

Simplifying Together

April 3, 2009

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Service Innovation
DGME

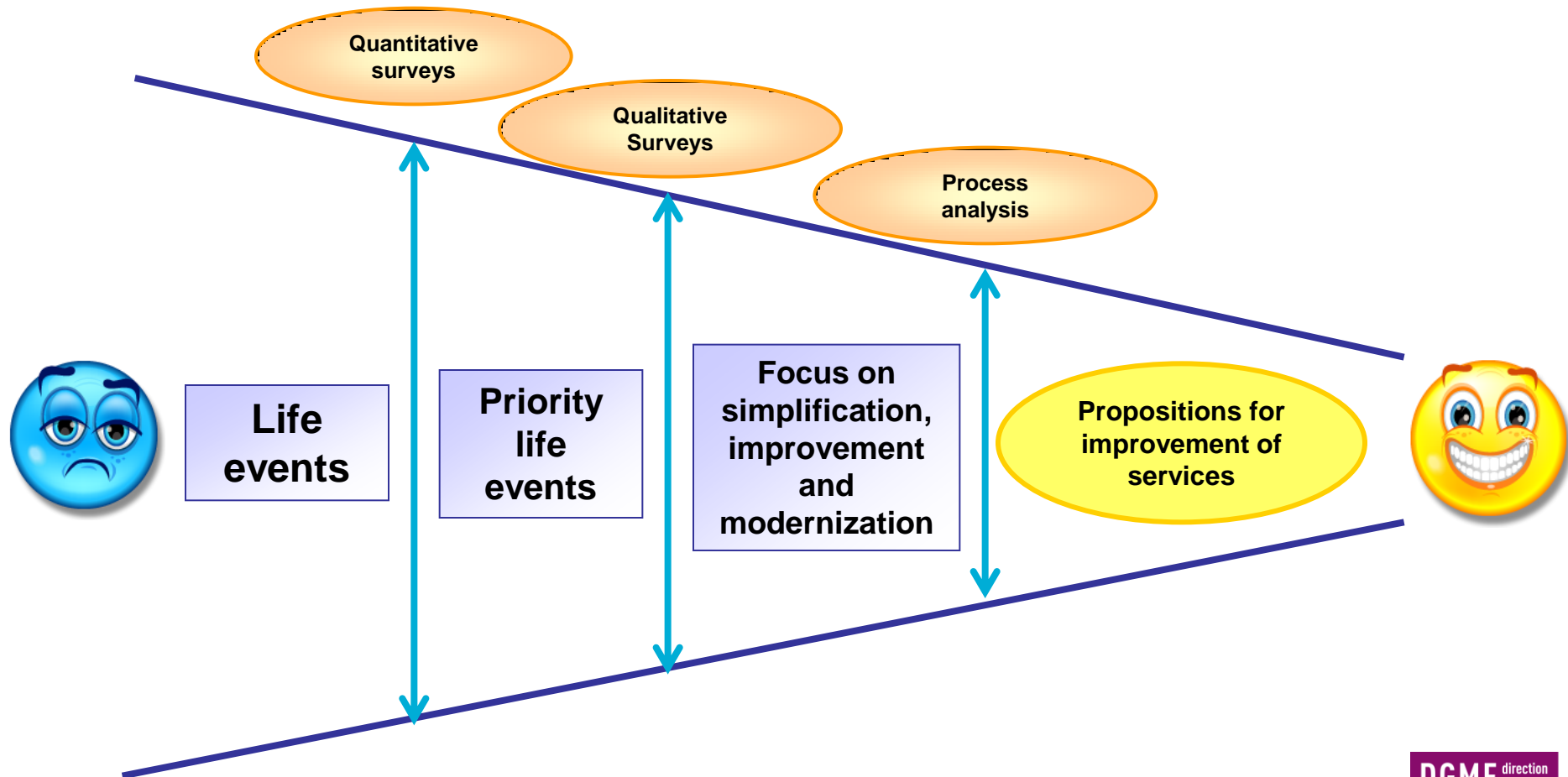


DGME direction
générale
de la modernisation de l'État

AVEC VOUS l'administration
SE MODERNISE

www.modernisation.gouv.fr

The DGME's approach to improvement and simplification



The client at the heart of modernisation

The **innovative approach taken by the DGME** is based on a conviction: **listening to clients** should be the motor driving the **improvement, simplification and modernisation** of service delivery.

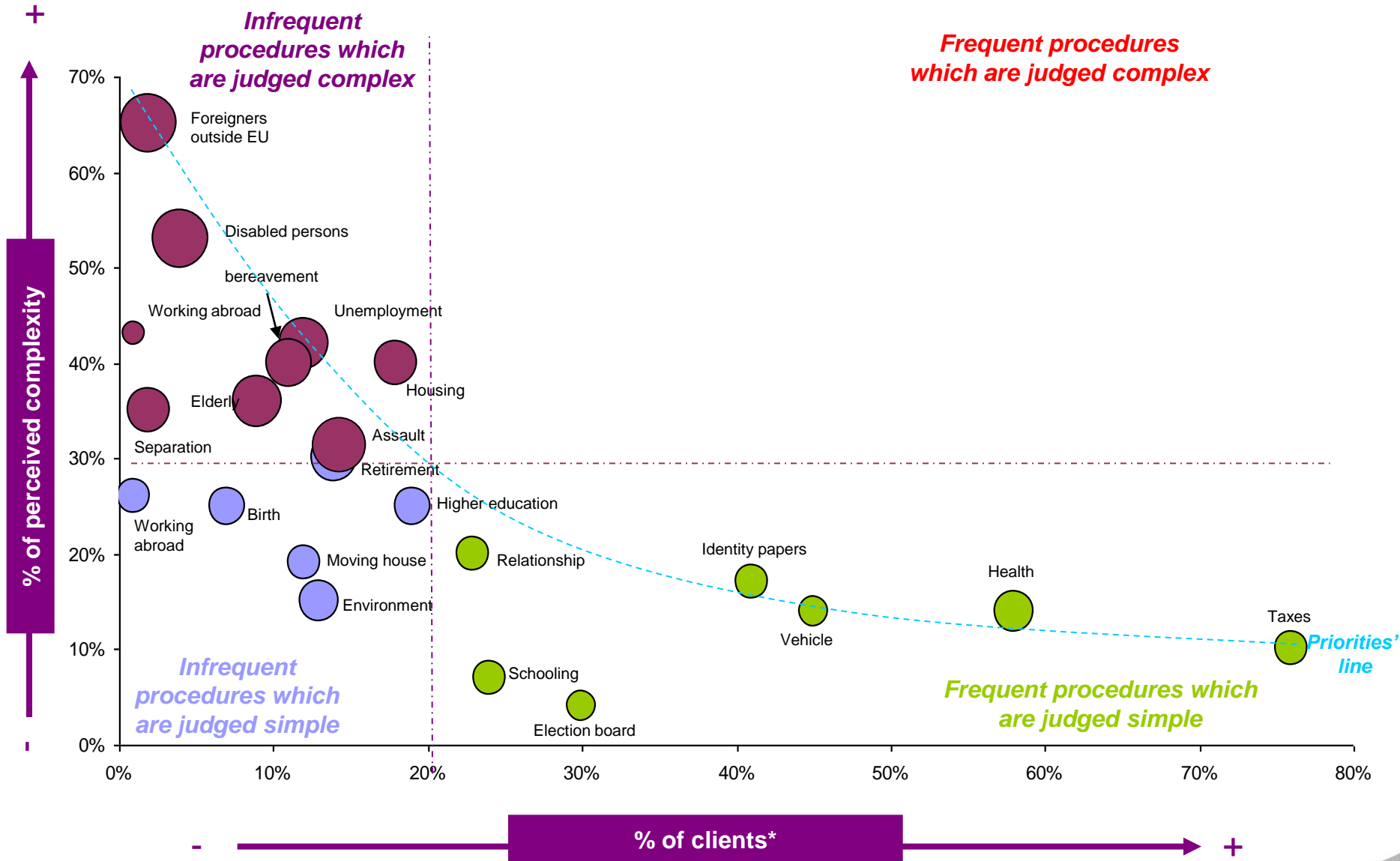
Clients should be spoken to in terms they themselves use. **A life event approach** (e.g., I am getting married; I am having a child; I am starting a business) enables us to engage clients using their own logic and to propose concrete situations which correspond to clearly identified administrative procedures.

The DGME has undertaken a **study** for each client segment (Individuals, Businesses, Local Authorities and Associations) in order **to respond to the question:**

“What are, for clients, the life events for which their relations with the administration are the most complicated?”

The level of complexity which the client feels exist permits the DGME to rank its priorities for action.

Simplification : Citizens' priorities



% of clients*

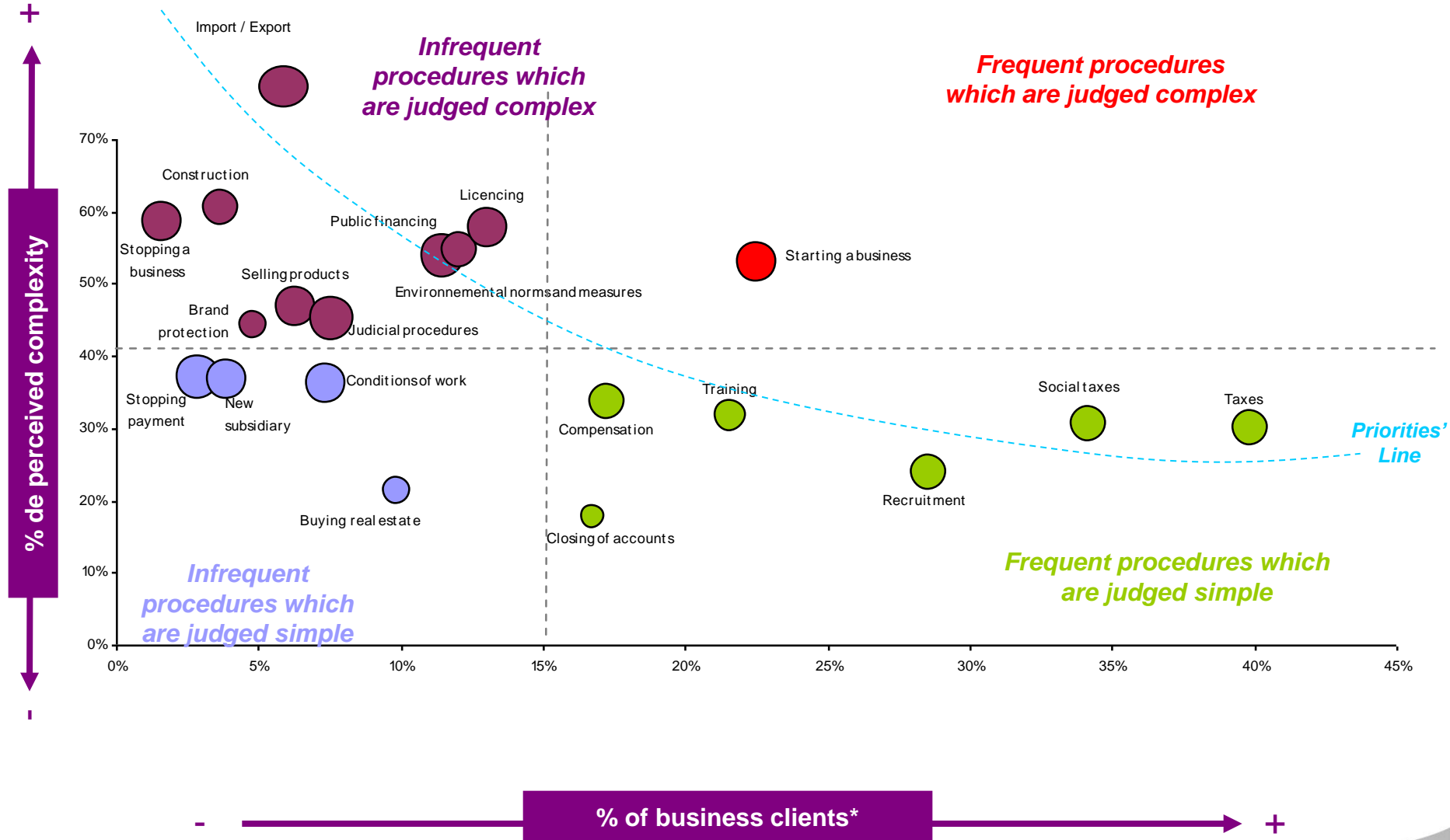
● size proportional to the % of the priority as reported

* Individuals having completed, during the last two years, the administrative procedures associated with each life event

Principal lessons learned - Individuals

- The **average level of complexity which individuals reported (30%)** is less than that reported by businesses (43%)
- The **administrative procedures which individuals felt to be most complex**, were associated with their **most painful life events** (handicapped, loss of employment, death of a loved-one, searching for housing,...).
- The most common administrative procedures were felt to be the least complex. However, because of the volume of transactions, the improvement of procedures associated with **life events, such as paying taxes, healthcare, vehicle permits and registration and identity papers, remains a priority.**
- The **difficulties encountered** include: long delays in service, unnecessary and complex procedures and difficulty finding the right person within the administration.

Simplification : Businesses' priorities



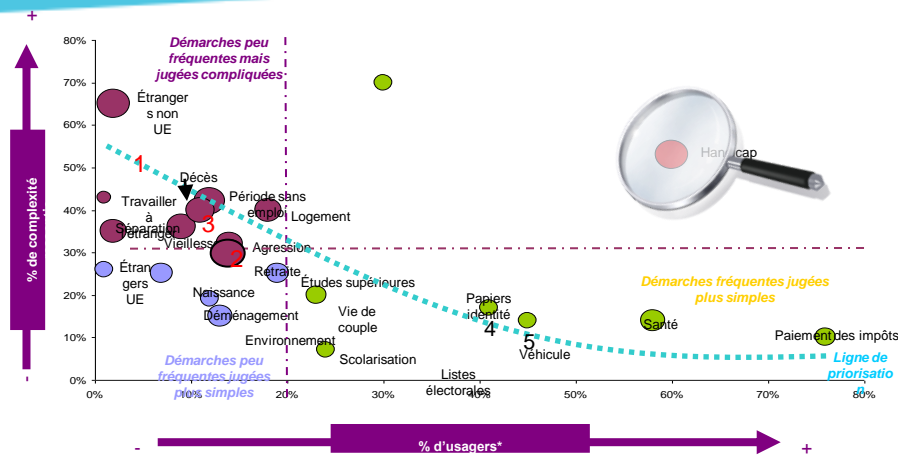
**** Businesses having completed, during the last two years, the administrative procedures associated with each life event**

Size proportional to the % of the priority as reported

Principal lessons learned - Businesses

- The **average level of complexity that businesses reported is 43%**, 13 points lower than that of individuals and 23 points lower than that of local authorities.
- The administrative procedures which businesses felt to be the most complex were often associated with **one-off life events** (e.g., starting a business, constructing a building, winding-up a business, seeking financial aide, meeting environmental standards, etc).
- On the other hand, life events which were frequently encountered were seen as less problematic. However, again, **owing to the number of businesses involved**, certain of these life events remain priorities for improvement (e.g., corporate taxes, social taxes , hiring staff)
- Businesses were less bothered by the delay in service and more frustrated with the **complexity of the administrative procedures and the lack of advice/guidance.**

Focus on priority life events

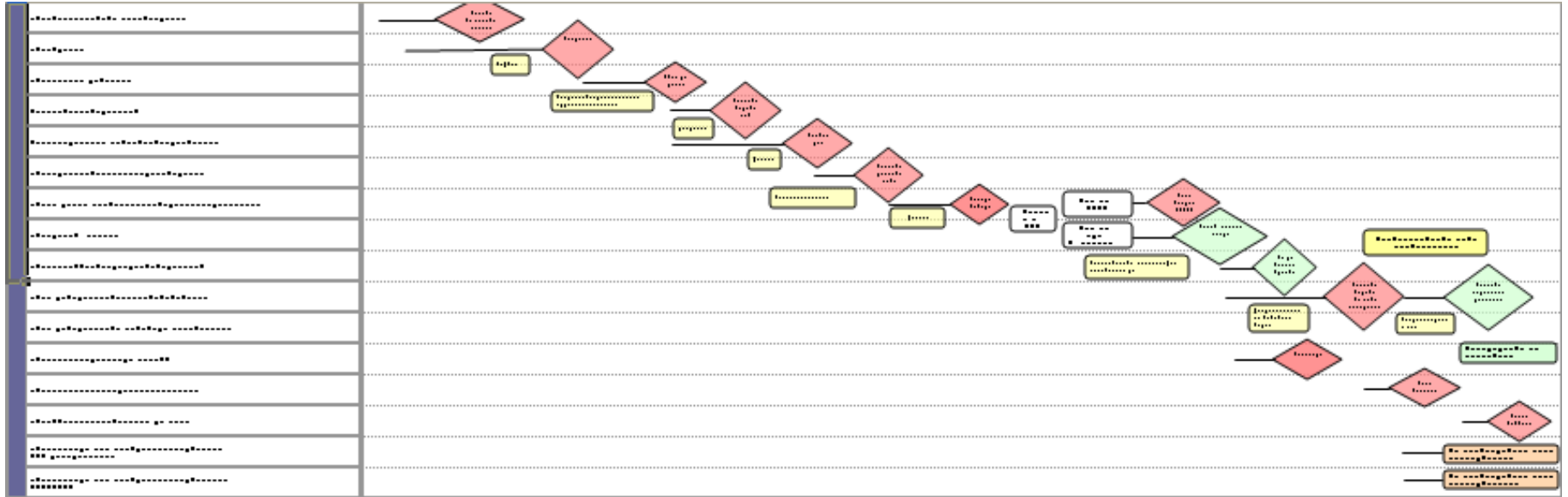


Each life event identified as a priority for clients has been the subject of **more detailed studies** which uncover:

- the dysfunctions and aberrations reported;
- the expectations and needs of clients;
- the best practices to emulate (“administrative models”).

The methodology of improvement and simplification

Macro processes



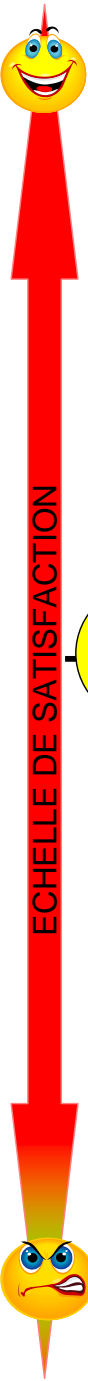
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Listening to clients throughout the qualitative study

Customer journey mapping

- Customer journey mapping is the process of tracking and describing all the experiences that customers have as they encounter a service.
- In walking in customers' shoes and helping bring their stories to life, journey mapping can challenge preconceptions and help change perceptions.
- Through qualitative studies, we ask people to tell their experiences, taking into account not only what happens to them, but also their feelings to their experiences.
- We make them explain the satisfactions and dissatisfactions corresponding to each step.
- From all these stories, we draw a standard journey mapping.

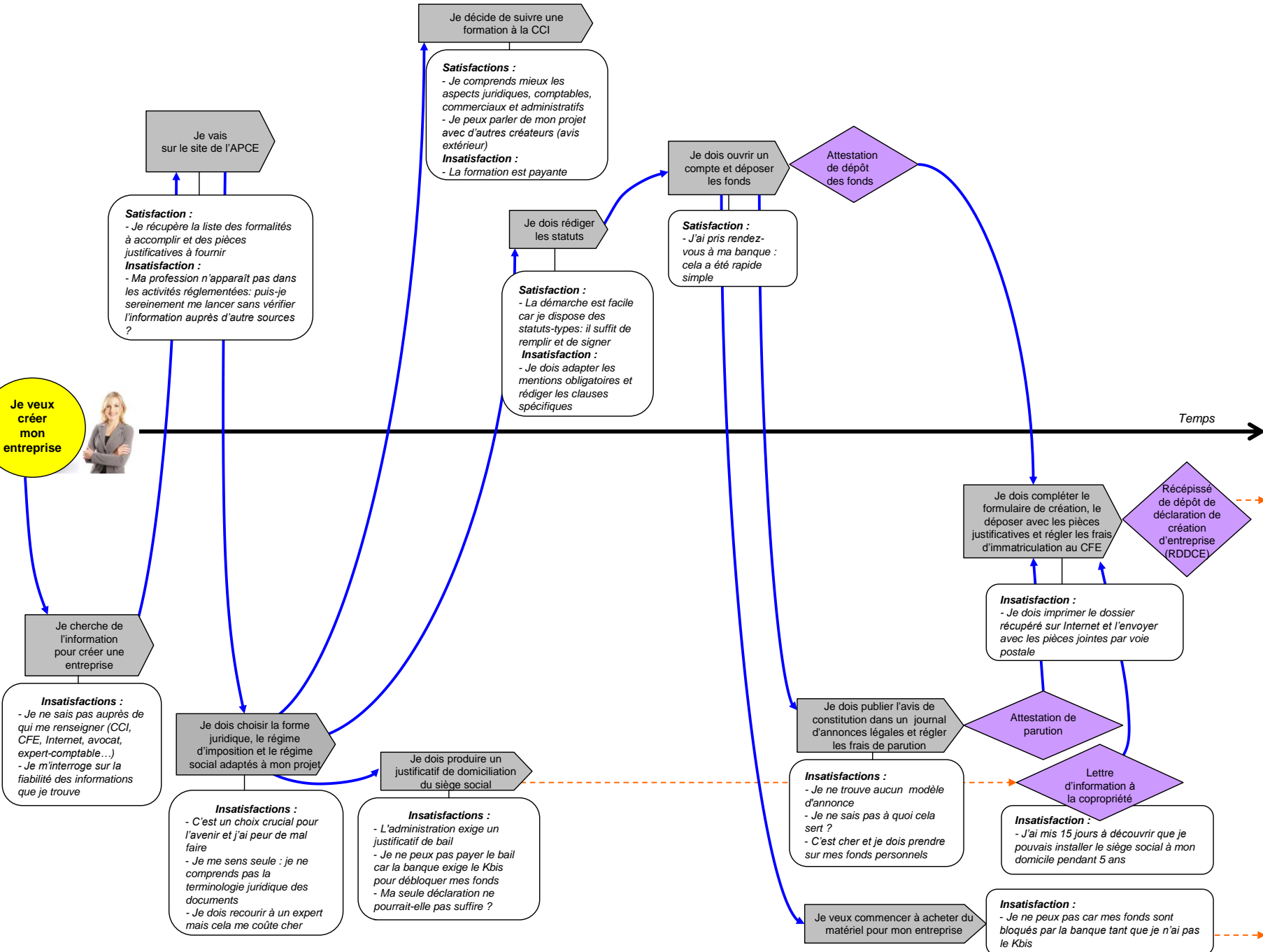
Etape 1 : Du projet au dossier de création



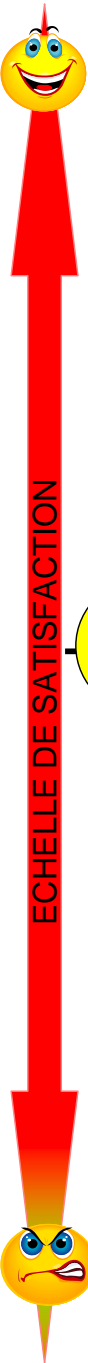
Je veux créer mon entreprise



Temps



Etape 1 : Du projet au dossier de création



Je veux créer mon entreprise

Piste 4

Je cherche de l'information pour créer une entreprise

Insatisfactions :
 - Je ne sais pas auprès de qui me renseigner (CCI, CFE, Internet, avocat, expert-comptable...)
 - Je m'interroge sur la fiabilité des informations que je trouve

Je vais sur le site de l'APCE

Satisfaction :
 - Je récupère la liste des formalités à accomplir et des pièces justificatives à fournir
Insatisfaction :
 - Ma profession n'apparaît pas dans les activités réglementées: puis-je sereinement me lancer sans vérifier l'information auprès d'autres sources ?

Piste 12

Je dois choisir la forme juridique, le régime d'imposition et le régime social adaptés à mon projet

Insatisfactions :
 - C'est un choix crucial pour l'avenir et j'ai peur de mal faire
 - Je me sens seule : je ne comprends pas la terminologie juridique des documents
 - Je dois recourir à un expert mais cela me coûte cher

Pistes 5 et 6

Je dois produire un justificatif de domiciliation du siège social

Insatisfactions :
 - L'administration exige un justificatif de bail
 - Je ne peux pas payer le bail car la banque exige le Kbis pour débloquer mes fonds
 - Ma seule déclaration ne pourrait-elle pas suffire ?

Je décide de suivre une formation à la CCI

Satisfactions :
 - Je comprends mieux les aspects juridiques, comptables, commerciaux et administratifs
 - Je peux parler de mon projet avec d'autres créateurs (avis extérieur)
Insatisfaction :
 - La formation est payante

Je dois rédiger les statuts

Satisfaction :
 - La démarche est facile car je dispose des statuts-types: il suffit de remplir et de signer
Insatisfaction :
 - Je dois adapter les mentions obligatoires et rédiger les clauses spécifiques

Je dois ouvrir un compte et déposer les fonds

Satisfaction :
 - J'ai pris rendez-vous à ma banque : cela a été rapide simple

Attestation de dépôt des fonds

Je dois publier l'avis de constitution dans un journal d'annonces légales et régler les frais de parution

Insatisfactions :
 - Je ne trouve aucun modèle d'annonce
 - Je ne sais pas à quoi cela sert ?
 - C'est cher et je dois prendre sur mes fonds personnels

Pistes 3, 6, 9, 10, 11

Je dois compléter le formulaire de création, le déposer avec les pièces justificatives et régler les frais d'immatriculation au CFE

Insatisfaction :
 - Je dois imprimer le dossier récupéré sur Internet et l'envoyer avec les pièces jointes par voie postale

Récépissé de dépôt de déclaration de création d'entreprise (RDDCE)

Attestation de parution

Lettre d'information à la copropriété

Insatisfaction :
 - J'ai mis 15 jours à découvrir que je pouvais installer le siège social à mon domicile pendant 5 ans

Piste 5

Je veux commencer à acheter du matériel pour mon entreprise

Insatisfaction :
 - Je ne peux pas car mes fonds sont bloqués par la banque tant que je n'ai pas le Kbis

Temps

THE LESSONS LEARNED FROM THE STUDY ON « STARTING A BUSINESS »

Although the life event “starting a business” is subject to a lot simplification actions it still remains complicated. That’s because all these actions focus on the real moment of creation. Listening to creators point out the two difficult times that are just before (development of the project) and the first months after.

- **A LACK OF INFORMATION :**

a lot of people point out **the lack of a reference web site** on which all information about the process to start a business can be found

- **THE RESPONSE TIMES WERE OFTEN TOO LONG**

the studies underlined **the delay** in receiving a response from the administration

- **A STRONG DEMAND TO BE GUIDED THROUGH THE PROCESS**

the lack of advice, support and guidance trough the process is pointed out

- **THE ACCUMULATION OF PROCEDURES**

he procedures were not in themselves judged to be complex; they became so when they were stacked **on top of each other**

PRIORITY : LIFE EVENT – “BEREAVEMENT”

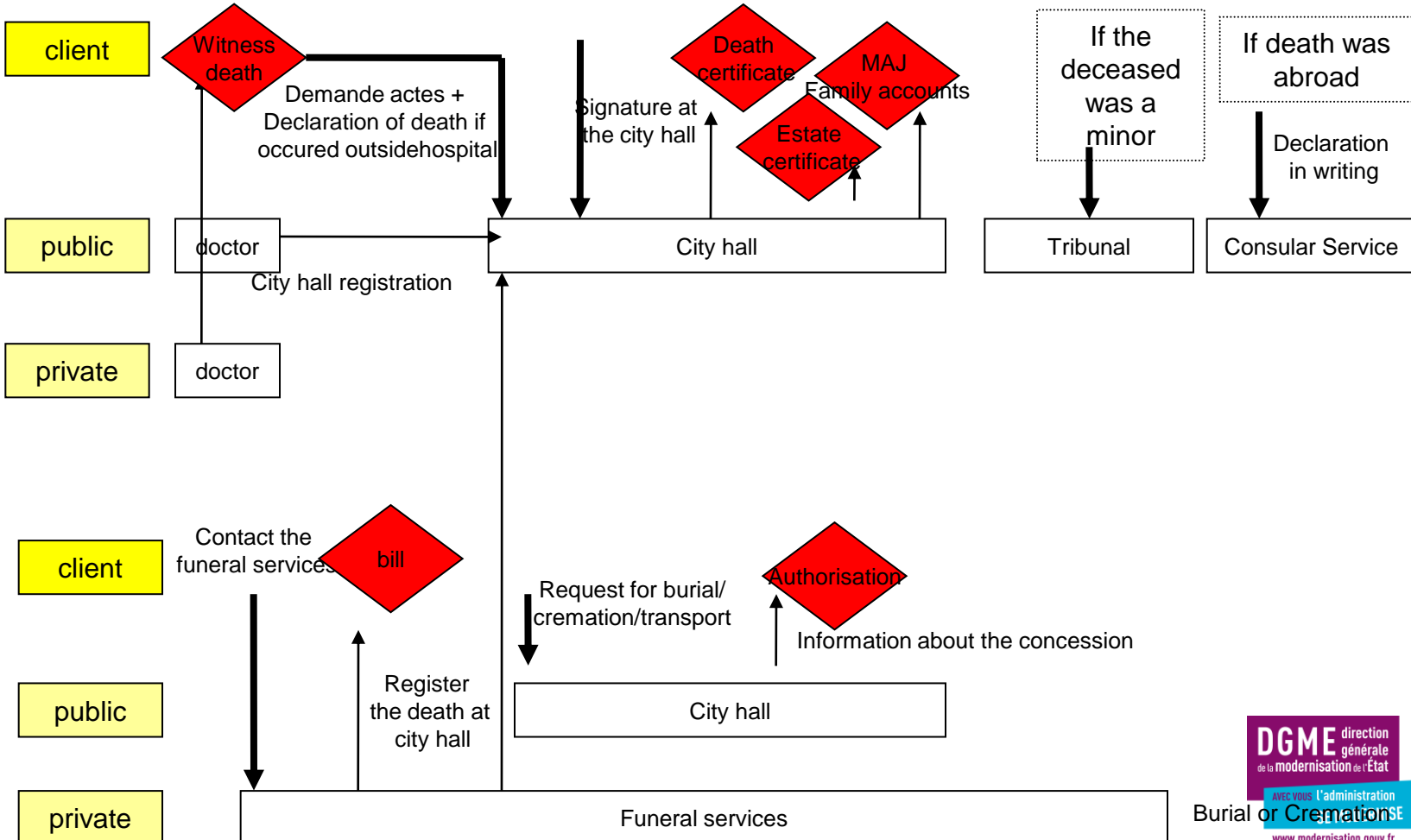
J o = Death

Death + 24 hours

Death + 6 days

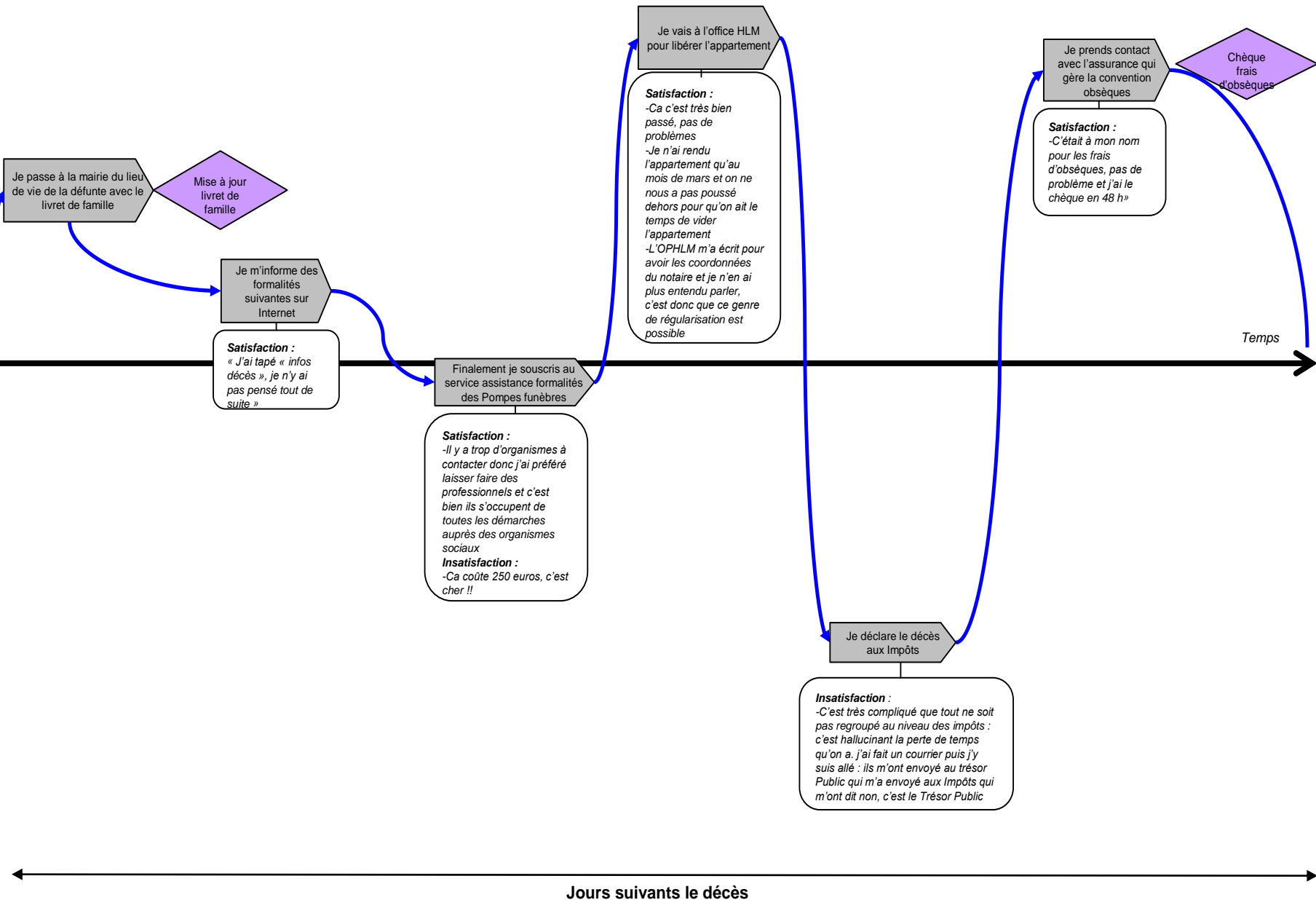
I must inform the Administration about the death

I would like to bury or Cremate someone



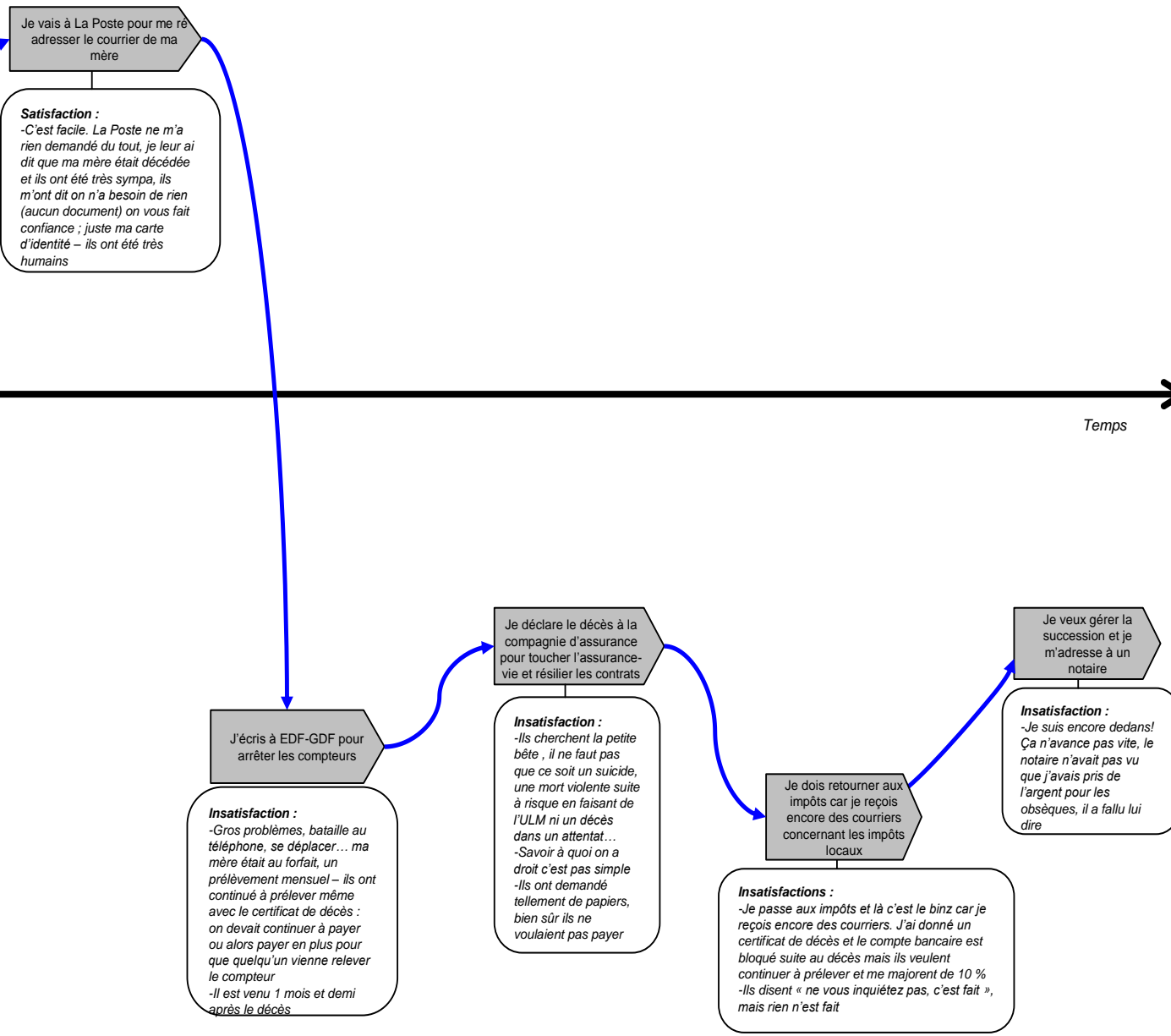


ECHELLE DE SATISFACTION





ECHELLE DE SATISFACTION



THE LESSONS LEARNED FROM THE STUDIES ON « BEREAVEMENT »

■ PROBLEMS WITH LACK OF INFORMATION :

- **82%** felt they were **not well informed about administrative procedures** (On-line survey)
- **58%** emphasized the **difficulty knowing which administration was involved** and who should be addressed (*BVA*)
- the various sources of information were also irritants: inconsistencies in the information provided on different sites / the government portal service-public.fr was not well known (*TNS*)
- the most problematic aspect was the **status of the dossier within** the administration (*TNS*)

■ THE ACCUMULATION OF REDUNDANT AND COMPLEX PROCEDURES

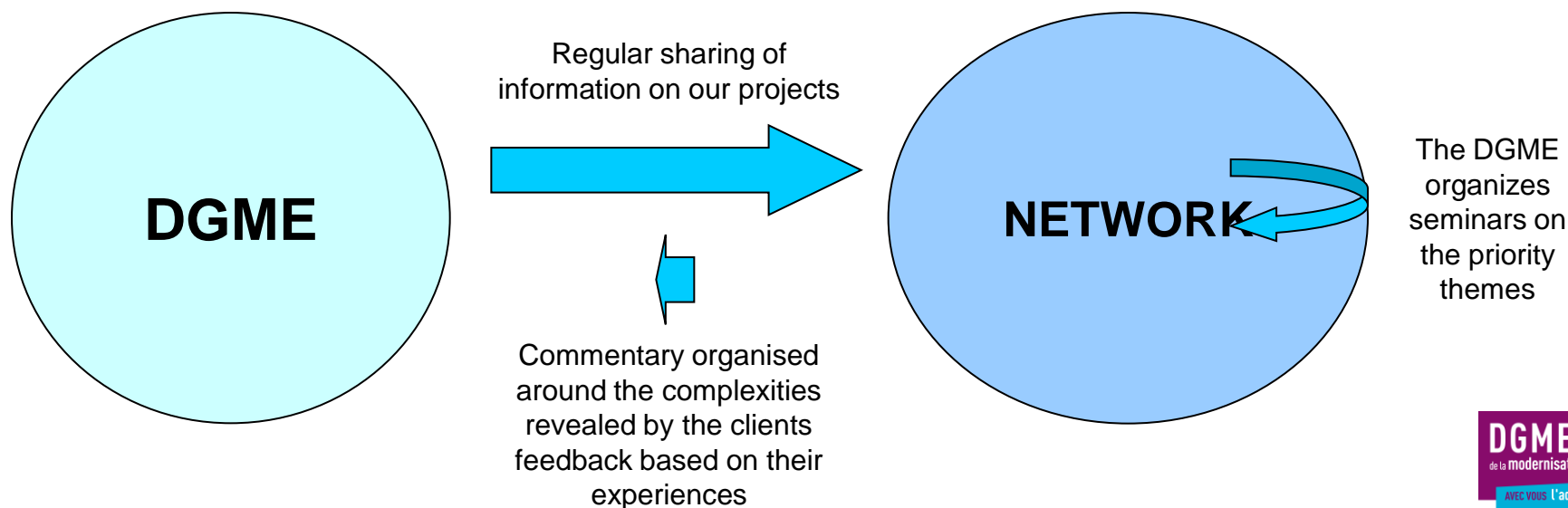
- the procedures were not in themselves judged to be complex; they became so when they were stacked on top of each other (*TNS*)
- **97%** wished it were **not necessary to sent the same piece of information to several different departments in the same administration** (On-Line survey)

THE LESSONS LEARNED FROM THE STUDIES ON « BEREAVEMENT »

- **THE DEADLINES IMPOSED WERE TOO TIGHT...**
 - the deadlines imposed by law were often very tight, **contributing directly to client's stress** (in the first 24 hours after the death)
- **... AND THE RESPONSE TIMES WERE OFTEN TOO LONG**
 - the studies underlined the delay in receiving a response from the administration
 - **a three month psychological threshold**, during which certain procedures can trigger the pain associated with the loss (e.g., late payment of certain benefits such as widow's allowance or the issuance of the deceased's annual tax statement) (*TNS*)
- **A STRONG DEMAND TO BE GUIDED THROUGH THE PROCESS**
 - **88% wished to be supported by someone** either by a social worker or by a « green number » (modeled on Anglo-Saxon practices) (*On-Line survey*)
- **PRIVATE AND PUBLIC MANAGEMENT PRACTICES REKINDLED THE PAIN**
 - destroying the health care card or other identity documents in front of the survivor
 - sending letters or emails to the address of the deceased
 - demanding a birth certificate in order to issue a death certificate

Simplifying Together: a sharing of expertise

- **A DYNAMIC NETWORK “SIMPLIFYING TOGETHER”** has been built in the 1st semester
- A network of association in partnership with the DGME which can be called into action depending on the theme/subject
- It allows the exchange of information based on mutual needs
- A source of inspiration for new ideas for improvement
- Validates our propositions for improvement and confirm our action plans



A work method structured to generate the best ideas

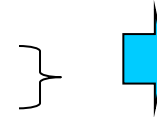
STUDY PHASE

compendium of irritations

among our sources of info

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mapping of the existing procedures



**Listing of
potential
irritations**

PRIORISATION PHASE

qualitative study (face to face or over the internet)

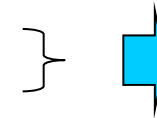
to identify the areas where

+

confirmation of the idea in bilateral meetings
with 4-5 associations

+

volumétriques analyzed



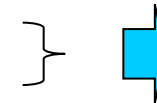
**Program of
10-15
proposals**

RECOMMENDATION PHASE

benchmark best practices in Europe

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customer journey mapping



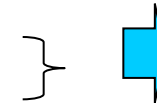
**4-5 concrete
simplification
proposals**

interministerial meetings

impact analysis of the modifications

+

GO ministries on the improvement propositions



**2-3 mandates
signed**

FEASABILITY STUDY PHASE

Conclusions on Customer journey mapping

- Customer journey mapping helps look at the administration from the outside.
- Walking in customers' shoes allows to point some lack or inconsistency in procedures.
- The customer journey mapping helps to identify:
 - a real need of advice, guidance and support
 - some dysfunctions and aberrations in the relation between administrations in charge of the dossier
- By getting close to customer' experiences, the customer journey mapping We also ask people to make some simplification proposals.

General conclusion

- Working with life events permits a global view of the involvement of all the administration. Through studying macro processes, it is possible to see from the client's perspective and to identify the duplicative requests for information and the inconsistencies in procedures.
- Building on the client's experiences, we can identify the real problems (related to the factors of satisfaction): i.e. a serious lack of information on the overall process, a lack of guidance, empathy and pro-activity on the part of the agent, the importance of staff skills
- This highlights the issue of timeliness, particularly with difficult life events. For example, in the case of a loss of a loved one, there is a "psychological threshold at three months: clients are ready to complete administrative procedures within three months of their mourning but want to be left alone afterwards. In the case of the birth of a child, there are also key moments when the parents are open to receiving information.

Next step

- Other qualitative studies launched on the CJM model : construction, export (companies) ; aggression, handicap, housing (citizen)
- From those studies, identification of satisfaction drivers
- Development of a satisfaction barometer
- Publication (end of April) of a book explaining the process