



## *Case Study: IBM FileNet P8 Implementation for Income Tax Return Processing*

### **Excellere Reduces Tax Return Processing Time for the Puerto Rico Treasury Department by more than 90%**

#### **The Customer**

The Puerto Rico Treasury Department (Departamento de Hacienda in Spanish) administers tax laws, safeguards public funds and ensures the rights of the tax payers to promote economic and social development of Puerto Rico.

#### **The Challenge**

Hacienda wanted to modernize their income tax processing system which had become inefficient and time consuming. Income Tax Return processing is a fundamental task needed to obtain the necessary resources for the government to provide tax services to the citizens of Puerto Rico. Excellere was contracted to implement a content management solution that would streamline processing and reduce the time needed to process the tax forms. The previous system was managed by custom programming in Visual Basic.NET. The custom system integrated scanned images of Income Tax Returns and defined a custom programming workflow that controlled the steps required in order to process the form.

This architecture presented the following challenges to the Hacienda:

- Changes in process were not fixed in a timely manner due to the tight integration in the custom programming.
- Income tax scanned forms processing was not efficient. Processing 12,000 Income Tax scanned forms could take almost 3 days for complete processing.

- Process Accountability was not easy since there were no metrics mechanisms that could help identify where the transactions were stuck in the process flow.
- Application Maintenance was time consuming since it was a Windows Based program and updates and fixes needed were managed individually among 100 user's workstations.
- Security was isolated in the application, making it difficult to maintain when users no longer worked in the Agency.

#### **The Solution**

To address the challenges faced by the previous system, Excellere implemented an IBM FileNet Business Process and IBM FileNet Content Management. The solution was architected with the following components:

- Content Engine (CE)
- Process Engine (PE)
- Application Engine (AE)
- APIs (CE, PE, Imaging)
- Workplace

In this project, Excellere executed a full development cycle, providing services throughout all its phases:

- Analysis & Design
- Programing
- User Acceptance Test Support
- Training
- Documentation
- Implementation Support
- Project Management
- Weekly PMOs
- Capacity Planning for current and future workloads (up to three years)

The implementation of this architecture provided the following capabilities:

- Access to their required functionalities was accessible through a Web Browser in a centralized architecture.
- End Users could easily track the current state of an Income Tax Return in the process.
- Integrated security with the Active Directory in order to control the access to the different functions in FileNet by placing users in Security Groups.
- Process changes were easily adjusted through a Visual Interface and did not require a programmer in order to adjust the process.
- Application maintenance was done centrally, providing enhancements to all the agency users at once.
- Provided efficiency in the processing of digital Income Tax Returns, reducing the time to process 12,000 forms from 3 days to 16,000 forms in two (2) hours. A total of 397,465 Income Tax Returns were processed in a period of around 3 months (from February to April 15).

This solution enabled Hacienda to create an efficient, cost-effective income tax returns management system that automates processes, helping to transform how they provide services to the citizens.

## The Results

Excellere's IBM FileNet P8 Case Management solution improved efficiency, by allowing the Hacienda to adjust their current processes without the burden and risks associated with changes in custom programming. Efficiency was also achieved in the processing of Income Tax Returns, reducing the time to process from days to hours. Daily reports provided managers with the information they need to increase or decrease the workforce needed to process their work load in a timely manner. Custom reports provided managers with metrics about their employees' efficiency in completing their work tasks.

Access to process and functionalities was tightly integrated with their current Active Directory security configuration, minimizing the administrations tasks for security management purposes and eliminating the security risk of the previous system since using the Active Directory users with security policies avoids the uses of the system from unauthorized users.

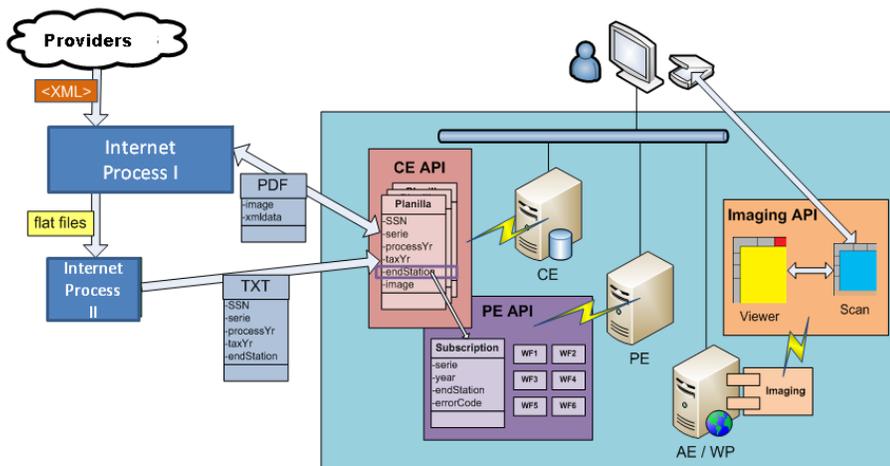


Figure 1 View of the FileNet Architecture implementation for Income Tax Returns processing