

Organizational Reform in the Sri Lankan Public Sector: Developing a Process Re-engineering Framework

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Abstract

The extent to which 'reforms' could be introduced within the Public Sector through Government Process Re-engineering initiatives would depend on the effectiveness of the re-designed processes of the organization. This paper discusses a Process Re-engineering Framework for Public Sector organizations in Sri Lanka – based on the primary pillars of re-engineering, namely, fundamental re-thinking, radical re-design and processes. The problem in focus is formulated as "How can reforms be effectively enacted in the Sri Lankan Public Sector?" The scope of the paper is confined to Re-Gov that involves re-designing the processes anew and ensuring the appropriate technology is utilized while preparing the employees to adapt to the new processes and adopt the new technologies. The paper highlights that starting from a 'clean sheet' is both possible and practical within the Sri Lankan context. It uses a Department of Pensions case study to justify the appropriateness of the proposed approach.

Key terms: Business Process Re-engineering (BPR), Government Process Re-engineering (GPR), Process Re-design, Process Re-engineering Framework (PRF), Organizational Reform, Public Sector Reform

Introduction

Business Process Re-engineering (BPR) is a business model introduced in the early 1990's by Michael Hammer to achieve dramatic improvements in all areas of the

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