technology and outsourcing services, the Group reported 2016 global revenues of EUR 12.5 billion. Together with its clients, Capgemini creates and delivers business, technology and digital solutions that fit their needs, enabling them to achieve innovation and competitiveness. A deeply multicultural organization, Capgemini has developed its own way of working, the Collaborative Business Experience™, and draws on Rightshore®, its worldwide delivery model.

Learn more about us at

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