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This specification is related to:

• Transformational Government Framework Primer Version 1.0. Latest version. http://docs.oasis-open.org/tgf/TGF-Primer/v1.0/TGF-Primer-v1.0.html

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:

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1 1 Introduction

2 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]**.

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

7 1.2 Normative References

8[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.

10 **1.3 Non-Normative References**

11	[Alexander 1964]	C. Alexander, Notes on the Synthesis of Form, Harvard University Press, 1964
12	[Alexander 1979]	C. Alexander, The Timeless Way of Building, Oxford University Press, 1979
13 14 15	[Brown 2011]	P. Brown, <i>Introducing Pattern Languages</i> , http://www.peterfbrown.com/Documents/Introducing%20Pattern%20Languages.p df, March 2011.
16	[Coplien 1996]	J. O. Coplien, Software Patterns, Bell Laboratories, The Hillside Group 1996
17 18	[EIF]	<i>The European Interoperability Framework, version</i> 2, European Commission 2010, Annex 2 of http://eur-
19		lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:0744:FIN:EN:PDF
20	[OIX]	Open Identity Exchange, http://openidentityexchange.org/
21 22	[SFIA]	The Skills Framework for the Information Age, SFIA Foundation, http://www.sfia.org.uk/cgi-bin/wms.pl/932
23 24	[SOA-RAF]	The SOA Reference Architecture Framework, OASIS, http://www.oasis- open.org/committees/tc_home.php?wg_abbrev=soa-rm
25 26	[SOA-RM]	The Reference Model for Service-Oriented Architecture, OASIS, http://docs.oasis-open.org/soa-rm/v1.0/
27 28	[PMRM]	The Privacy Management Reference Model, OASIS, http://www.oasis- open.org/committees/tc_home.php?wg_abbrev=pmrm
29 30 31	[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'

- 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**.
- The exact configuration will vary from one pattern language to another but each pattern in the TGF 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
- The **body** of the problem being addressed as well as constraints and evidence for the pattern's
 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

1.7 Notation and conventions used for the Pattern Language

- The patterns of the TGF Pattern Language are grouped together and organized into a series of sections, 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
- 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 exam	ple	pattern
---------	-----	---------

Collaborative Stakeholder Governance [4] 86

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

87 88 89 90 91 92	to design and del provides guidanc stakeholders. Bot are clear and unc	nsibility of the [22] Transfo iver a [5] Benefit Realisat e on six key aspects of bu th [21] Strategic Clarity an lerstood; and effective [38 anding of TG program exp	ion Strategy. The [29] E isiness management in d [24] Stakeholder Eng] Policy Product Manag	Rusiness M cluding coll agement e lement help	anagement Framework aboration between nsure that stakeholder v os ensure that they shar	views
93		Headline statement of the problem	* * *	Separator		
94			which all key stakehol	ders are io	lentified, engaged and	ł
95	buy-in to the tra	nsformation program.	The body of the p	oroblem		
96 97 98 99 100	with a very wide r sector, voluntary significant effort is	I delivery of an effective T ange of stakeholders, not and community sectors as s needed to include all sta gram at an appropriate and	only across the whole s well as with business keholders in the goverr	of governm and citizen	nent but also with the pri users of public services	ivate
101 102 103 104	stakeholders and mapping and stal	e Stakeholder Governance align them effectively beh keholder engagement as v TG programs of other gov	nind shared objectives. well as keeping an eye	It does this open to pot	through stakeholder	ı
105 106 107	Therefore: A conformant T(overall business	G program must have a smanagement.	Collaborative Stakeho	lder Gour	The solution, stated as an instruction or instructions	its
108 109 110	structures, proc	t explicitly articulate a c esses and incentives ne ffective stakeholder acti	eded to deliver full ur			
111		be provided with the aim		keholders	and facilitating their	
112	collaboration as	partners in the TG Fran	chise Marketplace.	Separator		
113 114 115 116 117 118	specifically an up engagement thro they form part of	boration is further aided b -to-date mapping of stake ugh the [74] Stakeholder the TG [58] Ecosystem ar opment of the [39] Franch	y a [37] Common Term holders depicted in a [6 Engagement Model; in a nd contribute to [75] Inte	3] Stakeho additic to eroper ''itj	older Model, and their	of how
119				references t	notes, including cross- o patterns that further fine the current pattern, as	

119

well as external references

120 **1.8 Terminology of Transformational Government**

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

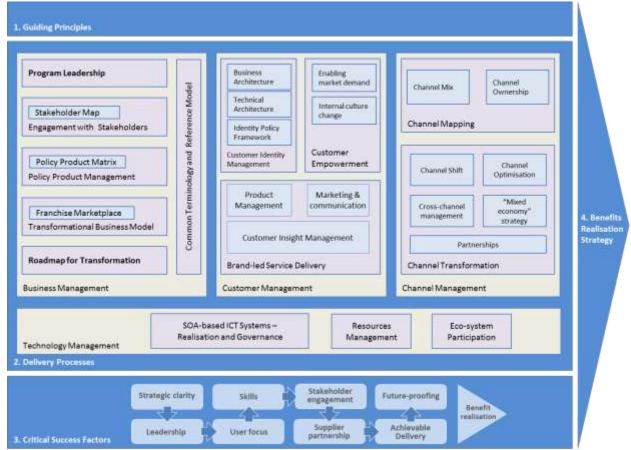
- 125 some of them may be familiar;
- 126 some may be familiar but are used in a very specific or unfamiliar way;
- 127 some may be unfamiliar or entirely new

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.

130 2 The Transformational Government Framework

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

139 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.

The patterns in the TGF Pattern Language mostly cover the core delivery processes, "topped and tailed"
 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:

- Develop a detailed and segmented understanding of your citizen and business
 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

- potentially to transform every stage of the service delivery process. The Transformational Government
 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 :
- Section 2.1 Business Management
- Section 2.2 Customer Management
- Section 2.3 Channel Management; and
- 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
- and the final pattern [20] Benefits Realization.

180

Component 2 – Delivery Processes 181

2.1 Business Management 182

[2] Program Leadership 183

- 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

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

[3] Engagement with Stakeholders 220

The private, voluntary and community sectors have considerable influence on citizen attitudes and 221 behavior. These influences must be transformed into partnerships which enable the market to deliver 222 223 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 governance mechanisms to manage any risks and issues. The development and delivery of an effective 229 Transformational Government program requires engagement with a very wide range of stakeholders, not 230 231 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 stake as well as the key groups of stakeholders in the development of any service. By clearly separating 237
- out key stakeholder groups and starting to recognize and articulate their specific concerns 238
- 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.
- Create a Stakeholder Engagement Model that ensures that there are adequate Stakeholder 246 Engagement Structures, Stakeholder Engagement Processes and Stakeholder Incentives in place. 247
- 248 Have a clear understanding both of the transformational government program as well as how to
- engage with it, irrespective of stakeholder role as public service customer, supplier, delivery 249 partner elsewhere in the public, private and voluntary sector, politician, the media, etc.
- 250
- Develop a comprehensive stakeholder map, coupled with the structures, processes and 251
- 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 relationships to each other. Maintain and update the stakeholder model on a regular basis. 255

* * *

- 256
- There is no single, correct model for doing this successfully, but any conformant TGF program needs to 257 make sure that it defines its own Collaborative Stakeholder Engagement Model which explicitly articulates 258 259 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 of successful customer franchises within the [7] Franchise Marketplace will depend on the effectiveness 262 263 of collaborative governance.
- 264 See also "The Stakeholder Engagement Model" in Part III(a) of the [TGF Primer] ("Guidance on the TGF Business Management Framework"). 265

[4] Common Terminology and Reference Model 266

- 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 have a common language to describe these in. 269
- 270

271 Leadership and communication both break down when stakeholders understand and use terms

and concepts in very different ways, leading to ambiguity, misunderstanding and, potentially, loss 272

* * *

273 of stakeholder engagement.

- 274 Concepts do not exist in isolation. In addition to clear definitions and agreed terms, It is the broader
- understanding of the relationships between concepts that give them fuller meaning and allow us to model
- our world, our business activities, our stakeholders, etc. in a way that increases the chance that our digital systems are an accurate reflection of our work. Any conformant agency should be able to use a common
- 277 systems are an accurate reflection of our work. Any conformant agency should be able to use a commo 278 terminology without ambiguity and be sure that these terms are used consistently throughout all work.
- 276 terminology without ambiguity and be sure that these terms are used consistently throughout all
- 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
- they can be formally modeled; and how such models can be leveraged and integrated into new 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.
- 286

* * *

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

289 [5] Policy Product Management

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

293

* * *

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

We define a "Policy Product" as: any document that has been formally adopted on a government-wide basis in order to help achieve the goals 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).

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
- be delivered is much broader than is currently being addressed in most Interoperability Frameworks and
- 307 Enterprise Architectures.
- This more holistic approach is captured in the matrix shown below, which MUST be used to create a map 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
- of the actions needed.
- 315 Therefore:

316 Use the following matrix to classify the Policy Products:

Delivery	Interoperability Levels					
Processes	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

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

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

326 [6] Transformational Business Model

A central task of the [2] *Program Leadership* is to enable the machinery of government to deliver 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

The failure to create an appropriate new business model has arguably been the greatest weakness of most traditional e-Government programs. The transition to e-Government has involved overlaying technology onto the existing business model of government: a business model based around existing functionally-oriented government departments and agencies. These behave like unconnected silos in which policy-making, budgets, accountability, decision-making and service

* * *

delivery are all embedded within a vertically-integrated delivery chain based around *delivery* functions rather than recipient *needs*.

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

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

* * *

348

349 Therefore:

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

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

356The Transformational Business Model must go beyond simple coordination between the existing357silos and should include:

An integrated business and information architecture which enables a whole-of government view of the customer, thus making possible both the integration of services
 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 • common customer data sets, applications, and applications interfaces (e.g. authentication, 364 365 payments, and notifications).

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

368

* * * 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 model. Multi-channel delivery of services can be provided through optimized [14] Channel 371 372 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 facilitated by placing citizen, business, and organizational data under their control as set out in 374 [11] Customer Identity Management. 375

376 [7] Franchise Marketplace

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

382

* * *

383 There is a seeming paradox - given the huge range of government service delivery - between keeping "global" oversight of all aspects of a customer's needs at the same time as delivering 384 385 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 and businesses, yet without attempting to restructure the participating parts of government. 403
- 404

* * *

405 Therefore:

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

- 407a) are based around customer segments (such as, for example, parents, motorists, disabled408people) 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.
- 412
- 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*]

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417 [8] Roadmap for Transformation

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

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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
- transformation program need to be started immediately, which can be done later, and in what order. The
- "big bang" approach to implementation has been shown not to work or be effective. By its nature it is
- heavily reliant on significant levels of simultaneous technological and organizational change. Instead, a
- 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.
- 441

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- The **[TGF Primer]** gives further details of best practices for planning and delivering a Transformation Roadmap. In particular, it sets out a Strategic Trade-off Model which can be helpful in guiding the focus
- of the [2] Program Leadership through the course of the transformation program as it evolves. It also
- 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

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

455

* * *

A lack of focus on customers often leads to duplicated and inefficient government services 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.

In a brand-led company, customer insight informs all aspects of the product development process, and
involves a comprehensive program of qualitative and quantitative research to understand and segment
the customer base. Lessons learned from this are fed into a brand-led product management process - not
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
aspects of marketing and communications for government services.
- 488

* * *

- Often, governments may face significant gaps in terms of the people and skills needed to manage brandled product development and marketing cycles of this nature, so identifying and addressing these gaps as part of the *[18] Skills* strategy is vital. It is also vitally important that the drive to brand-led service delivery is led at a whole-of-government level: the element of the *[1] Guiding Principles* which points to the need to "own the customer at the whole-of-government" level is therefore of particular significance for this pattern. 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.

500

* * *

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

- 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.**
- 513

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- 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

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

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Identity management is a key enabler of effective service delivery, yet something with which most
 governments struggle. At the heart of that struggle is often a failure to put the customer – whether
 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
- them separate in order to protect privacy. At other times, the individual may want them to be joined up,
- and be frustrated at constantly having to furnish government with the same information over and over
- again. Governments have often struggled to manage this complexity, for reasons described in [TGF Primer].
- A wide range of agencies, standards bodies and advocacy groups are deeply involved in many aspects of the work needed to resolve these problems, from technical models for privacy management (such as the OASIS **[PMRM])** through to the business, legal and social issues around online identity assurance (such as promoted by **[OIX]**). It is not the purpose of the Transformational Government Framework to address the details of identity management but rather to give high-level guidance on the main issues that a 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:

- Have a business architecture based on federation between a wide range of trusted
 organizations (the Government, banks, employers etc.), and a clear model for cross-trust
 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;
- Put people directly in control of their own data, able to manage their own relationship with
 government whether on their own behalf as individual citizens or in another identity
 relationship or intermediated role and with clearly visible controls to reassure them that
 this is the case.

553 *** * ***

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

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.

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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:

- Managing new, digital channels as "bolt-ons", with business and technical architectures which are entirely separate from traditional face-to-face or paper-based channels
- No common view of customer service across multiple channels
- Operational practices, unit costs and service standards for many channels which fall well below
 standards set for those channels in the private sector
- A reliance on government-owned channels, with insufficient understanding of how to partner with
 private and voluntary sector organizations who have existing trusted channels to government
 customers
- 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:
- a clear audit of what existing channels are currently used to deliver government services, and
 the costs and service levels associated with these ('Channel Mapping'); and
- the vision and roadmap for developing a new channel management approach centered on the
 needs and behavior of citizens and businesses ('Channel Transformation').
- 596

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

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

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- 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 that much customer contact between governments and citizens/businesses is: 611
- 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
- management information systems. The rest are just lost within the broader operational structure and 615 616 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;
- hundreds or even thousands of web-sites). There is significant scope for delivering both cost savings and 620
- 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 services are and could be delivered, including both "Channel Mix" (that is, the physical type of 628 channel being used, including face-to-face, mail, e-mail, Internet and telephone) and also the 629 variety of "Channel Ownership" options that are available (including service delivery through
- 630
- private and voluntary sector channels). 631
- \diamond \diamond \diamond 632
- 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].

[14] Channel Transformation 635

- 636 The [12] Channel Management Framework requires a TGF program not only to undertake [16] Channel Mapping of existing channel usage and channel costs, but also to develop a Channel Transformation 637 638 Strategy that sets out the vision and roadmap for developing a new channel management approach centered around the needs and behavior of citizens and businesses. 639
- 640

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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 channels. Successful private-sector businesses tend to be more effective at this than government. They 646 647 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:

- First, government has an obligation to provide services on a universal basis, so is not able to pick and choose which customers it will engage with through different channels. "Directed choice" towards cheaper channels is therefore the strategy selected for most citizen-facing services (although a number of governments are increasingly looking to make Internet-only services the norm for businesses).
- Second, in terms of the online channel, government is in a unique position compared with any other online service provider. Whereas an online bank or retailer is limited by the size of the online population in the market, a government can take action significantly to increase that online population. "Digital inclusion" policies, aimed at increasing the proportion of potential customers who have access to and confidence in using online channels, are therefore an important part of government channel strategies which would not normally be seen in their private-sector counterparts.
- In addressing these issues, it is important to recognize that government service delivery cannot be divorced from what is happening in the broader market: the expectations of citizens and businesses are shaped by their experiences of other services. Demand for e-services across society will continue to grow while other market players (in the private, voluntary and community sectors) will have a significant influence on the attitudes and behavior of public service customers.
- 671 Therefore:
- 672 **Develop a Channel Transformation Strategy and within this:**
- Shift customers where appropriate to lower cost digital channels including through digital
 inclusion policies which build access to and demand for e-services in those segments of the
 population that face barriers to their use;
- Optimize the cost and performance of each channel, using public and private sector benchmarks to drive improvement;
- Improve cross-channel management, by building channel support services around a common,
 web-based infrastructure in order both to improve customer service and reduce costs;
- Facilitate development of a thriving mixed economy delivery of services;
- Build partnerships which enable the market and others to work with the government to deliver jointly-owned objectives.
- 683

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- The Channel Transformation Strategy must be informed by [13] Channel Mapping, and must address how 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
- voluntary sector intermediaries and SHOULD be addressed using the [7] *Franchise Marketplace* pattern.
- 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

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

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

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

The ability to identify a resource is important in system interactions, in order to determine such things as

rights and authorizations, as well as to understand what functions are being performed; what the results

mean. Within large-scale, SOA ecosystems, interactions take place across ownership boundaries and the

combination of interactions can be unpredictable. Identifiers provide the means for all resources important

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
- 510 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

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

718 [16] Technology Development and Management

- Technological change is more rapid than organizational change and yet governments often find 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

- customer priorities change. Such a platform cannot afford to be locked-in to specific technologies or
- 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
- 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
- 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-
- visible, shared services in particular common customer data sets (e.g. name, address);
- applications and application interfaces (e.g. authentication, payments, notifications); and core ICT
 infrastructure.
- 743 Wherever possible prefer interoperable, open standards, particularly when these are well
- 744supported in the market-place.
- 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

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

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

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

- It is unrealistic to expect to get everything right first time and moving forward will be a process of
 continuous improvement. Systems are needed which allow the government organization to understand
 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
- business and cultural changes. Such changes are needed within government to deliver the business
 management, customer management and channel management transformations required as part of a
- 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.
- 771
- 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
- [20] Benefits Realization is used to measure the level of success in achieving [17] Critical Success
 Factors.
- 784 See "Part II, Component 2: Critical Success Factors" in **[TGF Primer]** for further details.

785 **[18] Skills**

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

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792 Governments generally lack the key skills to manage service development. Where they do exist

there is often reliability on a small number of individuals with no continuity plans in place for

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
- 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

- value from the skills available in all parts of the delivery team, bringing together internal and
 external skills into an integrated team.
- 811

* * *

812 The development of a Transformation Competency Framework is a good way of producing a taxonomy of

the competencies required to deliver ICT-enabled transformation, which should then be underpinned by

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

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

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

824

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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
- developing supplier and commissioning party performance whilst at the same time minimizing risks to the 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
- should be given to this as part of the wider focus on ensuring the requisite skills are available to the
- 833 program.
- 834 Therefore:

Select suppliers based on long-term value for money rather than the price in the short-term, and
 in particular based on the degree of confidence that the chosen suppliers will secure delivery of
 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

- No program has any value if it does not or cannot deliver what has been promised. Benefits Realization is therefore a core responsibility for the *[2] Program Leadership*.
- 853

* * *

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

- 856 Many organizations often fail to pro-actively manage the downstream benefits after an individual ICT
- project or program has been completed. Often, ICT programs are seen as "completed" once the technical
- implementation is initially operational. Yet in order to reap the full projected benefits (efficiency savings,
 customer service improvements etc.), on-going management is essential, often involving significant
- organizational and cultural changes. The Transformational Government Framework does not seek to
- specify in detail what benefits and impacts a Transformational Government program should seek to
- achieve that is a matter for each individual government however, the TGF does set out a best practice
 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"872success 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
- an integral part of the [17] Critical Success Factors, and review of progress against the benefits realization strategy should be part of the checkpoint process recommended therein.

882 **3 Conformance**

The following statements indicate whether, and if so to what extent, each of the above patterns are to be 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 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.

924 A. Acknowledgments

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944 **B. Revision History**

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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 Borras	Correction of broken links.

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