



Transformational Government Framework (TGF) Pattern Language Core Patterns Version 1.0

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Related work:

This specification is related to:

- *Transformational Government Framework Primer Version 1.0*. Latest version.
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Abstract:

The **Transformational Government Framework** (TGF) is a practical “how to” standard for the design and implementation of an effective program of technology-enabled change at national, state or local government level. It describes a managed process of ICT-enabled change in the public sector, which puts the needs of citizens and businesses at the heart of that process and which achieves significant and transformational impacts on the efficiency and effectiveness of government.

The complete Framework consists of:

- The TGF Primer

- The TGF Pattern Language
- and possibly other future deliverables

The TGF Pattern Language is a formalization of the Framework that is both human-readable and machine-tractable. It provides a concise, structured and formal set of “patterns” using the so-called “Alexandrian form”, where each pattern describes a core problem, a context in which the problem arises and an archetypal solution to the stated problem.

This Work Product constitutes the initial set of patterns that form the core of the TGF Pattern Language. This set may be revised and/or extended from time to time as appropriate.

Status:

This document was last revised or approved by the OASIS Transformational Government Framework TC on the above date. The level of approval is also listed above. Check the “Latest version” location noted above for possible later revisions of this document.

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1 Introduction

1.1 Terminology

The key words “MUST”, “MUST NOT”, “REQUIRED”, “SHALL”, “SHALL NOT”, “SHOULD”, “SHOULD NOT”, “RECOMMENDED”, “MAY”, and “OPTIONAL” in this document are to be interpreted as described in [RFC2119].

The notations and conventions used for the patterns in this document are covered in section 1.7 below.

1.2 Normative References

- [RFC2119] S. Bradner, *Key words for use in RFCs to Indicate Requirement Levels*, <http://www.ietf.org/rfc/rfc2119.txt>, IETF RFC 2119, March 1997.

1.3 Non-Normative References

- [Alexander 1964] C. Alexander, *Notes on the Synthesis of Form*, Harvard University Press, 1964
- [Alexander 1979] C. Alexander, *The Timeless Way of Building*, Oxford University Press, 1979
- [Brown 2011] P. Brown, *Introducing Pattern Languages*, <http://www.peterfbrown.com/Documents/Introducing%20Pattern%20Languages.pdf>, March 2011.
- [Coplien 1996] J. O. Coplien, *Software Patterns*, Bell Laboratories, The Hillside Group 1996
- [EIF] *The European Interoperability Framework, version 2*, European Commission 2010, Annex 2 of <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:0744:FIN:EN:PDF>
- [OIX] *Open Identity Exchange*, <http://openidentityexchange.org/>
- [SFIA] *The Skills Framework for the Information Age*, SFIA Foundation, <http://www.sfia.org.uk/cgi-bin/wms.pl/932>
- [SOA-RAF] *The SOA Reference Architecture Framework*, OASIS, http://www.oasis-open.org/committees/tc_home.php?wg_abbrev=soa-rm
- [SOA-RM] *The Reference Model for Service-Oriented Architecture*, OASIS, <http://docs.oasis-open.org/soa-rm/v1.0/>
- [PMRM] The Privacy Management Reference Model, OASIS, http://www.oasis-open.org/committees/tc_home.php?wg_abbrev=pmrm
- [TGF-Primer] *Transformational Government Framework Primer*, 17 March 2011. OASIS Committee Note Draft 01 <http://docs.oasis-open.org/tgf/TGF-Primer/v1.0/TGF-Primer-v1.0.docx>

The text in the remainder of this section **1 Introduction** is for information only and is neither normative nor part of the TGF Pattern Language.

1.4 The Transformational Government Framework (TGF)

Transformational Government is defined in the Framework as “A managed process of ICT-enabled change in the public sector, which puts the needs of citizens and businesses at the heart of that process and which achieves significant and transformational impacts on the efficiency and effectiveness of government.” This definition deliberately avoids describing some perfect “end-state” for government. That is not the intent of the Transformational Government Framework.

Rather, the focus is on the **process** of transformation: how a government can build a new way of working which enables it rapidly and efficiently to adapt to changing citizen needs and emerging political and market priorities. Central to this process is a strong emphasis on **leadership** and **governance** as well as an active role played by **all stakeholders** in the creation, delivery and use of government services.

44 1.5 The TGF Pattern Language (TGF-PL)

45 Whereas the [TGF-Primer] is intended primarily as a detailed and comprehensive introduction to the
46 Framework, the TGF Pattern Language is intended as a working reference manual and tool of the main
47 concerns that the Framework covers. It is intended to be readable end-to-end as a piece of prose but is
48 structured also in a way that lends itself to being quoted and used pattern by pattern and to being
49 encapsulated in more formal, tractable, and machine-processable forms including concept maps, Topic
50 Maps, RDF or OWL.

51 1.6 Pattern Languages

52 The idea of Pattern Languages, as a process for analyzing recurrent problems and a mechanism for
53 capturing those problems and archetypal solutions, was first outlined by architect Christopher Alexander
54 [Alexander 1964] and [Alexander 1979]: “The value of a Pattern Language is that remains readable and
55 engaging whilst providing basic hooks for further machine processing... [it] is not an ‘out-of-the-box’
56 solution but rather some ‘familiar’ patterns with which a team can work” [Brown 2011].

57 Each pattern in a pattern language is expressed essentially as a three-part rule:

58 The **context** in which a particular problem arises (the ex-ante condition) and in which the pattern
59 is intended to be used;

60 The ‘system of forces’ or **problem to be solved** and that includes the drivers, constraints and
61 concerns that the pattern is intended to address – Alexander highlighted that this ‘system’ often
62 involved conflicting forces (for example, an architect’s desire confronted with a material limitation)
63 that the pattern should seek to resolve;

64 The ‘configuration’ or **solution**.

65 The exact configuration will vary from one pattern language to another but each pattern in the TGF
66 Pattern Language will be structured as follows:

67 The **name** of the pattern and a **reference number**

68 An **introduction** that sets the context and, optionally, indicates how the pattern contributes to a
69 larger pattern

70 A **headline** statement that captures the essence of the problem being addressed

71 The **body** of the problem being addressed as well as constraints and evidence for the pattern’s
72 validity

73 The **solution** stated as an instruction or instructions – what needs to be done

74 Optionally, some **completion** notes that links the pattern to related and more detailed patterns
75 that further implement or extend the current pattern. This may also include references to **external**
76 resources that are not part of the standard

77 1.7 Notation and conventions used for the Pattern Language

78 The patterns of the TGF Pattern Language are grouped together and organized into a series of sections,
79 corresponding to the high-level structure of the Transformational Government Framework.

80 Some patterns may be used in more than one part of the overall Framework but will only be outlined
81 completely once, when first encountered. Thereafter, reference will be made back to its original definition.

82 Below is an example of a pattern together with comments about the notation and conventions used.

83 **Note:** The example is **not** a pattern that is part of the TGF Pattern Language as it was drafted from an
84 early proof of concept. It is strictly informative.

85

An example pattern

86 [4] Collaborative Stakeholder Governance

Pattern Number

Introduction, including cross-references to other patterns defined in the pattern language

87 It is a core responsibility of the [22] *Transformational Government Leadership* and stakeholders together
88 to design and deliver a [5] *Benefit Realisation Strategy*. The [29] *Business Management Framework*
89 provides guidance on six key aspects of business management including collaboration between
90 stakeholders. Both [21] *Strategic Clarity* and [24] *Stakeholder Engagement* ensure that stakeholder views
91 are clear and understood; and effective [38] *Policy Product Management* helps ensure that they share a
92 common understanding of TG program expectations, including the [2] *Guiding Principles*.

93

Headline statement of the problem

❖ ❖ ❖

Separator

94 **The TG program requires a process by which all key stakeholders are identified, engaged and**
95 **buy-in to the transformation program.**

The body of the problem

96 Development and delivery of an effective Transformational Government program requires engagement
97 with a very wide range of stakeholders, not only across the whole of government but also with the private
98 sector, voluntary and community sectors as well as with business and citizen users of public services. A
99 significant effort is needed to include all stakeholders in the governance of the Transformational
100 Government program at an appropriate and effective level.

101 The Collaborative Stakeholder Governance Model assists a TG program to engage successfully with
102 stakeholders and align them effectively behind shared objectives. It does this through stakeholder
103 mapping and stakeholder engagement as well as keeping an eye open to potential or required
104 cooperation with TG programs of other governments and agencies.

105 Therefore:

106 **A conformant TG program must have a Collaborative Stakeholder Governance Model that aligns with its**
107 **overall business management.**

The solution, stated as an instruction or instructions

108 **This model must explicitly articulate a comprehensive stakeholder map, coupled with the**
109 **structures, processes and incentives needed to deliver full understanding and buy-in to the**
110 **program, plus effective stakeholder action in support of it.**

111 **Tooling should be provided with the aim of supporting all stakeholders and facilitating their**
112 **collaboration as partners in the TG Franchise Marketplace.**

Separator

113

❖ ❖ ❖

114 Stakeholder collaboration is further aided by a [37] *Common Terminology and Reference Model* and more
115 specifically an up-to-date mapping of stakeholders depicted in a [63] *Stakeholder Model*, and their
116 engagement through the [74] *Stakeholder Engagement Model*; in addition to a clear understanding of how
117 they form part of the TG [58] *Ecosystem* and contribute to [75] *Interoperability*. Stakeholders also play key
118 roles in the development of the [39] *Franchise Marketplace Model*.

119

Completion notes, including cross-references to patterns that further extend or refine the current pattern, as well as external references

120 **1.8 Terminology of Transformational Government**

121 Any process of transformation introduces new concepts or radically changes our understanding of
122 existing ones. That process therefore requires that unambiguous terms are used consistently to refer to
123 those concepts. Transformational Government is no exception, and a number of key terms are introduced
124 and used:

- 125 - some of them may be familiar;
- 126 - some may be familiar but are used in a very specific or unfamiliar way;
- 127 - some may be unfamiliar or entirely new

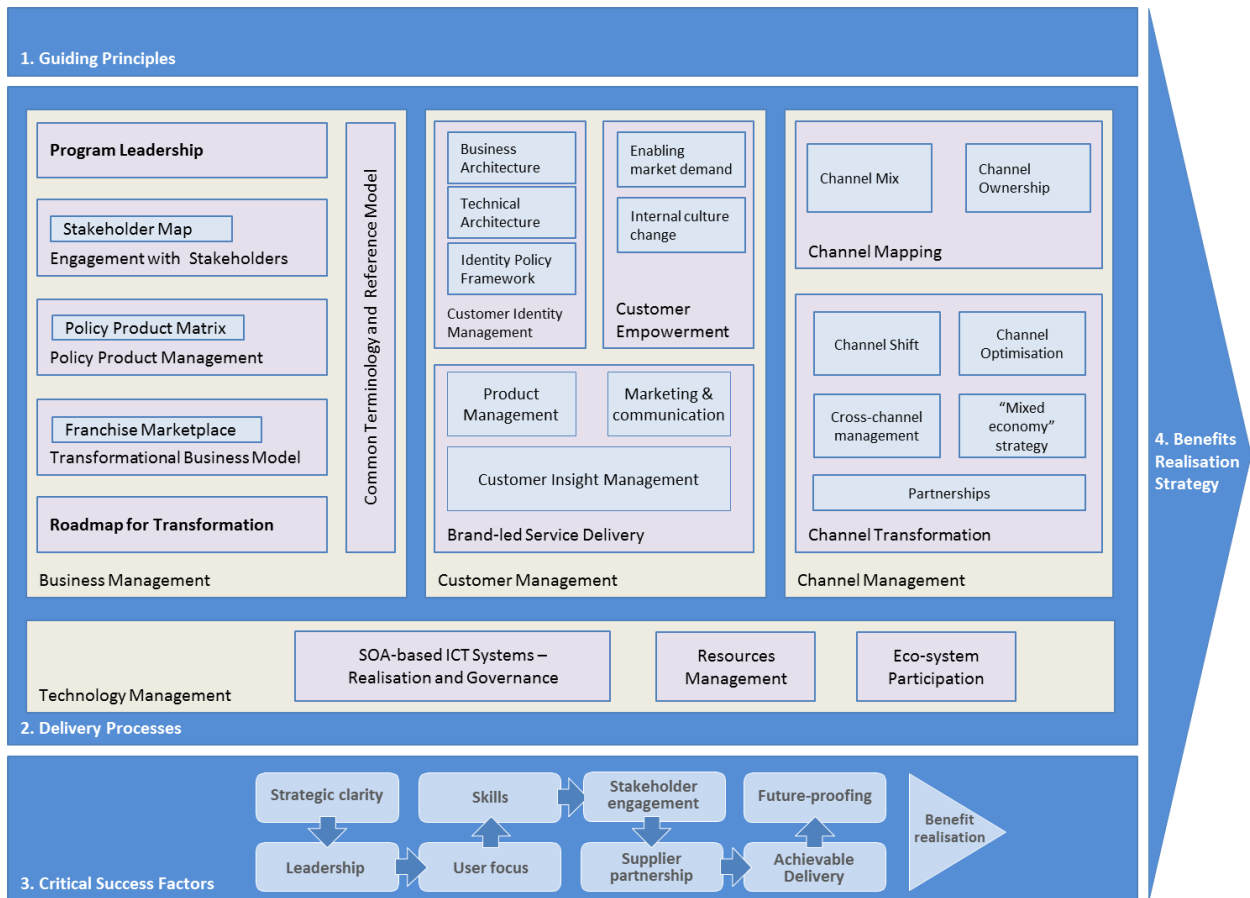
128 We therefore invite readers to refer to the “Core Terminology” in the **[TGF-Primer]**, which is provided to
129 ensure a clear, consistent and shared understanding of the key concepts involved.

2 The Transformational Government Framework

130

131 In the increasingly common situation of governments being expected to deliver better and more services
 132 for less cost whilst maintaining high-level oversight and governance, the Transformational Government
 133 Framework provides a methodology for designing and delivering an effective program of technology-
 134 enabled change at all levels of government.

135 The Transformational Government Framework (TGF) is made up of four high-level components that can
 136 be seen schematically below:



137
138

Figure 1 - The Overall Framework

The TGF Pattern Language

140 The core concepts and building blocks of the Framework are expressed below as a set of Patterns that
 141 together make up an initial set of "Core Patterns" of what can be an evolving TGF Pattern Language.

142 The patterns in the TGF Pattern Language mostly cover the core delivery processes, "topped and tailed"
 143 by patterns concerned with Guiding Principles and Critical Success Factors.

144 The Transformational Government Framework is made up of a core of 20 patterns, starting and ending
 145 with high level concerns, Guiding Principles and Critical Success Factors.

146 **Component 1 – Guiding Principles**

147 **[1] Guiding Principles**

148 A one size-fits-all approach to government transformation will not work. There are nevertheless some
149 guiding principles which are universal and help inform the delivery of services.

150 ❖ ❖ ❖

151 **A management hand on the tiller is not enough to deliver effective transformation.**

152 “Transformational Government” is a *managed process* of ICT-enabled change in the public sector, which
153 puts the needs of citizens and businesses at the heart of that process and which achieves significant and
154 transformational impacts on the efficiency and effectiveness of government. However, even the most well
155 intentioned and effectively governed program can drift off course without clear direction provided by
156 explicit and well-publicized guiding principles.

157 Therefore:

158 **Use a set of high-level guiding principles that cover as a minimum the need to:**

- 159 - **Develop a detailed and segmented understanding of your citizen and business**
- 160 **customers;**
- 161 - **Build services around customer needs, not organizational structure;**
- 162 - **Ensure service transformation is done with citizens, businesses, and organizations**
- 163 **and not to them;**
- 164 - **Grow the market for transformed services;**
- 165 - **Manage and measure key critical success factors.**

166 ❖ ❖ ❖

167 See also “Part II, Component 1: Guiding Principles” in **[TGF Primer]**.

168 Delivering these principles, in line with the Critical Success Factors, requires government to re-visit – and
169 potentially to transform – every stage of the service delivery process. The Transformational Government
170 Framework identifies four main delivery processes, each of which must be managed in a government-
171 wide and citizen-centric way in order to deliver effective transformation. Most of the following patterns are
172 concerned with the delivery processes and are presented in four sections :

- 173 • Section 2.1 Business Management
- 174 • Section 2.2 Customer Management
- 175 • Section 2.3 Channel Management; and
- 176 • Section 2.4 Technology Management

177 Patterns [2] to [16] below cover all four of these delivery mechanisms.

178 The core set of TGF patterns is completed by patterns [17] to [19] for the key Critical Success Factors
179 and the final pattern [20] *Benefits Realization*.

180

181 **Component 2 – Delivery Processes**

182 **2.1 Business Management**

183 **[2] Program Leadership**

184 Transformation programs require strategic clarity and sustained leadership over a period of years.

185 ❖ ❖ ❖

186 **There is no “ideal” leadership structure for a transformation program. Transformational**
187 **government cannot be pursued on a project-by-project or agency-specific basis but requires a**
188 **whole-of-government view.**

189 The transformational government program needs to connect up relevant activities in different agencies at
190 different levels of government within and between countries. All program stakeholders have a common,
191 agreed and comprehensive view of what the program is seeking to achieve.

192 The optimal positioning of the leadership team will depend on the context of each specific government.
193 Key functions should be occupied by individuals with sufficient authority to command the resources and
194 mobilize the support necessary to fulfill this mission. Effective leadership of a program requires the senior
195 accountable leaders to have access to a mix of key skills in the leadership team which they build around
196 them, including: strategy development skills, stakeholder engagement skills, marketing skills, commercial
197 skills and technology management skills. It is not essential that all Ministers and senior management are
198 committed to the transformation program from the outset. Indeed, a key feature of an effective roadmap
199 for transformation is that it nurtures and grows support for the strategy through the implementation
200 process. However, it is important that the program is seen not simply as a centralized or top-down
201 initiative. Sharing leadership roles with senior colleagues across the Government organization is
202 important.

203 Therefore:

204 **Have a clear vision based on an All-of-Government view and focus on results.**

205 **Focus on taking concrete, practical steps in the short to medium term, rather than continually**
206 **describing the long-term vision.**

207 **Political and management leadership must commit to the program for the long term. This is**
208 **particularly relevant given the realities of changing political leadership and underlines the need to**
209 **provide for continuity across those changes.**

210 **Establish clear accountability at both the political and management levels of the program.**

211 **Deploy formal program management disciplines and have a clearly identified mix of leadership**
212 **skills.**

213 **Engage a broad-based leadership team across the wider government.**

214 **Ensure the Program’s interoperability with other services and programs through appropriate**
215 **Government-to-Government cooperation.**

216 ❖ ❖ ❖

217 Establish a strong Business Case and know what outcomes you want to achieve, know where you are
218 now and how you will measure success. These are amongst several [17] *Critical Success Factors* and
219 which are further detailed in Part II of the [TGF Primer].

220 **[3] Engagement with Stakeholders**

221 The private, voluntary and community sectors have considerable influence on citizen attitudes and
222 behavior. These influences must be transformed into partnerships which enable the market to deliver
223 program objectives. This requires a “map” of all stakeholders as part of overall business management.

224 ❖ ❖ ❖

225 **It is not enough to map and understand stakeholder relationships and concerns. Classic models**
226 **of ‘actor’ and ‘stakeholder’ also need to be re-assessed**

227 Leaders from all parts of the government organization, as well as other organizations involved in the
228 program, are motivated for the program to succeed and are engaged in clear and collaborative
229 governance mechanisms to manage any risks and issues. The development and delivery of an effective
230 Transformational Government program requires engagement with a very wide range of stakeholders, not
231 only across the whole of government but also, in most cases, with one or more of the private, voluntary
232 and community sectors as well as with public service customers. A significant effort is needed to include
233 all stakeholders in the governance of the Transformational Government program at an appropriate and
234 effective level.

235 The generic concept of ‘User’ that is dominant in traditional IT stakeholder engagement models needs to
236 be replaced by a model that disambiguates and identifies the different interests and concerns that are at
237 stake as well as the key groups of stakeholders in the development of any service. By clearly separating
238 out key stakeholder groups and starting to recognize and articulate their specific concerns
239 *as stakeholders* (any individual’s *role* may vary according to context), an understand can evolve of how
240 stakeholders relate (in different roles): to each other; to various administrations and services involved; to
241 policy drivers and constraints; and how these all come together in a coherent ecosystem supported by a
242 Transformational Government Framework.

243 Therefore:

244 **Put a Collaborative Stakeholder Governance Model in place that ensures that all stakeholders are**
245 **identified and engaged; and that they buy-in to the transformation program.**

246 **Create a Stakeholder Engagement Model that ensures that there are adequate Stakeholder**
247 **Engagement Structures, Stakeholder Engagement Processes and Stakeholder Incentives in place.**

248 **Have a clear understanding both of the transformational government program as well as how to**
249 **engage with it, irrespective of stakeholder role – as public service customer, supplier, delivery**
250 **partner elsewhere in the public, private and voluntary sector, politician, the media, etc.**

251 **Develop a comprehensive stakeholder map, coupled with the structures, processes and**
252 **incentives needed to deliver full understanding and buy-in to the program, plus effective**
253 **stakeholder action in support of it.**

254 **Model the stakeholders, actors and systems that comprise the overall service ecosystem and their**
255 **relationships to each other. Maintain and update the stakeholder model on a regular basis.**

256 ❖ ❖ ❖

257 There is no single, correct model for doing this successfully, but any conformant TGF program needs to
258 make sure that it defines its own Collaborative Stakeholder Engagement Model which explicitly articulates
259 all of these elements: map all stakeholders, coupled with the structures, processes and incentives needed
260 to deliver full understanding and buy-in to the program, plus effective stakeholder action in support of it.

261 Map All Stakeholders and maintain this map as part of overall business management. The development
262 of successful customer franchises within the [7] *Franchise Marketplace* will depend on the effectiveness
263 of collaborative governance.

264 See also “The Stakeholder Engagement Model” in Part III(a) of the [TGF Primer] (“Guidance on the TGF
265 Business Management Framework”).

266 **[4] Common Terminology and Reference Model**

267 In any change program of the breadth and complexity that the TGF supports, it is vital that all
268 stakeholders have a common understanding of the key concepts involved and how they interrelate, and
269 have a common language to describe these in.

270 ❖ ❖ ❖

271 **Leadership and communication both break down when stakeholders understand and use terms**
272 **and concepts in very different ways, leading to ambiguity, misunderstanding and, potentially, loss**
273 **of stakeholder engagement.**

274 Concepts do not exist in isolation. In addition to clear definitions and agreed terms, It is the broader
 275 understanding of the relationships between concepts that give them fuller meaning and allow us to model
 276 our world, our business activities, our stakeholders, etc. in a way that increases the chance that our digital
 277 systems are an accurate reflection of our work. Any conformant agency should be able to use a common
 278 terminology without ambiguity and be sure that these terms are used consistently throughout all work.

279 Therefore:

280 **Ensure that all stakeholders have a clear, consistent and common understanding of the key**
 281 **concepts involved in Transformational Government; how these concepts relate to each other; how**
 282 **they can be formally modeled; and how such models can be leveraged and integrated into new**
 283 **and existing information architectures. To this end:**

284 **Seek agreement among stakeholders to establish and maintain an agreed and shared Common**
 285 **Terminology and Reference Model.**



287 A core terminology is proposed in the **[TGF Primer]** and any program should consider this as a basis for
 288 its own terminology and reference model.

289 **[5] Policy Product Management**

290 In any government, "Policy Products" - the written policies, frameworks and standards which inform
 291 government activity - are important drivers of change. In the context of Transformational Government, the
 292 *[2] Program Leadership* will use a wide set of Policy Products to help deliver the program.



294 **Traditional policy approaches for e-government have often been too narrowly focused. An**
 295 **effective Transformational Government program requires a more holistic approach to policy**
 296 **development.**

297 We define a "Policy Product" as: any document that has been formally adopted on a government-wide
 298 basis in order to help achieve the goals of transformational government. These documents vary in nature
 299 (from statutory documents with legal force, through mandated policies, to informal guidance and best
 300 practice) and in length (some may be very lengthy documents; others just a few paragraphs of text).

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

308 This more holistic approach is captured in the matrix shown below, which **MUST** be used to create a map
 309 of all the Policy Products needed to deliver a particular TGF program effectively. This matrix maps the
 310 four delivery processes of the TGF (Business Management, Customer Management, Channel
 311 Management and Technology Management) against five broad interoperability domains identified in the
 312 **[EIF]** (technical, semantic, organizational, legal, and policy interoperability). While the EIF framework is
 313 conceptually complete, mapping it against these core delivery processes provides a much clearer sense
 314 of the actions needed.

315 Therefore:

316 **Use the following matrix to classify the Policy Products:**

Delivery Processes	Interoperability Levels				
	Political	Legal	Organizational	Semantic	Technical
Business Management					
Customer Management					
Channel					

Management					
Technology Management					

317 **Identify, for each and every cell in the matrix, the policy product(s) that are needed to deliver the**
318 **Transformational Program effectively. Nil, one, or multiple policy product(s) may be required per**
319 **cell. Consideration MUST be given to every cell as to which policy products might be included.**

320 ❖ ❖ ❖

321 The [2] *Program Leadership* should undertake this policy gap analysis through [3] *Engagement with*
322 *Stakeholders*, and then ensure that the accountability and process for developing any missing Policy
323 Products is embedded within the [8] *Roadmap for Transformation*.

324 Examples of policy products that can be found to populate the cells of the matrix can be found in ‘Policy
325 Product Management’ in Part III(a) of the [TGF Primer].

326 [6] *Transformational Business Model*

327 A central task of the [2] *Program Leadership* is to enable the machinery of government to deliver
328 customer-centric services. They need to cooperate with stakeholders in developing a new business
329 model that delivers those services in practice, when and where they are needed.

330 ❖ ❖ ❖

331 **The failure to create an appropriate new business model has arguably been the greatest weakness**
332 **of most traditional e-Government programs. The transition to e-Government has involved**
333 **overlaying technology onto the existing business model of government: a business model based**
334 **around existing functionally-oriented government departments and agencies. These behave like**
335 **unconnected silos in which policy-making, budgets, accountability, decision-making and service**
336 **delivery are all embedded within a vertically-integrated delivery chain based around *delivery***
337 **functions rather than recipient *needs*.**

338 The experience of governments around the world over the last two decades has been that silo-based
339 delivery of services simply does not provide an effective and efficient approach to e-government. Without
340 examination of, or fundamental change to, the underlying business model level, the design and delivery of
341 services remains fragmented and driven by the structures of government, rather than the needs of the
342 government’s customers.

343 Government transformation programs involve a shift in emphasis, away from silo-based delivery and
344 towards an integrated, multi-channel, service delivery approach: an approach which enables a whole-of-
345 government view of the customer and an ability to deliver services to citizens and businesses where and
346 when they need it most, including through one-stop services and through private and voluntary sector
347 intermediaries.

348 ❖ ❖ ❖

349 Therefore:

350 **Establish a Transformational Business Model to help build services around citizen and business**
351 **needs, not government’s organizational structure. This will include:**

- 352 • **providing citizens and businesses with services which are accessible in one stop and**
353 **ideally offered over multiple channels**
- 354 • **enabling those services also to be delivered by private and voluntary sector**
355 **intermediaries.**

356 **The Transformational Business Model must go beyond simple coordination between the existing**
357 **silos and should include:**

- 358 • **An integrated business and information architecture which enables a whole-of-**
359 **government view of the customer, thus making possible both the integration of services**
360 **and “cross-selling” between services**

- 361 • **Incentives and business processes that encourage the internal cultural change and cross-**
362 **silo collaboration needed to drive the integration and joining-up of services.**
- 363 • **A cross-government strategy for shared development, management and re-use of**
364 **common customer data sets, applications, and applications interfaces (e.g. authentication,**
365 **payments, and notifications).**

366 **Do not spend money on technology before addressing organizational and business change and**
367 **design for re-use and interoperability.**



369 Rather than attempting to restructure Government to deliver such a Transformational Business Model,
370 the [7] *Franchise Marketplace* SHOULD be considered as the recommended approach to implement this
371 model. Multi-channel delivery of services can be provided through optimized [14] *Channel*
372 *Transformation*. Common customer data sets can be built as shared services with customer data under
373 customer control and managed using [16] *Technology Development and Management*. This pattern is
374 facilitated by placing citizen, business, and organizational data under their control as set out in
375 [11] *Customer Identity Management*.

376 [7] *Franchise Marketplace*

377 The [6] *Transformational Business Model* underpins the requirement of Transformational Government
378 programs to build services around citizen and business needs rather than government's organizational
379 structure. This includes having a whole-of-government view of the customer; as well as providing those
380 customers with services that are accessible when and where they are most needed and ideally offered
381 over multiple channels. This can be achieved using a "Franchise Marketplace"



383 **There is a seeming paradox - given the huge range of government service delivery - between**
384 **keeping "global" oversight of all aspects of a customer's needs at the same time as delivering**
385 **well-targeted services in an agile way.**

386 Too many government departments and agencies have overlapping but partial information about their
387 citizens and business customers, but nobody takes a lead responsibility for owning and managing that
388 information across government, let alone using it to design better services.

389 One way of addressing this problem has been to restructure government: to put responsibility for
390 customer insight and service delivery into a single, central organization which then acts as the "retail arm"
391 for government as a whole to interact with all its customers.

392 Under this model, one organization becomes responsible for the service delivery function across all
393 channels - face-to-face, contact center, web - with relevant staff and budgets being transferred from other
394 agencies.

395 This is one way of implementing the [6] *Transformational Business Model* as required but with one
396 obvious difficulty: making structural changes to government can be extremely hard. The sheer scale of
397 the "government business" means that any changes need to be implemented carefully over a long period
398 of time and take account of the inherent risks in organizational restructuring. The resulting large-scale
399 delivery organization needs extremely careful management if it is to maintain the agility that smaller-scale,
400 more focused delivery organizations can achieve.

401 An alternative approach is called the "Franchise Marketplace": a model that permits the joining-up of
402 services from all parts of government and external stakeholders in a way that makes sense to citizens
403 and businesses, yet without attempting to restructure the participating parts of government.



405 Therefore:

406 **Establish a number of agile, cross-government, virtual "franchise businesses" that:**

- 407 a) are based around customer segments (such as, for example, parents, motorists, disabled
- 408 people) and that sit inside the existing structure of government;
- 409 b) deliver customer-centric, trusted and interoperable content and transactions to citizens,
- 410 businesses and other organizations; and
- 411 c) act as champions of and drivers for customer-centric public service improvement.



413 The Franchise Marketplace is a specific example of a [6] *Transformational Business Model* and is
414 considered as the most effective and lowest risk way of delivering the element of the [1] *Guiding*
415 *Principles* which requires Transformation Programs to “Build services around customer needs, not
416 organizational structure”. More detail on the Franchise Marketplace model is set out in the [TGF-Primer]

417 **[8] Roadmap for Transformation**

418 It is essential that the vision of the [2] *Program Leadership*, and the associated [6] *Transformation*
419 *Business Model* and process of [5] *Policy Product Management* are translated into an effective Roadmap
420 for Transformation. This should not be some all-encompassing master plan – which tends to be brittle
421 and prone to failure – but a pragmatic framework for delivering clearly identifiable results in achievable
422 stages.



424 **Big-bang approaches don't work**

425 Since everything can clearly not be done at once, it is vital to map out which elements of the
426 transformation program need to be started immediately, which can be done later, and in what order. The
427 "big bang" approach to implementation has been shown not to work or be effective. By its nature it is
428 heavily reliant on significant levels of simultaneous technological and organizational change. Instead, a
429 transformational government program will develop a phased delivery roadmap which balances quick wins
430 with the key steps needed to drive longer term transformation.

431 Therefore:

432 **Establish a phased Transformation Roadmap.**

433 **Work with citizens and businesses to identify a set of services that represents a ‘quick win’ for**
434 **government and its customers alike.**

435 **Give priority to services that can be delivered quickly, at low cost, and low risk using ‘off the**
436 **shelf’ (rather than bespoke) solutions.**

437 **Establish systems to learn from early customer experience, to improve services in the light of**
438 **this, and then to drive higher levels of take-up.**

439 **Work with early adopters within the government organization in order to create exemplars and**
440 **internal champions and thus learn from experience and drive longer-term transformation.**



442 The [TGF Primer] gives further details of best practices for planning and delivering a Transformation
443 Roadmap. In particular, it sets out a Strategic Trade-off Model which can be helpful in guiding the focus
444 of the [2] *Program Leadership* through the course of the transformation program as it evolves. It also
445 describes the typical structure of a best practice Transformation Roadmap, covering five main phases:
446 Plan, Initiate, Deliver, Consolidate, and Transform.

447 The Transformation Roadmap should be pursued with due attention to risk management, and should
448 therefore include checkpoints at key stages to allow regular, independent review of performance against
449 the [17] *Critical Success Factors*.

450

451 2.2 Customer Management

452 [9] Brand-Led Service Delivery

453 Insight into citizen and business needs helps develop a detailed and segmented understanding of citizens
454 and businesses as customers of government services.

455 ❖ ❖ ❖

456 **A lack of focus on customers often leads to duplicated and inefficient government services**
457 **delivered through inappropriate channels.**

458 Understanding customer needs, and how to design and deliver services that users will engage with,
459 requires a brand-led approach. A brand is something much deeper and more fundamental than logos,
460 badging and corporate identity. It is the underlying promise made by an organization to its customers
461 about the products and services it delivers, as reflected in the reality of how customers experience those
462 products and services. Branding is a discipline in which governments lag behind the best of the private
463 sector. Whereas brand development in the private sector is an explicit and vital driver of overall product
464 and service strategy, the public sector has largely ignored a painful fact: that its services constitute a
465 brand, whether they acknowledge this or not, and one that is all-too-often perceived negatively.

466 In a brand-led company, customer insight informs all aspects of the product development process, and
467 involves a comprehensive program of qualitative and quantitative research to understand and segment
468 the customer base. Lessons learned from this are fed into a brand-led product management process - not
469 as a one-off input of initial research, but through a continuous process of iterative design and customer
470 testing. A key output from this is a set of brand values for the product or service, which then need to drive
471 all aspects of service delivery, support, and marketing. This is all managed as an iterative process of
472 continuous improvement.

473 If governments are to succeed in the ambition of shifting service delivery decisively away from traditional
474 channels to lower-cost digital channels, then these branding challenges must be met.

475 Therefore:

476 **Establish a culture of Brand-led Service Delivery across government, based around three key**
477 **pillars of (i) Customer Insight, (ii) Product Management, and (iii) Marketing and Communication:**

478 **(i) Customer Insight: Don't assume to know what customers of a service think. Be obsessive**
479 **about understanding the needs of customers – both internal and external – on a segmented**
480 **basis. Invest in developing a real-time, event-level understanding of citizen and business**
481 **interactions with government.**

482 **(ii) Product management: Establish a brand-led product management process covering all**
483 **stages of government service design and delivery, agreed and managed at a whole-of-**
484 **government level, which gives citizens access to "one-stop services" available over multiple**
485 **channels.**

486 **(iii) Marketing and communication: Use the brand values for one-stop government to drive all**
487 **aspects of marketing and communications for government services.**

488 ❖ ❖ ❖

489 Often, governments may face significant gaps in terms of the people and skills needed to manage brand-
490 led product development and marketing cycles of this nature, so identifying and addressing these gaps as
491 part of the [18] Skills strategy is vital. It is also vitally important that the drive to brand-led service delivery
492 is led at a whole-of-government level: the element of the [1] Guiding Principles which points to the need to
493 "own the customer at the whole-of-government" level is therefore of particular significance for this pattern.
494 The cultural change required by brand-led service delivery will be facilitated and accelerated through
495 [10] Customer Empowerment.

496 **[10] Stakeholder Empowerment**

497 Many e-Government programs have failed because the citizen and business customers of public sector
498 services are seen as simply passive recipients of those services rather than active stakeholders in their
499 design and delivery.



501 **Service transformation is done *with* citizens, businesses and organizations, and not *to* them**

502 The focus of a Transformational Government program is on citizens, businesses, and other organizations
503 being actively engaged as owners and participants – as stakeholders – in the creation of public services
504 and not just as passive consumers of those services.

505 Therefore:

506 **Engage service customers directly in service design and delivery as active stakeholders.**

507 **Encourage and enable service innovation in the Citizen-to-Citizen, Business-to-Citizen, Citizen-to-
508 Government, and Business-to-Government sectors.**

509 **Give people the technology tools that enable them to create public value themselves. Give them
510 ownership and control of their personal data.**

511 **Make all non-personally identifiable data that is held by government, freely open for reuse and
512 innovation by third parties.**



514 Encourage internal cultural change with the [6] *Transformational Business Model* as well as through
515 [3] *Engagement with Stakeholders* by use of a [7] *Franchise Marketplace*.

516 **[11] Customer Identity Management**

517 A key element of the [1] *Guiding Principles* is that “Service transformation is done with citizens,
518 businesses, and organizations and not to them”. One of the consequences of this is that an effective
519 identity management strategy needs to give people – whether acting on their own behalf as a citizen, or
520 on behalf of another citizen or of a business – ownership and control of their personal data.



522 **Identity management is a key enabler of effective service delivery, yet something with which most
523 governments struggle. At the heart of that struggle is often a failure to put the customer – whether
524 a citizen or a business – at the center of government's thinking about identity.**

525 Identity is a complex, and by definition deeply personal, concept. An individual may have multiple,
526 overlapping and partial “identities”, each of which is associated with different rights and permissions, even
527 different addresses. These identities often overlap, but in some cases the individual may want to keep
528 them separate in order to protect privacy. At other times, the individual may want them to be joined up,
529 and be frustrated at constantly having to furnish government with the same information over and over
530 again. Governments have often struggled to manage this complexity, for reasons described in [TGF-
531 Primer].

532 A wide range of agencies, standards bodies and advocacy groups are deeply involved in many aspects of
533 the work needed to resolve these problems, from technical models for privacy management (such as the
534 OASIS [PMRM]) through to the business, legal and social issues around online identity assurance (such
535 as promoted by [OIX]). It is not the purpose of the Transformational Government Framework to address
536 the details of identity management but rather to give high-level guidance on the main issues that a
537 conformant program should seek to address – based on a set of best practices which is emerging around
538 the world and which we believe represents a way forward for transformational government, which is
539 broadly applicable across a very wide range of governments.

540 Therefore:

541 **Establish a Customer Identity Management Framework and within this:**

- 542 – Have a business architecture based on federation between a wide range of trusted
543 organizations (the Government, banks, employers etc.), and a clear model for cross-trust
544 between these organizations;
545 – Use a supporting technology architecture which does not rely on monolithic and
546 potentially vulnerable large databases but which, in line with the SOA paradigm, uses
547 Internet-based gateway services to act as a broker between the different databases and IT
548 systems of participants in the federated trust model;
549 – Put people directly in control of their own data, able to manage their own relationship with
550 government – whether on their own behalf as individual citizens or in another identity
551 relationship or intermediated role – and with clearly visible controls to reassure them that
552 this is the case.



554 Further details about this Identity Management approach are described in **[TGF Primer]**. No one
555 Government has implemented all features of this approach, but all are being successfully deployed
556 around the world, and together they represent our view of the approach to identity management which will
557 best help deliver Transformational Government. This pattern is important in order to deliver integrated,
558 citizen-centric services as part of a *[6] Transformational Business Model* and the *[7] Franchise
559 Marketplace*, as well as to enable the customer-led service innovation envisaged by *[10] Customer
560 Empowerment*. At a technology level, the approach is underpinned by the SOA-based *[16] Technology
561 Development and Management*.

562

563 2.3 Channel Management

564 [12] Channel Management Framework

565 Government services are delivered through a wide range of channels. One of the core aims of a
566 Transformational Government program is to ensure that these are managed in the most cost-effective
567 way at a whole-of-government level, and meet the needs of citizen and business customers.



569 **Channel management is often a weak spot in government service delivery, with widespread**
570 **duplication, inefficiency and lack of user-focus.**

571

572 Experience has shown the common pitfalls in channel management by governments include:

- 573 • Managing new, digital channels as "bolt-ons", with business and technical architectures which are
574 entirely separate from traditional face-to-face or paper-based channels
- 575 • No common view of customer service across multiple channels
- 576 • Operational practices, unit costs and service standards for many channels which fall well below
577 standards set for those channels in the private sector
- 578 • A reliance on government-owned channels, with insufficient understanding of how to partner with
579 private and voluntary sector organizations who have existing trusted channels to government
580 customers
- 581 • Unproductive and costly competition among service delivery channels

582 Transformational Government programs seek to avoid these pitfalls, by building a channel management
583 approach centered on the needs and behavior of its citizen and business customers. This means that
584 delivery of services needs to be customer-centric, with services accessible where and when citizens and
585 businesses want to use them, including through both "one-stop" services and a wide range of private and
586 voluntary sector intermediaries. Services should be offered over multiple channels, but with clear policies
587 to shift service users into lower-cost digital channels (including a digital inclusion strategy to enable take-
588 up of digital services by those segments of the customer population currently unable or unwilling to use
589 them)

590 Therefore:

591 **Establish a Channel Management Framework, which includes:**

- 592 • **a clear audit of what existing channels are currently used to deliver government services, and**
593 **the costs and service levels associated with these ('Channel Mapping');** and
- 594 • **the vision and roadmap for developing a new channel management approach centered on the**
595 **needs and behavior of citizens and businesses ('Channel Transformation').**



597 This pattern helps deliver integrated, customer-centric services as part of a [6] *Transformation Business*
598 *Model* and the [7] *Franchise Marketplace*, as well as to enable the service innovation envisaged by [10]
599 *Customer Empowerment*.

600 It is extended by two further patterns, [13] *Channel Mapping* and [14] *Channel Transformation Strategy*.

601 [13] Channel Mapping

602 A vital first step in developing a [12] *Channel Management Framework* is to carry out a mapping of
603 existing delivery channels across government, and to put a cost to each transaction delivered through
604 these channels based on standard industry assumptions.



606 **Government service delivery organizations often do not have a clear and quantified**
607 **understanding of which channels their customers use, what the average and marginal costs of**
608 **delivery through these channels is, or how service levels and customer satisfaction vary by**
609 **channel.**

610 When government organizations carry out a full channel mapping for the first time, a common finding is
611 that much customer contact between governments and citizens/businesses is:

- 612 • unnecessary - because the user is struggling to find the right place to get the service they need,
613 resulting in multiple contacts before their need is finally resolved
- 614 • hidden and un-costed - because only some of these customer contacts are caught by existing
615 management information systems. The rest are just lost within the broader operational structure and
616 budget of the organization.

617 And when channel mapping is undertaken at the whole-of-government level, it typically highlights
618 significant duplication across government (for example: having multiple high-street locations in the same
619 town serving different government departments or agencies; thousands of contact telephone numbers;
620 hundreds or even thousands of web-sites). There is significant scope for delivering both cost savings and
621 service improvements by joining government services together through channels managed on a shared
622 basis, and through channels managed by private and voluntary sector intermediaries.

623 Therefore:

624 **Establish a clear map of customer interactions by channel, and the true costs of these, in order to**
625 **provide essential data in both building the business case for service transformation, and in**
626 **highlighting priority areas for reform.**

627 **Take a holistic approach to understanding the range of channels through which government**
628 **services are and could be delivered, including both “Channel Mix” (that is, the physical type of**
629 **channel being used, including face-to-face, mail, e-mail, Internet and telephone) and also the**
630 **variety of “Channel Ownership” options that are available (including service delivery through**
631 **private and voluntary sector channels).**



633 This pattern is needed to inform development of a [14] *Channel Transformation Strategy*. Further details
634 on how to set about Channel Mapping can be found in Part III(c) of the [TGF Primer].

635 **[14] Channel Transformation**

636 The [12] *Channel Management Framework* requires a TGF program not only to undertake [16] *Channel*
637 *Mapping* of existing channel usage and channel costs, but also to develop a Channel Transformation
638 Strategy that sets out the vision and roadmap for developing a new channel management approach
639 centered around the needs and behavior of citizens and businesses.



641 **Government can learn a lot from the best of private sector approaches to channel management,**
642 **but also needs to recognize unique challenges and opportunities that apply to channel**
643 **management in the public sector.**

644 Once a full [13] *Channel Mapping* has captured the current channel mix and cost base, it is important to
645 map out a strategy for the future desired channel mix, and the future customer experience over different
646 channels. Successful private-sector businesses tend to be more effective at this than government. They
647 understand that each channel opens up different ways to create value for customers, so they differentiate
648 services across channels. They also take a hard-nosed approach to channel management, with
649 customers being encouraged to use the channels that are most efficient from a business point of view.
650 They also realize that channel shift is a complicated process, which needs planning over a multi-year
651 period.

652 Transformational Government programs adopt a similar approach, setting out clear strategies for channel
653 transformation. Typically though they recognize two distinct differences between the public and private
654 sector:

- 655 • First, government has an obligation to provide services on a universal basis, so is not able to pick and
656 choose which customers it will engage with through different channels. "Directed choice" towards
657 cheaper channels is therefore the strategy selected for most citizen-facing services (although a
658 number of governments are increasingly looking to make Internet-only services the norm for
659 businesses).
- 660 • Second, in terms of the online channel, government is in a unique position compared with any other
661 online service provider. Whereas an online bank or retailer is limited by the size of the online
662 population in the market, a government can take action significantly to increase that online
663 population. "Digital inclusion" policies, aimed at increasing the proportion of potential customers who
664 have access to and confidence in using online channels, are therefore an important part of
665 government channel strategies which would not normally be seen in their private-sector counterparts.

666 In addressing these issues, it is important to recognize that government service delivery cannot be
667 divorced from what is happening in the broader market: the expectations of citizens and businesses are
668 shaped by their experiences of other services. Demand for e-services across society will continue to grow
669 while other market players (in the private, voluntary and community sectors) will have a significant
670 influence on the attitudes and behavior of public service customers.

671 Therefore:

672 **Develop a Channel Transformation Strategy and within this:**

- 673 • **Shift customers where appropriate to lower cost digital channels - including through digital**
674 **inclusion policies which build access to and demand for e-services in those segments of the**
675 **population that face barriers to their use;**
- 676 • **Optimize the cost and performance of each channel, using public and private sector**
677 **benchmarks to drive improvement;**
- 678 • **Improve cross-channel management, by building channel support services around a common,**
679 **web-based infrastructure in order both to improve customer service and reduce costs;**
- 680 • **Facilitate development of a thriving mixed economy delivery of services;**
- 681 • **Build partnerships which enable the market and others to work with the government to deliver**
682 **jointly-owned objectives.**



684 The Channel Transformation Strategy must be informed by [13] *Channel Mapping*, and must address how
685 to shift customers into lower-cost channels while maintaining and reinforcing [10] *Customer*
686 *Empowerment*. The mixed economy of delivery of government services is developed with private and
687 voluntary sector intermediaries and SHOULD be addressed using the [7] *Franchise Marketplace* pattern.
688 A significant effort is needed to include all stakeholders in the governance of the Transformational
689 Government program at an appropriate and effective level: see [3] *Engagement with Stakeholders*. The
690 key milestones and accountabilities for delivery of the Channel Transformation Strategy should be
691 embedded within the [8] *Roadmap for Transformation*.

692

693 2.4 Technology Management

694 *[15] Resources Management*

695 All too often, technology resources are seen as a means to an end, artifacts that are used to accomplish
696 a particular problem at hand and thus something transient to be disposed of at the end of a particular
697 cycle. As systems become more complex and organizations mature, resource re-use becomes ever more
698 important and prevalent.

699 ❖ ❖ ❖

700 **Technology resources need to be managed as much as any other resource.**

701 Technology resources are increasingly re-used beyond the scope of their original intended use. This is to
702 be encouraged. However, in order to be re-used effectively, resources need to be identified and managed
703 by explicitly designated owners and also be identifiable across ownership domains.

704 The ability to identify a resource is important in system interactions, in order to determine such things as
705 rights and authorizations, as well as to understand what functions are being performed; what the results
706 mean. Within large-scale, SOA ecosystems, interactions take place across ownership boundaries and the
707 combination of interactions can be unpredictable. Identifiers provide the means for all resources important
708 to a given SOA system to be unambiguously identifiable at any moment and in any interaction.

709 Establishing resource identity and subsequently managing those resources and their identities thus
710 become an important part technology management.

711 Therefore:

712 **Manage information and ICT system resources as distinct, valued assets**

713 **Manage issues related to the Identification, ownership, stewardship and usage policies for each**
714 **asset type.**

715 ❖ ❖ ❖

716 Section 3.1.3 of the [SOA-RAF] looks at the issue of resources and how they should be identified and
717 managed.

718 *[16] Technology Development and Management*

719 Technological change is more rapid than organizational change and yet governments often find
720 themselves locked-in to particular technology solutions.

721 ❖ ❖ ❖

722 **Governments need to protect themselves against the downside of technology evolution and** 723 **maintain governance of ICT development and deployment**

724 Transformational Government needs a strategic IT platform to guarantee future agility as business and
725 customer priorities change. Such a platform cannot afford to be locked-in to specific technologies or
726 solutions that prevent or limit such agility.

727 Therefore:

728 **Concentrate technology resources and efforts around leveraging open standards and SOA**
729 **Principles so as to ensure development and deployment agility, and support all customer**
730 **interactions, from face-to-face interactions by frontline staff to online self-service interactions.**

731 **Use the Reference Model for Service-Oriented Architecture [SOA-RM] as the primary source for**
732 **core concepts and definitions of the SOA paradigm. Have a clear understanding of the goals,**
733 **motivations and requirements that any SOA-based system is intended to address. Identify**
734 **boundaries of ownership of all components in any SOA ecosystem.**

735 **Realize discrete services that can perform work on behalf of other parties. Use common building**
736 **blocks that can be re-used to enable flexible and adaptive use of technology to react quickly to**
737 **changing customer needs and demands. Have clear service descriptions and contracts for any**
738 **capability that is offered for use by another party.**

739 **Manage key ICT building blocks as government-wide resources and make them available as re-**
740 **usable, shared services - in particular common customer data sets (e.g. name, address);**
741 **applications and application interfaces (e.g. authentication, payments, notifications); and core ICT**
742 **infrastructure.**

743 **Wherever possible prefer interoperable, open standards, particularly when these are well**
744 **supported in the market-place.**

745 **Pay due attention to the total cost of ownership and operation of technology and consider the**
746 **possible value of open source when making technology choices.**

747 ❖ ❖ ❖

748 This pattern should be seen in conjunction with the *[8] Roadmap for Transformation*.

749 The **[EIF]** has a useful definition of “open” in 5.1.1 “Specifications, openness and reuse”.

750

751 **Component 3 – Critical Success Factors**

752 **[17] Critical Success Factors**

753 There is now an increasing body of research which seeks to understand why some ICT-enabled
754 transformation programs succeed and why others fail. A number of critical success factors are needed for
755 the delivery processes covered in the patterns above.



757 **Programs and projects which seek to deliver Transformational Government face significant risks**
758 **to successful delivery. Clarity and insight into the consequences of transformation are needed.**

759 It is unrealistic to expect to get everything right first time and moving forward will be a process of
760 continuous improvement. Systems are needed which allow the government organization to understand
761 the current position, to plan, to move quickly, and to learn from experience.

762 These risks are not related to the technology itself – which is largely mature and proven – but rather to
763 business and cultural changes. Such changes are needed within government to deliver the business
764 management, customer management and channel management transformations required as part of a
765 Transformational Government program. A conformant program needs to keep track of a core set of critical
766 success factors throughout the lifetime of the program.

767 Therefore:

768 **Develop then manage and measure a clearly defined set of Critical Success Factors.**

769 **Seek regular, independent review of performance against those critical success factors.**

770 **Have mechanisms in place to assess risk and handle monitoring, recovery and roll-back.**



772 The **[TGF Primer]** recommends nine core Critical Success Factors:

- 773 - Strategic Clarity
- 774 - Program Leadership
- 775 - User Focus
- 776 - Engagement with Stakeholders
- 777 - Skills
- 778 - Supplier Partnership
- 779 - Future-Proofing
- 780 - Achievable Delivery and
- 781 - Benefits realization

782 *[20] Benefits Realization* is used to measure the level of success in achieving *[17] Critical Success*
783 *Factors*.

784 See “Part II, Component 2: Critical Success Factors” in **[TGF Primer]** for further details.

785 **[18] Skills**

786 Implementing a Transformational Government program and establishing *[9] Brand-Led Service Delivery*
787 involves taking a holistic, market-driven approach to service design and delivery, which in turn often
788 requires new skills. Part of the responsibility of *[2] Program Leadership* is to ensure that program leaders
789 have the skills needed to drive all aspects of the program. This focus on skills has of course to be part of
790 an effective HR Management discipline.



792 **Governments generally lack the key skills to manage service development. Where they do exist**
793 **there is often reliability on a small number of individuals with no continuity plans in place for**
794 **when those individuals are either absent for any reason or leave the team.**

795 We know that the full range of business change, product and marketing management, program
796 management, and technology skills needed to deliver transformational change does not already exist in
797 our organization.

798 Many of the policy products required for the Transformational Government program will take us into new
799 territory and it is unlikely that we will all the skills necessary to develop these in-house.

800 Therefore:

801 **Ensure the right skills mix is available to the program, particularly in the leadership team but also**
802 **throughout the whole delivery team.**

803 **Map out the required skills together with a clear strategy for acquiring them and a continuity plan**
804 **for maintaining them.**

805 **Be prepared to buy-in or borrow the necessary skills in the short term to fill any gaps.**

806 **Ensure that the program leaders, i.e. the senior accountable leaders, have the skills needed to**
807 **drive ICT-enabled business transformation, and have access to external support.**

808 **Ensure there is skills integration and skills transfer by having effective mechanisms to maximize**
809 **value from the skills available in all parts of the delivery team, bringing together internal and**
810 **external skills into an integrated team.**

811 ❖ ❖ ❖
812 The development of a Transformation Competency Framework is a good way of producing a taxonomy of
813 the competencies required to deliver ICT-enabled transformation, which should then be underpinned by
814 tools enabling organizations to assess their competency gaps and individuals to build their own personal
815 development plans. Deployment of a formal competency framework such as **[SFIA]** can be helpful in
816 identifying and building the right skill sets. As an example see the UK's eGovernment Competency
817 Framework which is available at <http://www.civilservice.gov.uk/about/improving/psg> .

818 See also [5] *Policy Product Management*, [19] *Supplier Partnership* and [17] *Critical Success Factors*.

819 **[19] Supplier Partnership**

820 Governments rely heavily on suppliers to deliver large parts of their services. These suppliers are usually
821 external organizations but they can also be other internal parts of government. The management of
822 supplier relationships needs to sit above the management of individual contracts and it is important that
823 distinction is fully understood by all parties.

824 ❖ ❖ ❖
825 **Transformational Government programs require effective, partnership-based relationships with**
826 **suppliers.**

827 Supplier partnerships should set out a formalized and robust way of managing, monitoring and
828 developing supplier and commissioning party performance whilst at the same time minimizing risks to the
829 business. 'Partnerships' focus on the overall relationship over time rather than the specific relationship
830 around an individual, time-limited, contract.

831 Successful partnerships require specific skills sets to effectively manage the relationship. Attention
832 should be given to this as part of the wider focus on ensuring the requisite skills are available to the
833 program.

834 Therefore:

835 **Select suppliers based on long-term value for money rather than the price in the short-term, and**
836 **in particular based on the degree of confidence that the chosen suppliers will secure delivery of**
837 **the expected business benefits.**

838 **Manage the relationship with strategic suppliers at the level of top management on both sides of**
839 **the partnership with joint responsibility for the success of the program.**

840 **Resolve issues on a regular (e.g. daily) basis rather than as part of regular schedule partnership**
841 **review meetings.**

842 **Seek pragmatic solutions to problems and opportunities for improvement within the overall**
843 **relationship without contravening any particular contractual term or schedule.**

844 **Ensure client/supplier integration into an effective program delivery team with shared**
845 **management information systems.**

846 **Ensure there is always a win-win situation for both sides of the partnership.**

847 ❖ ❖ ❖

848 See also the [3] *Engagement with Stakeholders*, [18] *Skills* and [7] *Franchise Marketplace*

849 **Component 4 – Benefits Realization Strategy**

850 **[20] Benefits realization**

851 No program has any value if it does not or cannot deliver what has been promised. Benefits Realization is
852 therefore a core responsibility for the [2] *Program Leadership*.

853 ❖ ❖ ❖

854 **All intended benefits need to be delivered in practice, and this will not happen without pro-active**
855 **benefits management.**

856 Many organizations often fail to pro-actively manage the downstream benefits after an individual ICT
857 project or program has been completed. Often, ICT programs are seen as “completed” once the technical
858 implementation is initially operational. Yet in order to reap the full projected benefits (efficiency savings,
859 customer service improvements etc.), on-going management is essential, often involving significant
860 organizational and cultural changes. The Transformational Government Framework does not seek to
861 specify in detail what benefits and impacts a Transformational Government program should seek to
862 achieve – that is a matter for each individual government – however, the TGF does set out a best practice
863 approach to benefits realization.

864 Therefore:

865 **Establish a benefits realization strategy to ensure that the intended benefits from the**
866 **Transformational Government program are delivered in practice. Build that strategy around the**
867 **three pillars of (i) Benefit Mapping, (ii) Benefit Tracking and (iii) Benefit Delivery:**

868 **(i) Set out all the intended outcomes from the transformation program and be clear how the**
869 **outputs from specific activities and investments in the program flow through to deliver**
870 **those outcomes;**

871 **(ii) Baseline current performance against the target output and outcomes, define “smart”**
872 **success criteria for future performance, and track progress against planned delivery**
873 **trajectories aimed at achieving these success criteria; and**

874 **(iii) Ensure that governance arrangements are in place to ensure clear accountabilities for the**
875 **delivery of every intended outcome.**

876 ❖ ❖ ❖

877 See also Component 4 (“Benefits realization Strategy”) of the [TGF Primer] for further details. The
878 benefits realization strategy should be a formal document, developed as part of the [5] *Policy Product*
879 *Management* process and in collaboration with [3] *Engagement with Stakeholders*. Benefits realization is
880 an integral part of the [17] *Critical Success Factors*, and review of progress against the benefits
881 realization strategy should be part of the checkpoint process recommended therein.

882 3 Conformance

883 The following statements indicate whether, and if so to what extent, each of the above patterns are to be
884 used in a conformant transformational government program.

885 All conformant Transformational Government programs:

- 886 1. **MUST** use the [1] *Guiding Principles*;
- 887 2. **MUST have** [2] *Program Leadership* including:
- 888 - Clear accountability at both the political and administrative levels;
- 889 - Deployment of formal program management disciplines;
- 890 - A clearly identified mix of leadership skills;
- 891 - Engagement of a broad-based leadership team across the wider government.
- 892 3. **MUST** demonstrate [3] *Engagement with Stakeholders*;
- 893 4. **MUST** agree and use a [4] *Common Terminology*;
- 894 5. **MUST** create a Policy Product Map (using the matrix as a tool to help identify the Policy Products
895 required) within the relevant government as outlined in [5] *Policy Product Management*;
- 896 6. **MUST** have a [6] *Transformational Business Model*;
- 897 7. **SHOULD** consider the [7] *Franchise Marketplace* as the recommended approach to implementing the
898 [6] *Transformational Business Model*;
- 899 8. **MUST** have a [8] *Roadmap for Transformation*;
- 900 9. **MUST** have a [9] *Brand-Led Service Delivery Strategy*, which is agreed and managed at a whole-of-
901 government level and which addresses:
- 902 - Customer Insight
- 903 - Product Management
- 904 - Marketing and communication;
- 905 10. **MUST** have a [10] *Stakeholder Empowerment* framework, which encourages and enables service
906 innovation in the Citizen-to-Citizen, Business-to-Citizen, Citizen-to-Government, and Business-to-
907 Government sectors;
- 908 11. **MUST** have a [11] *Customer Identity Management* framework, which:
- 909 - Uses a federated business model;
- 910 - Uses a service-oriented architecture (as part of the wider SOA described in the TGF
911 Technology Management Framework);
- 912 - Gives people control over, as well as choice and transparency regarding, their personal data;
- 913 12. **MUST** have a [12] *Channel Management Framework*;
- 914 13. **MUST** include [13] *Channel Mapping*;
- 915 14. **MUST** address [14] *Channel Transformation*;
- 916 15. **MUST** provide [15] *Resources Management*;
- 917 16. **MUST address** [16] *Technology Development and Management*;

- 918 **17. MUST** measure and manage [17] *Critical Success Factors*] and **SHOULD** consider using at a
919 minimum the specific critical success factors outlined in the [TGF Primer].
- 920 **18. MUST** address [18] Skills issues;
- 921 **19. MUST** establish a [19] *Supplier Partnership*.
- 922 **20. MUST** have a [20] *Benefits Realization* strategy which addresses the areas of benefits mapping,
923 benefits tracking and benefits delivery.

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944

B. Revision History

945

Revision	Date	Editor	Changes Made
01-incomplete	2011-05-17	Peter F Brown	Initial Draft – incomplete
02-complete	2011-06-13	Peter F Brown	Complete draft – first full (draft) set of patterns
03-incomplete	2011-07-05	Peter F Brown	Incorporates comments, edits from TC members
03-incomplete	2011-07-11	Peter F Brown	Update of missing patterns and revisions of text so far. Two patterns, [4] and [18], still missing
03-complete (This document)	2011-07-13	Peter F Brown	Completed draft. Ready for submission as Committee Specification Draft
03-complete	2011-07-18	Peter F Brown	Minor typos corrected
03-complete	2011-07-20	Peter F Brown	Typos and minor textual amendments proposed by Nig Greenaway
04	2011-08-03	Peter F Brown	Amendment to conformance clause 9 modified as per TC vote on 21 July 2011 Acknowledgments section completed
05	2011-11-10	Peter F Brown	Disposition of issues from Public Review (CDPRD01). Some minor formatting issues remain
06	2012-12-13	John Borrás	Correction of broken links.

946