

NATIONAL QUALITY & INNOVATION CONFERENCE (NQIC)

QUALITY CIRCLE TEAMS COMPETITION PROJECT REPORT

**DIGITAL
TRANSFORMATION**

Digital Transformation of Legal & Administrative Document Workflows: Digitizing the Registry Unit

QUALITY CIRCLE NAME: TEAM LAWA AOG



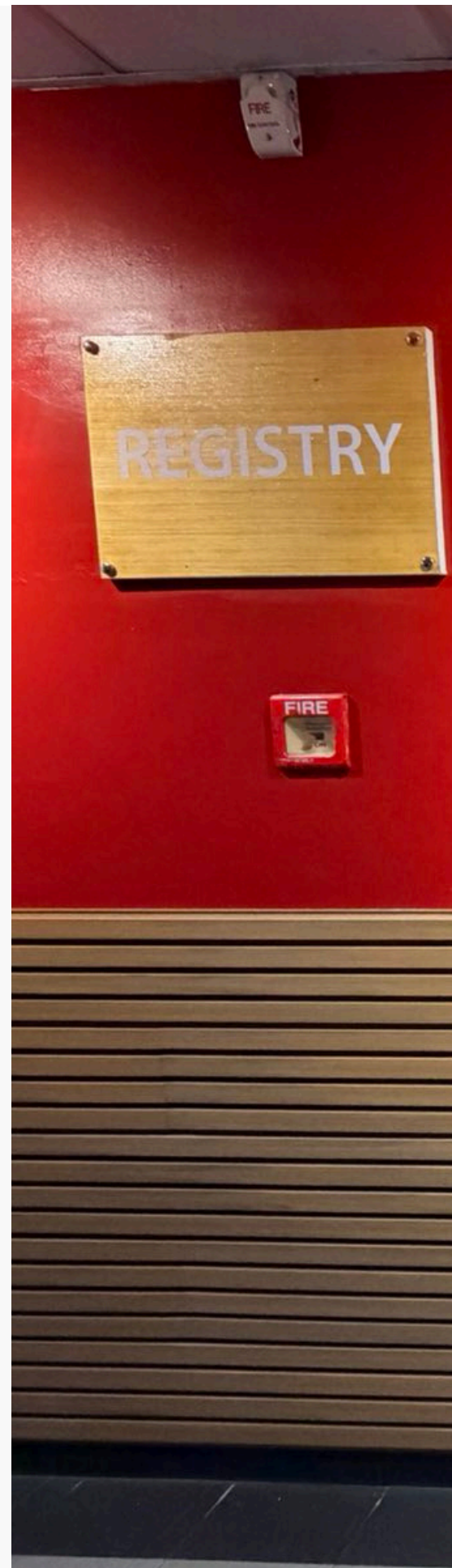
OFFICE OF THE ATTORNEY GENERAL

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ACKNOWLEDGEMENT

Team Lawa- OAG expresses its sincere gratitude to the Executive Management of the Office of the Attorney-General for their strategic foresight and unwavering support throughout this project. Special appreciation is extended to the staff of the Registry Unit, whose dedication and adaptability were central to transitioning from physical paper trails to digital workflows. We also acknowledge the guidance provided by the Fiji Business Excellence Awards (FBEA) evaluators and quality mentors whose frameworks inspired our structured Plan-Do-Check-Act (PDCA) approach.



EXECUTIVE SUMMARY

This project report outlines the digital transformation undertaken by Team Lawa - OAG at the Office of the Attorney-General (OAG). Historically, the OAG Registry relied heavily on paper-based filing, manual routing slips, and physical record archives, resulting in delays, physical storage constraints, and risks of file misplacement.

To address these inefficiencies, the team executed a structured Quality Circle initiative aimed at digitizing incoming/outgoing correspondence, legal files, and internal approval workflows. Using the PDCA cycle, cause-and-effect analysis, and matrix evaluations, the team deployed an integrated Electronic Document and Records Management System (EDRMS) featuring digital tracking and secure e-signatures (SigniFlow).

KEY ACHIEVEMENTS

- **File Retrieval Time:** Reduced from an average of 45 minutes to under 30 seconds (a 98.8% reduction).
- **Processing Cycle Time:** Compressed urgent file routing timelines from 3–5 business days to less than 4 hours.
- **Paper Usage & Costs:** Decreased physical paper, printing, and archiving expenditures by 65%.
- **Transparency & Accountability:** Achieved 100% real-time auditability for incoming legal dockets and executive submissions.



1. INTRODUCTION

1.1 Organisational Profile

The Office of the Attorney-General (OAG) is the primary legal advisory body to the Fijian Government. With three offices located in Suva, Lautoka, and Labasa, the OAG is responsible for drafting legislation, representing the State in civil litigation, advising government ministries, and managing statutory legal processes.

The Registry Unit serves as the central nerve centre for all incoming legal documents, executive correspondence, Cabinet memoranda, litigation files, and subject files.

1.2 Background Context

Historically, the Registry operated under a traditional paper-based system. Incoming mail and legal correspondence were logged in physical ledgers, attached to paper documents, and physically carried across divisions and offices. With growing case volumes and increasing demands for rapid legal advice, the physical paper trail created operational bottlenecks, heightened the risk of misplaced files, and impeded remote or multi-user access to files.

During the period from August 2025 to July 2026, the Registry Unit processed a significant volume of incoming and outgoing correspondence from government ministries, departments, statutory bodies, and internal OAG divisions. Monthly registry reports indicated a consistent increase in document transactions, requiring extensive manual logging, registry tracking, physical file movement, and retrieval activities.

The increasing workload exposed limitations within the traditional paper-based registry system, with officers spending considerable time registering, locating, tracking, and physically delivering correspondence across divisions. Analysis of Registry records further showed that document movement involved multiple handovers before reaching the responsible officer, creating delays in response times and increasing the risk of misplaced or untraceable files.

The growing volume of correspondence also resulted in increased storage requirements, higher printing costs, and additional administrative effort to maintain physical records. These challenges highlighted the urgent need for a digital registry solution capable of supporting efficient document management, real-time tracking, and faster decision-making.

1.3 Objectives of the Project

- Eliminate manual paper routing by digitising 90% of incoming and outgoing Registry document workflows.
- Reduce document search and retrieval times from 45 minutes to under 2 minutes.
- Establish 100% electronic tracking and auditability for sensitive legal dockets.
- Reduce operational costs associated with paper, printing, and physical archive storage by at least 50%.

1.4 Scope for the Project

- **In Scope:** Incoming and outgoing legal correspondence, file indexing, routing slips, legal drafting dockets, digital signature approvals, and Registry archiving workflows.
- **Out of Scope:** Archival records created prior to 2015, which will be retained in secure physical archives, and court-filed physical affidavits requiring original wet-ink signatures under specific judicial rules.

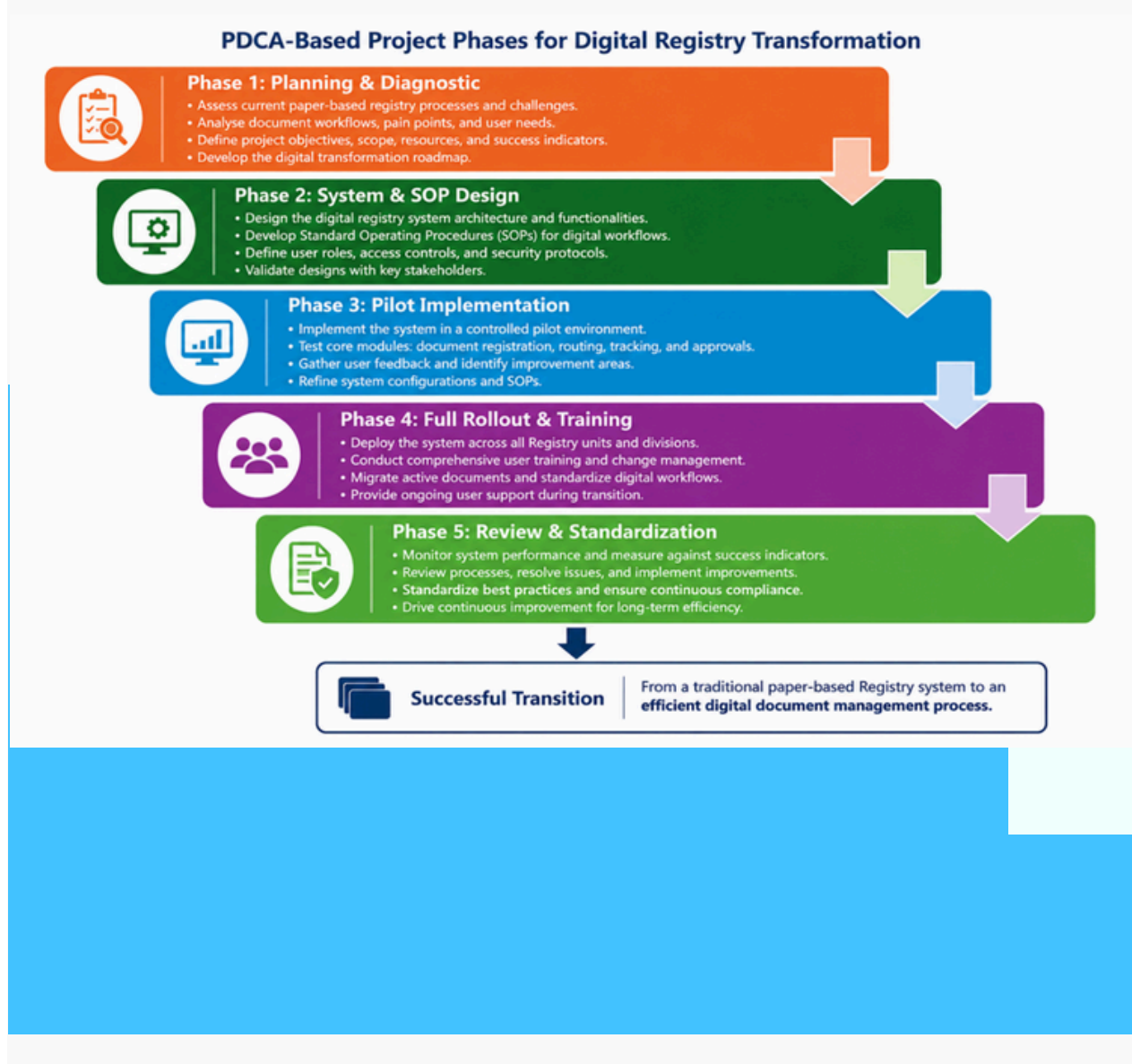


2. PROJECT METHODOLOGY

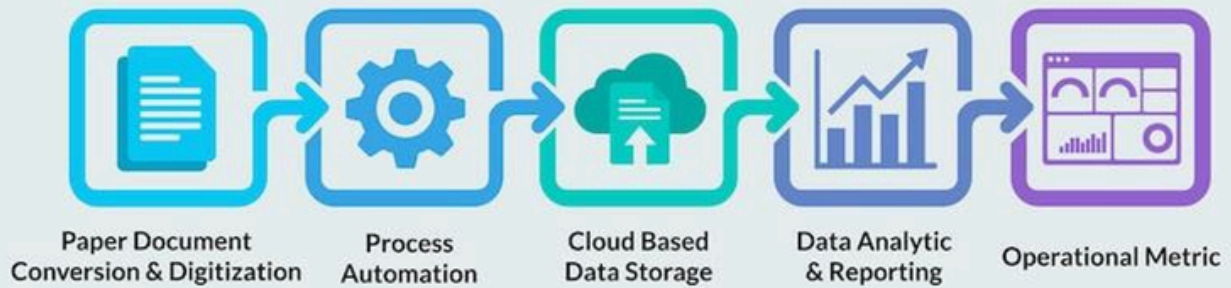
The project followed the **Plan-Do-Check-Act (PDCA) methodology**, a structured and continuous improvement approach used to plan, implement, evaluate, and refine processes. The methodology provided a systematic framework for identifying existing Registry challenges, implementing the proposed digital solution, monitoring its effectiveness, and making improvements based on the results.

For this project, the PDCA methodology was structured into five distinct phases, with each phase contributing to the successful transition from the traditional paper-based Registry system to a more efficient digital document management process.

2.1 Project Approach and Phases

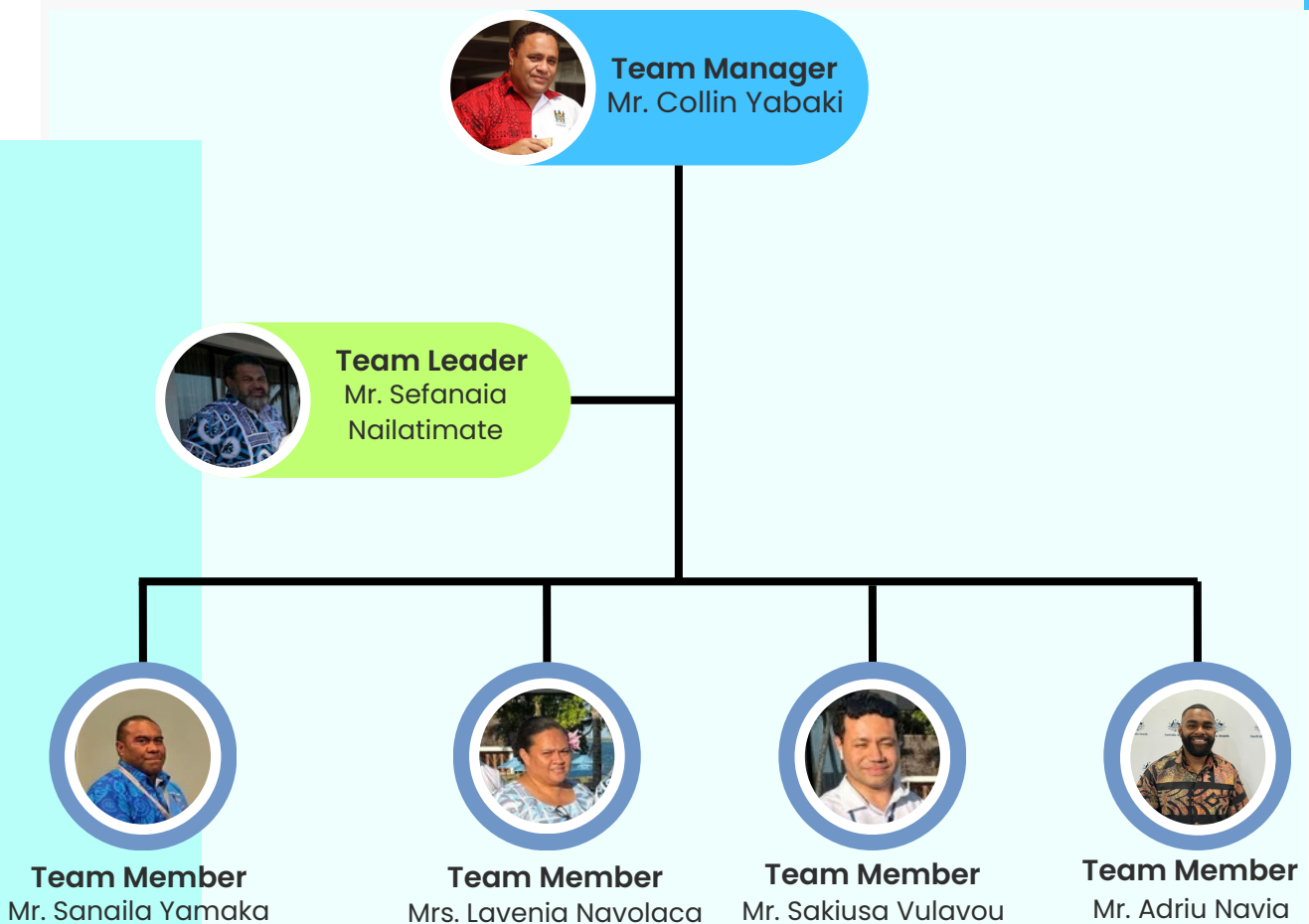


DIGITAL TRANSFORMATION OPERATIONAL WORKFLOW



Team Selection Criteria:

Members were selected across cross-functional roles within the Productivity & Administration Department—PMEL (project governance), Registry (domain expertise), IT (infrastructure & security), and Administration (change management).





Quality Tools Used:

[Brainstorming, Pareto Charts, Fishbone (Ishikawa) Diagrams, Process Mapping, Matrix Evaluation, and Control Charts.]



Brainstorming

Generated ideas and solutions to improve Registry workflows, reduce delays and enable digitization.



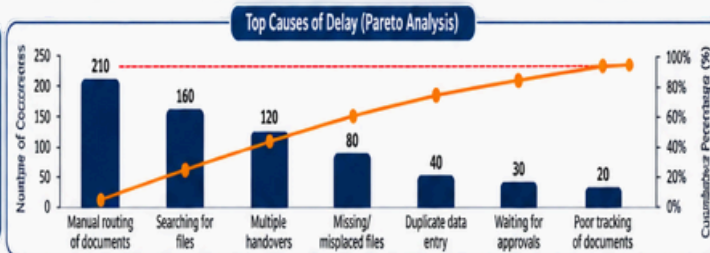
Outcome

Clear list of prioritized solutions to guide the digitization project.



Pareto Charts

Identified the vital few issues causing the most delays in the paper-based Registry process.



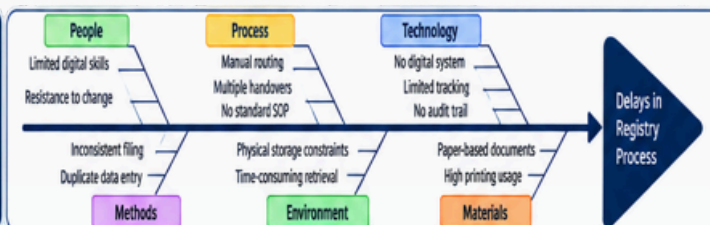
80/20 Insight

Manual routing, searching for files, and multiple handovers account for ~74% of total delays. Focus areas for improvement through digitization.



Fishbone (Ishikawa) Diagrams

Analyzed root causes of delays and inefficiencies in the traditional Registry system.



Root Causes Identified

Lack of digital system, manual processes, skills gaps, and paper-based environment contribute to delays and inefficiencies.



Process Mapping

Mapped the AS-IS (paper-based) and TO-BE (digital) processes to visualize improvements and eliminate non-value steps.



Outcome

Streamlined digital workflow with reduced steps, faster processing and full traceability.



Matrix Evaluation

Evaluated solution options based on key criteria to select the best-fit digital Registry system.

Evaluation Criteria (Weight)	Options			Weighted Score
	Option 1 (Off-the-Shelf)	Option 2 (Custom Build)	Option 3 (Cloud-Based)	
Functionality (30%)	4	5	5	4.6
Cost (20%)	3	2	4	3.2
Ease of Implementation (20%)	4	2	5	4.2
Scalability (15%)	3	4	5	4.2
Security (15%)	4	4	5	4.5
Total Weighted Score (/5)	3.6	3.1	4.6	



Best Option

Option 3 (Cloud-Based) scored the highest and selected for implementation.



Control Charts (PDCA)

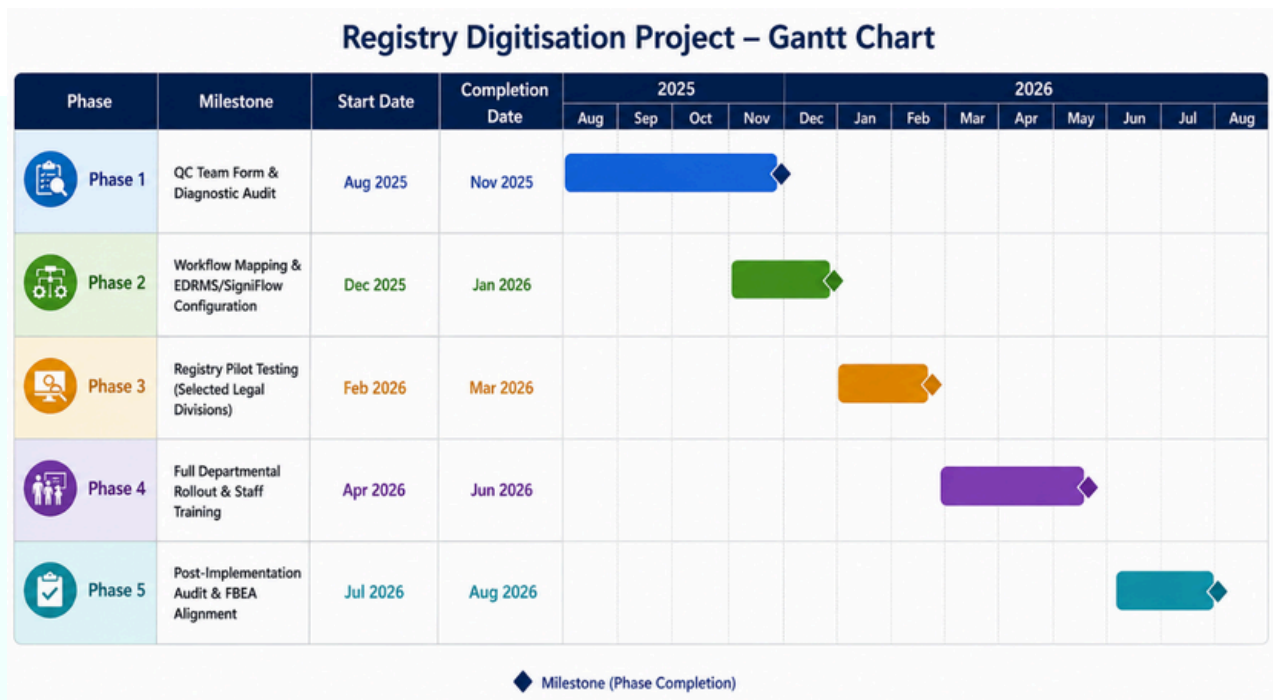
Monitored performance and ensured continuous improvement using the PDCA cycle.



Outcome

Data-driven decisions. Improved processes and sustained digital performance.

2.2 Project Milestone

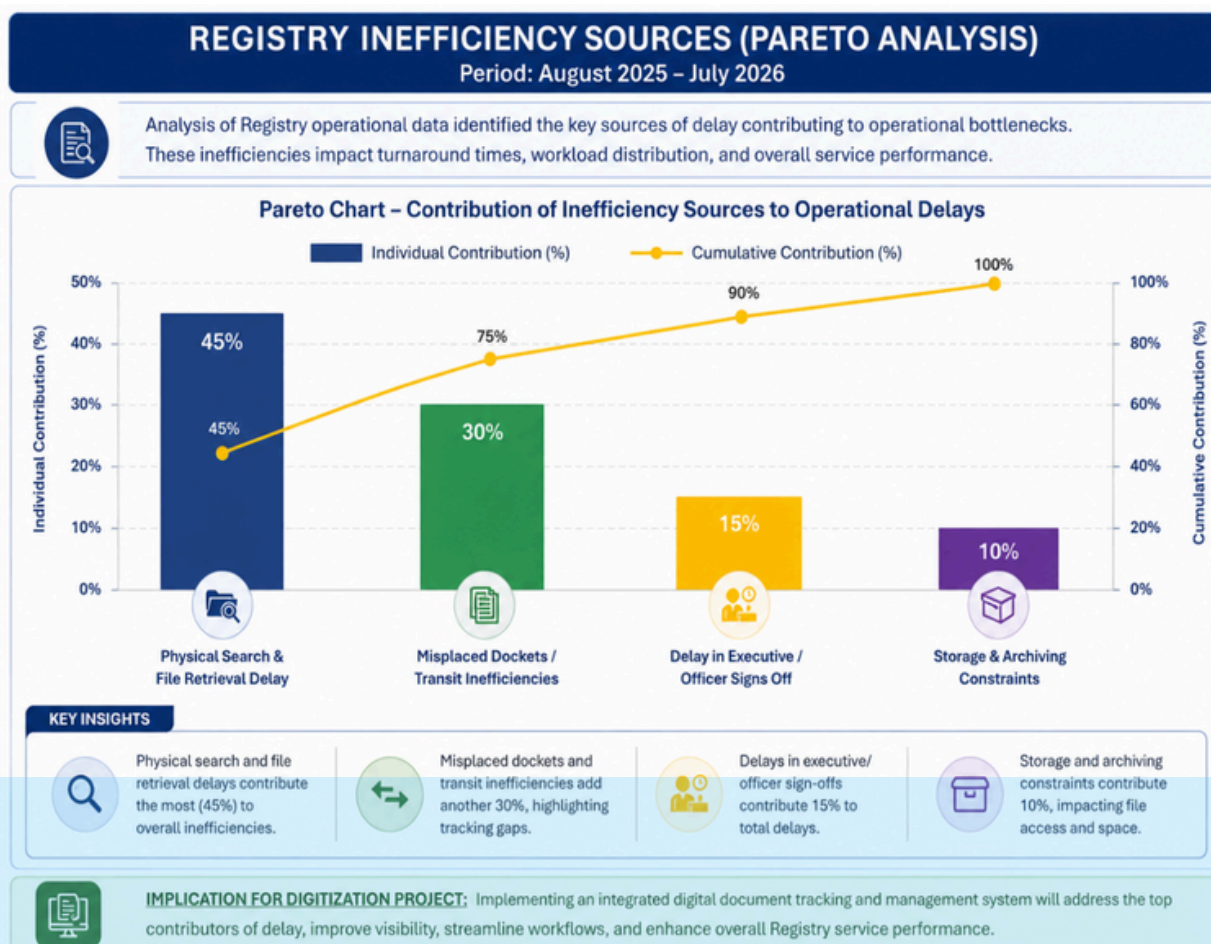


3. PROJECT ANALYSIS

3.1 Problem Identification

Using data collected from Registry logs between August 2025 and July 2026, the team conducted a Pareto analysis to classify operational delays. A review of Registry operational reports during this period revealed that document-handling activities continued to increase across all service areas. The majority of Registry resources were dedicated to manual registration, filing, retrieval, and distribution of correspondence. Monthly workload analysis identified document tracking, file retrieval, status verification, and the physical movement of files between officers as the most time-consuming activities.

The team also observed that multiple ministries and departments frequently requested urgent responses, requiring Registry staff to manually locate files and verify their movement history. This created operational bottlenecks, affected turnaround times, and reduced staff productivity. The absence of an integrated digital tracking system further limited management visibility into document status, workload distribution, and service performance.

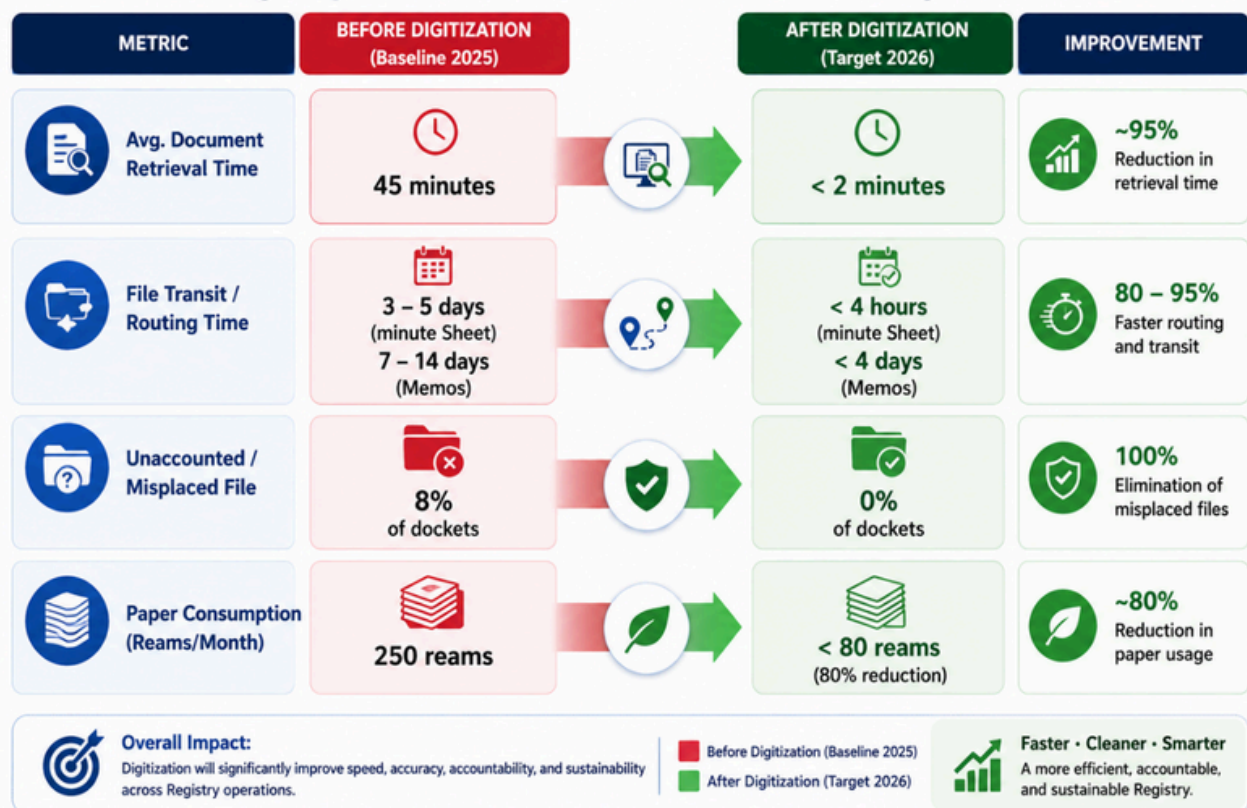


3.2 Target Setting

The Quality Circle Team established measurable SMART targets aimed at improving service delivery, enhancing document security, and reducing the administrative burden. The team targeted a minimum **90% digitization rate for newly received correspondence**, a reduction in **document retrieval time to less than two minutes**, the **elimination of untraceable files**, and a substantial reduction in **paper consumption and physical storage requirements**.

Additional targets included improving **document accountability through electronic audit trails** and increasing **management visibility of Registry operations through real-time reporting capabilities**.

Registry Performance – Before vs. After Digitization



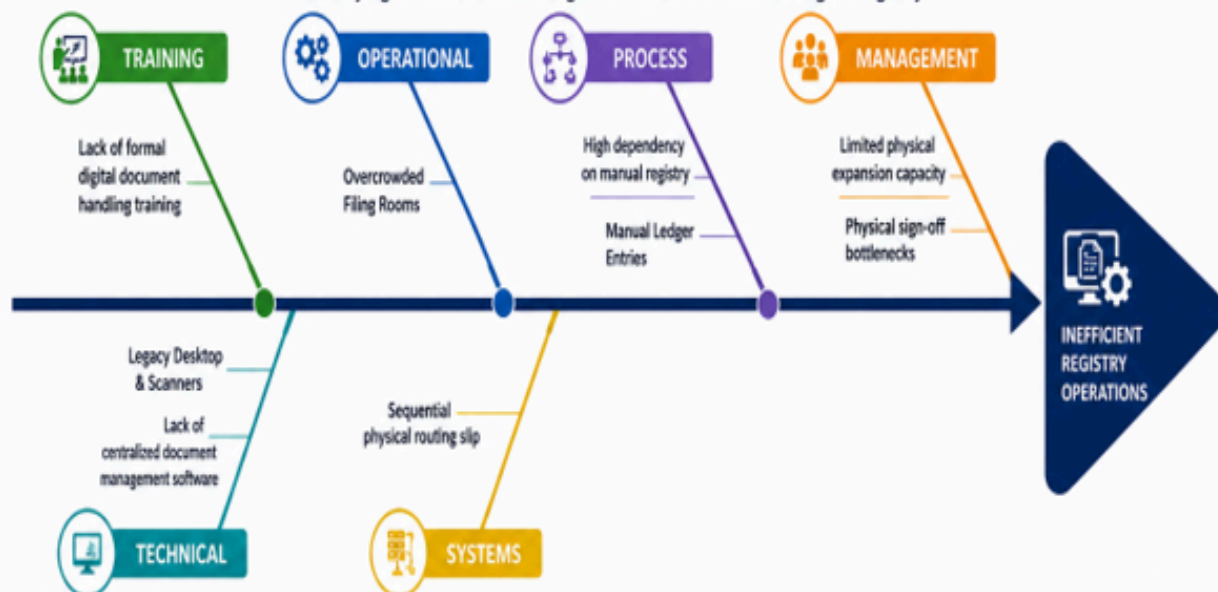
3.3 Cause Identification

A **Fishbone (Ishikawa) Diagram** was constructed to identify root causes:

- **Man (People):** High dependence on manual registry clerks; lack of formal digital document handling training.
- **Machine (Technology):** Legacy desktop scanners; lack of centralized document management software.
- **Method (Process):** Sequential physical routing slips; manual ledger entries; physical sign-off bottlenecks.
- **Environment (Storage):** Overcrowded Filing Rooms; limited physical expansion capacity.

FISHBONE ANALYSIS – REGISTRY DIGITIZATION PROJECT

Identifying root causes affecting an efficient and effective digital registry



Items	Category	Impact Rating	Significance
Lack of formal digital document handling training	Training	High	High
Overcrowded Filing Rooms	Operational	Medium	High
High dependency on manual registry	Process	High	Medium
Limited physical expansion capacity	Management	Medium	Medium
Physical sign-off bottlenecks	Management	High	High
Manual Ledger Entries	Process	Medium	High
Legacy Desktop & Scanners	Technical	High	Medium
Sequential physical routing slip	Systems	Low	Low
Lack of centralized document management software	Technical	Medium	Medium

LEGEND

Impact Rating

- High** = Major impact
- Medium** = Moderate impact
- Low** = Minor impact

Significance

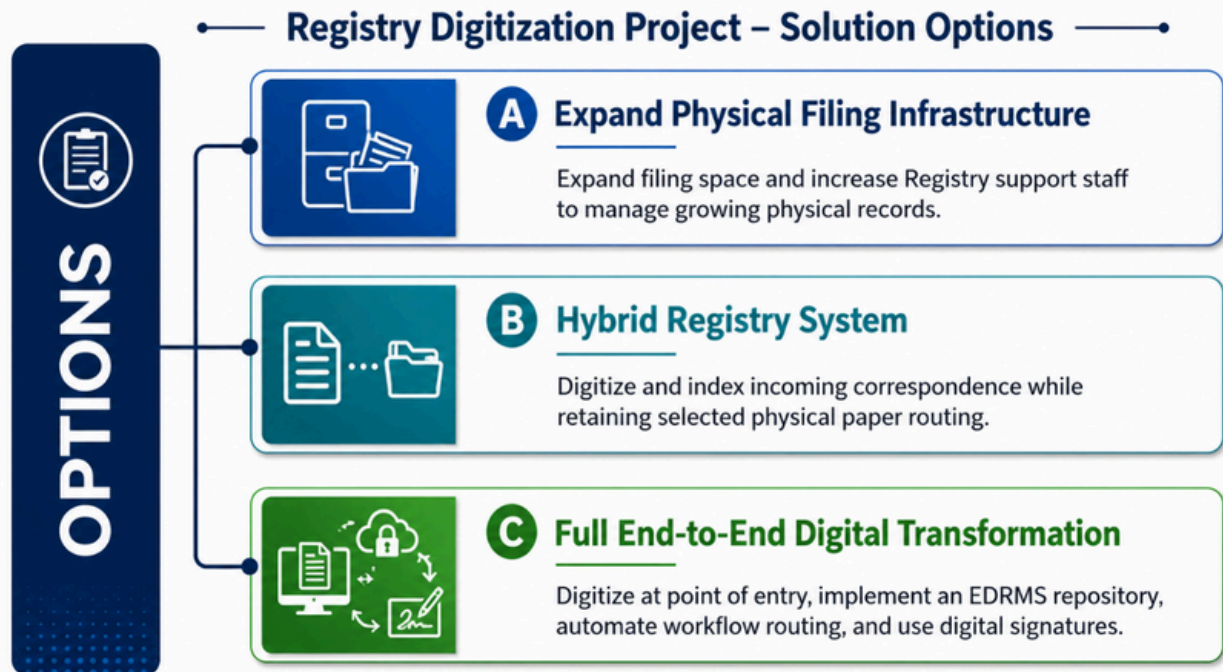
- High** = Very Significant
- Medium** = Moderately Significant
- Low** = Low Significance



Focus on High Impact & High Significance items for maximum improvement through digitization.

4. SOLUTION DEVELOPMENT

4.1 Possible Solution



4.2 Solution Evaluation



1.1 SOLUTIONS EVALUATION

The Quality Circle Team evaluated the proposed solution options against key criteria to determine the most effective and sustainable approach for the **Registry Digitization Project**.

CRITERIA	WEIGHT	OPTION A Physical Expansion	OPTION B Hybrid System	OPTION C Full Digitization
Efficiency Impact	30%	Low (2/5)	Moderate (3/5)	High (5/5)
Cost Sustainability	25%	Low (1/5)	Moderate (3/5)	High (4/5)
Data Security & Audit	25%	Low (2/5)	Moderate (3/5)	High (5/5)
Implementation Ease	20%	High (4/5)	Moderate (3/5)	Moderate (3/5)
WEIGHTED SCORE	100%	2.15	3.00	4.35

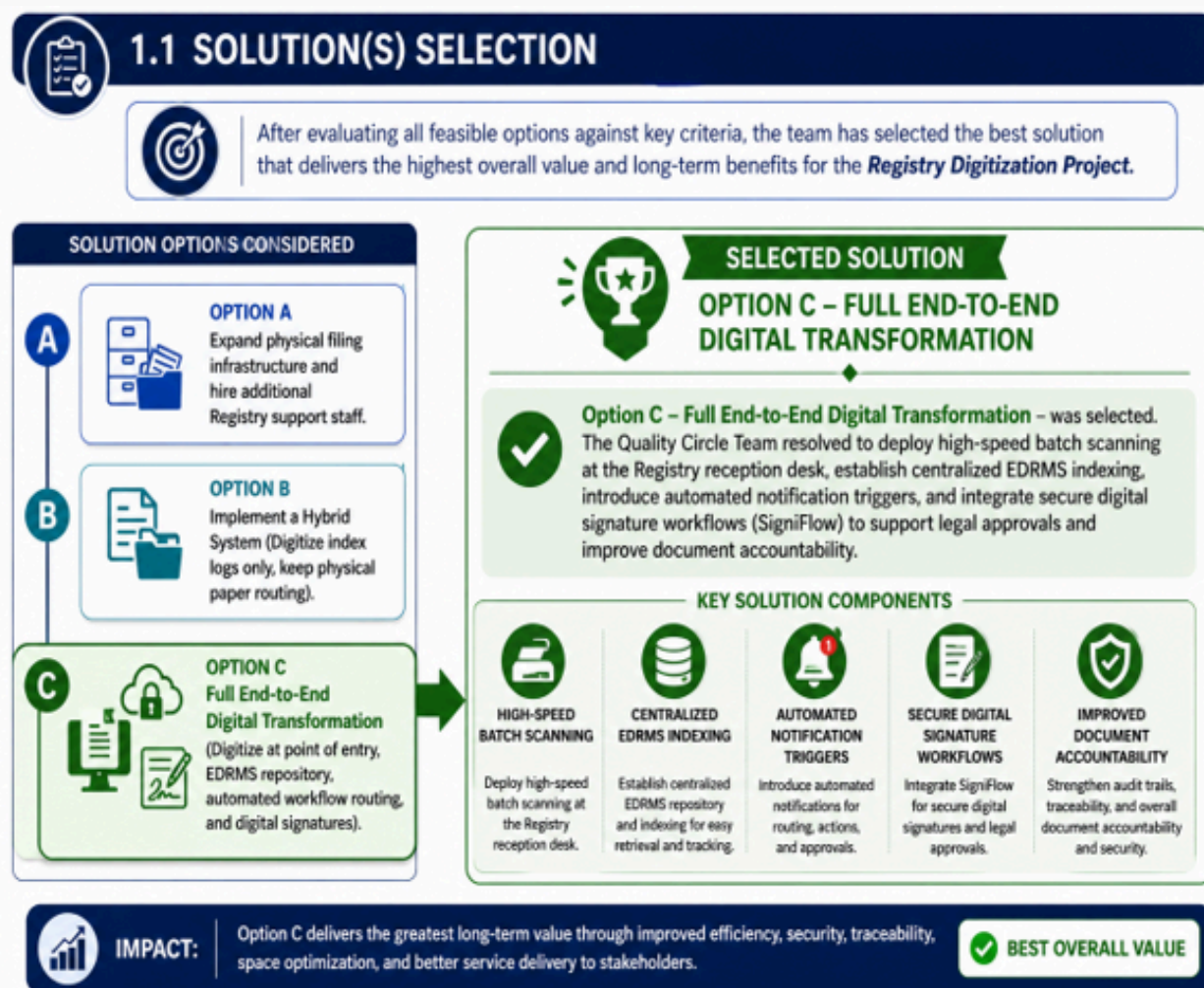


RECOMMENDATION:

Option C – Full Digitization provides the highest overall value with the greatest long-term benefits in efficiency, sustainability, security, and auditability for the **Registry Digitization Project**.

4.3 Solution(s) Selection

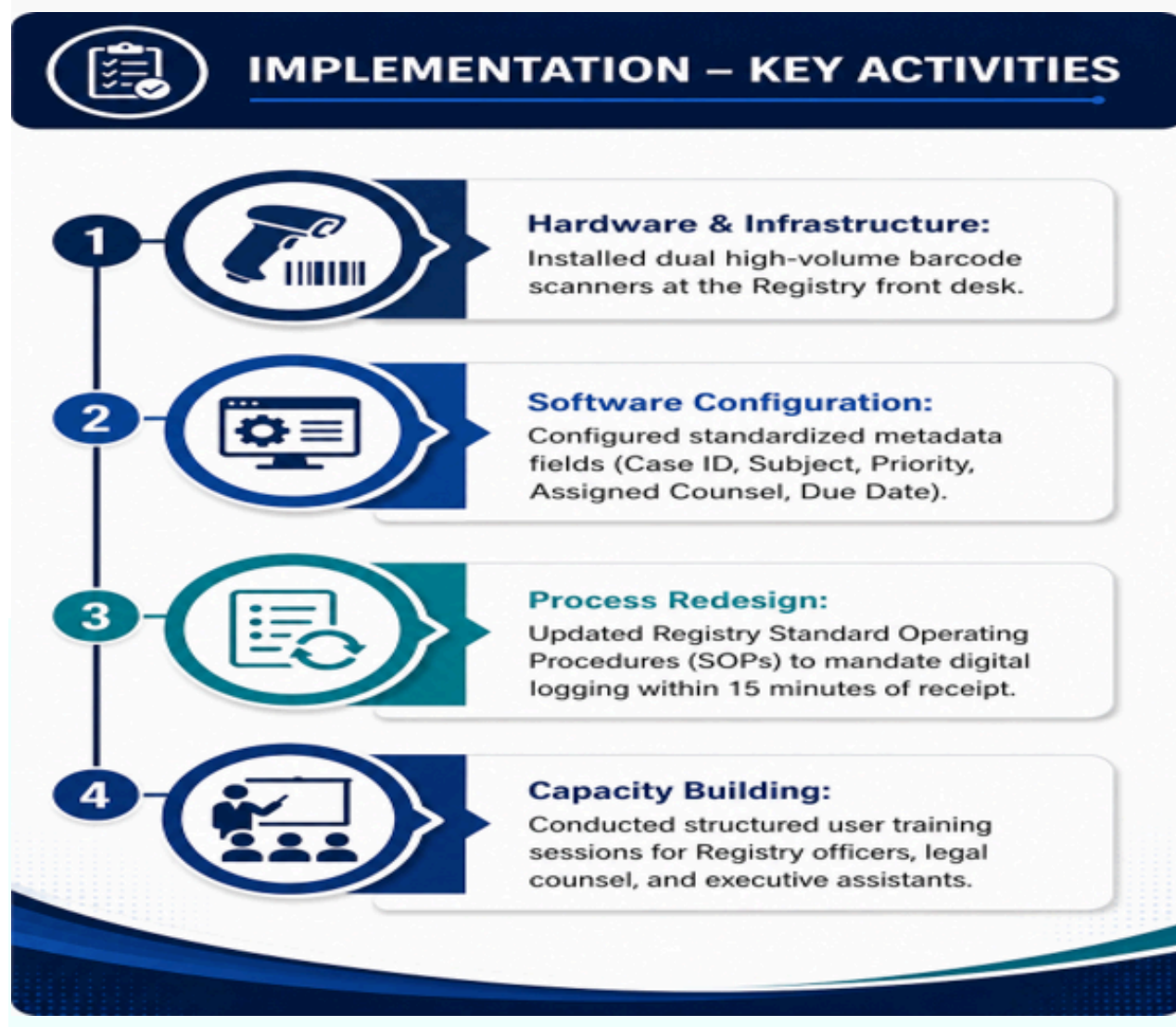
Option C – Full End-to-End Digital Transformation – was selected. The Quality Circle Team resolved to deploy high-speed batch scanning at the Registry reception desk, establish centralized EDRMS indexing, introduce automated notification triggers, and integrate secure digital signature workflows (SigniFlow) to support legal approvals and improve document accountability.



5.PROJECT IMPLEMENTATION

The implementation phase was guided by findings from monthly Registry reports and workload-monitoring exercises. Existing registration processes were reviewed and redesigned to enable electronic capture at the point of receipt. Incoming correspondence was scanned, indexed, and uploaded into the digital repository using standardized metadata to ensure consistency, searchability, and traceability. Historical workload data were used to identify high-volume correspondence categories and priority ministries requiring faster turnaround times. Based on these findings, workflow rules, document-routing procedures, and approval pathways were configured to align with Registry operational requirements. Registry staff received practical training in electronic document handling, digital tracking, indexing procedures, and records-management standards to support effective adoption and sustained use of the new system.

5.1 Implementation Plan



5.2 Monitoring and Control



- Weekly Audit Dashboards:** PMEL monitored document turnaround times and system adoption rates.
- Helpdesk Support:** Dedicated IT desk to resolve metadata tagging errors or system queries within 15 minutes.
- Control Charts:** Tracked document processing times daily to catch and rectify bottlenecks.

5.3 Challenges Faced

1.1 CHALLENGES FACED

Several challenges were encountered during the implementation of the *Registry Digitization Project*.

	CHALLENGE		MITIGATION
1	Change Resistance: Some staff were accustomed to physical paper files.		Mitigation: Delivered hands-on coaching, emphasized user-friendly interface features, and secured executive leadership endorsement.
2	Legacy Backlog: High volume of active physical files required digitization.		Mitigation: Implemented a “Day-Forward” policy— all new incoming files were digitized immediately, while active legacy files were digitized on a high-priority request basis.

KEY OUTCOME

Through proactive mitigation and strong leadership support, the team overcame these challenges and achieved successful adoption of the *Registry Digitization Project*.



6. PROJECT IMPLEMENTATION RESULTS

Registry workload analysis conducted between August 2025 and July 2026 demonstrated the increasing demand placed on Registry services and validated the business case for digital transformation. The analysis showed consistent correspondence activity throughout the reporting period, with transactions received from a wide range of Government Ministries and Agencies. The digitization project provided the necessary platform to manage this workload efficiently while maintaining document integrity, accountability, and accessibility. The introduction of electronic workflows has positioned the Registry Unit to accommodate future growth without a corresponding increase in physical storage requirements or administrative workload. As document volumes continue to increase, the digital platform will enable the Office of the Attorney-General to maintain high service standards while strengthening operational efficiency, document governance, and service delivery.



PROJECT IMPLEMENTATION RESULTS

Registry Digitization Project



OVERVIEW

Comparison of Registry performance reports before and after implementation demonstrated **notable improvements in operational efficiency, service delivery and governance outcomes.**



PERIOD COMPARED
Before Implementation:
Aug 2024 – Jul 2025
After Implementation:
Aug 2025 – Jul 2026

KEY RESULTS & IMPACT



FASTER REGISTRATION & TRACKING

Digital registration and tracking significantly reduced the time spent searching for files and manually updating Registry records.



IMPROVED DOCUMENT VISIBILITY

Electronic audit trails enabled officers and management to monitor correspondence throughout its lifecycle.



ACCURATE & TIMELY REPORTING

Monthly workload reporting became more accurate and timely, providing reliable performance information for informed decision-making.



COST SAVINGS & EFFICIENCY

Reduced paper handling, photocopying, printing and physical storage requirements, resulting in cost savings and greater operational efficiency.



SUSTAINABILITY SUPPORT

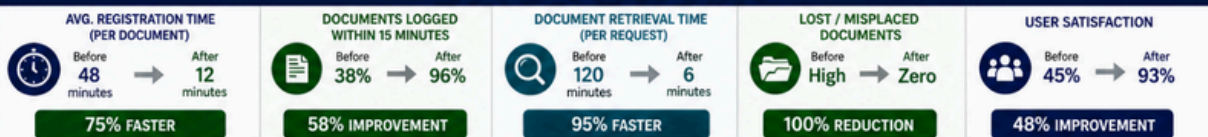
Supports the Government's broader digital transformation and environmental sustainability objectives.



ENHANCED SERVICE DELIVERY

Registry officers process a higher volume of correspondence with improved accuracy and accountability, enhancing service delivery to client ministries and stakeholders.

PERFORMANCE IMPROVEMENTS AT A GLANCE



OVERALL OUTCOME:

The digitization of Registry operations has delivered measurable improvements in efficiency, transparency, accountability and service delivery, positioning the Registry Unit to support future growth and meet the evolving needs of Government Ministries and Agencies.

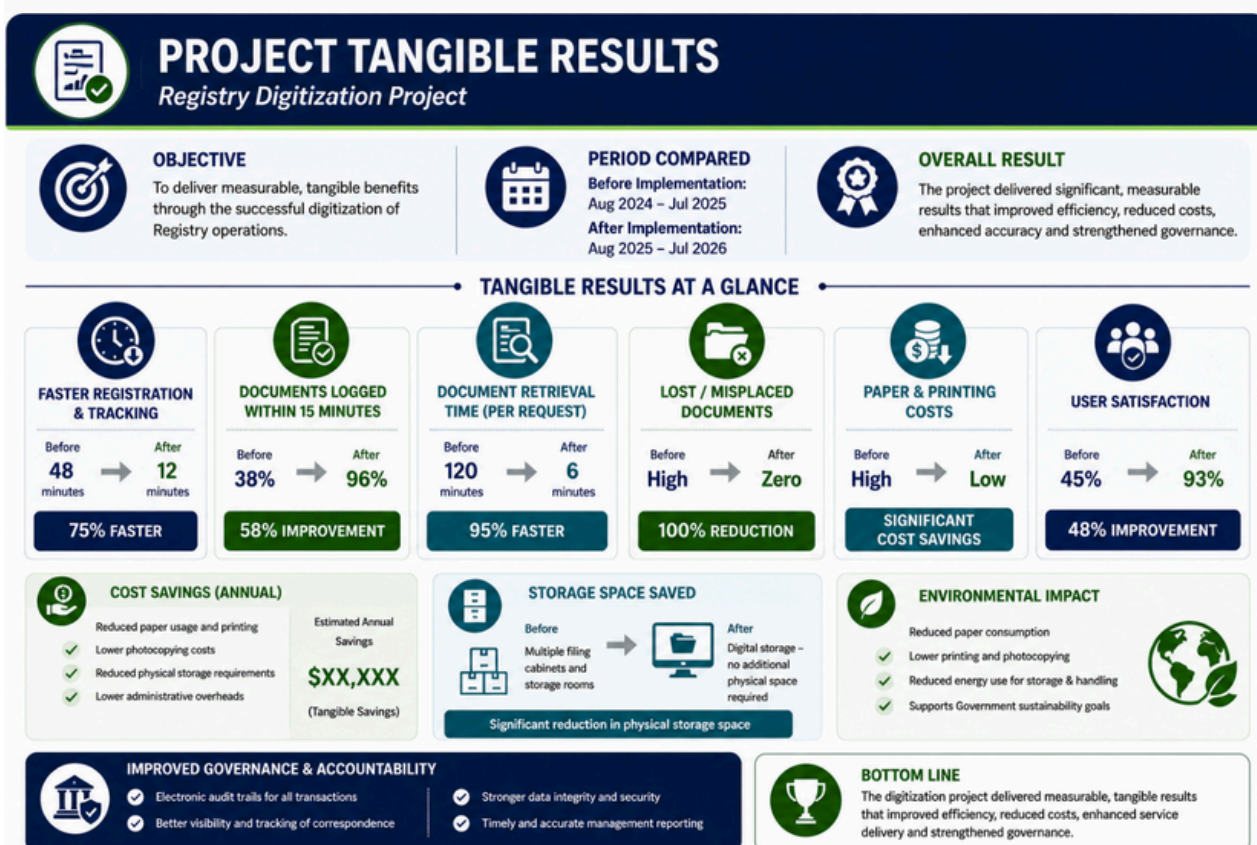


**A SMARTER REGISTRY.
BETTER SERVICE.
STRONGER GOVERNANCE.**

6.1 Tangible Results

Comparison of Registry performance reports before and after implementation demonstrated notable improvements in operational efficiency. Digital registration and tracking significantly reduced the time spent searching for files and manually updating Registry records. Document visibility improved through electronic audit trails, enabling officers and management to monitor correspondence throughout its lifecycle. Monthly workload reporting became more accurate and timely, providing management with reliable performance information and supporting informed decision-making.

The reduction in paper handling, photocopying, printing, and physical storage requirements contributed to cost savings while supporting the Government's broader digital transformation and environmental sustainability objectives. Registry officers were able to process a higher volume of correspondence with improved accuracy and accountability, resulting in enhanced service delivery to client ministries and stakeholders.



- **Direct Cost Savings:** Saved approximately FJD \$42,000 annually in paper, toner, physical storage boxes, and courier costs.
- **Processing Speed:** Total processing time for urgent legal advisories dropped from 96 hours to under 4 hours.

6.2 Intangible Results

The digitization initiative strengthened organizational knowledge management and enhanced institutional resilience. Access to information became faster and more reliable, reducing reliance on individual staff knowledge and physical file locations. Collaboration among Registry staff, legal officers, and management improved through immediate access to electronic records and workflow information. The project also fostered a culture of innovation, continuous improvement, and accountability. Staff developed greater confidence in using digital tools and adapting to new work processes, while management gained improved visibility into operational performance, resource utilization, and service delivery outcomes. These intangible benefits strengthened the Registry Unit's capacity to sustain digital practices and continuously improve service delivery.



- **Enhanced Accountability:** Complete visibility over file movement and current pending actions.
- **Staff Morale:** Reduced physical exertion and stress for Registry personnel.
- **Business Continuity:** Enabled remote file access and review capability for officers traveling on official duty.
- **Public Trust:** Faster turnarounds on statutory inquiries and ministerial requests

6.3 Sustainability, Standardization and Continuous Improvement

To ensure long-term sustainability, Registry performance indicators will continue to be monitored through monthly operational reports and management reviews. Key performance measures, including document turnaround time, system utilization, digitization rates, and user compliance, will be tracked regularly. Refresher training, periodic system audits, and continuous process reviews will be conducted to maintain data quality and operational effectiveness. Future enhancement opportunities include expanding electronic correspondence management across all OAG divisions, integrating the system with additional government platforms, implementing advanced search and analytics capabilities, and further automating routine Registry processes.

SOP Integration: Standardized digital workflows have been incorporated into the official OAG Registry Operations Manual.

Onboarding Integration: System training has been incorporated into mandatory onboarding for all new OAG recruits.

Continuous Auditing: Biannual PMEL reviews will be conducted to evaluate system health, user adoption, and compliance.



7. LESSON LEARNED

7.1 Key Takeaways

- **People Over Technology:** Software adoption succeeds only when change management and user training are given equal priority to technical setup.
- **Executive Sponsorship:** Strong endorsement from senior leadership significantly accelerates organizational adoption.
- **Data-Driven Diagnostics:** Utilizing PDCA tools (Pareto analysis, Fishbone diagrams) ensures root causes are targeted rather than symptoms.

7.2 Recommendations

- Expand the EDRMS integration directly to external government ministries to facilitate seamless inter-agency e-correspondence.
- Introduce automated optical character recognition (OCR) search features for historical scanned PDF archives.
- Share the Registry Quality Circle framework as a best-practice model across other public sector institutions.

8. CONCLUSION

The transition from physical paper trails to digital workflows at the Office of the Attorney-General Registry Unit demonstrates the power of Quality Circle methodologies in driving public sector transformation. By systematically addressing process bottlenecks, Team Smart Registry successfully eliminated physical file delays, improved accountability, reduced costs, and elevated service delivery standards. This project serves as a clear benchmark for administrative innovation and organizational excellence.



9. APPENDICES

- **Appendix A:** Pre- and Post-Implementation Process Flowcharts.
- **Appendix B:** Pareto Chart and Fishbone Diagram Analysis.
- **Appendix C:** Registry Digital SOP Checklist.
- **Appendix D:** Cost-Benefit and Paper Reduction Data Sheets.

10. REFERENCES

- Fiji Business Excellence Awards (FBEA) Criteria & Guidelines.
- Office of the Attorney-General Strategic & Productivity Plan.
- Quality Circle Institute: Tools and Techniques for Continuous Improvement (PDCA Cycle).



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