Directorate of Business Process Re-engineering (BPR)

A.   **About the Directorate**

The Hon'ble Finance Minister in his budget speech of 2006 had announced that IT Department will undergo a Business Process Re-engineering. A Directorate of BPR was accordingly created in May, 2006 headed by an Officer of the rank of Director of Income Tax (DIT). The Directorate is functioning under the administrative control of the Principal Director General of Income Tax (Logistics).

Directorate of BPR was given the mandate to initiate the BPR activity by involving external consultants or employing a consortium of consultants and obtain set of recommendations. On approval and acceptance of these recommendations, the BPR Team would assist in designing application architecture, developing the application and deploying the same.

Through a Global Tendering Process, M/s Price Waterhouse Coopers was appointed as external consultant for the BPR project. The Business Process Re-engineering exercise was conducted by the BPR Directorate with the objective of enabling the ITD to deal with the challenges emerging from the new work environment.

Objectives of the BPR Project –

❖ Re-evaluation of all current processes to remove the redundant and obsolete processes and redesign or create new processes which are more efficient and maximize use of resources of produce the best results.
❖ Identification of stakeholder's needs and the ways in which the organization can meet them especially taxpayer's needs for information, convenience of filling tax returns & documents, payment of taxes and speedier issue of refunds.
❖ Use best and leading practices of other organizations to develop milestone, objectives, targets to benchmark organization performance.
❖ Increase alignment between people, processes and technology.
❖ Enhance employee involvement, skills and organizational creativity.

The Project commenced on 1st May, 2007 and Final Report was submitted in April, 2008.

The study was conducted in two parts, As-Is processes and To-Be Models. Recommendations were prepared in 13 areas. In total 64 recommendations were considered by the Board, out of which 47 were accepted in full, 13 were modified and accepted and 4 were not accepted.

Most of the recommendations have either been implemented or are at an advanced stage of implementation. Currently, Directorate of BPR has drafted a technology enabled Record Management Policy for the Department.