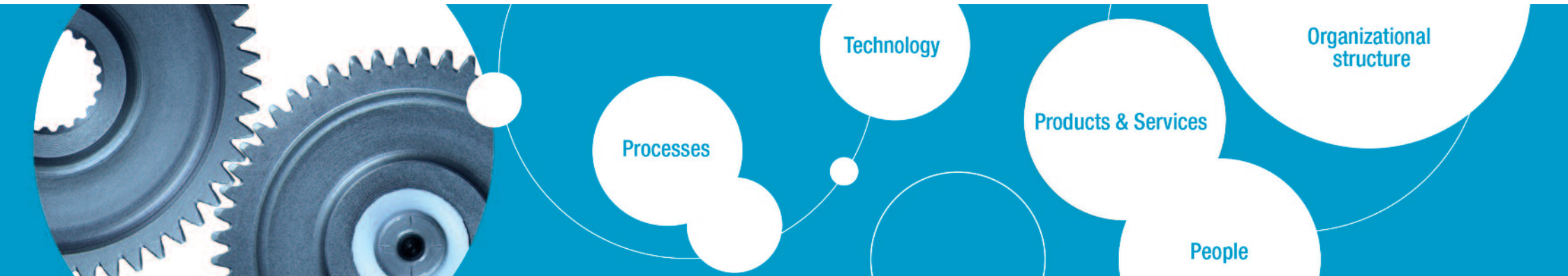# Capgemini
CONSULTING.TECHNOLOGY.OUTSOURCING

Meeting the Challenges of Governmental Agencies with Oracle Policy Automation

Capgemini and Oracle have collaborated to develop a service offering based on Oracle Policy Automation solutions that help organizations create effective policy strategies for lowering costs and increasing agility, accuracy, and customer service.

Technology

Organizational structure

Products & Services

Processes

People

Your challenges

While Governmental agencies may offer different services, they also face common challenges such as cost constraints, skills shortage, demanding constituents, frequently changing legislation, improper payments and lack of agility in their IT systems.

Clients of Capgemini and Oracle are answering these challenges with a solution that delivers cost savings, greater efficiency and use of resources, IT agility and a citizen-centric service model. This solution allows agencies to work smarter in a complex policy world.

In our work with governmental agencies around the globe, Capgemini and Oracle Corporation have observed a number of common business questions and challenges.

Read more>>

Our response

Capgemini has identified the trends shaping the way in which government and citizens interact, notably the move by both citizens and businesses to see their computer screen as the access route to government. Our response in partnership with Oracle is a service offering in conjunction with a technology solution that will answer the prevailing business and technology issues and help government agencies become more efficient and effective.

Read more>>

Our offer

Capgemini is a recognized global leader in government consulting services and has highly skilled resources trained on Oracle Policy Automation solutions. The combination of Capgemini's industry expertise along with Oracle's leading technology offers a robust offering for government agencies.

Read more>>

Facts & figures

Capgemini's solutions for Oracle Policy Automation help government agencies to create self-service calculators that reduce contact center costs and improve consistency of service.
These calculators can also be integrated with the most sophisticated back office and case management systems.

Read more>>

Proven experience

Capgemini has used Oracle Policy Automation to help multiple governmental agencies in various scenarios that have benefited from a range of government agency aligned tools, including:

• Employment Status
• Guidance Tool for Contact Centers
• Social Welfare Modernization

Read more>>

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Benefit from our experience with governmental agencies around the globe.

We Understand Your Challenges

- Do you have hundreds of pages of written rules and regulations to automate and don't know how?
- Are you tired of core specialist skills and knowledge walking out the door and/or charging unreasonable rates to maintain your system?
- Do you want to know (and be able to prove) that your complex system is making accurate decisions according to the appropriate legislative and/or policy sources?
- Would you like to make it quicker to change your complex systems?
- Would you like your business users and/or business analysts to take a more active role in the definition and testing of your complex systems and be less dependent on IT for every smallest change?

Business Challenges

Governmental agencies need to deliver services and consistently determine policy obligations while maintaining full compliance with laws and regulations. They also want to decrease reliance on costly call centers and overworked officials by routing customers to timely and accurate information online.

More specifically, in the area of Tax and Welfare, an aging population and the economic recession have greatly increased the number of applicants that social service organizations must deal with. Eligibility requirements have become more stringent and complex, and benefit packages and tax structures are complicated and confusing to the average citizen.

Governments need a solution that automates the provision of accurate and consistent advice to citizens about their benefits and obligations. Citizens want to be able to receive correct advice through multiple channels, simply and quickly. Many of them are uncertain where to even begin their interactions with government. Meanwhile, both citizens and governments must grapple with the potential implications of non-compliance and program ineffectiveness.

Technology Challenges

Many organizations manage policies either with custom legacy systems that are expensive to maintain and update or through manual processes. Managing policy change manually and relying on human judgment increase the risk of inconsistency and unfair handling of cases and lead to inevitable mistakes in processing. It can also be difficult to predict in advance the impact which a policy change will have on the constituents and government budgets.

The major technology challenge is how to introduce policy changes quickly and effectively in a way that will deliver accurate and consistent results. The IT systems that support regular and often rapid policy changes have generally prevented changes being implemented as quickly as politicians would like and mandatory deadlines demand. **Policy-makers express frustration that IT does not deliver effective or timely policy changes, while IT feels that it does not get a clear enough definition of the changes required or sufficient time to change the IT systems.** This is particularly acute in the areas of taxation and social services where the State is usually directly responsible for both Policy and Operations. Invariably, large budget-eating legacy systems discourage innovative approaches and they become serious barriers to change.

Responding to these challenges

Capgemini and Oracle have drawn on a combination of extensive public sector and technology expertise to develop solutions that address these challenges by supporting improved compliance, greater efficiency and agility, and a focus on citizen-centric service delivery.

Your challenges   **Our response**   **Our offer**   **Facts & Figures**   **Proven experience**

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Our response

Capgemini has identified the trends shaping the way in which government and citizens interact, notably the move by both citizens and businesses to see their computer as the access route to government. This has made the role of the CIO in government organizations ever more important.

The challenges for the CIO include:

- **Customer-oriented service**

  The citizen demands a customer-oriented service, making it vital that implementing organizations know their customer well.

- **Increase in adaptive capability**

  Changes in the public sector are coming quickly. The task of synchronizing developments in the public sphere with trends in the economy and society has resulted in government experimenting with all kinds of adjustments in the structure and organization of government tasks. In order to shape these changes, implementing organizations must greatly increase their ability to adapt rapidly to the changing circumstances.

- **Effective and efficient service**

  The service must remain effective despite all the developments and necessary adjustments. At the same time there is constant pressure on the budgets involved in the implementation of the service.

These challenges have arisen as a result of a **number of major social developments** that mean government organizations must redefine their roles. For example:

- Abandonment of market philosophy is occurring: Today's citizen does not want to be approached as a consumer of government services. The frustration voiced by an entrepreneur applying for a permit says it all: "I don't want to apply for the permit, I have to apply for it!"

- An evident lack of trust in politics casts a shadow over government authorities as a whole and is being reinforced by the media's inclination to magnify errors made by government authorities.

- A focus on costs is paramount and, for the implementing organizations in particular, the costs of government are more firmly than ever on the political agenda.

- Citizens are more mature. They have a clear idea of how they would like to approach the authorities, and they make their view known. Their main call is for all dealings with government authorities to be conducted transparently, on a tailor-made basis and at any time through a one-stop shop. Their readiness to pay for such a service is decreasing.

- Operational Excellence is the desired outcome. A typical implementing organization focuses 'completely' on the duties assigned by the policy body and provides the policy body with output of optimum quality and at the lowest costs. Care in implementation and operation within both budget and legal frameworks are the main aspects of an implementing organization's strategy.

- Customer Intimacy remains a strategic driver. Implementing organizations are service providers for citizens who see themselves as customers in relation to government services. Customer expectations have changed dramatically in the last 15 years and today's customers expect agencies to offer them

personalised services, tailored to their individual needs. Implementing organizations in the public sector must strive for both Operational Excellence and Customer Intimacy where everything can be dealt with in a single contact, without too long a wait and without having to supply the same information each time, regardless of the channel used (the government does not ask for the sake of asking).

Seeking Adaptive IT

It is clear that the ability to adapt constantly to changing circumstances must be one of the main principles of the structure of the modern government organization. Flexibility without loss of service quality is set to become the key task for all implementing organizations in the years ahead.

Technology solution

Oracle's technology in combination with Capgemini's services provide a solution that will answer these business and technology issues and help governmental agencies become more efficient and effective.

Governments today generally recognize that there are clear advantages to be gained by using modern configurable off-the-shelf software solutions (COTS) to support administration.

Oracle Policy Automation is a COTS solution that can speed up the implementation of policy changes. The software also enables better targeting of those citizens and businesses that the policy is designed to benefit, thus improving the effectiveness of the policy.

Your challenges   **Our response**   **Our offer**   **Facts & Figures**   **Proven experience**

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Our offer

A Winning Duo

The combination of Capgemini as a recognized global leader in government consulting and Oracle Policy Automation provides a robust solution for government agencies.

Capgemini is amongst the largest providers of consulting and technology services to government agencies globally. Our solutions are designed and implemented to optimize the return on spend, accelerate the realization of benefits, and mitigate risk to the organization.

Examples of the types of services Capgemini can provide in conjunction with an Oracle Policy Automation (OPA) implementation:

- Integration
- Business and Technology consulting
- Business Information Management
- Testing Services
- Enterprise Applications (build, run, adapt, enhance)
- Applications Development and Maintenance
- Capgemini's Accelerated Solutions Environment (ASE)

Capgemini's implementation experience with government agencies has led to innovative solutions for clients that help them improve agility, drive efficiencies, and resolve issues created by legacy systems.

Oracle Policy Automation (OPA)

Oracle Policy Automation supports the business and IT challenges of government agencies. It is a breakthrough approach to modeling legislation, rules and policy that enables efficient and accurate decision making throughout public sector agencies, especially in social services, tax and immigration. Agile and cost effective, the solution enables government agencies to optimize all aspects of policy management and eligibility screening while continue to improve service to citizens. It helps streamline the management of complex legislative policy rules by allowing agencies to author, deploy and maintain policy models.

With Oracle Policy Automation, policy models can reused across the enterprise via standard web services and pre-packaged integrations, resulting in improved agility and cost efficiencies while ensuring the best citizen service. Oracle Policy Automation has been architected with government agency requirements.

Modular and flexible solution

The Oracle policy automation solution is highly modular and flexible, requiring configuration rather than customization. It is upgradeable and easy to maintain. OPA is a SOA-based, innovative, scalable product family designed to fit well into your current and future enterprise architecture.

OPA is the only truly natural language rules engine solution available in the market today, allowing business users to build applications directly from Microsoft Word or Excel without the need for programming. Once these applications have been built (directly from legislation or policy), the user can test them using a suite of built-in testing tools.

Common uses of OPA include:

- Interactive self-service guidance for citizens on the Internet
- Determining eligibility for visas, social benefits, tax credits, passport applications, etc.
- Tax and other assessments
- Grants processing
- Licensing & registration processing

Oracle's policy automation solution provides an end-to-end suite for defining, testing and deploying policies. Policy owners use natural language to capture and review the business logic for eligibility programs, determinations and other core processes. The patented structured modeling approach ensures full auditability, consistency and transparency of decision making outcomes, based on a high speed engine with practically unlimited scalability.

By eliminating ambiguity and communication challenges between those that understand the business requirements and those responsible for implementing IT systems, Oracle's policy automation solution dramatically improves organizational agility and reduces IT project costs.

An out-of-the-box self-service solution is included that is optimized for screening, eligibility and guided determinations. Via the Internet or intranet, citizens and employees can answer even their most complex questions about, for example, eligibility for an agency's benefits and services, payment amounts or liability for taxes or overpayments.

A service-oriented approach to sharing business logic across call center, online and face-to-face delivery channels, ensures customers experience consistency in all their interactions with the business.

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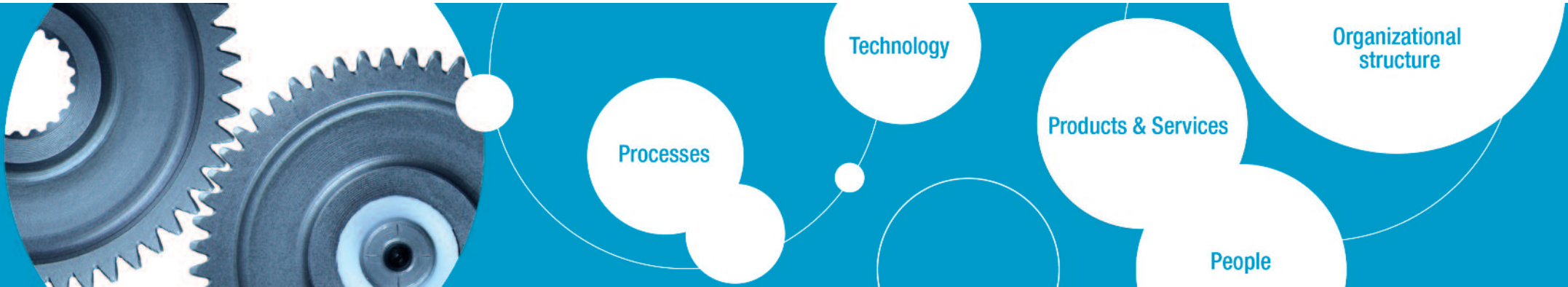
Facts & Figures

It's a fact

Capgemini's solutions for Oracle Policy Automation help governmental agencies to:

- **Create self-service calculators that reduce contact center costs and improve consistency of advice**
- **Build a single repository of correct policy and migrate systematically away from legacy systems**
- **Respond more reliably to the annual cycle of changes to legislation and policy at dramatically lower cost**
- **Compare the impact of detailed policy or interpretation changes on test cases, ensuring consistent application of rules and bottom line budgetary impact**
- **Use risk scoring rules to determine the need for further investigation and fraud detection**

Did you know?

- World internet usage between 2000 and 2010 grew by 444.8%. In North America 77.4% of the population are now internet users[1]
- In an Organization for Economic Co-operation and Development (OECD) report published in 2010 of the findings of a study covering 28 mainly OECD countries, 75% identified enhancements to their online services to help taxpayers and employers self-manage their tax affairs as a priority area for development over the medium term, while only 11% indicated that their phone services would receive such priority attention over the same period[2]

- Capgemini estimates that 3,000 pieces of legislation became law in the United Kingdom in 2007
- Since 2007, the internet has been the preferred channel for Australian citizens when contacting the government[3]
- 52% of public sector respondents to a survey run by The Economist felt that inconsistent policy implementation across their organization had hurt their ability to deliver their mandated mission, and 42% felt it had resulted in increased costs[4]

(1) Source: www.internetworldstats.com

(2) Source: Survey of Trends and Developments in the Use of Electronic Services for Taxpayer Service Delivery, March 2010. www.oecd.org/dataoecd/20/49/45035933.pdf

(3) Source: Interacting with Government 2009, page 81, figure 54. www.finance.gov.au

(4) Source: Enabling Efficient Policy Implementation, Economist Intelligence Unit, January 2010

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Proven experience

Capgemini has used Oracle Policy Automation to help multiple governmental agencies in various scenarios such as:

Employment Status

Capgemini has created an Employment Status tool for a government agency. This enables the employment status (whether an employee or a contractor) of an individual or group of workers to be checked. This is important as employment status can have significant tax implications. Before this system was implemented, individuals had to phone a call center to get the information and answers were not always consistent due to complex policies and rules.

Guidance Tool for Contact Centers

Capgemini delivered a solution to handle queries for an agency that receives millions of calls per year. All Contact Centers can now access the system either integrated with their Customer Management Application or working as a standalone application.

Information is presented with guidance developed using the OPA technology. The project had a number of achievement highlights including:

- Successful enablement of agency staff in rule authoring to provide self-maintenance and extension of rules for future releases.
- User interface configured to agency standards and compliant to legislation.

- Rapid and successful development of rules-based guidance for benefits eligibility and entitlement.
- Provides pertinent Management Information on the processes and guidance that have been provided to enable analysis of timings and trends.

"The Rules Based Service is friendly to use and is much quicker to navigate through than the previous guidance provided. I particularly like the new calculator which is much quicker to operate." Contact Center Adviser.

Social Welfare Modernization

Capgemini is currently deploying Oracle Policy Automation with other products in the Oracle portfolio such as Siebel Case Management, Oracle Fusion Middleware, Master Data Management, and Siebel Contact Center Anywhere to modernize a large social welfare agency. The solution will enhance the customer experience, support more services, improve efficiency through reduction in administrative paperwork, increase productivity and quality of service, and enable greater agility and adaptability as policies change.

Capgemini also provides:

Process Automation for Customs Agencies

Customs Agencies around the world need to determine the risk of shipments using set rules or criteria. Governments can use Oracle Policy Automation to simplify, standardize, make flexible and automate this process for greater accuracy, consistency, efficiency and up to the minute mutation possibilities to drive cost savings for Customs Agencies.

Eligibility Screening

Using Oracle Policy Automation Capgemini can publish on the internet the complex rules and policies surrounding Welfare Agency applications and eligibility. Citizens can answer simple interview questions and quickly receive an accurate and consistent answer on eligibility.

OPA for Tax and Welfare Agencies

Oracle Policy Automation is even more powerful when integrated with other Oracle applications such as Oracle Enterprise Taxation and Policy Management and Siebel Customer Relationship Management (CRM). Capgemini and Oracle offer solutions to transform and modernize Tax and Welfare Agencies with the use of OPA along with Oracle's leading enterprise and industry applications.

Legacy Modernization

Using OPA, Capgemini and Oracle can deliver strategic legacy modernization projects that deliver rapid ROI while also delivering long-term benefits. Rules are written once but can be deployed for multiple systems, including interactive advice portals and back-end transactional systems.

OPA as a Service

For agencies who do not want to invest in hosting Oracle Policy Automation themselves, Capgemini can offer OPA as a hosted solution along with the consulting services and guidance needed to help write rules and integrate these rules into existing and new systems or display the rules on a Portal or website.
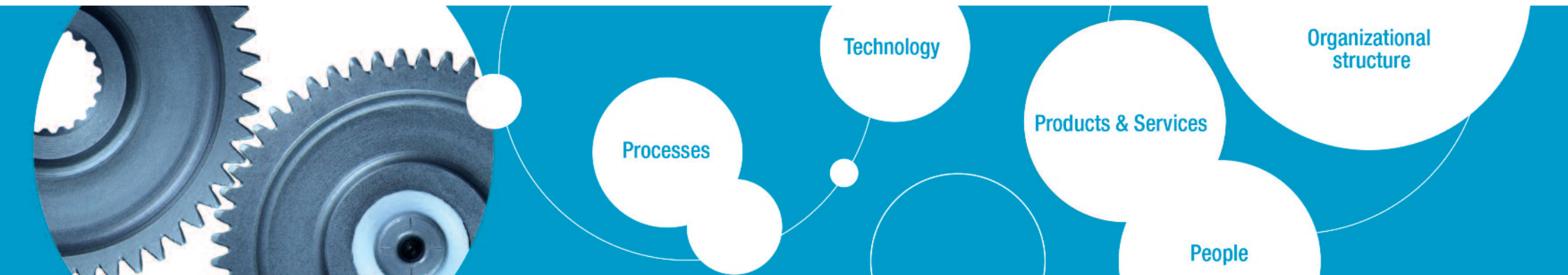
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Contacts & links for more information

Capgemini

- **Capgemini Global Public Sector overview** - http://www.capgemini.com/services-and-solutions/by-industry/public-sector/overview/

- **Capgemini Tax and Welfare Overview** - http://www.capgemini.com/services-and-solutions/by-industry/public-sector/solutions/tax-welfare/

- **Capgemini Global Tax and Welfare Interactive Demo** - http://tax.cg-digital.com/

Oracle

- **Oracle Policy Automation Overview for Public Sector** - http://www.oracle.com/us/industries/public-sector/058991.html

- **Oracle Policy Automation forum** - http://forums.oracle.com/forums/forum.jspa?forumID=828

- **Oracle Policy Automation on Oracle Technical Network (OTN)** - http://www.oracle.com/technetwork/apps-tech/policy-automation/overview/index-087567.html

- **Oracle Policy Automation Knowledge Zone** - http://www.oracle.com/partners/en/knowledge-zone/applications/policy-automation-042908.htm

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