



Transformational Government Framework (TGF) Tools and Models for the Business Management Framework: Volume 1 Using the Policy Product Matrix Version 2.0

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- *Transformational Government Framework Version 2.0*. Edited by John Borrás, Peter F Brown, and Chris Parker. Latest version: <http://docs.oasis-open.org/tgf/TGF/v2.0/TGF-v2.0.html>.

Abstract:

This Committee Note and the associated Wiki resource contain detailed information and guidance on using the Policy Products matrix in the Business Management Framework, as identified in the Transformational Government Framework (TGF) Version 2.0. It is the first in an intended series of Committee Notes providing further guidance on the Business Management Framework. Policy Products are the written policies, frameworks and standards which inform government activity.

The TGF contains the following statement:

“A full analysis of the Policy Products which we recommend are typically needed to deliver an effective and holistic transformation program are described in a separate TGF Committee Note “Tools and Models for the Business Management Framework”. Although the detailed Policy Products in that note are advisory and not all of them may be needed, any conformant transformation program MUST use the overall framework and matrix of the Policy Product Map in order to conduct at minimum a gap analysis aimed at identifying the key Policy Products needed for that government, taking the Committee Note into account as guidance.”

This Committee Note, together with the associated Wiki resource - <https://wiki.oasis-open.org/tgf/FrontPage> - sets out the range of Policy Products which should be considered in any Transformational Government program. Not all may be necessary for every program, and in some cases a program may wish to meet the objectives of what are shown here as separate Policy Products through a single, broader Policy Product.

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1 Policy Product Management

1.1 Introduction

This Committee Note, together with the associated Wiki resource - <http://wiki.oasis-open.org/tgf/FrontPage>, contains detailed information and guidance on using the Policy Products matrix in the Business Management Framework, as identified in the Transformational Government Framework (TGF) version 2.0.

The TGF contains the following statement:

“A full analysis of the Policy Products which we recommend are typically needed to deliver an effective and holistic transformation program are described in a separate TGF Committee Note “Tools and Models for the Business Management Framework”. Although the detailed Policy Products in that note are advisory and not all of them may be needed, any conformant transformation program MUST use the overall framework and matrix of the Policy Product Map in order to conduct at minimum a gap analysis aimed at identifying the key Policy Products needed for that government, taking the Committee Note into account as guidance.”

The Wiki resource, <http://wiki.oasis-open.org/tgf/FrontPage>, sets out the range of Policy Products which should be considered in any Transformational Government program. Not all may be necessary for every program, and in some cases a program may wish to meet the objectives of what are shown here as separate Policy Products through a single, broader Policy Product.

1.2 Why Manage Policy Products?

Traditional policy approaches to e-government have often been narrowly focused. An effective Transformational Government program that attempts to join-up service delivery across a number of different agencies requires a more holistic approach to policy development and this necessitates a much broader range of policy products. We define a **Policy Product** in the Transformational Government Framework (TGF) as any “document that has been formally adopted on a government-wide basis and aimed at helping achieve one or other goal of transformational government”. These documents vary in nature (from statutory documents with legal force, through mandated policies, to informal guidance and best practice) and in length (some may be very lengthy documents; others just a few paragraphs of text). Policy Products are important drivers of change within government: first because the process of producing them, if managed effectively, can help ensure strategic clarity and stakeholder buy-in; and second because they then become vital communication and management tools.

Over recent years, several governments have published a wide range of Policy Products as part of their work on Interoperability Frameworks and Enterprise Architectures, and other governments are therefore able to draw on these as reference models when developing their own Policy Products. However, we believe that the set of Policy Products required to ensure that a holistic, government-wide vision for transformation can be delivered is much broader than is currently being addressed in most Interoperability Frameworks and Enterprise Architectures.

1.3 The Policy Product Matrix

As detailed in the TGF v2.0, a TGF-conformant program must use the matrix shown below in order to create a map of the Policy Products needed to deliver the program effectively. This matrix maps the three delivery processes described in the TGF (Business Management including Benefits Realization, Service Management and Technology and Digital Asset Management) against the five interoperability levels identified in what is currently the broadest of Interoperability Frameworks - the European Interoperability Framework version 2.0 (EIFv2) – see Figure 1 below.

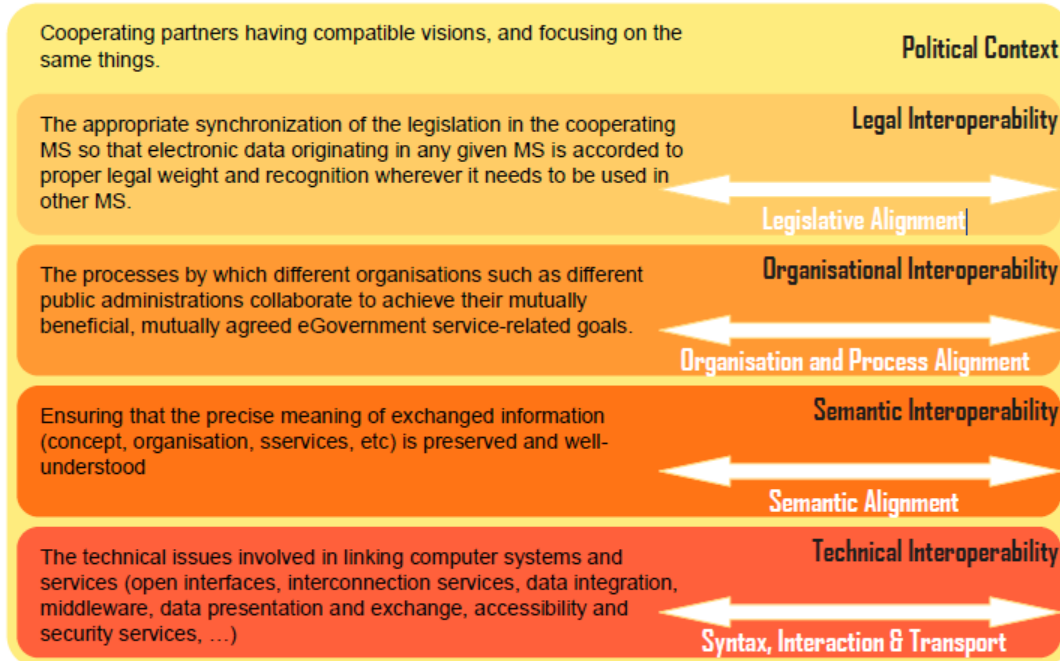


FIGURE 1: EIF v2 INTEROPERABILITY LEVELS (Note MS in this diagram means Member States of the European Union)

While the EIFv2 framework is conceptually complete, by mapping it against the core delivery processes, a much clearer sense can be gained of the specific actions that are needed in each area of policy.

Figure 2 below shows the Policy Product Matrix with illustrative examples in each cell of the product types that are applicable for each domain. The full list of the policy product types for each cell, and a high-level summary of all product types, are available on the TGF TC Wiki at <http://wiki.oasis-open.org/tgf/FrontPage> and the TC is making best efforts to keep the list under constant review and up-to-date. Proposals for changes to any of the cell entries or for new entries can be made by non-members using the “Send a Comment” facility on the TC Homepage - http://www.oasis-open.org/committees/tc_home.php?wg_abbrev=tgf

Delivery Processes	Interoperability Levels				
	Political	Legal	Organizational	Semantic	Technical
Business Management	Business Case. Risk Management Strategy. Transformational Operating Model.	Legal framework for public private partnership. Legal authority for inter-agency collaboration.	Asset Register. Collaborative stakeholder engagement model. Key services portfolio.	Business Process Model. Logical Data Model. Metadata Management Policy.	Information Preservation Framework. Technology Roadmap.
Service Management	Customer Identity Management Strategy. Privacy and Data Sharing Policy Channel Transformation Policy. Digital Inclusion Strategy.	eSignatures and eBusiness enabling legislation. Privacy, data protection and data security legislation.	Cross-government Customer Segmentation Framework. Marketing and Communications Strategy. Channel Management Framework.	Common Data Standards. Accessibility Guidelines.	Service definition for one stop services. Single Sign-on Architecture. Presentation Architecture.
Technology and Digital Asset Management	ICT Strategy. Cloud Strategy. Open Source Policy.	Framework Contracts. Procurement Legislation.	Compliance Procedures. Service Level Agreements. Supplier Management Guidelines.	Data Locator. Physical Data Model.	Interop'ibility Framework. Security Architecture. Service-Oriented Architecture.

FIGURE 2: POLICY PRODUCT MATRIX with illustrative examples

1.4 How To Use The Policy Product Matrix

Each policy product type listed in the matrix is accompanied by a definition of the product together with a description of the issue that the product is intended to address. This is followed by examples of specific policy products in use around the world that represent current good practice and further guidance notes for each product type. See Figure 3 below as a representative example of a typical cell entry.

Cell “Business Management/Political”

Policy Product Type - TRANSFORMATIONAL OPERATING MODEL	
Description The strategy for ensuring that the intended benefits from the TG program are delivered in practice.	Problem Addressed Target Operating Model

Example(s) of current Policy Product of this type: UK - http://digital.cabinetoffice.gov.uk/
Notes See TGF Pattern [B3] Transformational Operating Model See also New South Wales, Australia - http://www.egov.vic.gov.au/trends-and-issues/citizen-centric-service/transforming-the-citizen-experience-one-stop-shop-for-public-services-in-pdf-format-1081-kb.html?utm_source=newsletter&utm_medium=email&utm_campaign=aug2012news

FIGURE 3: POLICY PRODUCT TYPE – FOR ILLUSTRATIVE PURPOSES ONLY

The policy products listed in the various levels of the matrix reflect the generally accepted life-cycle of public sector strategic planning, ie Vision →Policy→Strategy→Implementation Plans →Operation. Hence there are instances of policies and strategies in the upper levels and these flow down to the plans and tools for their implementation in the lower levels. Whilst this may perhaps be regarded as unnecessary duplication, it does allow for an audit trail to be established ensuring that political objectives are being delivered and the goals being are realized.

For each cell of the matrix, it is only realistic to set down a minimum set of policy product types because the list will almost certainly evolve and expand over time and also local implementations may find the need for other products to suit their local circumstances.

Adopters of the TGF should:

- review the range of their own policy products;
- compare them against the types and examples in the full matrix contained in the online resource at - <http://wiki.oasis-open.org/tgf/FrontPage;>
- determine the applicability of the product types and examples and, where necessary, initiate a process to elaborate local policy products for their respective jurisdiction.

1.5 Tips and Recommendations

This is not intended to be a bureaucratic, box-ticking exercise. Rather, the Policy Product Matrix is intended as a pragmatic tool to help governments think through the policy landscape which a Transformational Government Program needs to operate within and to make an impact on. Policy Products may not be needed for every policy product in every Transformational Government Program. For example where the service delivery is being provided by a Cloud provider then the responsibility for some aspects and the associated policy products will lie with the Cloud provider and not the program leadership. Also, some objectives of a specific program may be met with a single Policy Product covering two or more separate Policy Product types (for example, by combining the Risk Management Strategy into Benefits Realisation).

In practical terms, we recommend:

- Use the Policy Product Matrix during the early days of establishing a Transformational Government program:
 - as an assessment tool to help identify all relevant existing or planned policy activity which impacts on the objectives of the program;
 - as a framework for gap analysis, helping to identify key policy issues for the program which are currently not being addressed.

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- Build a Transformational Government policy community as an on-going activity and ensure that:
 - all relevant policy work is seen as part of a connected whole;
 - there is effective visibility and engagement between the people and teams working on different but related Policy Products.
- Where a single agency wishes to implement a Transformational Government delivery model, and that approach does not involve joining-up service delivery with other agencies, then a more selective use of the whole matrix would be appropriate.

1.6 Disclaimer

Each cell in the matrix on the online Wiki resource contains examples of policy product types that the TGF Technical Committee considers to be good practice to have as part of a TGF compliant program as well as examples of Policy Products for each type. The examples include URLs pointing to material contained on external websites, but the persistence of which cannot be guaranteed. The TC will make every effort to keep this information up to date on the Wiki but readers may need to conduct further research if the links do not work or the referenced material is no longer available.

It should also be recognized that Governments do not always openly publish all of their policy products, and this explains why some of the cells in the matrix do not show any examples when in fact they do exist rather than there being no examples.

Appendix A. Acknowledgments

The following individuals have participated in the creation of this Committee Note and are gratefully acknowledged:

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Appendix B. Revision History

Revision	Date	Editor	Changes Made
01	9 Jan 2014	John Borrás	Initial draft to bring the CN into line with the new TGF v2.0