

>> Skatteministeriets Administrative Center, SAC
(Administrative Centre for the Danish Ministry of Taxation)

Better, Faster and Cheaper **Case Administration**
with **Combination** of **Remedy** and **Intranet**



SKAT

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Customer profile

SKAT was formed on the 1 November 2005 following the merger of the municipal tax administrations and the state tax administration, ToldSkat. SKAT constitutes one overall authority. It is a single administration with a head office and 30 tax centres and other units across the country. The number of staff is approximately 9,500. SKAT handles the administration of all tasks relating to taxes, duties, customs, collection, assessment of real estate and cars as well as gaming.

Initial situation

Prior to January 2008, each of Denmark's 80 tax and customs centres handled their own administrative tasks, including the administration of salaries, human resources, holiday applications, education, logistics, mail etc. Since all centres impossibly could have the complete knowledge of all administrative laws and rules, case administration across the country was of erratic quality and duration.

A comprehensive administrative reform of the Danish customs and tax authorities in 2005 meant centralising all administrative tasks in one central administration. The goal was to profit from the advantages of large-scale operations and to provide a uniform and consistent level of service throughout the entire country. For this purpose, in collaboration with MATERNA, SKAT chose to build their own application – SAC (Skatteministeriets Administrative Center – Administrative Centre for the Danish Ministry of Taxation). SAC went live January 1st 2008 and employs 200 case workers in SKAT's head quarters in Copenhagen. From here, they handle almost all administrative tasks for about 10,000 SKAT employees (customers) in the entire SKAT organisation.

Implementation

SAC consists of 3 main components: a self-help solution, the Remedy platform and Microsoft Sharepoint.

One important part is a large self-service solution on SKAT's intranet. It includes comprehensive information on more than 300 different administrative tasks such as rules for reimbursement of travel expenses and application for course participation. Secondly, a Remedy based platform developed by MATERNA is the central service management tool for customers to create cases/incidents in, if they cannot find a solution in self-help. 200 case workers in SKAT then use Remedy to further process all received cases/incidents. Thirdly, Microsoft Sharepoint is integrated into Remedy. All guides on how to solve incoming cases/incidents are available in Microsoft Sharepoint.

According to Susan Kastrup, Information Manager in SAC, MATERNA has played a crucial role in developing this custom tailored solution: "We had very specific demands for what this system should be able to manage. And based on these, MATERNA's consultants designed a prototype in just 10 days using Remedy as development tool." To SKAT Remedy is a solid and flexible tool, and they have been satisfied with both functionality and user-friendliness in Remedy.

With this three-part solution, only cases that customers cannot solve using self-help become a regular incident in Remedy and will be processed like any other incident with fixed deadlines and

a uniform result. Every incident is now being documented and saved in Sharepoint's build-in knowledge database, which includes typical precedents case workers can benefit from. To further ensure the quality of their service, SKAT has signed several service level agreements with their customers. Data from the SAC application is then used in Remedy to measure how SKAT meets these SLAs, by calculating a set of different key performance indicators (KPIs). And finally, this new SAC application has brought strategic benefits to the entire SKAT organisation.

Susan Kastrup explains: "In a time where outsourcing stands high on the political agenda in the public sector, SAC's tasks might as well be outsourced to a private organisation. But with this solution, we are confident that we are competitive in relation to private suppliers – both in terms of service quality and service costs."

Advantages

- Better customer service due to quicker and more efficient case administration
- Uniform and consistent administration of all cases/incidents
- Competitiveness in regards to private service providers – both in terms of service quality and service costs
- Measurable key performance indicators in Remedy