

The digital transformation of public authorities: Creating an Agile Structure and Streamlining Government Presence Using the Example of Tax Offices

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In the face of unforeseen events and the ongoing digital transformation, public authorities need to find agile concepts to meet the challenges ahead, such as cross-border and international circumstances, complex corporate structures, taxation of digital business models. First, the requirements for agile action are defined. Then, this work transfers the requirements to the tax offices and shows structural adjustments, a digital taxation process and automation-friendly tax laws as well as the creation of a digital culture and understanding. It could be shown that modern ICT, decentralised work and leadership as well as the implementation of current e-government concepts can lead to organisational advantages and higher efficiency by breaking down strong hierarchical structures and creating an agile environment.

An analysis model for examining the supply efficiency of tax offices, taking into account the area of responsibility and the inhabitants to be served, was presented. Here, a median-oriented value was defined as a "realistically achievable minimum" for supply and a "(minimum) relation curve" was used to graphically illustrate the target. As a result, the advantages of the digital transformation can be used by digital and agile tax offices because they create opportunities to streamline the presence of the authorities and use potentials to increase the effectiveness of service provision.