



CASE STUDY

SEFAZ Ceará Brazilian State automates processes to handle over 25,000 cases and achieve 100% document digitization



GOVERNO DO
ESTADO DO CEARÁ

Company:

Secretaria Da Fazenda Do Estado Do Ceará (SEFAZ)

Industry:

Government & Education

Location:

Brazil

Secretaria Da Fazenda Do Estado Do Ceará (SEFAZ), the State Finance Secretariat for the Brazilian State of Ceará, faced an immense digital transformation across its entire organization. Vital processes in need of automation included litigation and auditing. Additionally, they needed to create a new HR process to monitor employee productivity when the COVID pandemic forced them to work from home.

SEFAZ has now digitized 100% of its documents within the litigation, HR and auditing processes, saving time and money. Process automation has allowed the organization to handle over 25,000 cases in the space of three years and respond to requirements in an agile manner; the first version of the new HR process in response to COVID rolled out in just two weeks. Standardized processes across the organization have contributed to improved compliance and traceability, with automation accelerating processes, up to five times faster in the case of auditing.

25,000 cases handled in three years

100% document digitization

5x faster case processing in audits

2 weeks to roll out first version of new HR process

One thing that I love in Bizagi is it's low code approach, but if you need, you can code. In some parts we have to cope with complexity and Bizagi has the tools to cope with the complexity as well."

Carlos Sérgio, Project Director

Objectives

- 🎯 Replace or integrate over 10 legacy systems
- 🎯 Create standardized way of working
- 🎯 Bring transparency to systems and processes
- 🎯 Reduce manual tasks and paperwork
- 🎯 Enable agile development to roll-out solutions across
- 🎯 Digitally transform functions including auditing, litigation & HR

Achievements

- ✅ Routines across legacy systems orchestrated using electronic forms and integrations.
- ✅ Patterns and procedures reinforced by automation
- ✅ Automatization of documents generation using templates
- ✅ Total digitization of documents, including digital signing and validation
- ✅ 25,000 cases handled in three years since deployment
- ✅ 3 days from idea to prototype process and 2 weeks until production

Overview

Secretaria Da Fazenda Do Estado Do Ceará (SEFAZ), the State Finance Secretariat for the Brazilian State of Ceará, faced an immense digital transformation across its entire organization.

From a highly complex litigation process, to creating everyday HR processes, the organization has been digitizing and automating processes for the last three years.

Challenge

Litigation and auditing were the primary reasons SEFAZ required a process automation solution. These complex processes, which were essential to the business, were often stored in employees' minds rather than documented or standardized in any way, which meant they had trouble tracking activities across the organization. **There are three focus areas within the business for automation:**

- **Litigation:** The first complex process initially addressed, litigation was burdened by the huge amounts of paper that were generated over the process life cycle, which could take up to five years to complete. This hindered speed, efficiency, visibility and made it hard to ensure proper governance, a key necessity for a legal process.
- **Auditing:** Another vital and complex process, both the gathering of information for audits, and the audits themselves, required automation to make them more efficient, as well as being able to prove compliance for this legal process. This would ease the difficulty of manually making queries across 10 systems, and auditors manually creating documents for each audit to show their findings.
- **HR:** When the COVID-19 pandemic forced SEFAZ employees to work from home, the organization had to rethink the way it monitors and rewards employee productivity, as they could no longer rely on employees' physical presence in the building.

Solution

They needed to take an agile approach to this project, both to accommodate fast delivery and to accommodate both complex and simple solutions. Processes like HR, for example, needed to be deployed as quickly as possible, but also required develop complex scripts to incorporate algorithms to analyse and calculate remuneration for employees.

A key part of the solution was process and document standardization, which was achieved through process modeling and automation to create unique documents for individual cases, such as the auditing process.

They also developed a widget, allowing users to digitally sign PDF documents in Bizagi, before saving it to their ECM system, Alfresco, saving time spent on manually collecting and scanning paperwork.

"We have many complex integrations, more than 10 systems. We had to build widgets specifically to be used by SEFAZ"

Carlos Sérgio, Project Director

Results

Using Bizagi's low-code process automation platform, they have been able to digitize and automate multiple processes, with over 25,000 cases handled from 2018 to 2021. Paper is now removed from the processes, with all documents totally digitized. Within the primary processes, the following results have been seen:

- **Litigation:** The entire process has now been digitized, saving time and money. The standardized processes in Bizagi reduces the chance of human error while providing an automatically tracked and recorded version of events to ensure compliance.

"Bizagi presented a way to digitize the whole process, it was previously manual and there was a lot of paper going through the departments."

Carlos Sérgio, Project Director

- **Auditing:** Bizagi automated the administrative process by gathering information from other systems at SEFAZ and pulling it all into one standardized form, ready for the auditors to begin the audit process. This accelerates auditing time, benefiting both SEFAZ and companies who need to prepare themselves for an audit.

"With Bizagi's automated processes, auditors have all their information already in the form, so I think it's a very solid and useful accelerator for this work."

Carlos Sérgio, Project Director

- **HR:** Within 8 weeks, the solution was live at SEFAZ, providing an innovative approach to monitoring employee productivity while working from home. SEFAZ now has greater control and visibility of goals, achievements and the calculation on bonuses, which has resulted in more productivity across the organization.

"It's an example of how Bizagi can quickly help us respond to a changing environment, in this case a global change"

Carlos Sérgio, Project Director

