



The Case for Government Reform Now

แหล่งข้อมูล: www.mckinseyquarterly.com

วารสาร **McKinsey Quarterly** ซึ่งเป็นวารสารราย 4 เดือนของบริษัท **McKinsey** ได้ลงพิมพ์บทความเรื่อง **The Case for Government Reform Now** ในฉบับที่ 3 ประจำปี 2009 มีสาระสำคัญสรุปได้ว่าวิกฤตที่โลกกำลังเผชิญอยู่ในปัจจุบันเป็นปัจจัยสำคัญที่กระตุ้นให้ภาครัฐควรทบทวนและปฏิรูประบบงานภาครัฐ (whole-government transformation) โดยมีวัตถุประสงค์เพื่อที่จะสร้างความเข้มแข็งและภูมิคุ้มกันในระยะยาวให้กับประเทศ โดยได้ให้ข้อเสนอแนะไว้ว่า **Most governments will need to broaden their approach to reform*** ซึ่งผู้เขียนได้สรุป Government Reform ของประเทศอังกฤษ และฝรั่งเศส โดยหวังจะเป็นกรณีตัวอย่างด้วย

* เป็นการปฏิรูปแบบ integrated ผสมผสานระหว่าง broader และ deeper approach ซึ่ง A broader approach to reform is useful to share the burdens and expectations it creates, to emphasize the shared pain and gain, to generate greater peer pressure, and to reveal the comparative performance of different parts of the public และ deeper approach to reform is to make fundamental changes in the way public employees work.

นอกจากนี้ ผู้เขียนได้สรุปเครื่องมือและความพยายามต่างๆ ที่หลายๆ ประเทศได้ทำเพื่อให้เกิด government reform ประกอบด้วย

Performance Management

Its essential elements include goals focused on outcomes, an integrated way objective, clear accountability across agencies, accurate and practice.

ตัวอย่าง: **The UK government's Public Service Agreements** for each department, supported by the Prime Minister's Delivery Unit.

Citizen-focused public services

Its essential elements include redesigning key public services around the people who use them, transforming their effectiveness and efficiently.

ตัวอย่าง: **Service Canada**, has merged more than 70 services from a number of agencies into a unified customer service organization that groups its offerings around the needs of citizens. In the process, it has saved more then CN\$400 million a year through increased efficiency and accuracy.

Lean Operations

Lean-operations techniques are improving the efficiency and effectiveness of some parts of the public sector-defense logistics, hospital waiting times, tax and immigration assessment processes, and even policy development, for example, modernizing and professionalizing procurement and contracting. This is to ensure that governments will get better value for money and make their suppliers more productive.

ตัวอย่าง: One tax authority processed 75% more returns while cutting assessment errors by 40% and processing lead times by 80%.

Information Systems

Information technology has increasing and prominent role and are committed to large, ambitious IT-development programs. Therefore, the public sector must learn to manage large IT programs in a timely and cost-effective way.

ตัวอย่าง: Several tax authorities and social-security administrations that conduct much of their business online have dramatically improved their efficiency and service quality.

Talent Management

Its essential elements include attracting the “best and the brightest”, giving these future leaders the managerial tools and methodologies they need to perform at the highest level, modernizing talent managing approach by rethinking about employee value proposition—a reason a talented person would want to work for the public sector, identifying and implementing incentives to encourage superior performance and penalize underperformance, establishing productive, collaborative relationship with public-sector unions, renewing the talent pool and establishing new working models with less built-in overstaffing and redundancy.

ตัวอย่าง: The UK’s Professional Skills for Government Program, has substantially upgraded the managerial training of senior civil servants. Niche enterprises such as Teach for America (in the US) and Teach First (in the UK) have shown how the public sector can work with social entrepreneurs to attract distinctive talent.

Cases of Successful Reform

UK Since 1997, UK reform agenda- underpinned by an integrated approach to budgeting, targets, and performance management-has had **5 principal elements**.

1. At the core of the agenda is a set of published Public Service Agreements (PSAs).
2. The focus of the PSAs on the effectiveness of public services has been complemented by efficiency targets.
3. The UK’s government is one of the most centralized among major developed countries.
4. A series of initiatives have focused on improving skills in the public sector.
5. In a number of areas of government, attempts have been made to give citizens greater influence over public services.

FRANCE Since 2007, French Government has developed and implemented a global reform program, la Revision generale des politiques publiques (RGPP) to achieve structural reductions in public expenditures, to modernize the state’s organization, to improve services for citizens and companies, to ensure that civil servants receive greater recognition for their work and to promote a culture of results and to ‘do better with less’ culture. The French whole-government transformation are:

- A simultaneous launch of all 370 initiatives
- A wide-ranging reorganization is implied, such as the creation of cross-departmental shared services
- Executive buy-in to ensure the implementation and monitor of action plans
- Communication with the public via website: rgpp.modernisation.gouv.fr

Common characteristics of the 2 cases

- ✓ Rely heavily on high-quality “**delivery units**”, which can be indispensable in propelling large-scale, far-reaching, and enduring transformations.
- ✓ The momentum of change is sustained if it’s reinforced in tangible **ways-in meaningful commitments to the public and the public-sector workforce and by the hard-wiring of reform objectives into budgets**.
- ✓ Clear quantitative performance metrics and milestones are important so that **assessment of the progress can be communicated to the public**.
- ✓ Encourage departments and agencies to **assume ownership of the reform effort**.
- ✓ Develop change agents-leaders who act as role models for new and better ways to work-and to place them in key government units so that **reforms reflecting the public’s needs come down to the front line**.
- ✓ **Pilot projects** provide a “proof of concept” and enable pioneers to demonstrate the possibilities of reform.