

RIGHTSERVICING



*A new business approach for enabling a differential response
in social program management*

Brian Lee-Archer, April 2012

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FOREWORD

It is easy to form an impression from reading the popular press and management journals that governments the world over have suddenly realised:

- They can't get service delivery right
- Citizens matter and government services must be re-designed around citizen need
- Outcomes are different to outputs

However, when I observe the stability provided by social program management systems during the Global Financial Crisis, the role played by social policy in the development of the western world during the 20th century and the importance emerging countries like China and Brazil place on the development of their social systems in the 21st century, I can't help thinking, 'government does get it right and has been getting it right for a long time'.

There appears a paradox of ideas emerging with no shortage of experts ready to highlight the perceived weaknesses of service delivery models and social policy to achieve sustainable social outcomes. In contrast however, the very same social program management systems remain an enduring pillar of civil society, serving many countries well since the time of Bismarck.

This report examines this paradox and finds that while governments around the world get it right a lot of the time there is scope for improvement to be achieved through an evolution of the current social program management business model; to something we call RightServicing. This evolution to RightServicing has the potential to deliver social and economic benefits across society. These benefits come from targeting the complex needs of people often under serviced in the current business models and make life easier for those people who are low risk and often over serviced by today's service delivery systems.

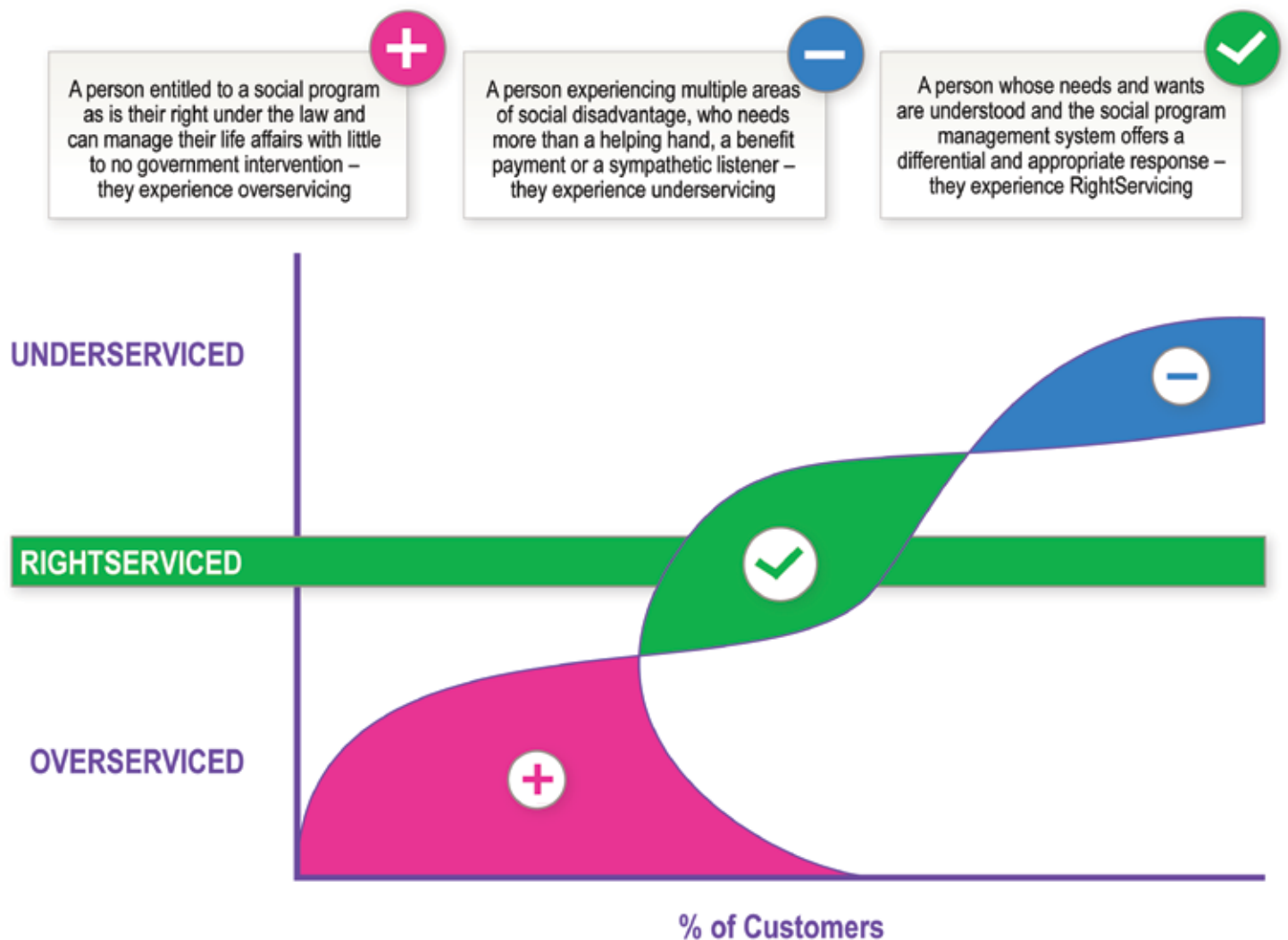
The concept of RightServicing has emerged to rationalise how social program management systems are continually modifying and improving from both a policy and service delivery perspective to meet the needs and wants of individuals and communities, while at the same time maintaining societal level outcomes and fiscal realities. It identifies the key characteristics an organisation should invest in to strike this balance.

The advice in this report is based on our experience in the social program management industry and from observation of the organisations participating in this research. Practical guidance is provided on what it takes to become a RightServicing organisation. I commend this report to people working in social policy and service delivery organisations to encourage a new way of thinking about social program management.

John Hearne
CEO and Co-Founder, Cúram Software, *an IBM Company*

RIGHTSERVICING

A new business approach for enabling a differential response in social program management





RESEARCHING RIGHTSERVICING

This report presents findings and analysis from a series of interviews, workshops and presentations conducted during 2011 and early 2012 with a broad cross section of officials from social program management organisations and multi-lateral agencies operating in the sector. Organisations from Europe, North America, Asia and Oceania, in addition to multi-lateral agencies with a global remit, were consulted during the course of this project.

The research was conducted using the issue based consulting approach. We put forward the concept of RightServicing and defined it within the context of nine organisational characteristics (the hypothesis). The characteristics were examined through the series of interviews, workshops and presentations with the aim of confirming their relevance with supporting proof points from real life examples.

Once confirmed as relevant, the next step was to analyse and understand the inter-relationship of the characteristics leading to the development of the RightServicing business model. The characteristics became the attributes of organisational capability required for a RightServicing approach.

This report provides social program management organisations with guidance, supported by examples from around the world, on transitioning from the one-size-fits-all approach to a differential response approach to service delivery. At the very heart of the RightServicing model is the assumption that for a majority, or at least a significant number of situations, the current one-size-fits-

all approach remains fundamentally sound although there is room for improvement.

While the issues contained in this report are applicable across the broad range of social programs, it is acknowledged terminology and definitions vary from country to country among the actors in the social system. For the purpose of this report social program management is used as a collective term to describe social security, social services, human services, social welfare and workers compensation/labour accident programs. The people who benefit from these programs and/or are serviced by social program management organisations are collectively referred to as customers or simply as people. People and customers in this context represent individuals and their families, citizens and non-citizens, members, clients and the public at large. Actors providing services to customers on behalf of social program management organisations are referred to as service providers.

Included in the report are examples of good practice consistent with the principles of RightServicing from:

- Organisations participating in this research
- Client organisations of Cúram Software and/or IBM
- World leading social program management organisations identified through research
- Organisations outside the social program management sector where they demonstrate the principles of RightServicing from a different perspective and are included for comparative purposes



PREFACE

Do the right thing. It will gratify some people and astonish the rest.

Mark Twain

To do the right thing delivering social programs is the product of many factors such as the level of economic and social development within a country, cultural norms and the political environment. The needs and wants of a diverse population are many while the ability of society to shoulder the moral and fiscal responsibilities of a social program management system is subject to a complex set of competing priorities.

Is it possible to know, given the many factors involved, what is the right thing? Is the right thing the precise administration of laws and policies? Is the right thing whatever it takes to ensure every individual has the opportunity to lead a full and satisfying life? And what obligations does an individual have to society in return for enjoying the benefits of society's commitment to a social program management system?

Can the multiple needs and wants of individuals be balanced against a society's economic and social policy objectives? The level of investment required for each individual to enable them to contribute to society at their potential while maintaining an equitable, rational and sustainable approach to resource distribution across a large population, appears intractable –

it is a wicked problemⁱ. Solving this problem would be gratifying to people in need while the rest of the population would be correspondingly astonished at such success.

Social program management is traditionally developed using a standardised approach to address need across large populations. Be it social policy defining social programs or the administrative functions defining service delivery, the underlying design philosophy is weighted in favour of satisfying the needs of a majority. Be it Bismarck or Beveridge, social programs are for the overall good of society, with individuals protected through collective sharing of risk through contributory insurance or the tax base. Through the principle of solidarity, societies come together to address social risks with everyone sharing the collective risk.

While easier to design and administer and easy to defend under the banner of fairness and equity, the standardised approach, hereafter referred to as one-size-fits-all, needs updating as almost by definition, it will fail to satisfy some individual's needs. However it is important to be mindful that the one-size-fits-all approach has been successful in providing stable and harmonious societies. So there is much in the current approach to be preserved. However in this rapidly changing era of globalisation, the imperative to ensure every person has the opportunity to fulfill their potential in society is an economic and social challenge.

Social programs designed from a Bismarck or Beveridge perspective, or a combination of both, aim to address each of the

ⁱ In 1973, Horst W.J. Rittel and Melvin M. Webber, two Berkeley professors, published an article in *Policy Sciences* introducing the notion of "wicked" social problems. The article, "Dilemmas in a General Theory of Planning" named 10 properties that distinguished wicked problems from hard but ordinary problems.

social risks people can experience. The success of these social programs in achieving their objectives is a direct function of how they are delivered. Good policy is undermined by poor service delivery and excellent service delivery can never compensate for poor policy.

The principle of subsidiarity is the driving force for effective and efficient service delivery. Subsidiarity is where programs should be delivered at the lowest level possible, and if assistance is needed from higher levels of government or an organisation then the higher levels should assist the lower levels rather than replace them. For social program management this means lower levels of government and the not-for-profit and for-profit service sectors playing an important role in addressing complex social problems. This is particularly important in areas of disadvantage where a reliance on standard social programs designed according to Bismarck and Beveridge fails to resolve complex problems.

A standardised approach is a rational model for addressing the delicate balance of meeting individual and society need, as it

offers the fall back of fairness and equity for when things go wrong or adverse consequences occur. Inserting individual needs and individual risk into the equation poses a challenge to organisations that adhere to the solidarity principle (from either a Bismarck or Beveridge perspective) yet lack the resources or capability to address issues and problems falling outside social norms. The subsidiarity principle offers multiple pathways to engage with other organisations and other levels of government to get to the root cause of people's social problems.

Doing good things or doing things good is not enough. What is needed is an approach, a RightServicing approach, where the enduring and administrative efficiency of the one-size-fits-all approach is maintained while provisioning for a variable or differential approach in both policy and service delivery terms where appropriate. This requires an approach that respects and locks in the traditions and strengths of the government to citizen relationship that has worked well for many years, overlaid with the flexibility and agility to address the most pressing social problems of our times.

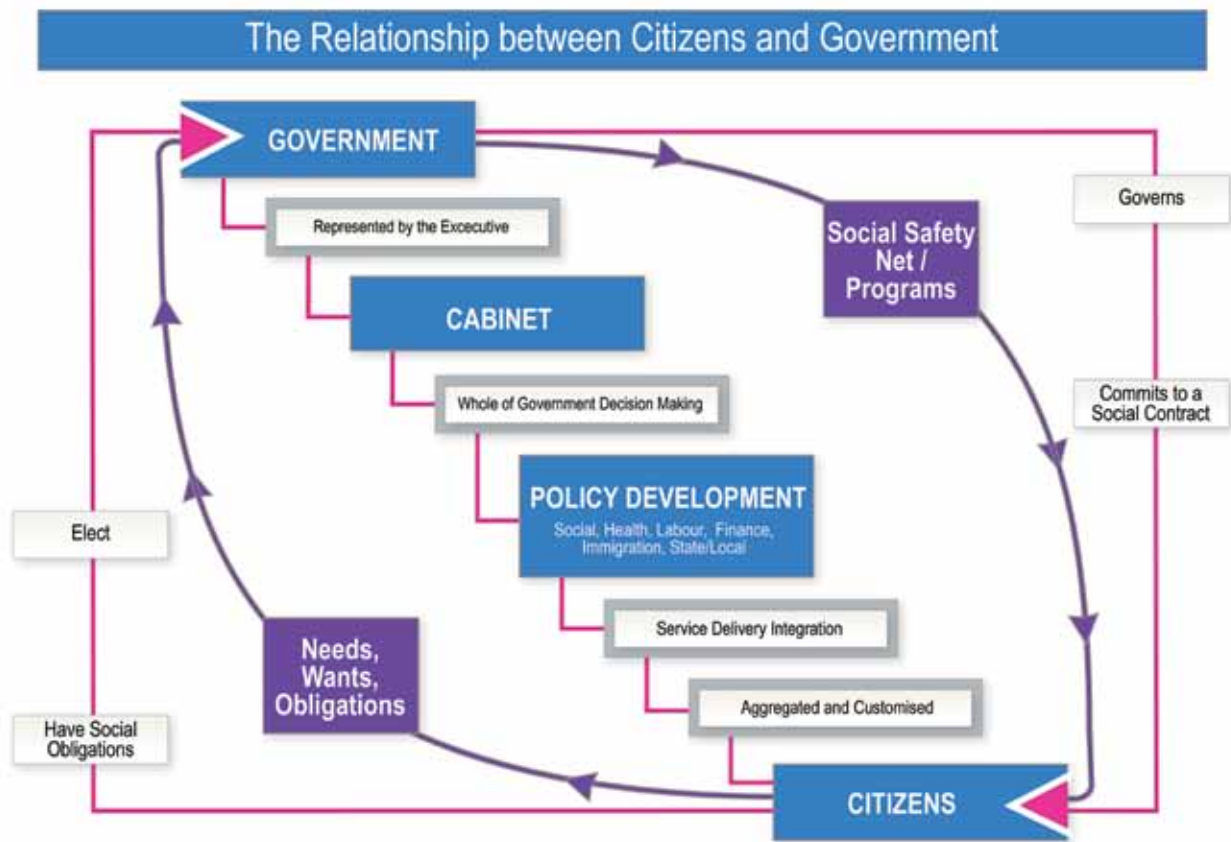


Figure 1: The Relationship between Citizens and Government

Figure 1 highlights the Government to citizen relationship in a democratic setting. Governments, as the representative of society, have a social contract with the citizens to provide the essentials of social and economic development. Citizens in turn have obligations to government such as paying taxes and complying with the law. Within this relationship is the important provision of a social safety net designed to respond to the needs and wants of the people. Governments have administrative arrangements through policy ministries and service delivery agencies to provide services and respond to needs and wants. This approach has underpinned the social and economic progress of most countries. But is it enough? Does it reach the needs of every citizen? Why is there social exclusion? Why is there social disadvantage? It is affordable? RightServicing alone is not a panacea for deep societal social problems, however it is designed to help governments be more effective and efficient in getting social programs and finite resources focused and delivered at the right time, in the right place and with the right amount of effort.



RIGHTSERVICING — A DEFINITION

A set of organisational attributes combining to provide flexibility and agility for a differential service response.

RightServicingⁱⁱ offers value and benefits for society, governments and social program management organisations through social, program outlay and productivity dividends.

RightServicing represents a set of organisational attributes, each a capability, needed to deliver an optimal level of assistance for people to achieve an appropriate and sustainable social outcome.

A RightServicing business model enables a differential service response. A differential service response is one calibrated to match the level of need (from both a social outcome and service delivery perspective) and stands in contrast to the one-size-fits all approach. The RightServicing business model for differential response brings about:

- A reduction of overservicing the majority, through the automation of low risk, straightforward and simple interactions
- An increase in deep and personalised support to address disadvantage – people who suffer disadvantage are often under serviced by the social program management system
- A largely self-managed servicing approach to those who have been affected by a social risk and are able and would prefer to manage their affairs

RightServicing is a significant update to the traditional one-size-fits-all process model. Not all citizens need the same level of support to achieve a desired social outcome and the amount of service provided should vary according to the social context of individuals and their families. RightServicing aims to address the balance of demand within the social program management system (which is difficult to manage and suppress) with supply to service and deliver (limited by fiscal constraints).

By way of a simplified example, many unemployment benefit/ insurance programs treat people who become unemployed the same way on day one, irrespective of their likelihood and readiness for re-entering the labour market. The level of assistance provided in the first weeks of unemployment – maybe up to 12-16 weeks, is kept to a minimum as it is well known a significant proportion of people who lose a job and present for benefit or insurance payments will get a new job in a relatively short period of time.

Even in depressed labour markets there is always a significant level of churn i.e. people losing jobs and then quickly finding a new job. However within this churn there are people whose chances of re-entering the labour market are impacted by a range of factors such as their age, skills, education or location.

A RightServicing approach aims to identify on day one the people at above average risk of not finding a new job within a reasonable period (say 12-16 weeks) and instigating interventions to address the barriers to re-entering the labour market straightaway. For

ii. *RightServicing is a compound word coined by the author of the report. The term is based on the words 'right' and 'servicing' and their generally accepted meanings. The S is capitalised to make the term unique. The use of the term RightServicing is in accordance with the definition in this report.*

those people with good prospects of re-entering the labour market the standard one-size fits all approach is appropriate – why waste effort and resources on people who only need some income support while they find a new job themselves. The Ministry of Social Development in New Zealand stood out as an example of this approach.

A person's risk of long term unemployment (i.e. > 12 months) increases significantly once out of the labour market in excess of 3 monthsⁱⁱⁱ. A person experiencing a series of barriers to re-employment can be subjected to an underservicing regime which perversely increases the likelihood he/she will become long term unemployed. By the time significant interventions are made to address the barriers to re-employment it can be too late as people may become disillusioned and further disengaged from the labour market. This is especially relevant for countries with high levels of youth unemployment.

At the same time a significant proportion making-up the churn are subjected to an overservicing regime through obligations to complete forms, provide information and present at offices to fulfill mutual obligation requirements. On many occasions this is to provide information the government already knows (possibly held by another arm of government) or can access through other means.

ⁱⁱⁱ. Bureau of Labor Statistics, Pew Research Centre: "people out of work fewer than five weeks are more than three times as likely to find a job in the coming month as people who have been out of work for over a year, with a re-employment rate of 30.7% versus 8.7%, respectively."



BENEFITS OF RIGHTSERVICING

For Government – achieve societal outcomes:

- Provide sustainable social programs while supporting economic growth
- Build confidence in a social system that fits the needs of the 21st Century
- Focus resources on those most in need to get better outcomes for the common good
- Deploying targeted programs to address the hardest societal problems
- Cost avoidance from consequences of long term social problems
- Turning tax consumers to tax payers

For the Individual and the Family – achieve aspirational goals and meet immediate needs:

- Giving people the greatest opportunity to maximise participation in the workforce and society
- Integrated services tailored to their real needs
- Empowerment to manage their needs without the direct intervention of government
- Have access to the full range of programs and services that are supportive when needed and withdrawn before creating long – term dependency
- Break the cycle of intergenerational welfare dependency

For the Social Organisation – better individual and societal outcomes:

- An efficiency dividend through delivering services to the majority at a lower cost
- Implementing a service delivery model that is beyond citizen centric as it continually transforms with society and citizens evolving needs
- Brings together the collaborative potential of government at all levels to deliver a more sustainable impact on individual and societal outcomes



THE SOCIO ECONOMIC IMPERATIVE FOR RIGHTSERVICING

Protection against social risks is both a right and the right thing to do. The concept of RightServicing aims to ensure, from both a policy and service delivery perspective, the balance is maintained between securing individual rights and achieving good outcomes for the benefit of society.

Danny Pieters, Secretary General, European Institute of Social Security

RightServicing has emerged in response to the social policy trend of the latter half of the 20th century to the blend of the traditional social security models represented by Bismarck and Beveridge.¹ These two models, while historically relevant are becoming less influential as Bismarkian countries complement their social systems with universal and/or means tested benefits while Beveridge countries introduce mandatory contributory schemes linked to employment. “Most countries’ social insurance systems now present features of both views.”^{iv}

This blending is a pragmatic response to changing demographic conditions (such as ageing) and labour patterns (such as a job for life replaced by many careers combined with periods out of the

workforce) that accelerated in the latter half of the 20th century. Issues such as structural unemployment, raising rates of chronic disability and occupational disease and ageing populations have exacerbated other social problems including housing stress, substance abuse, juvenile crime, crimes of violence and abuse against women, children, the elderly and the disabled, all contributing to a widening inequality gap of rich and poor. Globalisation of trade has pulled millions of people out of poverty in the developing world while globalisation of financial markets is a major factor behind the financial and economic shocks in the developed world. These rapid social and economic changes threaten the viability and sustainability of traditional social security business models and they need to change.

This need for change is challenging the principle of solidarity, a bulwark against the forces of change pressing hard against the modern welfare state. Change is happening in the areas such as:

- Diminution of acquired rights earned through contribution to social insurance schemes through replacement or complementary social policy initiatives featuring conditionality and mutual obligations (such as mandatory return to work efforts to qualify for unemployment insurance)
- The transfer of risk from the state to the individual through initiatives such as replacing defined benefit pension schemes to defined contribution schemes

iv. There is a wide consensus at present as to the fact that both types of social insurance do not occur in their ‘pure’ form anywhere and that one can hardly depart from the view that all national social security systems can be interpreted as being the outright successors of either Bismarck’s or Beveridge’s conceptions of social security. To illustrate the latter, we may think of the former ‘socialist’ conceptions relative to social security, for instance, or of the Scandinavian approach to social security.

The need to have the organisational capabilities to respond to these rapidly changing structural conditions while coming off a base of social program management designed for a different era is a powerful driving force behind RightServicing. While the core fundamentals of social program management are enduring, the ability to respond to the social and economic challenges of our time demands a more pragmatic and flexible approach.

To add to the mix, emerging or developing economies led by the BRIC^v countries are rapidly challenging the global economic balance of power. Mature economies with ageing populations and financial uncertainty surrounding their social program management systems are feeling the pressure to remain competitive in the global marketplace. However there is an expectation for governments to maintain the integrity of their social program management systems despite for example, the well documented financing problems coming to a head within the Eurozone debt crisis^{vi}.

RightServicing as a principle is compatible with the statutory rights people have to social security. We are now seeing increased levels of co-ordination across programmes and of co-operation between the various agencies in the social security system with the aim of delivering better outcomes for people while respecting people's rights to privacy and adhering to the Social Codes.

Markus Sailer, Senior Economist,
German Pension Insurance-Federal Institute (DRV)

Emerging economies seek to underpin their economic success with the establishment of an effective social safety net. While social systems within emerging economies remain relatively immature compared to traditional western models, these systems contribute to their comparative (some say unfair) advantage in global trade. Rising living standards in these countries from paid

employment increases the pressure on their governments to fund complementary social programs such as health insurance, employment insurance, labour accident insurance and retirement pensions.

In line with the significant changes brought on by globalisation, the International Labour Organisation (ILO) has developed the social protection floor initiative, a two-dimensional strategy for the extension of social security, comprising a basic set of social guarantees for all (horizontal dimension), and the gradual implementation of higher standards (vertical dimension), in line with the ILO's Social Security Minimum Standards) Convention, 1952 (No. 102), and others.²

Social stability is an essential pre-condition for economic vibrancy and success and it follows that social program management goes hand in hand with economic growth and development. Governments must support market growth and success while at the same time insure against market failure through the social program management system. Social program management and economic development can be regarded as two sides of the same coin^{vii}.

Developed and emerging economies are now heading towards the same point albeit from different directions. They both need to manage the ongoing viability and sustainability of their social program management systems by:

- Expanding coverage (in emerging countries)
- Constraining expenditure on mature programs (in developed countries)

Both developed and emerging economies are focused on gaining competitive advantage through containing production costs for goods and services and improving product quality. The burden of covering social risks for workers is regarded either as a cost of production or an investment in human capital. A RightServicing approach offers a pathway for maximising value and making social expenditure an investment rather than a cost burden.

v. BRICs the term BRIC's originated to denote - Brazil, Russia, India and China. In recent times, this grouping of countries has been expanded by some commentators to include Indonesia, Korea and South Africa.

vi. One only needs to look at the situation in Greece to see the severe social impact caused by the debt crisis that is in part caused by the countries lack of international competitiveness.

vii. The phrase, 'two sides of the same coin' when referring to economic and social protection development was referred to by IBM in the report from the International Social Sector Forum ISSF 10 held in Berlin in June 2009, *Social Security and Social Services 2020: Managing through turbulence, delivering for the Future*, New York, August 2009. The term has been a recurring theme as it was referred to again in the ISSF reports from ISSF 12 Vienna, 2010 and ISSF 14 Paris, 2011



THE PATHWAY TO RIGHTSERVICING — FROM CITIZEN CENTRED DELIVERY THROUGH TO OUTCOME MANAGEMENT

RightServicing at face value is a straightforward concept. Who would argue with providing policy and services in a way that delivered the right outcomes? However the question for social program management organisations looking to strike the balance between efficiency and effectiveness when serving large populations, is how? What are the capabilities required to become a RightServicing organisation?

The research was conducted using the issue based consulting approach, a widely used method in the professional services industry. We put forward the concept of RightServicing and defined it within the context of nine organisational characteristics or attributes (the hypothesis). The characteristics were examined through the series of interviews, workshops and presentations with the aim of confirming their relevance and identifying proof points and real life organisational examples.

Before introducing the characteristics, it is important to examine the development of two significant business model trends of the past 15 years in the social program management industry – citizen centred service delivery³ and outcome management.⁴ By observing these business model trends we identified a gap in the conceptual thinking which led to the development of RightServicing.

CITIZEN CENTRED SERVICE DELIVERY

The traditional approach to service delivery for social programs is a form of vertical alignment from legislation/policy to program design. In essence this means a single organisation is responsible for developing legislation/policy related to a social program e.g. disability, employment and then the same organisation provides the service delivery channels such as a local office network and call centers. Such an organisation may cover more than one program area^{viii}.

There are many variations to this approach, such as service delivery devolution to lower levels of government such as state/provincial/county and/or city/municipal/local. There can be a physical separation between the legislation/policy organisation and the service delivery agency, although the business relationship is often one to one i.e. the service delivery agency is exclusive to a legislation/policy organisation.

This traditional (and bureaucratic) public administration approach has been challenged over the past fifteen years, first in Australia with the establishment of Centrelink⁵ and again in 2005 through the formal establishment of Service Canada.⁶ In both cases these federal level organisations, largely responsible for nationwide income support programs, were established to usher in a new approach for the service delivery of social programs based around individual citizens' needs, rather than

viii. Schoukens, P. and Pieters, D. (2007) *Social Security Quo Vadis? Leuven: European Institute of Social Security: In their interviews with CEOs of social protection organisations across 15 Western European Countries, they found that organisations are rarely ready to undergo substantial changes, because of historical reasons and power struggles between various social and political forces.*

simply administering the rules and policies of social programs. At the core of these organisations *raison d'être* was the desire to bring together the many social programs administered by one or more policy/legislative based organisations into a set of cohesive service offerings that individuals could access from one place at the same time. This was the concept of joined-up services that eventually led to the development of citizen centric service delivery models. People could go to a single government shop front, call center or website to access a variety of social programs plus other relevant programs.

This one-stop-shop approach to service delivery, also known as no wrong door, delivered efficiencies for individuals and organisations. Ease of access through the elimination or reduction of the overlap of various service delivery networks (more than one social program delivered through the same service delivery network) led to a reduction in costs of administration. While improvements in social outcomes were achieved, the citizen centric service delivery approach was dominated by the efficiency agenda.

OUTCOME MANAGEMENT

At the heart of social policy is the desire to achieve a good social outcome for individuals that is collectively good for society at large. For example a desirable outcome for an employment program is for an individual to get sustainable employment matched to their skills providing a stepping stone for a long term career in the labour market. For society this results in a healthy labour market. A vibrant labour market is an indicator of good economic conditions and so on.

Too often, the measure of success for an employment program is merely placing a person in a job and reducing (perhaps temporarily) the unemployment queue. Was it the right job? Will the person still be employed in 3, 6 or 12 months? Does the person have the skills to do the job competently? Is the person motivated to make the job a success?

For policy makers the challenge is defining outcomes that set the bar high yet at the same time are realistic and achievable. In social program management outcomes are the high order objectives to address disadvantage. A focus on outcomes leads

to a reduction in costs for society over the longer term as people experiencing social disadvantage become active participants in society rather than long term consumers of high cost social programs. Examples include:

- Maximum participation by people in contributing national economic output, achieved through a reduction of long term-unemployment by ensuring people of all ages have the skills for the economic conditions of today and the future
- Secure futures for young people achieved by providing supportive home and community environments and ensuring young people finish school with the skills and opportunity to enter into higher education and/or move into work immediately
- Sustained long term health of all citizens achieved by improving the health of people through improvements to diet and exercise and preventative health screening

These examples share the common characteristic that they address complex and embedded issues, have long term impact and are difficult to deal with through traditional programs. They require an approach that integrates policy and program delivery thinking. To arrive at a meaningful outcome, that sets the bar high while realistic to achieve, requires policy makers to work outside the normal confines of a single organisational boundary. The output from many different social program management organisations and others may need to be coordinated to achieve a single meaningful outcome.



THE RIGHTSERVICING CHARACTERISTICS

RightServicing as a business model was defined in the context of nine characteristics and these were validated through the research. Table 1 below, summarises the characteristics. Following the table is a detailed examination of each characteristic. How the characteristics combine to derive value and benefits for individuals, society and organisations is covered in the section titled 'The RightServicing Organisation'.

Characteristic	Description
Segmenting	Grouping people together with similar needs and wants
Fast-tracking	Getting through the system with the minimum of fuss
Addressing Complexity	Complexity of people's circumstances is everywhere and must be recognised
Risk Management	Dynamic and focused on better service and compliance
Accessing	How people access and consume the social system
Automating	Technology to eliminate manual processing and reduce process cycle times and reduce cost
Predicting	Early intervention to stop social disadvantage - prevention is better than finding a cure
Micro Programs	New and innovative social program solutions to achieve desired outcomes and address complex problems
Leveraging the Ecosystem	Collaboration and sharing with other agencies and stakeholders

Table 1: RightServicing Characteristics



SEGMENTING

Grouping people together with similar needs and wants

Policy makers and service delivery organisations have traditionally viewed people according to the social programs they administer

such as aged pensioners, unemployed people, people with disabilities, people with young children and people who have had an accident at work to name a few. From the standpoint of a social program, the collective needs and wants across these broad categories of people are well understood.

We have piloted a new profiling model for working age customers and by asking a few more questions we are able to target our response and services to better meet their needs based on their readiness for returning to the workforce.

Niamh O'Donoghue, Secretary General, Department of Social Protection, Ireland

But what about the unique needs and wants of people who live in rural and remote areas versus those living in big cities. Or those with access to high speed internet connections versus those who only have access to a fixed line phone or live in a village with no access to any form of communication technology. What about gender, age, cultural, language and ethnicity differences? High income versus low income, tertiary level education attainment versus leaving school before completing year 12 and the list goes on. What emerges is a complex matrix of categories with people fitting into multiple places.

Segmenting is the process of identifying sub-groups of people with similar needs and wants. These groups form a critical mass for which the development of unique products and services is warranted from both a social justice and fiscal perspective. Segmenting in social program management is no different from

the marketing function in the commercial world. Companies identify groups of people with similar needs and wants and design products to meet those needs. They develop specific marketing messages to that group of people. Have you ever seen an advertisement either in the print or electronic media and thought "I don't get it" "what are they trying to sell" "I would never buy that product". The odds are the product and the advertisements are not intended for you. You were not part of the target market segment, but someone else was.

Unlike a commercial operation, social program management organisations cannot decide to exclude a segment because it is unattractive from a potential profit or market share perspective. Social program management organisations can use segmentation to understand the collective unique needs and wants of every segment. Segmentation can be used to identify the customer population poorly serviced by traditional social programs or have unique needs needing to be addressed.

Segmenting is the highest order RightServicing characteristic as it defines high priority areas requiring attention. It is a mechanism for identifying which groups of people are under serviced and those over serviced. Segmenting enables policy makers and service delivery administrators to see the people they serve in terms of their collective needs and wants rather than as beneficiaries of a particular social program.

It is important to note segmenting is not a definitive way of categorising people and should not be used as such. People will most likely fit into multiple segments. Segmenting provides guidance on the products and services required to service a client population. Actual delivery of these products and services is governed by other RightServicing characteristics.

Examples of segmentation include (not exhaustive):

- Program – Unemployed, retired, families
 - Service mode – Third party, agent, staff assisted, self
 - Societal group – Working age, baby boomers, Gen X, Gen Y
 - Geographic – Metropolitan, rural, remote
 - Ethnicity – Indigenous, migrants
 - Life event – Birth, marriage, separation, employment, death
-

- Location specific – Local community, housing estate, apartment block
- Disability – Physical, intellectual, birth defect, accident
- Gender – Male, female, transsexual
- Sexual orientation – hetero-sexual, bi-sexual, gay, lesbian, trans-gender
- ICT adoption – Early adopters, followers, no access
- Income – High, medium, low, income support only



Figure 2 is an example of a Segmenting model in two dimensions only – Income and Societal Group.⁷

Based on this segmenting model, products and services can be designed and existing products tailored to needs of the various groups identified in each segment. Depending on the size of each segment and the number of people in each will influence the amount of effort and investment into specialised products.

Figure 2: Segmenting Model

The information gathered will be passed on to policy makers to assist them in making more informed decisions.

The DSP will use this segmentation scheme to help determine who and how best to deal with the client, this will lead to a more efficient and effective service.

New Profiling Model being piloted by the Irish Department of Social Protection

A new profiling model currently being tested by the Irish Department of Social Protection (DSP) was discussed during our workshop with them. The model (which was confined to the working age population at the time) has the purpose of capturing information on which to then base predictions on.

The scheme only requires that sixteen extra questions are asked at the screening level.

Calculations will be made on the probability of customers exiting live register in under a year, where the different variables will determine different responses.

Segmentation in the Commercial World

Segmentation is a common market strategy tool used by commercial companies to define their market by dividing it into customer groups that share similar characteristics.

This information is then applied to provide a better service in order to extract maximum value from the customers. This is done through tailoring products/services to meet the specific customer group's needs, such as shaping product offerings, pricing and marketing campaigns around the segment.

Segmentation⁹ allows companies to understand their customers' needs, it identifies service gaps, and it helps them identify market trends for specific segments.

This tool can also be used in the provision of social protection services in order to provide a better service and to minimise service gaps and overlap.

An example of a commercial customer segmentation model is one used by Tesco, who segmented its customers after analysing data from its 10 million Tesco Clubcard holders. Tesco then launched brands targeting their identified segments.⁹

Customer Segments	Targeted Brands
Finer Foods	Tesco Finest, Tesco Fair Trade
Healthy	Tesco Organic, Tesco Healthy Living
Traditional	Tesco
Convenience	Tesco
Mainstream	Tesco Kids, Tesco
Price Sensitive	Tesco Value

Table 2: Example Segmentation



FAST-TRACKING

Getting through the system with the minimum of fuss

In most jurisdictions the principle of innocent until proven guilty applies within the application of criminal law. In the administration of social programs administration it often seems the reverse applies – guilty until proven innocent. This translates to 'not entitled to benefits and services until proven beyond reasonable doubt that eligibility and entitlement exists'. While fraud and compliance breaches are a significant issue that must be dealt with, is the right solution a heavy handed process regime penalizing the often overwhelming majority who will do the right thing?

The principle of Fast-tracking is based on the assumption that people's access to social programs should be made as simple and easy as possible until there is contra evidence that demands a different approach.

A simple way to describe Fast-tracking is to think about what happens every day at a nation's borders. Most countries have two high order national outcomes they want to achieve:

- 1) Free movement of people, good and services across the border to facilitate trade, commerce and tourism
- 2) Protect citizens and state assets from terrorist/criminal activity, illegal immigration and contraband

It would be easier to achieve the second outcome by applying a draconian and resource intensive approach to border control with all people and goods thoroughly screened, searched and validated before crossing the border. This would come however at the expense of achieving the first outcome. Exporters/importers and tourists would simply take their business to another country. Border management authorities in most countries have adopted a fast-track mindset and in the main people and goods and services move quickly across borders with a minimum of fuss. National economic priorities and protecting the population are finely balanced by facilitating border movements for the majority whilst identifying where and when to intervene with more intensive checking and monitoring.

Fast-tracking as a RightServicing characteristic is key to addressing overservicing. For those people who are known to do the right thing, why then do we ask them to provide information that another part of government may already have or can be sourced from other institutions. For people unemployed why do we make them come into an office on a two weekly basis to tell us they are looking for a job when we know that is exactly what they are doing? These people are in the over serviced category. Conversely a person we know who has a poor track record in looking for work, or is at high risk of not declaring casual employment income, may need to visit an office every day i.e. they are in the under serviced category.

The Segmenting, Risk Management characteristics should be used to identify people where Fast-tracking is appropriate with Automating enabling eligibility and entitlement information to be accessed and validated at source. Fast-tracking requires a consent model when it involves sharing and accessing information to provide a streamlined low touch service experience. Consent models can either be opt-in or opt-out and is dependent on prevailing laws and privacy guidelines.

The US Social Security Administration Fast-Tracks Disability Processes – Providing 100,000 Disabled Applicants with Quick Decisions

The US Social Security Agency (SSA) have made a number of improvements to its computer modelling system in recent years in order to increase the number of claimants receiving expedited approvals for disability benefits.

Its two-track system – the Quick Disability Determination (QDD) process and Compassionate Allowances – now fast-track around 4% of all disability cases. This represents a large increase from the 2.7% of cases fast-tracked the year before the reforms were brought about.

“In practical terms, this means that this year 100,000 to 125,000 disabled Americans -- those with the most severe disabilities -- will be approved for benefits in about 10

days instead of waiting the three to four months it typically takes for an initial decision,” Commissioner of Social Security, Michael J. Astrue said. “These initiatives are truly a lifeline for those who need it most.”

QDD uses a predictive computer model that analyses specific data within the electronic file to find cases where there is a high potential that the claimant is disabled so that the SSA can quickly get evidence of the claimant’s allegations.

The Compassionate Allowances allow the SSA to expedite the processing of disability claims for people with medical conditions so severe that their conditions by definition meet SSA’s standards.

These fast-track systems increase efficiency of disability processing and help to free up resources so the agency can better cope with the 250,000 increase in cases resulting from the current economic downturn.

“During these tough economic times, getting Social Security and Supplemental Security Income disability benefits quickly to Americans who are unable to work helps them and strengthens our economy. For SSI recipients, expedited approvals also ensure they immediately get the vital medical coverage they need,” Commissioner Astrue said. “It is critical that we continue to embrace innovative technologies in order to improve the services we provide to the public.”¹⁰

Fast-track key tool used by Insurance Companies

Insurance companies have started to invest heavily in establishing fast-track units to separate out low-risk claims and handle them using streamlined processing. If a claim becomes too complex for the fast-track method it is then transferred to more specialised handling.¹¹



ADDRESSING COMPLEXITY

Some people have complex circumstances and this must be recognised

There are people and families who face multiple and/or long term social risk factors that lead

to significant social disadvantage and barriers to work. For these people there are no quick fixes or simple solutions. The root cause of their social disadvantage may lie deep within their family history and background. It needs to be recognised that people in these situations represent a unique segment in their own right requiring special attention^{ix}.

These people represent a large part of the under serviced^x. Their complex needs and the root causes of their social disadvantage often go unnoticed or is someone else's problem within the social program management system. Yet left unaddressed, this disadvantage spreads among other family members and becomes inter-generational^{xi}.

While each case needs to be addressed on its merits, the first step is acknowledging that complexity exists and will always be resource intensive during the pathway to achieving a satisfactory social outcome. In most instances the solutions will not be found within the confines of a single agency of the social program management system. Many actors across many parts of government and civil society will need to be engaged.

People in this situation are challenging for the social program management system. Their number as a percentage of the population is dwarfed by the majority whose needs are much easier to satisfy. This is the group where welfare dependency has already taken hold or is well on the way unless these pathways are intercepted and diverted. In New Zealand for example, the government has started to examine and make known the potential liability to the state for these complex cases (i.e. teenage pregnancies and youth unemployment) as a way of providing an incentive to invest more resources up front to address root cause issues.¹²

Our member organisations often deal with people suffering significant social barriers and disadvantage. The problems are complex and difficult to solve. Social policy and service delivery solutions must be targeted at the root causes of social exclusion. It should both respond to citizens individual needs and enable service planners and providers to deliver effective personal care and support.

John Halloran, CEO, European Social Network

People with complex issues, while posing a challenge to the traditional approaches and support mechanisms; require more time and effort if their problems are to be addressed. Finding the time and the effort can come from diverting resources from those over serviced.

“Is equality that everyone gets to the same place or is it that they get the same thing, because if it's that they get to the same place, then some people need more help” – MSD New Zealand

This quote sums up the feedback received in our RightServicing workshops where it was made clear that social program management organisations are acutely aware of the importance of addressing complexity. Participants agreed that more intensive support is needed for clients with complex needs. It was also mentioned that the system needs increased flexibility to be able to cater for more challenging cases.

Decentralisation was suggested as a more effective

ix. “Multiple disadvantage is a significant problem in the UK. Over the past decade, there has been no demonstrable progress in reducing the numbers of people who suffer multiple disadvantage. Over 60% of the indicators in one of the main annual surveys show either no progress or a trend in the wrong direction.” ‘State of the Nation Report: Poverty, Worklessness & Welfare Dependency in the UK’ (2010)

x. “New analysis shows 5.3 million people (11%) suffer from multiple disadvantage in the UK, and 3.7 million people do so persistently.” ‘State of the Nation Report: Poverty, Worklessness & Welfare Dependency in the UK’ (2010)

xi. “There is strong evidence that multiple disadvantage is intergenerational: 27% of children from families experiencing six or more parent related disadvantages also have three or more disadvantages, compared with only 4% of those with no parent-related disadvantages.” ‘State of the Nation Report: Poverty, Worklessness & Welfare Dependency in the UK’ (2010)

means of focusing in on specific issues as “the community knows what the needs are”. As well as taking this approach of “circumventing the normal structure of government”, the advantages of collaboration were also brought into the discussion. Taking a more integrated approach to addressing complexity allows all parties involved to reap the benefits of consolidated and focused resources in achieving a specified outcome in a community.

- 58% of families that had children truanting, excluded or behaving badly at school fell to 28%
- A family getting intensive support and challenge is twice as likely to stop anti-social behaviour as one not getting the intervention.”¹⁴

Addressing the problems of 120,000 families in England that fall into the ‘complex needs’ category

“Around 120,000 families in England fall into the ‘complex needs’ category. They suffer from multiple disadvantages, experience regular crises and are a huge drain on the state.”¹³

In the UK a new initiative was launched in order to address this issue, focusing on providing assistance for complex families. Family interventions were set up to work with some of the most troubled families to tackle anti-social behaviour, youth crime, inter-generational disadvantage and worklessness.

A persistent multi-agency approach was taken to support families to overcome their problems, coordinated by a single dedicated ‘key worker’.

- A report was produced by the National Centre for Social Research to monitor the results of families working with a family intervention between February 2007 and 31st March 2011. It shows that intensive intervention to support and challenge troubled families is effective in turning their lives around. For instance:
- 81% of families engaging in anti-social behaviour at the start of the intervention fell to 34% when they finished
- 35% of families involved in crime had fallen to 20%



RISK MANAGEMENT

Better service and compliance

Risk management in the field of social program management has two dimensions:

- 1) Social risk – one or more factors an individual may experience thereby affecting their capacity to earn an income and/or participate in society e.g. losing a job, becoming disabled, getting old, having children, getting ill, suffering abuse from an adult or carer, separation or death of a partner. The fundamentals of the social system is to mitigate the impact of these risks on an individual (some more than others i.e. we can't stop getting old, but we can prevent workplace injuries or children being abused)
- 2) Funding risk – the exposure to the program funding source from behaviour, either deliberate or through error and/or omission, that can be mitigated. Leakage of funds to people deliberately defrauding the system and/or failing to comply with rules and regulations can cause a significant impact on national and/or social fund accounts

More often than not, risk management focus is concentrated at the second dimension - funding risk. Risk mitigation strategies based on the principles of prevention, detection and deterrence are evident in most social organisations. It is commonplace for governments to promote the success of such risk based strategies. Highlighting the number of people caught cheating the system is an effective deterrent to others. Risk management in this context is often used to justify excessive process steps, validation and checking which can then be applied to all (at the expense of Fast-tracking and Automation).

Addressing social risk is too often left to chance and the social program management system plays a passive role in picking up the pieces after the event rather than focusing on prevention and mitigation. The statutory work accident insurance system operating in Germany is an example where prevention has become a powerful component for managing this social risk. Even in the case of getting old where there is not much anyone can do about it, the social system helps prepare people for the

end of their working life through savings in compulsory and voluntary pension schemes.

The social accident insurance system is built upon a principle that prevention is better than a cure and so we help employers identify where their risks are and provide advice to prevent accidents occurring. Our organisational structure guarantees that the stakeholders' perspective is considered in our preventative strategies. This ensures that these strategies are both efficient and effective.

Eva-Marie Höffer, Head of International Social Law/European Law
Division German Social Accident Insurance (DGUV)

Risk management in social program management needs to focus on both dimensions in parallel. The aim is to achieve a balanced approach to the application of business processes designed to mitigate both social risk and funding risk. This balance is characterised by the organisational response, demonstrated through the business processes it applies to an individual. This organisational response can be variable, based on what is required for risk mitigation rather than simply one-size-fits-all based on the policy and procedural guidelines. Another way of describing this is a *differential service response*. Risk management is a key capability required to enable Fast-tracking and to Addressing Complexity with the business processes applied adjusted according to the risk profile.

Assessing risk is continuous, variable and situational. Risk from both a social and funding perspective is a function of several factors all of which can change at any time. The assessment of risk has to be dynamic and in real time to take into account these factors.

For example, a person may experience multiple areas of disadvantage and be assessed as a complex case requiring a significant investment in time and resources. They may be at high risk of non-compliance in terms of efforts to find work and therefore may be required to visit a service centre at regular intervals and provide substantiation for all changes of circumstances. These factors alone however should not exclude this person from a Fast-tracking regime for some aspects of social program management e.g. claiming a rebate through the health insurance system where details of the service provided and substantiation can be confirmed without the need for the person to be involved. However if a compliance breach is detected then the person may lose or have suspended their rights to the Fast-tracking service.

“One size does not fit all” – US Airport Security Checks give Favourable Treatment to Low-Risk Travellers

The US government plans to give favourable treatment to low-risk airline passengers by providing a shortcut for them through security checks. Passengers who agree to supply personal data to US officials will receive a less stringent examination at airport departure lounges.

A ‘checkpoint of the future’ will funnel passengers into three security lanes:

- Enhanced Security
- Normal Security
- Known Traveler

Passengers are allocated into the appropriate lane by an iris-recognition system that is linked to a government database.

John Pistole, the head of the US Transportation Security Administration (TSA), said it was inefficient to treat every passenger with the same level of scrutiny. “We recognise that one size does not fit all.”¹⁵

This example shows the benefits that could come from using a variable approach to risk management. By

managing risk, Fast-tracking is enabled, which in turn leads to increased efficiency and improved service.

A similar approach to risk management can be taken in the area of social program management, where a differential response can be used in order to manage social and funding risk.

Experiences in Risk Management in Pôle Emploi

At The Fraud and Error Management in Social Security and Tax Agencies Conference¹⁶ in Turkey, Thierry Lemerle, Deputy Chief Executive Officer of Pôle emploi, France, gave an introductory overview of his organisation’s experiences in risk management.

Pôle emploi carries out a typical range of functions for a Public Employment Service from supporting job seeking and placement to payment of benefits. Pôle emploi has a unique (in Social Security) integrated Risk Management Department – more like that of a Financial Services institution. The Risk Management Department covers six different functional areas of risk to be managed.

- Service Quality
- Quality Management
- Sustainable Development
- Customer Satisfaction
- Fraud Management
- Internal Audit

Despite the diversity of these risk areas a key feature of the Department is an integrated system for risk management with a harmonized set of processes, activities and management blending both audit and risk management disciplines.

The ‘Authentication des Données’ Project was a key recent fraud management project, which identifies cases of Fraud through recognising suspicious linkages between employers and employees.



ACCESSING

How people access and consume the social system

Accessing the social program management system since the introduction of the first social program management schemes

in Germany in the late 19th century through most of the 20th century was predominantly through a physical office of a social program organisation who provided services in a face to face manner. In the 21st century the physical office location is being complemented and in some situations replaced by internet and telephony based channels. A significant feature of these new channels is the capability for people to self-manage and to consume services anywhere, anytime.

An ongoing commitment to service quality by social security organisations is essential in the delivery of dynamic social security.

Hans-Horst Konkolewsky, Secretary General, International Social Security Association (ISSA)

Social program management organisations have discovered that significant productivity improvements can be made by enabling people to self-manage their affairs. At the same time, people have realised the benefits of being able to access services at a time and place that is convenient to them and without the inconvenience or dependence on other people.

While we often think of the social system in terms of people facing social disadvantage and barriers, the social system for many people is a right or entitlement to address social risks they experience. In many countries there is a close relationship between the taxation and welfare systems with one or the other used by governments interchangeably to execute social transfers and wealth redistribution. People in these circumstances do not consider themselves as facing significant disadvantage and they are capable of managing their affairs themselves.

For example, a young professional who loses his job as a result of a failed business has a temporary need for unemployment assistance or insurance while they find another job, which in many cases will happen quite readily, even in depressed labour markets. A working age family with young children may consume the social program management system through child allowances, health insurance rebates and child care assistance. For many people, accessing their statutory entitlements should be hassle free and does not require the personalised attention of a social program management organisation or employer.

At the other end of the spectrum are people who face social disadvantage and barriers and need assistance ranging from intensive through to a light touch or a facilitative approach. How a person accesses the social program management system will change depending on their circumstance – for some aspects they may be capable of self-managing (e.g. claiming a health insurance rebate), for others they may need intensive case management (e.g. return to work).

There are three distinct Access models which people can move between and/or use for different circumstances.

Self-Managed

People in control of their own circumstances who can access and consume programs and services in their own time, and with their own means. The desired social outcome is implicit within the service consumed e.g. a child care rebate program has a desired outcome of a flexible labour market with more women remaining in the workforce and if a person is accessing the rebate it is implied the outcome is achieved.

In the main people will self-manage via internet and/or telephone based technologies and/or via third parties such as financial institutions and service providers.

Facilitated

People who want to or are capable of self-managing and require some or minimal assistance to guide/coach/direct them through the social program system with the aim to eventually become self-managed.

Customer service is all about meeting customers needs - to the point and cost effectively. At ATP our channel strategy defines our customer services. We are constantly trying to move traffic towards the cheapest and most effective channels - depending on the nature of the enquiry. We aim to use the right channel at the right time. More than 90 pct. of all approaches are about relatively simple questions and have equally simple answers. Such needs are best served through an efficient and easy to understand web based FAQ service available 24-7-365. When it comes to the remaining enquiries the cheapest and most effective channel is typically the phone. Our call center setup is designed to ensure immediate clarification and to avoid e-mails. E-mails of course are important when it comes to very complex questions but they are expensive and channel strategy is not always about moving all customer services online - it depends on the nature of the enquiry.

Anders Schmidt Hansen, Deputy Director, ATP, Denmark

Assistance may occur via a face-to-face channel, a call centre, third party agent and/ or an internet based environment.

Managed

People requiring assistance, often intensive, to achieve desired outcomes that need to be explicitly set and managed e.g. the desired outcome may be establishing a safe environment for neglected children - to achieve this outcome there are several milestones that need to be met along the way such as appropriate foster care arrangements. There can be several sub-outcomes along the way that collectively contribute to the attainment of the desired outcome. The need for a case managed approach can be episodic (a life event) and/or over an extended period.

In the main the face-to face channel is used for case management either direct or through third parties and agents and supplemented with other electronic based channels.

Figure 3 demonstrates this relationship between the three approaches. It illustrates that for many program areas, the desirable state is for a majority of people to self-manage, with a smaller group facilitated and an even smaller group managed. The proportions in each category will vary from program to program. Organisations need to develop individual strategies and provide guidance on deciding the relevant Access model given the social context of the person.



Figure 3: Access Models

ACCESS NYC – A Convenient Online Resource for NYC Residents

In New York City, an estimated 19.1% of residents live below the poverty line and another 19% of the population have earnings between 100% and 199% of the poverty line.

Many of those residents are eligible for a range of city, state and federal human services programs, but are not enrolled because they:

- Do not know about the programs
- Do not understand the application process
- Are reluctant to visit program offices

It is estimated that only 72% of those eligible for food stamps, 89% of those eligible for Public Health Insurance and 80% of those eligible for the Earned Income Tax Credit (EITC) are enrolled in benefits programs.

New York City wanted to offer an online resource for those residents—a single point of entry that would provide access to information about human services programs and a convenient process for assessing eligibility and applying. This led to the creation of ACCESS NYC, a public-facing online screening tool that allows New York City residents to quickly and easily determine their potential eligibility for 35 city, state and federal benefit programs across 15 different agencies.

The single point of entry was designed to allow residents to conveniently pre-screen for those programs anywhere, anytime, in seven different languages, including Spanish, Chinese, Korean, Russian, Arabic, Haitian-Creole, and English.

ACCESS NYC's user interface is designed to meet the accessibility standards set by section 508 of the Americans with Disabilities Act (ADA).

The new online tool, available after hours on the web, streamlines the application process — eliminating the need to take time off work or arrange for child care to apply in person. It saves the residents' time by preventing them from answering the same questions on multiple application forms or applying for benefits that they are likely not eligible to receive.

Between September 2006 and November 2007, there were:

- 144,326 visits to ACCESS NYC's home page
- 7,112 pre-populated applications created
- 19,141 blank applications downloaded
- 2,238 accounts created

New York City Mayor Michael Bloomberg: "ACCESS NYC has a very easy-to-use interface, even for those with only the most basic computer knowledge. In a simple three-step process, a life can be made a little more manageable."¹⁷

Automation and Self-Service reduces wait times when disaster strikes – Louisiana Department of Social Services

In September 2008, Hurricane Gustav tore through Louisiana, wreaking havoc. The storm forced the state's Department of Social Services (DSS) to take a hard look at the way it distributed benefits through its federally funded Disaster Food Stamps program, which provides money for groceries to eligible households that have lost income or suffered damage in a disaster.

After Gustav, more than 2 million people applied for Disaster Food Stamps, converging at the 60 locations the state set up to take their applications. Customers had to queue for hours to make claims and after this had to wait

3-4 days for their claim to be processed. DSS wrestled with technology challenges due to the huge number of applications it needed to process, the computer system crashed several times, further slowing the benefits process. The overwhelming volume also caused the system to commit occasional errors, such as issuing too much money to some EBT cards, or issuing duplicate benefits to about 22,000 people.

With a strong desire to better serve citizens of Louisiana the DSS set about finding a solution. Kristy Nichols, Secretary of DSS: “We wanted a clean, automated system that was user-friendly and that people could easily manage.”

The DSS decided to develop an automated, customer-centric Disaster Food Stamps system that included a pre-registration process. Even before a hurricane or other disaster hit Louisiana, residents could go online or use a call centre to submit information that the state would need to process their applications.

The outcome of the new system was reduced long lines and wait times, improved data accuracy and implementation of new safeguards against fraud.¹⁸



AUTOMATING

Technology to eliminate manual processing, reduce process cycle times and reduce costs

Social program management organisations have been at the forefront of automation since the early days of the computing industry. The need to process large amounts of information and distribute pensions and benefits across large and growing populations drove early automation initiatives. The desire to expand the coverage of more social risks and achieve better social outcomes through more targeted social policy, combined with a need to lift productivity across the expanding workforce needed to manage this broadening scope and added complexity, has continued to drive investment in information technology. What stands out in contrast however is that despite the massive investment in automation by many organisations, they remain paper and process bound – what has gone wrong?

The flip side to the increased capability for automation is outdated or ineffective business processes are not necessarily eliminated or reformed. Automation has sometimes been used to make the same (bad) process quicker. A principle of automation should be to add value to a process, not automate just because you can. For example automation has enabled organisations to dispatch computer generated letters to all their customers for every reason imaginable such as a change in circumstance, a statutory rate change and announcements of new policy and procedures. Each new letter generates more work as customers make contact with the agency to enquire about the content or purpose of the letter. These enquiries can stimulate another update thereby generating another letter – and the cycle starts again.

Automation should be focused on eliminating manual processes and transforming business processes in a way that adds value for the customer or the agency and preferably for both. Agency staff time is better directed at those customer segments that are under serviced such as those with complex needs.

Adding value can often come by simply reducing the cycle time for a business process to complete. For example if a claim for a

benefit or service can be settled within one day rather than 1 week or 1 month, cost will be taken out of the system as a result of less enquiries to the agency about the status of the claim. Reducing the cycle time from a week or month to a day is usually a function of a business transformation exercise and automation.

We have met our eligibility automation targets for both health care only and time loss claims, as well as processing over 80% of our health care invoices through to payment without intervention. Through learnings from better data and analysis, we plan to continuously improve our service and timeliness of payments to our stakeholders.

Steve Barnett, Worksafe BC, Canada

Automation is not designed to remove the human interactive element in the delivery of social program management. It is designed to ensure that the human element is inserted where and when it will deliver the most effective value and is not wasted on mundane, unnecessary and low value tasks.

There is significant scope within most organisations to lift the rate of automation to address areas such as:

- Decision making for low risk claims for benefit and services
- Eliminate paper based forms
- Access and validate data at the source of truth i.e. banks, registers of births, death and marriages, immigration records, employers rather than asking for it again
- Risk assessments – social and funding, dynamic and real time and then use the result to drive workflows across access channels

All RightServicing characteristics rely on the level of Automation within the system to be effective.

Insurance Industry – Straight Through Processing (STP)

Straight Through Processing (STP) is a means whereby the end-to-end processing of financial transactions is fully automated and integrated, with no manual intervention across diverse applications, diverse systems and even across the diverse organisations participating in a trade.¹⁹

Automated segmentation and filtering is used to perform an initial analysis on each claim which enables the more simple or basic claims to be “fast tracked” for fully automated processing, whereby more complex claims are filtered off for manual assessment and review.

Because most claims can follow the basic, automated process, these systems can greatly reduce the manual work involved in assessing claims and thereby save substantial sums of money.

Automation Speeds up Service Delivery at WorksafeBC

WorkSafeBC (WSBC), British Columbia’s independent workers’ compensation board, was created to promote workplace health and safety for both workers and British Columbia’s 190,000 employers. The agency is also the sole provider of the province’s workers healthcare benefits, return-to-work rehabilitation programs and compensation to injured workers. They file approximately 170,000 claims per year.

Caseworkers were bogged down because the agency was responding to a growing number of appeals and dealing with too many claim decision reversals. To address this issue, a new comprehensive workers’ compensation solution was developed that provides a core set of extendible claims lifecycle management capabilities to manage claimants from injury to outcome.

The solution automates information historically stored in policy books and uses that to drive the rules. The solution also generates expected transactions so that when WSBC receives bills, they can pay them faster because they can tell right away whether costs are approved or not. The new system resulted in a major productivity boost where services are now provided more efficiently and effectively.

Belgium's Crossroad Bank uses Automation to become more Efficient and Effective

Back in the eighties, the Belgian social security administrations had many problems that were addressed through the creation of the Crossroad Bank – an internationally renowned best practice.

This involved redesigning the administrative processes of 2,000 social program organisations. A new law introduced the Crossroads Bank, giving it a budget and the legal authority to develop an information network, to redesign the information usage of all organisations concerned, to reduce the administrative burden and to enhance privacy and ICT-security.

All 2,000 organisations were not allowed to build their own information networks; instead every connection to any other organisation had to go via the Crossroads Bank. The Crossroads Bank would not store the information in its own databases, but would only connect the receiver of requested information to the original owner of the information.

This enhanced the efficiency and effectiveness of the system and also the quality of service delivery, the level of enforcement and the legitimacy of the social security system.

The introduction of the Crossroads Bank for Social

Security resulted in:

- 42 services for employers were automated, eliminating 50 social security declaration forms. As a result, 23 million declarations were made electronically in 2008 – a major productivity benefit for Belgian businesses, saving them an estimated €1.7 billion a year²⁰
- About 185 sorts of paper certificates that the client or their employers had to get in one social security institution only to hand it over to another social security institution, have been eliminated and replaced by direct electronic data exchanges between the concerned social security institutions; in 2005, 500 million concrete electronic data exchanges took place with a response time for the on line messages lower than 4 seconds in 98.5 % of the cases
- The client and their employers now only have to provide information once. This can be used for all their social program management provided by various organisations
- The number of contacts between employees/ employers and agencies has drastically been reduced
- A huge number of subsidiary rights are automatically granted



PREDICTING

Early intervention to stop social disadvantage - prevention is better than finding a cure

The administration of social program management is often conducted in a passive

manner. When a person is confronted with a social risk, they will approach a social program management agency and seek assistance. However many risks are predictable based on past experiences and observable patterns of behaviour. The old adage of prevention is better than a cure rings true in social program management with the costs to society of allowing social disadvantage to become entrenched all too clear to see.

Consider a family with young children presenting with a history of substance abuse by the parents. There is an increased risk for the children to experience some form of abuse. Parental substance abuse is reported to be a contributing factor for between one and two-thirds of maltreated children in the child welfare system in the United States. Research supports the association between substance abuse and child maltreatment.

For example:

- A retrospective study of maltreatment experience in Chicago found children whose parents abused alcohol and other drugs were almost three times likelier to be abused and more than four times likelier to be neglected than children of parents who were not substance abusers
- A Department of Health and Human Services study found all types of maltreatment, and particularly neglect, to be more likely in alcohol-abusing families than in non-alcoholic-abusing families²¹

If these factors are known or available through data analysis and the likelihood of child abuse can therefore be predicted, can something be done about it or does the social program management system wait until reports of abuse are received? And by then, what long term damage has occurred to the children and the family as a whole? In this case taking preventative action is certainly better for all concerned than the cure.

Social security organisations are realising that monitoring and evaluation of their systems is most valuable when it is citizen-centred. The ability to predict the actual benefits that will be paid by a national pension system and the way its different tiers combine is key to gain the confidence of citizens and policy makers, and to provide national systems with valuable evolutionary capabilities.

Gabriel Martinez, Secretary General, Inter-American Conference
on Social Security

A major issue for organisations administering age pension programs is helping people to appreciate that contributing and making provision for their retirement income is important from the very beginning of their working life. Using data analysis and predictive modelling techniques it is possible to forecast a likely retirement outcome for a worker from any stage of their working life based on their current life circumstances. This forecast, regularly updated as circumstances change can become an incentive to encourage people to save and make contributions to social funds. People when faced with the reality of a predicted adverse retirement outcome may change their saving behaviour, especially as they enter into their later years of working life.

Predicting is a RightServicing characteristic based around the social context of individuals, families and communities. By predicting the likelihood of an event or pathway leading to an adverse outcome, interventions can be initiated to prevent this expected outcome. Predicting in the RightServicing context is a more personalised extension to the general principle of prevention behind industry based programs to mitigate social risks such as labour accidents.

For example substance abusing families with young children require immediate interventions as it is predictable a child abuse situation will develop (usually neglect). It is predictable for a mature aged factory worker to develop mental health problems if not offered immediate re-training assistance. A community will slowly die if the major source of employment leaves town and there are no incentives for new industries to establish. A passive social program management system will treat the child abuse victim, pass the mature worker onto the disability program and deal with the multiple issues arising from the social breakdown as community social capital slowly ebbs away.

By predicting the likelihood of adverse outcomes for individuals, families and communities, appropriate interventions can be initiated to address social barriers before they lead to other forms of social disadvantage. To be proactive is to be predictive and this requires a capability to analyse and process information and data about people and communities and compare with known populations to detect patterns of behaviour indicative of pathways to adverse outcomes.

Insurance Companies Rating

“Predictive modeling has been used by insurance carriers on the underwriting side for years to determine whom to insure and at what rate. It has allowed carriers to segregate customers very precisely into risk groups and accurately apply a rate appropriate to the risk.”²²

“An ounce of prevention is worth a pound of cure” – The High Cost of neglecting Predicting

New figures show that troubled families cost the tax payer an estimated £9 billion per year. This is spent on protecting the children in these families and responding to the crime and anti-social behavior they perpetrate. The costs are exemplified by the fact that children who live in troubled families are 36 times more likely to be excluded from school and six times more likely to have been in care or to have contact with the police.

The £9 billion estimate comes from government figures and is the cost to both central and local government of the most troubled 120,000 families.

£8 billion of the £9 billion is spent purely on reacting to the trouble caused and experienced by these families. Currently, only £1 billion of the £9 billion is spent on targeted interventions which could be taken as helping turn the troubled families’ lives around.²³

By applying predicting, early intervention and assistance could be provided so as to prevent the problems of needy families from spiralling and causing greater cost to society.

Alameda County Social Services Agency uses business intelligence to improve service delivery

The Alameda County Social Services Agency implemented a new solution, called Social Services Integrated Reporting System (SSIRS). It extracts client information from a series of department-specific systems, enabling agency staff and management to view case performance from the global agency level down to the worker, and to all levels in between. Business intelligence and automated alerts empower caseworkers to proactively manage their client base and enable the agency as a whole to coordinate the delivery of social services.

“It gives our caseworkers the tools they need to actually bring their expertise to bear in a timely manner, rather than having to rely on outdated information that no longer reflects the real situation. They know the assistance programs, and they know their clients. Now, they can see how everything fits together and understand all the relationships clearly. For the first time, they can run ‘what-if’ scenarios on the spot and see if there’s a better way to handle that case.”²⁴

Don Edwards, assistant director of administration and information services, Alameda County



MICRO PROGRAMS

Designing social solutions to achieve desired outcomes and address complex problems

The Micro Programs characteristic is based on the economic concepts of macro

and microeconomics. Microeconomics is generally the study of individuals and business decisions whereas macroeconomics looks at higher order national and government decisions.²⁵ Traditional social programs such as retirement pensions, health insurance, disability and long term care can be considered as macro programs, as they are managed and funded at the higher order level of national or provincial level governments. A micro program is defined as a social program focused at individuals and/or communities (large and small) with complex social problems such as a region of higher than average long term unemployment or higher than average juvenile recidivism.

The challenge for social policy makers is developing solutions to address the needs and wants of an entire target population that is made up of people from all walks of life. The origins of social programs are based around people in the workforce and programs were developed to mitigate the social risks of not being able to work such as labour accident, ageing and disability. Traditional social programs were designed and developed on a macro scale and implemented on a large or national scale.

Over time social programs expanded to cover a broader range of social risks and conditions. Each new program could still be classified as a macro program as they were focused on the needs of broad population segments.

Despite the myriad of macro programs, there are people and communities for whom this is not enough. While in some cases it may be a function of service delivery and/or lack of awareness of what programs are available, it is clear in many cases the standard macro programs cannot reach down far enough to address the needs of people facing multiple disadvantage and barriers.

Is it reasonable to expect policy makers working at the national or state/provincial level to develop macro programs reaching every pocket of disadvantage in the community? What is reasonable is when pockets of disadvantage are detected and macro programs alone are not enough, other competent actors in the social program management community such as different levels of government or other agencies, service providers and/or community organisations, are empowered to develop micro programs. These targeted programs may be place (community) based and/or involve individualised budgeting and care planning.

Micro programs are not a collective term for an integrated approach to delivering a range of macro programs to address the needs of an individual or community. The concept of the Micro Program is the development of a specific outcome based plan for an individual or community with specific interventions and obligations mutually agreed between the responsible agency and the individual or community. This can include elements of macro programs but may include some variations to eligibility and entitlement rules to suit the local or personal situation.

Higher order agencies may set the parameters within which a micro program can be developed or they may develop the criteria for a micro program. What is important is the micro program designer is directly engaged with the individual or community they serve.

There are three approaches emerging that classify as examples of Micro Programs:

- Personalised Budgets (PBs) – Emerging in the area of disability services and long term care. People with a disability or needing long term care are allocated a budget by a funding agency from which they can choose the services they want to consume from a providers. The Productivity Commission of Australia recently made recommendations to the Government in support of personalised budgets for people with disabilities²⁶ and people needing long term care²⁷
- Conditional Cash Transfers (CCTs) – CCT^{xii} programs aim to reduce poverty by making welfare programs conditional upon the receivers' actions. The government only transfers

xii. The CCT concept has spread to more than 20 countries and while it began in the developing world to address poverty it is now being adopted in the developed world such as in New York City and the Northern Territory in Australia to address communities experiencing severe disadvantage.

money to persons who meet certain criteria. The criteria may include enrolling children into public schools, getting children vaccinated or participating in a nutrition program. One of the highest profile CCT successes is the Bolsa Familia program in Brazil²⁸

Social Impact Bonds offer a new and innovative way to fund targeted programs delivered by experts in the not-for-profit sector who understand the root causes of complex social problems.

Les Hems, Director of Research, Centre for Social Impact, University of NSW

- Social Impact Bonds (SIBs) – Social Impact Bonds are a form of outcomes-based contract in which public sector agencies commit to pay for significant improvement in social outcomes (such as a reduction in offending rates, or in the number of people being admitted to hospital) for a defined population. Through a Social Impact Bond, private investment is used to pay for interventions and delivered by service providers with a proven track record. The service provider is given a lot of control over the design of the program. Financial returns to investors are made by government on the basis of improved social outcomes. If outcomes do not improve, then investors do not recover their investment.²⁹ The Centre for Social Impact at the University of New South Wales conducted a pilot and evaluation of SIBs in 2010/11 for the state of NSW and found while they offer considerable potential for tackling deep rooted social disadvantage SIBs, they are not a panacea and their use should complement existing modes used to fund community benefit goals³⁰

While the Micro Program trends have an element of significant scale, the principles of Micro Programs can be brought further down to an individual or small community level provided objectives can be set, a plan for delivery and a methodology for evaluation is agreed. Frontline workers in social program management should be encouraged to be innovative and design Micro programs highly targeted to the needs of an individual

or small community. Micro Programs have the potential to significantly impact the lives of some of the most disadvantaged in society and make significant savings in program spend in the longer term through improved outcomes.

Reaching Outcomes using Conditional Cash Transfers

Conditional Cash Transfers (CCTs) have been used to facilitate much of the outcome focused work that has been undertaken in the developing world and are believed will spread into the developed world over the next decade. This allows income related programming to target long-term health, education and inequality issues.

CCTs reach:

- 11 million households in Brazil
- 5 million households in Mexico
- 20% of households in Colombia
- 12% of population in Jamaica³¹

Where they have been used, the results are often startling.

- During the period of introducing CCTs, per capita consumption increased by 30% in Honduras and 7-10% in Colombia, Mexico and Brazil.
- In Nicaragua, Red de Protección Social (RPS) reduced poverty by 5–7%.³²
- In Chile, Solidario caused a 35% drop in extreme poverty.
- It is not just the developing world that is using these incentives. New York City has been conducting trials with similar programs and the early results look favorable³³

Focusing in on the most Needy – UK's Tackling Troubled Families Initiative

Plans to radically transform the lives of the country's most troubled families were announced by the Prime Minister

David Cameron and Communities Secretary Eric Pickles in 2011.

Almost £450 million has been made available in a new, determined, cross-government drive to turn around the lives of 120,000 of some of the country's most troubled families.

A new Troubled Families Team based within the Department for Communities and Local Government has been established to join up efforts across Whitehall, provide expert help to local areas and drive forward the strategy.

The £450 million means the Government will offer up to 40% of the cost of dealing with these families to local authorities - but on a payment-by-results basis when they and their partners achieve success with families.

The Government has outlined the headline goals and how success will be measured with the following, straightforward, criteria:

- Children back into school
- Reduce their criminal and anti-social behaviour
- Parents on the road back to work, and
- Reduce the costs to the taxpayer and local authorities

The new programme will also fund a national network of Troubled Family 'Trouble-Shooters' who will be appointed by local councils. The trouble-shooters will oversee the programme of action in their area. Their responsibilities will include making sure the right families are getting the right type of help, that sanctions are in place when needed, and that positive results are being achieved with the troubled families in their area.³⁴



LEVERAGING THE ECOSYSTEM

Collaboration and sharing with other organisations and stakeholders

The term 'the whole is greater than the sum of its parts'^{xiii} succinctly describes the

RightServicing characteristic, Leveraging the Ecosystem. The term leverage represents the value derived from a whole solution targeted at a problem rather than a collection of component pieces addressing component parts of the problem.

The people and organisations making up the social system can be considered an ecosystem. An ecosystem can be defined as a community of living and non-living things that work together.³⁵ If we consider the varied needs and wants of people, no single agency or arm of government is capable of addressing them all. Leaving people to fend for themselves, especially those in vulnerable situations, to work their way around the social ecosystem to find the services appropriate to their needs has been shown to be inefficient and leads to sub-optimal social outcomes.

The traditional social program management organisation is often thought of as sitting at the centre or the apex of the system for the social risk concerned with people drawn (or forced) to the centre or the apex when they need assistance.

With the focus in recent years on citizen centric program design and service delivery, this model is gradually changing. The new model can be represented with the individual or a community (a segment) at the centre and the various social program management organisations, service providers and other relevant actors as satellites revolving around the centre. The satellites are collaborating to develop solutions to meet the needs at the centre. The needs at the centre provide the binding gravitational pull on the satellite organisations, forcing them to put aside organisational demarcations and focus instead on what they can contribute to addressing the needs.

xiii. This phrase is first attributed to the Greek Philosopher Aristotle.

The social program management ecosystem covers a wide variety of stakeholders including:

- People with needs and wants
- Government organisations - social policy, service delivery, funding from across all levels, national state and local government
- Service providers – for profit and not for profit
- Community Based Organisations
- Employers
- Social Partners such as trade unions, industry associations, professional bodies

The actors within the system bring a range a skills, knowledge and capability ready to be brought to bear to address the needs and wants of the people at the centre of the system. When these skills, knowledge and capability are brought together through a collaborative effort to develop a whole solution, then the whole is clearly greater than the sum of the parts.

If outcomes are defined and shared across the actors and services are delivered in an integrated manner by either a single lead organisation or a coalition of collaborating actors, people will experience a more powerful and meaningful response to their needs and wants. For people it enables them to provide information once and then have it shared amongst other actors in the system thereby eliminating the need them to tell their story, over and over.

By aligning and integrating the human services system we can reduce duplication and focus on shared outcomes for our clients.

Gill Callister, Secretary of Human Services, Victoria

To make Leveraging the Ecosystem effective, organisations must address the issues of privacy and sharing information. Too often privacy issues are put forward as a primary reason why organisations in the social ecosystem cannot share information

about the people they serve. However this matter needs to be closely examined within each jurisdiction as the intent of any privacy legislation is not to prevent addressing social issues and finding solutions to complex social problems. The principle of informed consent is an approach some agencies are adopting as a way of enabling the ecosystem to share information while respecting privacy concerns.

Effective collaboration also requires organisations to consider governance arrangements to manage issues such as accountability, responsibility, funding and data ownership. A recent examination of the Integrated Service Response Model in New Zealand³⁶ identified the need for flexibility in terms of organisational collaboration to achieve effective outcomes. It was suggested public service governance arrangements needed to cater for a range of options, between the extremes of loose collaboration and full structural integration:

- Loose collaboration
- Mandated sectoral grouping
- Joint venture
- Semi structural integration
- Full structural integration

One of the most high profile and successful examples of Leveraging the Ecosystem is in Belgium referenced earlier. The Crossroads Bank³⁷ for Social Security securely manages the exchange of over 650m electronic messages between over 3000 actors in the social program management system. This is an example of a loose collaboration model with the actors in the system retaining their full autonomy. They are provided via the Crossroads Bank with a business and information technology infrastructure, governed by a legislative framework, enabling data and information to be exchanged for the purpose of delivering efficient and effective social outcomes.

Harlem Children's Zone – "A Safety Net woven so tightly that children can't slip through"

The Harlem Children's Zone (HCZ) is a non-profit organisation for poverty-stricken children and families

living in Harlem. It provides free support for children and families with the aim of breaking the cycle of generational poverty by wrapping children in a pipeline of health, social, and educational supports from birth through to college - "cradle-to-career" approach.

The HCZ Project is a unique, holistic approach to rebuilding a community so that its children can stay on track through college and go on to the job market. It has been called "one of the most ambitious social-service experiments of our time," by The New York Times.

The two fundamental principles of The Zone Project are to help children in a sustained way, starting as early in their lives as possible, and to create a critical mass of adults around them who understand what it takes to help children succeed.

The organisation recognises that: "The issues are interconnected... so we need interconnected solutions."

These solutions include a series of intense programs that follow children from birth through high school and beyond. They coordinate federal initiatives across multiple agencies to work jointly in communities of need, building a "network" of in-school, after-school, social-service, health and community-building programs.

HCZ served 21,280 individuals (10,462 youth & 10,817 adults) in 2009. The initiative has had a huge impact on the community to date.³⁸

community. And we have to focus on what actually works."

Barack Obama, July 18, 2007³⁹

The Obama Administration recognises that the interconnected challenges in high-poverty neighborhoods require interconnected solutions. Struggling schools, little access to capital, high unemployment, poor housing, persistent crime, and other challenges that feed into and perpetuate each other call for an integrated approach so residents can reach their full potential.

The Neighborhood Revitalization Initiative (NRI) is an interagency collaborative supporting the Obama Administration's new approach to federal engagement in neighborhoods of concentrated poverty. By aligning federal resources focused on distressed communities, the NRI can more effectively support local community, government, business, and institutional leaders in creating successful neighborhoods of opportunity.

The public rollout of the Neighbourhood Revitalization Initiative took place on September 21st 2010, in conjunction with the Department of Education's announcement of the 2010 Promise Neighbourhoods planning grant awards.

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Interconnected Solutions are being provided by the White House Neighborhood Revitalization Initiative

"If poverty is a disease that infects an entire community in the form of unemployment and violence; failing schools and broken homes, then we can't just treat those symptoms in isolation. We have to heal that entire

Community Link, Ministry of Social Development, New Zealand

“Social services in New Zealand are moving towards a new way of working with and in the community that takes a wider view of people and families in need. Community Link is part of this new approach and is a model for the future”⁴¹

Community Link applies a new approach to service delivery. The model aims to achieve sustainable outcomes for people through collaborating with the community to provide a more holistic and people centred service.

Collaboration is achieved through co-locating a broad range of social services so that people can get help for a range of needs from a variety of agencies. These services can range from simple financial assistance through to advocacy, support, education and counselling services. Community Link brings the ‘one stop shop’ approach to the next level by applying ‘shared case management’ in order to fully integrate services.

“Community Link is a place where you should only tell your story once because services will work together, and with you, to help you reach your goals.”⁴²

The Community Link model is based on the belief that joining up services to provide assistance based on the persons whole life needs is more efficient and effective for all those involved and can lead to longer lasting solutions for the client. The approach allows partnering agencies to work together to address agreed goals with clients within a cooperative relationship.

The flexible model design allows Community Link to support varying levels of need. All clients are catered for, from straight forward cases to more complex ones. The Ministry understands that complex cases require more comprehensive solutions “Many people we serve have a wider range of needs than just the support they get from Work and Income.”⁴³ To cater for this, case workers are given more time to work on complex cases and an interagency facilitator is put in place to enable the development of a collaborative ‘shared case management’ approach to service delivery.

Client entry, assessment and case management processes have been revised over time to be more responsive and simpler for clients and workers with a single reception area, open-ended appointment times, adoption of a simple ‘whole of life’ screening tool and rapid referral to partnering providers for specific needs through an on-line appointment calendar.

Ministry of Social Development: “He aha te mea nui? He tangata, he tangata, he tangata – What is the most important thing? It is people, it is people, it is people.”⁴⁴



THE RIGHTSERVICING ORGANISATION

Social program management organisations come in many shapes and sizes – some are policy only agencies while others only do service delivery and some are a combination of both. Some are budget funded; others are statutory agencies while others are private, semi private, co-operative or incorporated bodies. Notwithstanding the many different forms, they share common attributes and aspirations in terms of their commitment to achieving sustainable and effective social outcomes and achieving a citizen centric approach to addressing need and delivering solutions. An organisation committed to RightServicing principles is likely to require change as it seeks to keep abreast of the rapid social and economic changes in society.

This simple model, shown in Figure 4, reflects four organisational types representing the pathway from citizen centric and outcome focused to a RightServicing organisation.

Traditionalists

The traditional social program management organisations

are charged with developing and delivering a single or limited set of social programs. The desired outcomes are related directly to the social programs under administration.

Dominate organisational quality:

Maintaining the traditional social model



Figure 4: Pathways from a Citizen Centric and Outcome Focused Organisation to a RightServicing Organisation

Producers

Organisations in this quadrant are focused on lifting productivity and efficiency through automation, streamlining business processes and collaborating with other social organisations to provide integrated services across multiple social programs. Organisations in this quadrant have become focused on citizen centricity through service delivery reforms

Dominate organisational quality:

Delivering efficiency and productivity

Progressives

Organisations in this quadrant are taking a broader view of outcomes and are focused on being accountable for delivering societal benefits that will more than likely extend beyond their own organisational responsibilities. Organisations in this quadrant have become focused on citizen centricity through social policy reforms

Dominate organisational quality:

Policy Renewal

Transformers

Organisations in this quadrant are advancing in parallel in terms of outcomes and efficiency. With organisations advance into this quadrant through a set of initiatives aimed at reforming social policy settings and service delivery. They are transforming themselves into a RightServicing organisation.

Dominate organisational quality:

Moving towards a new social model

This model was presented to a workshop at the European Social Network's Annual European Social Services Conference⁴⁵ held in Warsaw in 2011. Attendees were asked to plot where they thought their organisation currently stood and where they aspired to be in three years. There was a clear trend to take their organisations toward the Transformer Quadrant although there was considerable variation in the extent of desired transformation in the three year period.

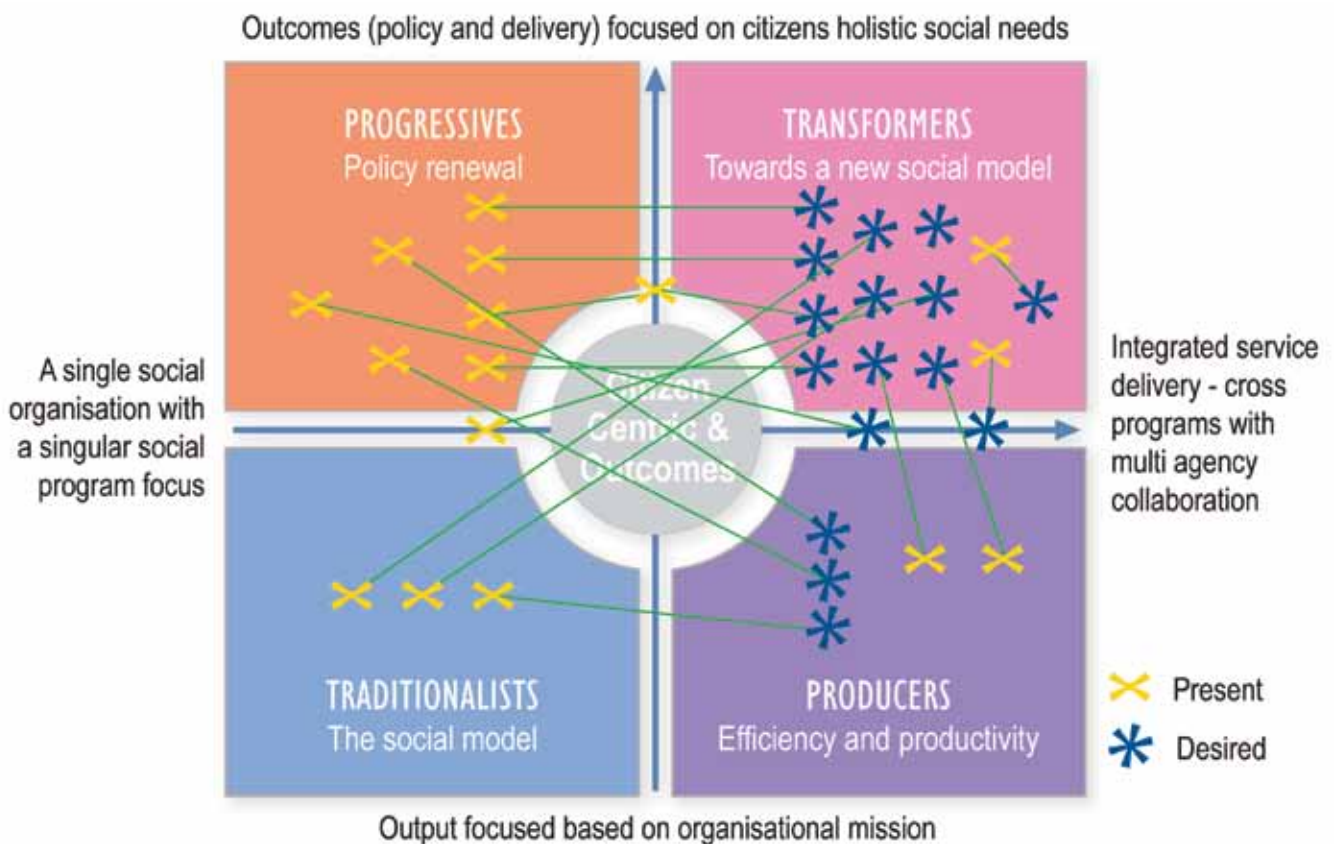


Figure 5: Results from ESN Workshop, Warsaw June 2011

Figure 5 plots the responses from participants at the conference showing where their organisation currently stood and where they were aiming to be in three years. The workshop validated the research hypothesis that RightServicing is a potential dominant business model to guide the next wave of social program transformation.

For organisations the pathway to RightServicing is a balanced program of initiatives based around the RightServicing characteristics as described in Figure 6. Each characteristic from an individual perspective has a different influence on the degree of outcome management focus and citizen centric focus:

- To become a Progressive organisation requires a focus on addressing complexity within families and communities (Manage Complexity), the flexibility to develop new types of social programs (Micro Programs) and the ability to predict and respond to those people most likely to be impacted by progressive social programming (Prediction)
- To become a Producer organisation requires a commitment to risk based analysis (Risk Management) and investment in information technology to eliminate and streamline business processes (Automation) to enable resources to be focused on where they will have the most effective impact and avoid wasting resources on people that prefer to self-manage or need little interaction with the social program management organisation (Fast-tracking)
- To become a Transformer organisation requires the progressive and producer characteristics along with multi-channel strategies (Accessing) tailored to customer segments (Segmentation), and a collaborative orientated partnering

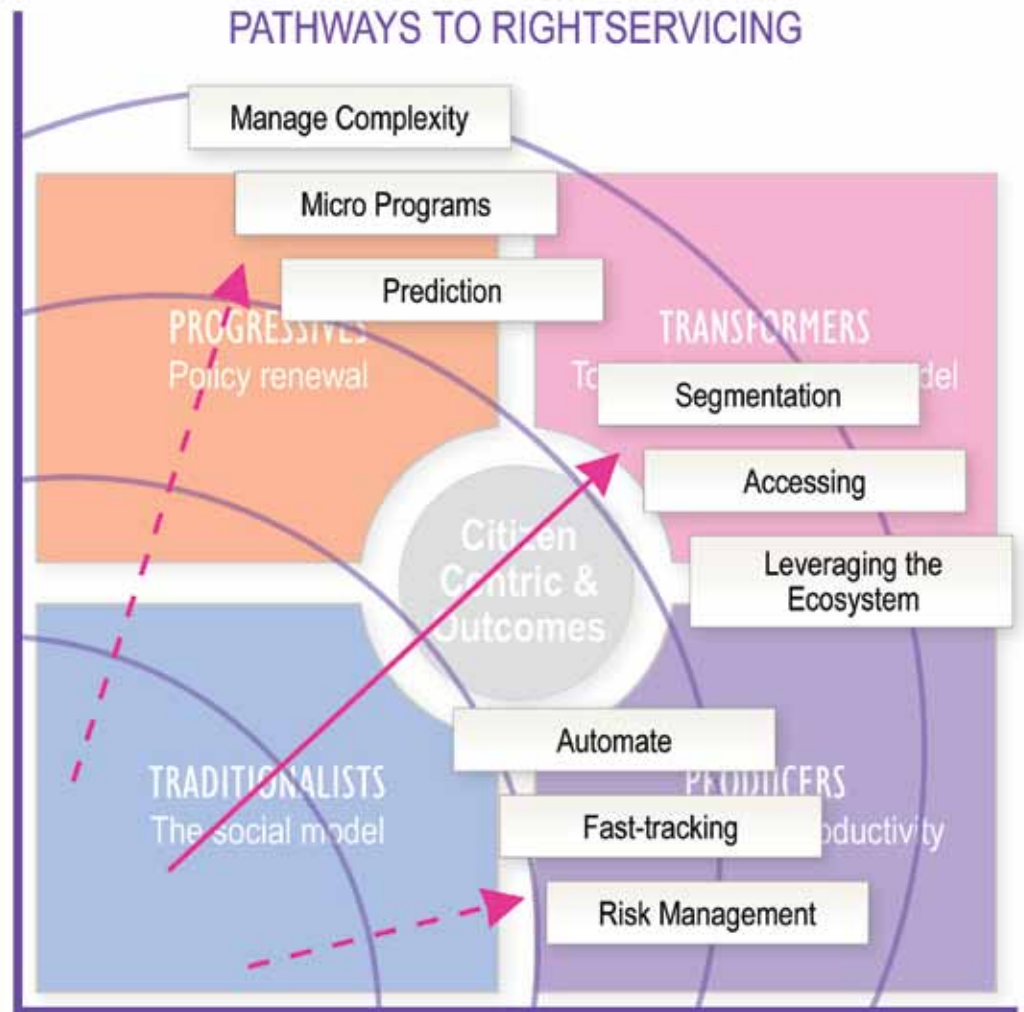


Figure 6: Pathways to RightServicing

model with stakeholders (Leveraging the Ecosystem). Transformer organisations are best positioned to differentiate their response to the social context of people and their families

Each social program management organisation has their own change drivers and socio-economic environmental factors dictating and/or influencing the pace and direction of change. The following sections of this report provide guidance for policy makers and service delivery administrators in deciding the nature of the change program they can embark on and the RightServicing characteristics they should invest in to support the chosen pathway.



THE RIGHTSERVICING ZONE - REBALANCING OVERSERVICING AND UNDERSERVICING

Rebalancing the effort expended on over servicing to focus more on those areas that are under serviced is at the core of the RightServicing concept. This principle applies right across the broad spectrum of social risk, from working age and labour accident to retirement, from disability to long term care and from family benefits to child protection. To achieve this requires a systemic and rigorous approach to automation to make it simple for the often large numbers of people who have an entitlement to social benefits, but whose circumstances present low risk to the integrity of the system. This approach will free up resources needed to address underservicing.

At the other end of the scale are the people needing additional assistance. For some people and communities this can mean significant levels of help. This is the group often under serviced by current business models and the group for whom significant individual gains can be made through better outcomes leading to overall social and economic gains for society.

Many people receive the right levels of assistance. Years of successful social program delivery around the world is evidence of that. The optimal level of service delivering good social outcomes is RightServicing. If one expresses underservicing and overservicing at two ends of a service to outcome experiences continuum then those in the middle are in the RightServicing Zone (meaning they are experiencing RightServicing).

The RightServicing Zone is shown conceptually in Figure 7. For a customer segment, for example, people with children and low incomes, some people experience overservicing, underservicing and RightServicing (all expressed as a percentage of the total on a simple bar graph). The shaded area in Figure 2 is the RightServicing Zone for two scenarios, representing a typical scenario and a desired scenario.

The first scenario, shown on the left of Figure 7, is typical of many large income support programs such as a family benefit with a high percentage of people over serviced through heavy administrative burdens. The objective of administrators in this scenario is through a RightServicing approach:

- Decrease the percentage over serviced, by a significant amount, through a range of business transformation initiatives aimed at eliminating unnecessary processes such as lodging paper based claims and accompanying evidence, especially when this information is already held on file within an arm of government
- Push the percentage under serviced through more targeted assistance for very needy families
- For the majority, manage the program with a light touch approach by, for example if the program is means tested, accessing wage and salary information directly from employers

Making these changes will shift more people into the RightServicing Zone as illustrated on the right of Figure 7.

It is important to note, RightServicing is not a measure or indicator of the actual level of service provided to each person in the RightServicing Zone. The level of service is differential and will range from very high to very low and is not one-size-fits-all. While in general it is safe to assume most overservicing occurs on people with low need, low risk and most underservicing occurs for people with high needs and high risk, it is not always true. A high needs person can be over serviced, for example through the administrative burden of the substantiation of evidence and circumstances while a low needs person can be under serviced leaving them at risk of not receiving their full entitlements under the law or of making compliance errors.

Overservicing is a determinant for welfare dependency whereas underservicing can result in issues being unaddressed resulting in bigger problems to solve with more costs downstream.

RightServicing is striking a balance of need to the service response and having the flexibility and agility to adjust it over time in response to changes in circumstances and life events. As needs and wants increase or decrease or a life events change a person's situation suddenly, the service response must keep abreast and keep the person in the RightServicing Zone.

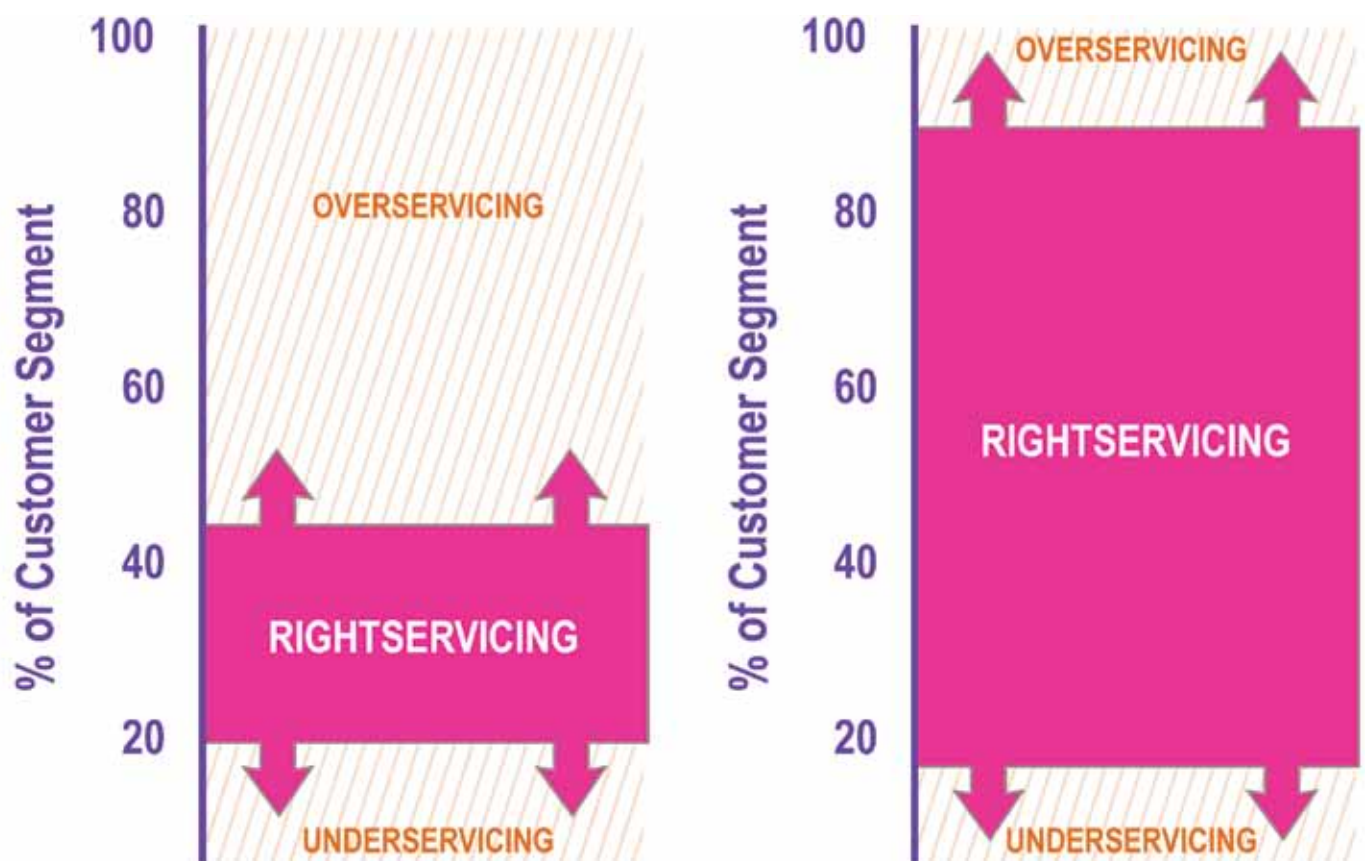


Figure 7: The RightServicing Zone



GETTING TO THE RIGHTSERVICING ZONE

Doing the right thing is more important than doing the thing right.

Peter Drucker

Having described the RightServicing organisation, the next question is how to get there? RightServicing characteristics should not be seen in isolation from each other. There are dependencies, interrelationships and overlapping features. For example, Fast-tracking is enabled by Risk Management and Automation while Micro Programs is an amalgam of several characteristics such as Segmenting, Predicting and Addressing Complexity. When looked at in isolation, many organisations, as we found in this study, can rightfully say they have proven capability in several of the characteristics. What we didn't find was an organisation using the nine characteristics in a systemic way to deliver what is defined as the differential response at the heart of RightServicing.

The obvious question from an organisation wanting to become a RightServicing organisation is 'where do I start' and 'is there a pattern or model that we can follow to leverage the interrelationships of the characteristics?'

With each new policy and service delivery initiative, a RightServicing test should be applied for each customer segment



Figure 8: The Starting Profile

(Segmenting as the highest order characteristic). For each segment three questions should be asked:

- What % of people are likely to be over serviced?
- What % of people are likely to be under serviced?
- What % of people are in the RightServicing Zone?

By drawing up the bar chart (as shown in Figure 8) showing the relative percentage of people likely to be under, over and in the

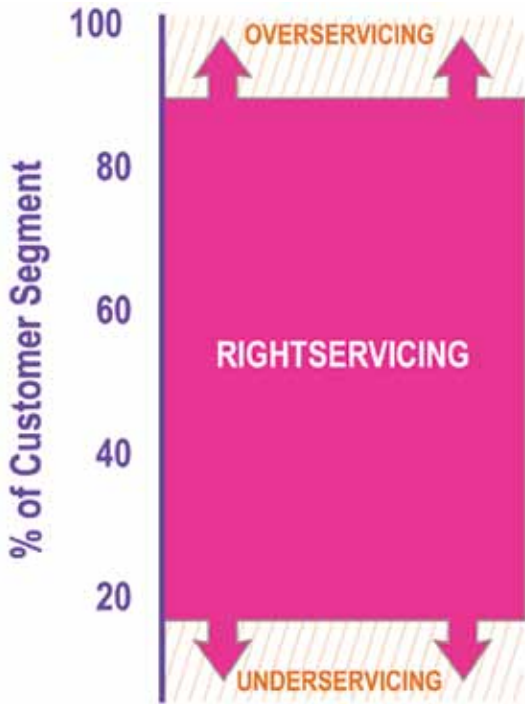


Figure 9: The Target Profile

RightServicing Zone for each segment, an organisation can start to see the scale of effort required to increase the percentage in the RightServicing Zone? Within the targeted segment, the target is to increase the proportion of people serviced within the right level of service to reflect the target profile as shown in Figure 9.

As stated in a previous section, RightServicing is not a measure or indicator of the actual level of service provided for each person in the RightServicing Zone. The level of service is differential ranging from very high (intensive and personalised) to very low (light touch/no touch). Service levels vary over time for each individual in line with their changing circumstances and life events. People can receive an intensive personalised level of service for one social program and be low touch for another. What is important is for people in to be in the RightServicing Zone and experience the level of service appropriate to their needs.

Figure 10, Pathways to RightServicing demonstrates the changing service profile from the one-size-fits-all service

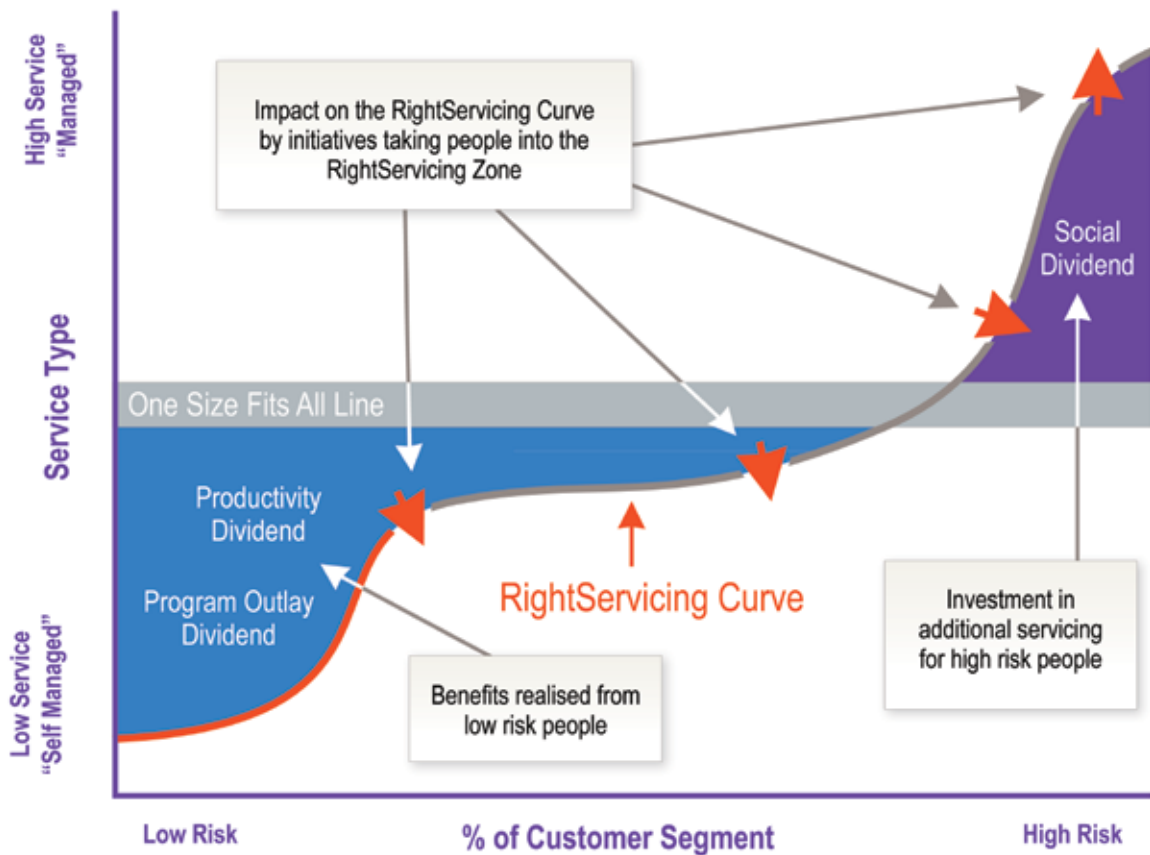


Figure 10: Pathways to RightServicing

approach to people serviced in the RightServicing Zone. The variation in the service profile for a customer segment (described in the RightServicing characteristic, Accessing) is represented by the RightServicing Curve. The RightServicing Curve may vary by customer segment. As initiatives to adopt or improve the RightServicing characteristics within organisations take effect, the RightServicing Curve will trend downwards with the reduction in service for people currently over serviced and trend upwards as people currently under serviced receive more attention.

It is important to note the RightServicing Curve, will in general reflect a proportion of people receiving a similar service level – this appears as a flat line in the RightServicing Curve. For some customer segments this flat lining of the RightServicing Curve may be similar to the current level of service delivered through the traditional one-size-fits-all line approach. This is a reminder that government is getting it right some of the time through standardisation of the service model.

The area on the graph representing the delta between the one-size-fits-all line and the RightServicing Curve represents the quantum of dividends accruing in terms of social benefits, reductions in program outlays and productivity dividends. These benefits of RightServicing are discussed further in the next section.

RIGHTSERVICING CONTINUOUS IMPROVEMENT CYCLE

To become a RightServicing organisation requires a Continuous Improvement⁴⁶ approach where the business processes of social program management, from policy setting through to program delivery are continually reviewed with a view to transforming or eliminating sub-optimal processes and creating new processes. Among the most widely used tools for continuous improvement is a four-step quality model — the plan-do-check-act (PDCA)⁴⁷ cycle, also known as the Deming Cycle:

- **Plan:** Identify an opportunity and plan for change
- **Do:** Implement the change on a small scale
- **Check:** Use data to analyse the results of the change and determine whether it made a difference

- **Act:** If the change was successful, implement it on a wider scale and continuously assess your results. If the change did not work, begin the cycle again



Figure 11: RightServicing Cycle

A RightServicing organisation requires a similar continuous improvement cycle as follows:

- **Plan (Segmenting, Managing Complexity)**
Identify customer segments and develop service offerings^{xiv} to meet the needs and wants of each segment. Acknowledge that complexity exists and some solutions will take significant time and resources to develop
- **Enable (Automate, Micro Programs)**
Automate business processes wherever possible to deliver the productivity benefits from within the macro programs that in turn will make available the resources required to develop and deliver Micro Programs
- **Avoid (Risk Management, Prediction, Fast-tracking)**
Leveraging the interdependencies of Risk Management as it guides the Fast-tracking process and to deliver effective outcomes while delivering the efficiency dividend. This will ensure unnecessary costs are avoided due to overservicing, reactive rather than active service response and prevention and detection of compliance and fraud issues

xiv. In a social protection context, a service offering should encompass the following³:

- Legislative mandate and the supporting policy
- Target social outcome and/or the outcome the offering will contribute to
- Service experience
- Channels through which the offering will be delivered
- Business processes
- Key performance Indicators to enable evaluation

- **Deliver (Leverage the Ecosystem, Accessing)**

Consumption of services facilitated by the actors in the system collaborating to ensure right service, right time, right place and most importantly, right outcome

As with the Deming Cycle, the RightServicing cycle is continuous and each phase of the cycle leads into the next as represented in Figure 11. Lessons learnt in the delivery phase are essential input to the planning phase as segmentation models are reviewed.

To achieve 100% of customers for a segment in the RightServicing Zone is an aspirational target. Fiscal realities are likely to create some underservicing, certainly from the perspective of individuals who may feel they are not treated fairly as their social situation fails to improve to the expected norm. At the other end of the scale, some over servicing is perhaps inevitable as risk management processes focused on system integrity may give good cause for interventions to people who will regard the intervention as non-value adding.

By using the model approach of continuous improvement, organisations can construct a program of initiatives with the aim of shrinking the relative percentage of over serviced people and under serviced people and placing them into the RightServicing Zone. The program should be a mix of big step projects and small step improvements. Big step projects are the major business transformation initiatives such as shifting a segment to predominantly self-managed and online servicing from a traditional approach of paper based forms and in-office contact. An example of small step improvement is refining the segmentation model as a result of data analysis.

Organisations investing in initiatives in the Deliver phase of the RightServicing Model are likely to achieve sub-optimal results if they have failed to complete the Plan Phase by adopting a Segmenting Model and recognising how to Address Complexity. Conversely, organisations adopting the Segmenting approach and understanding how to Address Complexity are in a much better position to optimise their return on investment in the Enable Phase with Automation of the right business processes.

Too many organisations rush into the Deliver Phase and open up online channels (Accessing) and establish co-operative

arrangements with other agencies and stakeholders (Leveraging the Ecosystem) without having in place the appropriate Risk Management and Fast-tracking regimes or worse still a proper Segmenting strategy. This may result in multiple non-value client contacts being generated, adding cost to the system, not reducing it.

What this study found was a lack of a structured or co-ordinated approach for initiatives consistent with the principles of RightServicing characteristics. There was evidence of initiatives focused one or more characteristics of RightServicing yet in the main these were occurring in isolation from other initiatives. Many of the initiatives ranged from highly successful or at least moderately successful to some falling well short of the stated objectives.

In our view a structured approach of program management based on the RightServicing Model will deliver the leverage effect of RightServicing. It is the leverage effect of a program of initiatives addressing the nine characteristics that will position organisations on the pathway to delivering better social outcomes with cost savings that can be either reinvested or returned to the budget (or other funding body) as a financial dividend.

In establishing a program of initiatives for RightServicing, the standard principles of program and project management apply. Overall goals and objectives for RightServicing need to be established such as the value to be achieved from the program across the dimensions of social, program outlay and productivity (see next section, The Value of RightServicing). Establishing value targets will require performance and quality benchmarks to be set at the beginning of the program to:

- Provide a basis for business case development and return on investment decisions
- Measure progress on individual initiatives
- Evaluate program performance (the leverage effect) as a basis for on-going investment in RightServicing



THE VALUE OF RIGHTSERVICING

RightServicing by definition implies derived value in terms of social and economic benefits for people, government and society. Is it possible to measure the benefits of RightServicing? Where can an organisation expect to see improvements in key performance indicators if they follow a RightServicing approach? This section seeks to address these important questions.

RightServicing offers potential value in three dimensions, namely a:

1. Social Dividend (SD) – the benefit to society, more prosperity and better well being
 - Increased economic output resulting from better outcomes for people and communities achieved through more effective social program management – i.e. turning tax consumers such as the unemployed, into tax payers
 - Indirect through cost avoidance of not funding additional programs and social costs for the social problems and issues mitigated through RightServicing. For example the costs avoided from early re-connection to the labour market for an unemployed person, potentially heading off an adverse pathway to mental health problems, housing insecurity, family break-up etc
 - Improvements in well-being for people in society through better social outcomes, the effects of which will influence a range of social and economic indices (well-being, satisfaction levels, government performance, consumer sentiment).
2. Program Outlay Dividend (PO) – the benefit to government, reduction in outlays social expenditure
 - Net program outlay savings on social program expenditure as welfare dependency cycles are broken and more people participate to their potential in society. There is an offset to the savings through increased social program expenditure targeted at people and communities where underserving is identified
 - Reduction of incorrect decision making and compliance failures through better use of information, in particular from accessing information at source rather than relying on people to provide it manually
3. Productivity Dividend (PD) – the benefit to the social program management organisation, efficiency leading to leaner administration costs
 - Lower administration costs through automation, effective use of data and information, the elimination and/or transformation of non-value adding business processes and elimination/reduction of re-work from error and mishandling of information within organisations

A RightServicing organisation will expect to see improvements in key performance indicators across the three value dimensions, SD, PO and PD. All social program management organisations aim to achieve value and benefits in these areas. The question is can RightServicing achieve additional value over and above

“business as usual activity”? The concept of RightServicing is based on the leverage and multiplier effect that comes from addressing the nine characteristics of RightServicing in a program based manner. A RightServicing program should achieve additional value over a business as usual approach where investments are made in some characteristic of RightServicing without a systemic commitment to RightServicing outcomes.

The intention of the following paragraphs is not to prescribe or recommend a benefits or value realisation methodology appropriate for measuring the value of a RightServicing approach. IBM for example has developed an approach that can be used to develop a quantitative business case for transforming service delivery.⁴⁸ It is intended, however to demonstrate that RightServicing, in the same way as any business transformation program, needs to be measured in terms of cost and benefits to ensure value for money is achieved from the investment. Each organisation will have its own way of doing this. The guidance given below is for illustrative purposes and is provided here to emphasise the importance of adopting a benefits realisation approach.

RightServicing Value (RV) in absolute terms over a specified period of time can be expressed as:

$$RV = (SD + PO + PD) - B$$

where B = the sum value of benefits that would have been achieved from business as usual activity across the three dimensions.

It is difficult to quantify the value of each dimension especially in terms of a standard unit such as money saved or money not spent^{xv}. Changes in Program Outlay (PO) and Productivity Dividend (PD) are more readily observable and measurable in a relatively short timeframe. Changes to Social Dividend (SD) are more difficult to measure. Many of the SD benefits will not become evident until many months or even after years have passed. SD benefits are both qualitative (e.g. well-being) and quantitative (e.g. economic output). Longitudinal studies are usually required to measure the true impacts and therefore the value to society^{xvi}.

A SUMMARY OF BENEFITS

The RightServicing value proposition is dependent on a program of activity spread across the nine RightServicing characteristics, delivering value in all dimensions of social, program outlays and productivity. Table 3 provides guidance to where benefits and value are most likely to occur from investing in capability for each of RightServicing characteristics. Each characteristic has an impact on the three dimensions with this table highlighting the relativity in each dimension through the use of XXX to denote highest impact and X to denote lowest impact (but by no means less significant or lesser value in terms of the quantum achieved).

	Social	Program Outlays	Productivity
Segmenting	X	XXX	XX
Fast-tracking	X	XX	XXX
Addressing Complexity	XXX	XX	X
Managing Risk	X	XX	XXX
Accessing	XX	X	XXX
Automating	XXX	X	XX
Predicting	X	XXX	XX
Micro Programs	XXX	XX	X
Leveraging the Ecosystem	XX	XXX	X

Table 3: RightServicing Benefits

Program Managers can use this table to guide them in developing a balanced investment portfolio of projects to achieve RightServicing Value.

xv. In the report: The IBM Center for Applied Insights (2011) *The Value of Smarter Social Services: Making a quantitative business case for transforming service delivery in challenging times*. Research was conducted among government and social services leaders with recent direct experience of social services transformation to estimate potential economic returns. The team supplemented this primary research with data from academic resources, industry publications and direct engagement with top researchers.

xvi. A more sophisticated approach is a ratio based method to create an index of value (similar to a stock market index) enabling progress to be tracked over time. Creating an appropriate index is not covered in this report.



THE NEXT STEPS TO RIGHTSERVICING

So how will an organisation know it is operating with the majority of the customers it services in the RightServicing Zone? Will it be when people who need assistance are gratified and the public at large are astonished at the progress the social program management system has made in enabling economic and social growth and stability? While there is no straightforward answer, a RightServicing organisation will know it is making a difference as national and local social and economic indicators trend in the expected directions. A RightServicing organisation needs to measure and count its successes as the transformation journey progresses.

RightServicing is a far reaching concept which in some aspects may look familiar (things like managing risk, automation and addressing complexity have been a key part of social programs for many many years). However in totality, it represents a comprehensive set of capabilities required to deal with the social and economic challenge of our time – namely the rising cost of financing social programs while sometimes failing to deliver good outcomes and solving the most complex social problems people experience. While some characteristics are familiar, characteristics such as Segmenting, Micro Programs and Leveraging the Ecosystem are new or emerging capabilities with the potential to make a significant impact.

Organisations contacted during this research project indicated they are investing in capability across several RightServicing characteristics with some excellent results as highlighted in the case studies in this report. The full benefits of RightServicing

will accrue once all nine characteristics are addressed in a systemic manner over the long term. It is the interplay between the characteristics and the leverage effect this creates that leads to a transformed organisation and social program management system.

RightServicing represents a significant change in the way social program management organisations approach the many challenges they face on a day to day to basis. RightServicing organisations will:

1. Develop a proactive and preventative culture to address social problems before they become pervasive and costly. The often passive and reactive social policy and service delivery culture, the staple of traditional social insurance models (both contributory and taxpayer funder schemes), needs to be updated to meet the rapidly changing needs of modern society
2. Address the often difficult conundrum of maintaining acquired rights while doing what is right for society by creating new pathways to address complexity and provide additional support to those people with complex problems; this requires thinking outside the traditional organisational accountabilities and responsibilities and collaborating with other actors in the social ecosystem
3. Be relentless in their pursuit of eliminating processes not adding value and automating where possible to allow those

people with simple and straightforward circumstances to easily move through the system with the minimum of attention

4. Through collaboration, reposition their organisation away from the centre of the policy environment and/or delivery system to one of a collective network of organisations in a social ecosystem focused on dealing with the complex social issues facing families and communities
5. Adopt a risk based approach to their business by balancing the risk of actively managing ongoing social problems and facilitating people's access to the social system against the risk of exposure to fraud, abuse and compliance issues. A RightServicing organisation will embed a risk discipline across the whole organisation and use it to reward those wanting to do the right thing
6. Not use disadvantage or social exclusion as the basis for a lowest common denominator approach to service. RightServicing organisations will embrace new channels to encourage lower cost delivery and higher performance to those that choosing to embrace this model. An objective of a RightServicing organisation is to give people the means and the capability to access new channels where this lowers the cost of delivery and adds value
7. Re-invest efficiency dividends and program outlay savings to address underservicing and improve social outcomes
8. Raise public awareness of RightServicing based initiatives to counter any perception of unfairness emerging as more public resources are directed at people and places that are experiencing underservicing. While the statement 'the end justifies the means' has some validity in achieving better social outcomes for people, the means must be transparent, follow due process and have clear lines of accountability to decision makers for the expenditure of public and social fund monies
9. Challenge the legal construct of social programs and privacy provisions to ensure they remain aligned with the contemporary needs of society. Social program and privacy

legislation must be used to raise the probability of achieving better social outcomes rather than stand in the way as immovable barriers or obstacles to doing the right thing. This should not be interpreted as advocating some form of laissez-faire approach to the law, privacy principles and acquired rights. Rather it is a call to action for lawmakers to enable a differential approach to policy and service delivery to address the complex social problems of today without burdening people with undue process who can access social programs in a self-managed manner

10. Have an optimistic outlook for the future of social program management, as 19th and 20th century policy and service delivery traditions and methods are transformed to meet the needs of the 21st century

RightServicing is not an off the shelf approach or solution nor can there be a standard recipe for getting to a desired end state. It represents a way of thinking for organisations within the sector to continually challenge themselves; to become more pro-active, more focused on core social problems, more collaborative and more outcome oriented. For each new initiative, organisations should ask themselves the question – 'Is this initiative taking us towards, maintaining or away from the RightServicing Zone for each segment of people we are serving?'

But getting to the RightServicing Zone has to offer value in terms of social, program outlay and productivity dividends; otherwise an organisation may as well stay with the business as usual – the one size fits all - approach. The need to achieve such dividends however is increasing. The Global Financial Crisis has demonstrated the challenge for governments to stimulate economic growth while maintaining the social system. In many countries the social system provided the stability mechanism so desperately needed during the financial meltdown⁴⁹, and for the future, it needs to go further.

In recent years we have witnessed a range of responses to the many challenges facing social program management. RightServicing offers a systemic approach for organisations wanting to develop and manage a program of activity to collectively position them to deal with these challenges.

A conclusion based on the evidence presented at the IBM International Social Sector Forum in Paris in June 2011 was to address the many challenges facing social program management organisations today required a mix of evolutionary and revolutionary initiatives.⁵⁰ RightServicing encapsulates this spirit of a mixed program of evolutionary and revolutionary change addressing both policy and service delivery. The question remains however, “where am I going and how do I get there”?

This report opened with a quote from the famous 19th century American author Mark Twain – “Do the right thing. It will gratify some people and astonish the rest”. The essence of RightServicing is to continually aim for a balance of (shown in Figure 12):

- Efficiency (service delivery and productivity)
- Effectiveness (social policy and outcomes)
- Fairness and Equity (society and the individual)

By managing the levers of change as represented though the RightServicing characteristics, social program management organisations have the potential to improve performance and achieve dividends for society, individuals and governments as well as for their own organisation.

Focusing on doing the right thing over doing things right is the agility and flexibility needed to consign the social program management paradigm of the past century to history. Notwithstanding the urgent need for change, becoming a RightServicing organisation is evolutionary rather than revolutionary in line with the continuous improvement approach outlined in this report. A mix of small step and big step change initiatives are required to collectively develop the organisational and ecosystem wide capabilities for RightServicing.

As people notice improved social outcomes and more efficient service delivery systems they can develop a new respect for the social program management system and come to regard it as an equal player with economic development (two sides of the same coin).

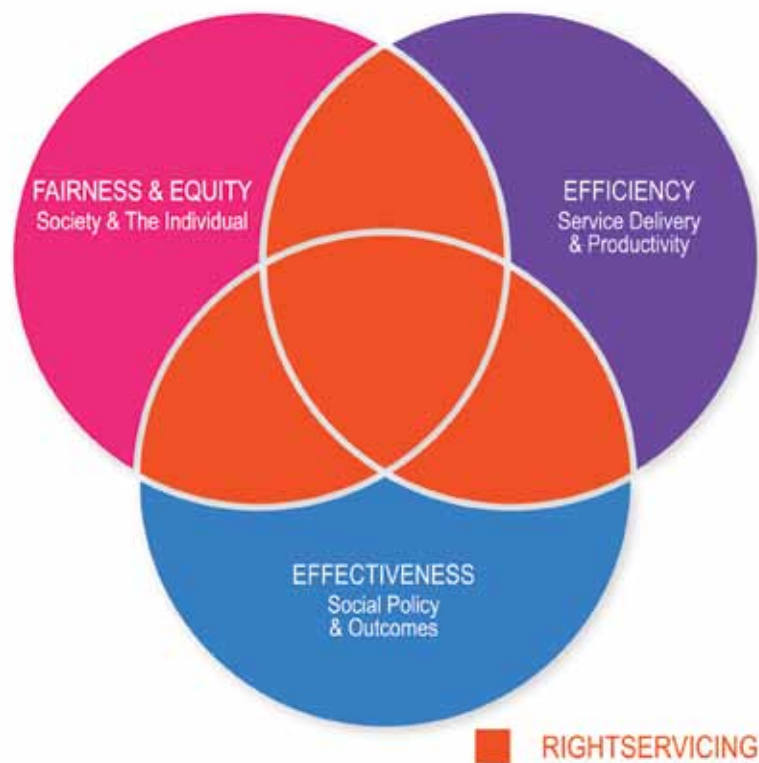


Figure 12: RightServicing Balance

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THE CÚRAM RESEARCH INSTITUTE - BRIDGING THE GAP BETWEEN POLICY & SERVICE DELIVERY

The Cúram Research Institute is Cúram Software's, an IBM Company, social policy research arm. Its mission is to foster the development of best practice service delivery models that improve the ability of social program management organisations to increase the social and economic potential for citizens and families.

The Institute is committed to undertaking and commissioning research with social enterprises, not-for-profits, universities and other social program management organisations. Output from the Cúram Research Institute consists of industry point of views, position papers, industry consultations and input to the Cúram product family.

The area of research is in the cross-over from policy to service delivery. While there is extensive policy research undertaken and numerous reviews of service delivery success and failure, there is a gap in the intersection of these two worlds. The Cúram Research Institute's primary focus is to develop new social business models and the best practices that they encompass for this area.

www.curamresearchinstitute.com

ACKNOWLEDGEMENTS

The Cúram Research Institute would like to thank the following organisations for their input and contribution to this report through their participation in workshops, submissions, interviews and/or discussions

- ATP, Copenhagen Denmark
 - Centre for Social Impact, University of New South Wales, Sydney Australia
 - Department of Human Services, Victoria, Melbourne Australia
 - Department of Social Protection, Dublin Ireland
 - European Institute of Social Security, Leuven Belgium
 - European Social Network, Brighton United Kingdom
 - German Pension Insurance Federal Institute (DRV), Berlin Germany
 - German Social Accident Insurance, (DGUV) Sankt Augustin Germany
 - Inter-American Conference on Social Security (CISS), Mexico City Mexico
 - International Social Security Association, Geneva Switzerland
 - Ministry of Social Development, Wellington New Zealand
 - Office of the Deputy Mayor New York City, New York USA
 - Social Welfare Department, Hong Kong
 - WorksafeBC, Vancouver Canada
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Published Dublin, Ireland, April 2012

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