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Related work:

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

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Abstract:

This Executive Summary provides a high-level overview of the Transformational Government Framework (TGF). It is intended to be an easy-to-read summary of the rationale and main points of the TGF and to assist senior managers and implementers in gaining a quick understanding of the areas that need their attention when considering the implementation of a TGF conformant program.

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.

Technical Committee members should send comments on this document to the Technical Committee's email list. Others should send comments to the Technical Committee by using the "Send A Comment" button on the Technical Committee's web page at <https://www.oasis-open.org/committees/tgf/>.

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1 Introduction

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. This Executive Summary provides a high-level overview of the TGF and is intended to be an easy-to-read summary of the rationale and main points of the TGF.

1.1 References (non-normative)

[TGF-V2.0]

Transformational Government Framework Version 2.0. Edited by John Borrás, Peter F Brown, and Chris Parker. 06 March 2014. OASIS Committee Specification Draft 04 / Public Review Draft 01. Latest version: <http://docs.oasis-open.org/tgf/TGF/v2.0/TGF-v2.0.html>.

2 The Transformational Government Framework

2.1 Context

All around the world, governments at national, state, and local levels face huge pressure to do “more with less”. Whether their desire is: to raise educational standards to meet the needs of a global knowledge economy; to help our economies adjust to financial upheaval; to lift the world out of poverty when more than a billion people still live on less than a dollar a day; to facilitate the transition to a sustainable, inclusive, low-carbon society; to reduce taxation; or to cut back on public administration; every government faces the challenge of achieving their policy goals in a climate of increasing public expenditure restrictions.

Responding effectively to these challenges will mean that governments need to deliver change which is transformational rather than incremental.

During much of the last two decades, technology was heralded as providing the key to deliver these transformations. Now that virtually every government is an "e-Government" - with websites, e-services and e-Government strategies proliferating around the world, even in the least economically developed countries - it is now clear that Information and Communication Technologies (ICT) are no “silver bullet”. The reality of many countries' experience of e-Government has instead been duplication of ICT expenditure, wasted resources, no critical mass of users for online services, and limited impact on core public policy objectives.

An increasing number of governments and institutions are now starting to address the much broader and more complex set of cultural and organizational changes which are needed if ICT is to deliver significant benefits in the public sector. We call this process: **Transformational Government**.

2.2 Definition

The definition of Transformational Government used in the Framework is:

Transformational Government

A managed, citizen-centric, process of ICT-enabled change within the public sector and in its relationships with the private and voluntary sectors, 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. All governments are different: the historical, cultural, political, economic, social and demographic context within which each government operates is different, as is the legacy of business processes and technology implementation from which it starts. So the Transformational Government Framework is not a “one-size-fits-all” prescription for what a government should look like in future.

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. In the words of one of the earliest governments to commit to a transformational approach: “... *the vision is not just about transforming government through technology. It is also about making government transformational through the use of technology*”¹.

2.3 Transforming the operating model of government

At the heart of the TGF lies the idea that the governments need to transform the way they have traditionally operated.

The traditional operating model for a government has been based around functionally-oriented service providers that operate as unconnected vertical silos, which are often not built around user needs. As illustrated in Figure A below:

- the individual citizen or business has had to engage separately with each silo: making connections for themselves, rather than receiving seamless and connected service that meets their needs;
- data and information has typically been locked within these silos, limiting the potential for collaboration and innovation across the government, and limiting the potential to drive government-wide change at speed.

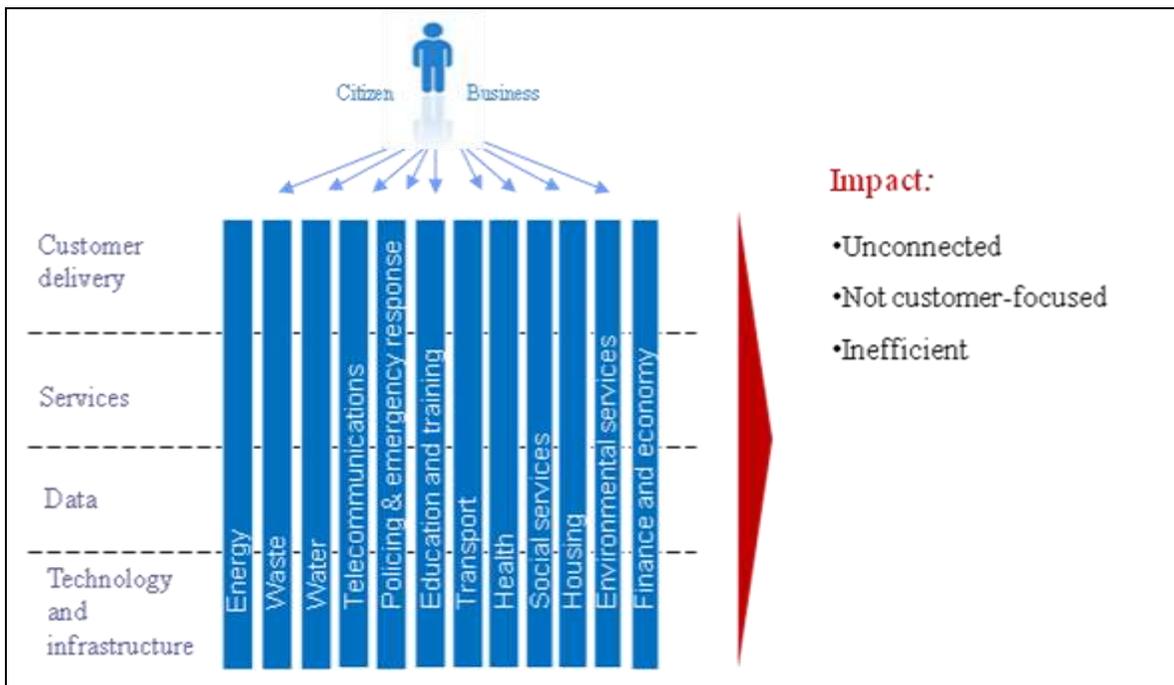


Figure A – Traditional operating model: where governments have come from

¹ See the UK Government’s white paper “Transformational Government – enabled by technology”, Cabinet Office, 2005

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-of-government 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.

Key features of this shift to a transformational operating model include:

- **investing in smart data**, i.e. ensuring that data on the performance and use of the government's physical, spatial and digital assets is available in real time and on an open and interoperable basis, in order to enable real-time integration and optimization of resources;
- **managing public sector data as an asset in its own right**, both within the government and in collaboration with other significant data owners engaged in the TGF program;
- **enabling externally-driven, stakeholder-led innovation** by citizens, communities and the private and voluntary sectors, by opening up government data and services for the common good:
 - both at a technical level, through development of open data platforms;
 - and at a business level, through steps to enable a thriving market in reuse of public data together with release of data from commercial entities in a commercially appropriate way;
- **enabling internally-driven, government-led innovation** to deliver more sustainable and citizen-centric services, by:
 - providing citizens and businesses with public services, which are accessible in one stop, over multiple channels, that engage citizens, businesses and communities directly in the creation of services, and that are built around user needs not the government's organizational structures;
 - establishing an integrated business and information architecture which enables a whole-of-government view of specific customer groups for government services (e.g. elderly people, drivers, parents, disabled people);
- **setting holistic and flexible budgets**, with a focus on value for money beyond standard departmental boundaries;
- **establishing government-wide governance and stakeholder management processes** to support and evaluate these changes.

Figure B summarizes these changes to the traditional way of operating which transformational government programs are seeking to implement.

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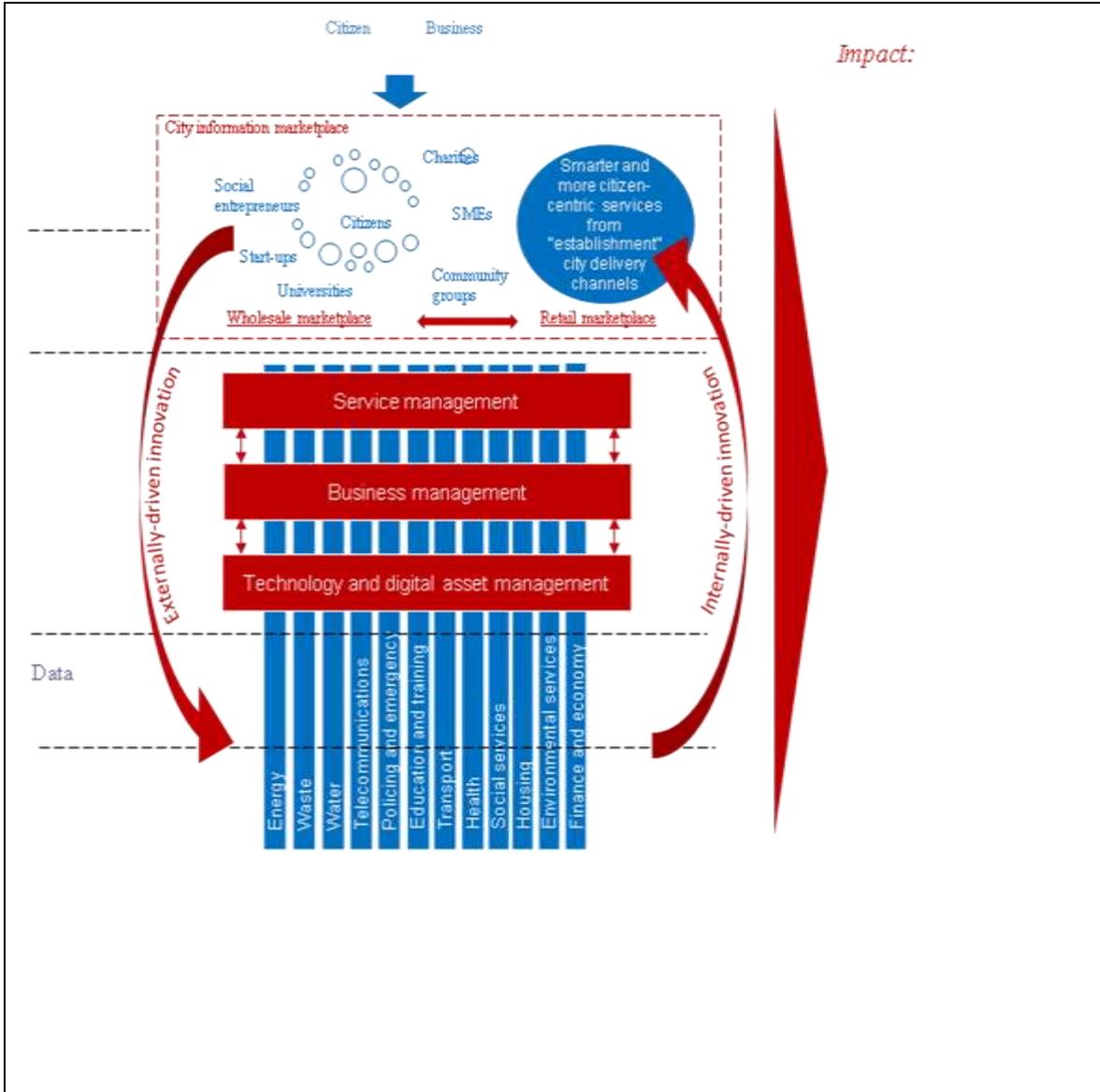


Figure B – New integrated operating model: where governments are moving to

3 Summary of TGF Recommendations

The TGF provides a detailed set of guidance notes on how to deliver these changes in practice, each expressed in a common “pattern language”. The structure of these guidance notes can be seen schematically in Figure C below.

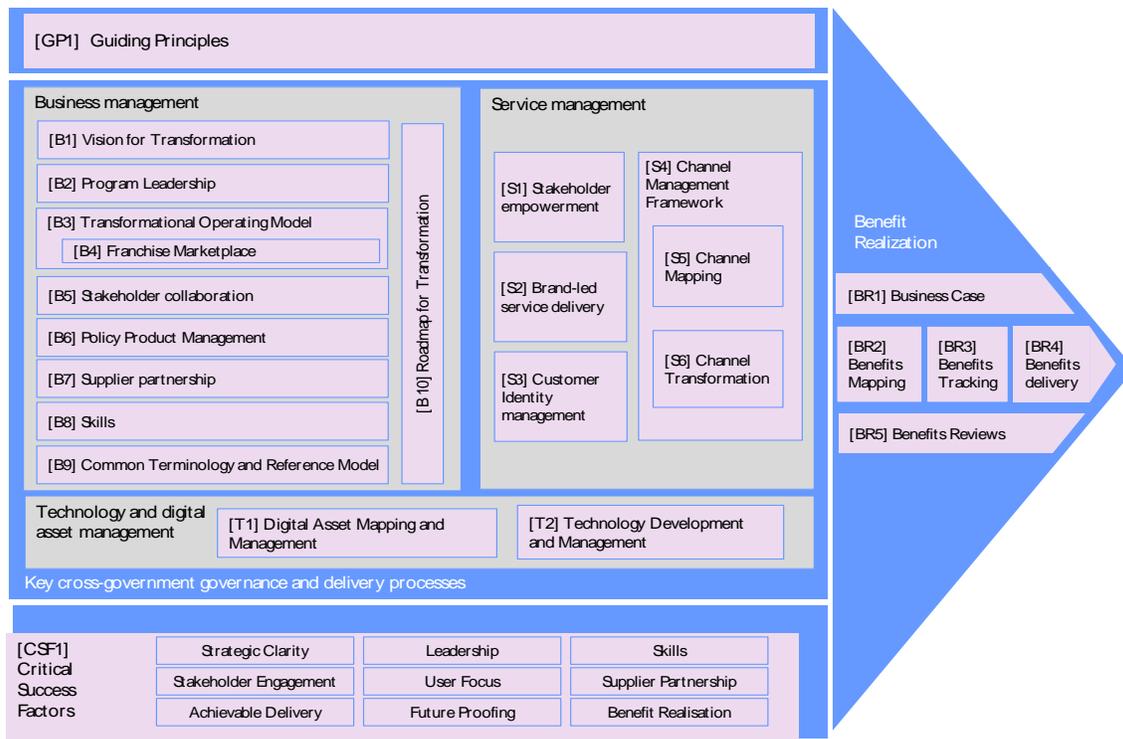


Figure C: The overall TGF framework

At the top-level, the TGF is made up of four components:

- **guiding principles:** a statement of values which leaders can use to steer business decision-making as they seek to implement a TGF program;
- guidance on the three major governance and delivery processes which need to be refocused in a customer-centric way, and at whole-of-government level, in order to deliver genuinely transformational impact:
 - **business management,**
 - **service management,** and
 - **technology and digital asset management** based on the principles of service-oriented architecture;

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- **benefit realization:** guidance on how to ensure that the intended benefits of a TGF program are clearly articulated, measured, managed, delivered and evaluated in practice;
- **critical success factors:** a checklist of issues which TGF programs should regularly monitor to ensure that they are on track for successful delivery and that they are managing the major strategic risks effectively.

For full details of the analysis and guidance in each area, please see the full Transformational Government Framework **[TGF-V2.0]**. All of the key recommendations for action are summarised in a set of TGF conformance clauses and the latest set are shown at Appendix B.

Appendix A. Acknowledgments

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

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Oliver Bell, Microsoft Corporation
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Appendix B. TGF Conformance Clauses

Shown below is a summary of the set of conformance clauses as set out in latest version of the TGF [TGF-V2.0]. Further detailed explanation of these clauses is contained in that document.

All conformant Transformational Government programs:

1. **MUST** collaborate with stakeholders to develop and agree a set of *Guiding Principles* for that program that cover, as a minimum, the core TGF *Guiding Principles*.
2. **MUST** produce a *Vision* for the TGF program.
3. **MUST** have *Program Leadership*.
4. **MUST** have a *Transformational Operating Model* which is built around citizen and business needs, not just government's organizational structure.
5. **SHOULD** consider the *Franchise Marketplace* as the recommended approach to implementing the *Transformational Operating Model*.
6. **MUST** demonstrate *Stakeholder Collaboration* by establishing, and giving high priority and adequate resources to a formal managed stakeholder engagement program which is led by a senior executive and integrated into the roles of all involved in delivering the TGF program.
7. **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 *Policy Product Management*, and **MUST** establish policies and actions to address gaps identified through this mapping.
8. **MUST** establish a *Supplier Partnership Framework*.
9. **MUST** address *Skills* issues by: mapping out the required skills for the program; establishing a clear strategy for acquiring them and a continuity plan for maintaining them; ensuring skills integration and skills transfer across the internal and external elements of the delivery team;
10. **MUST** agree and use a *Common Terminology*.
11. **MUST** have a *Roadmap for Transformation*.
12. **MUST** have a *Stakeholder Empowerment* framework.
13. **MUST** have a *Brand-led Service Delivery Strategy*, which is agreed and managed at a whole-of-government level.
14. **MUST** have an *Identity and Privacy Management Framework*.
15. **MUST** have a *Channel Management Framework*.
16. **MUST** undertake *Resources Mapping and Management*, by mapping out major information and ICT system resources across the government.
17. **MUST** address *Technology Development and Management* by working with stakeholders to establish and maintain an open, service-oriented, government-wide IT architecture, and to develop a phased migration plan towards that architecture.

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18. **MUST** have a *Business Case*.
19. **MUST** address *Benefits Mapping* by underpinning the initial business case with a more detailed map of benefits.
20. **MUST** undertake *Benefits Tracking*.
21. **MUST** manage *Benefits Delivery*.
22. **MUST** undertake regular *Benefits Reviews*.
23. **MUST** measure and manage *Critical Success Factors*.

Appendix C. Revision History

Revision	Date	Editors	Changes Made
01	26 Nov 2013	John Borrás Chris Parker	Initial draft
02	23 Jan 2014	John Borrás	Revisions following TC review.
03	15 Apr 2014	John Borrás	Revisions to align with TGF v2.0