Transformational Government Framework Pattern Language Version 1.0

Working Draft 02 (incomplete)

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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 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.

Status:

This Working Draft (WD) has been produced by one or more TC Members; it has not yet been voted on by the TC or approved as a Committee Draft (Committee Specification Draft or a Committee Note Draft). The OASIS document Approval Process begins officially with a TC vote to approve a WD as a Committee Draft. A TC may approve a Working Draft, revise it, and re-approve it any number of times as a Committee Draft.

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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://peterfbrown.com/patternlanguages.aspx, March 2011.

[Coplien 1996]   J. O. Coplien, *Software Patterns*, Bell Laboratories, The Hillside Group 1996

[SFIA]   *The Skills Framework for the Information Age*, SFIA Foundation, http://www.sfia.org.uk/cgi-bin/wms.pl/932

[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 **[TGF-Primer]** 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.

1.5 The TGF Pattern Language (TGF-PL)

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

1.6 Pattern Languages

The idea of Pattern Languages, as a process for analyzing recurrent problems and a mechanism for capturing those problems and archetypal solutions, was first outlined by architect Christopher Alexander [Alexander 1964] and [Alexander 1979]: "The value of a Pattern Language is that remains readable and 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].

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

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

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

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:

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

The **conformance level** intended to be applied in any use of the pattern

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

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

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

Optionally, some **completion** notes that links the pattern to related and more detailed patterns that further implement or extend the current pattern. This may also include references to **external** 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.

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.

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

Note: The example is **not** a pattern that is part of the TGF Pattern Language as it was drafted from an early Proof of Concept document. It is strictly for informational purposes.

An example pattern

Reference Number

Pattern Name

75 **[1] *Collaborative Stakeholder Governance* ****

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

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

82   ❖ ❖ ❖

Headline statement of the problem

Separator

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

The body of the problem

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

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

94 Therefore:
95 **A conformant TG program must have a Collaborative Stakeholder Gov**   The solution, stated as an   **its**
96 **overall business management.**   instruction

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

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

102   ❖ ❖ ❖

Separator

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

Completion notes

2 The Transformational Government Framework Pattern Language (TGF-PL)

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

The Transformational Government Framework is made up of four high-level components that can be seen schematically below:
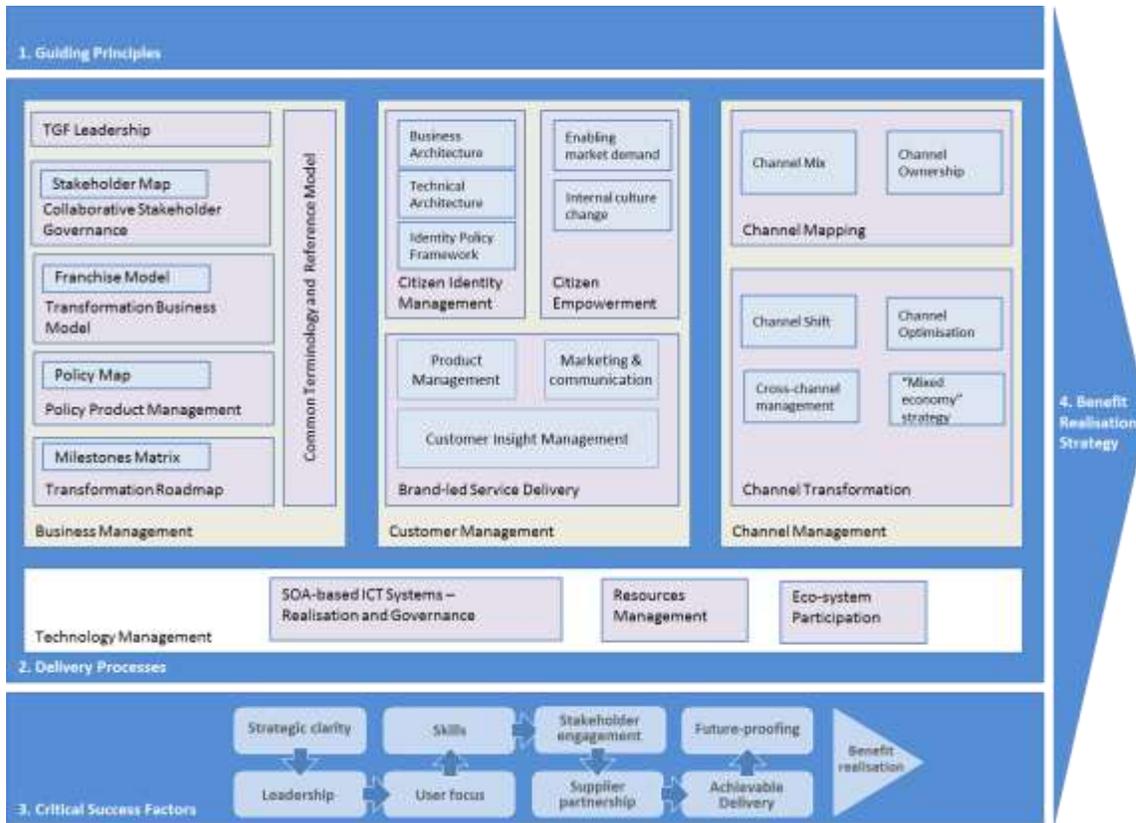
Figure 1 - The Overall Framework

The patterns in the TGF Pattern Language are organized below into groups that reflect this structure, although particular patterns may be of value – and be related to– patterns covered in other sections.
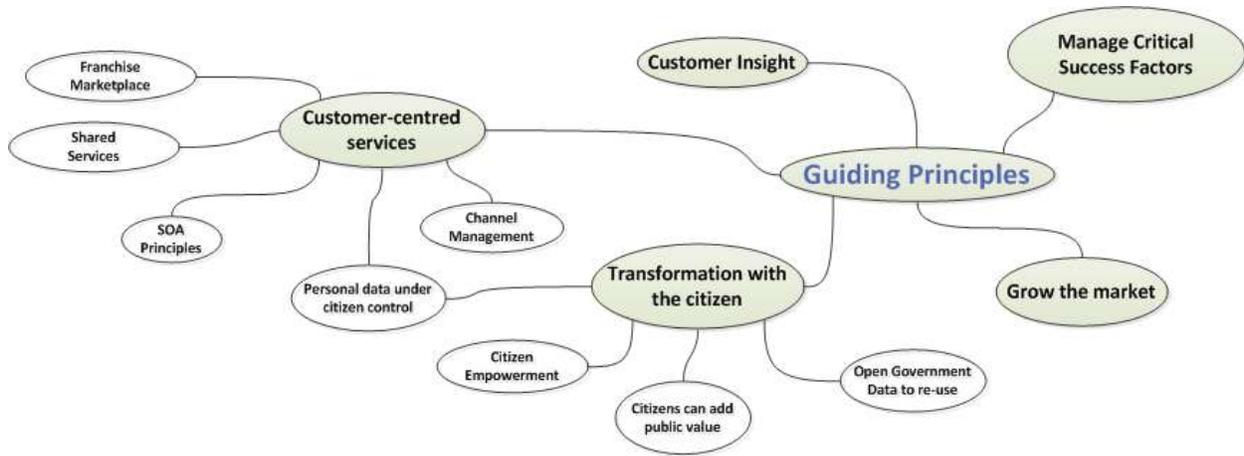
3 Guiding principles

[1] Guiding Principles

A one size-fits-all approach to government transformation will not work. There are nevertheless some guiding principles which are universal.

❖ ❖ ❖

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

Even the most well intentioned and effectively governed program can drift off course without clear direction provided by explicit and well-publicized guiding principles.

Therefore:
Any Transformational Government program conforming to the TGF must use a set of high-level guiding principles

❖ ❖ ❖

The Guiding Principles include *[2] Customer Insight*, *[3] Customer Centered Services*, *[4] Transformation with the Citizen*, *[5] Grow the Market*, and *[6] Manage Critical Success Factors*.

See also "Part II, Component 1: Guiding Principles" in **[TGF Primer]**

[2] Customer Insight

One of the most important *[1] Guiding Principles* in the Framework requires developing a detailed and segmented understanding of citizens and business customers.

❖ ❖ ❖

Don't assume to know what users of a service think

The only way to a complete understanding of citizens and business customers is research, research, research.

Therefore:
Be obsessive about understanding your customers. Invest in developing a real-time, event-level understanding of citizen and business interactions with government

❖ ❖ ❖

This pattern is valuable for system realization through Interaction Design and should be completed with *[7] Strategic Clarity*.

[3] *Customer Centered Services*

Another of the *[1] Guiding Principles* in the Framework is concerned with tackling the paradox of keeping "global" oversight of all aspects of a customer's needs at the same time as delivering well-targeted services which imply continual structural reorganization.

❖ ❖ ❖

Too many government departments and agencies have overlapping but partial information about citizens but nobody takes a lead responsibility for owning and managing that information. There is a tendency to reorganize government structures to reflect every change in service delivery

Government transformation programs typically involve a shift from silo-based delivery towards an integrated, multi-channel, citizen-centric service delivery platform offering "one stop" government. Developing such a service requires a clear end-to-end service definition: a comprehensive documentation describing the product which will be offered to citizens

Therefore:

Build services around customer needs, not organizational structure. This will include providing people with one place to access government, built around their needs (such as accessibility). Do not spend money on technology before addressing organizational and business change and do not re-invent wheels. Build a cross-government strategy for common citizen data sets and common citizen applications (e.g. authentication, payments, notifications).

❖ ❖ ❖

This pattern is essential in order to enable *[36] Personal Data under Citizen Control*

Rather than attempting to restructure Government, "Customer franchises" can be built - using the *[22]* Franchise Marketplace - which sit within the existing structure of government and act as change agents. Multi-channel delivery of services can be provided through optimized *[29] Channel Management* and use of *[34] SOA Principles*. Common citizen data sets can be built as *[35] Shared Services* with *[35] Personal Data under Citizen Control* and managed using *[30] Information Resource Management*.

[4] *Transformation with the Citizen*

Another of the *[1] Guiding Principles* in the Framework is recognition that many e-Government programs have failed because the citizen is seen as simply a passive recipient of services rather than an actor in their design and delivery.

❖ ❖ ❖

Citizen Service transformation is done with citizens, not to them

The focus of a Transformational Government program is on citizens and businesses and not just on the narrower idea of "customer" as a passive consumer. Citizens and businesses are engaged as owners of and participants in the creation of public services.

Therefore:

Engage citizens directly in service design and delivery. Give them the technology tools that enable them to create public value themselves and give them ownership and control of their personal data.

❖ ❖ ❖

See also *[26] Citizen Empowerment*, *[36] Personal Data under Citizen Control*, *[38] Citizens Add Public Value* and *[39] Open Government Data to Re-Use.*

[5] Grow the Market

Another of the *[1] Guiding Principles* in the Framework is concerned with recognizing that government service delivery cannot be divorced from what is happening in the broader market and private sector: the expectations of citizens and businesses is 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 citizen attitudes and behavior

Therefore:
Ensure that your service transformation plans are integrated with an effective digital inclusion strategy to build access to and demand for e-services. Build partnerships which enable the market and others to work with you to deliver jointly-owned objectives.

❖ ❖ ❖

A significant effort is needed to include all stakeholders in the governance of the Transformational Government program at an appropriate and effective level: see *[10] Stakeholder Engagement*, and *[18] Collaborative Governance*.

[6] Manage Critical Success Factors

One of the *[1] Guiding Principles* in its own right is the need to manage critical success factors.

❖ ❖ ❖

Programs and projects which seek to deliver Transformational Government face significant risks to successful delivery.

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 Transformational Government program. A conformant program needs to keep track of a core set of critical success factors throughout the lifetime of the program.

Therefore:
Manage and measure a clearly defined set of critical success factors.

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A set of patterns for nine core critical success factor is presented in the next section

See also "Part II, Component 2: Critical Success Factors" in **[TGF Primer]**

4 Critical Success Factors

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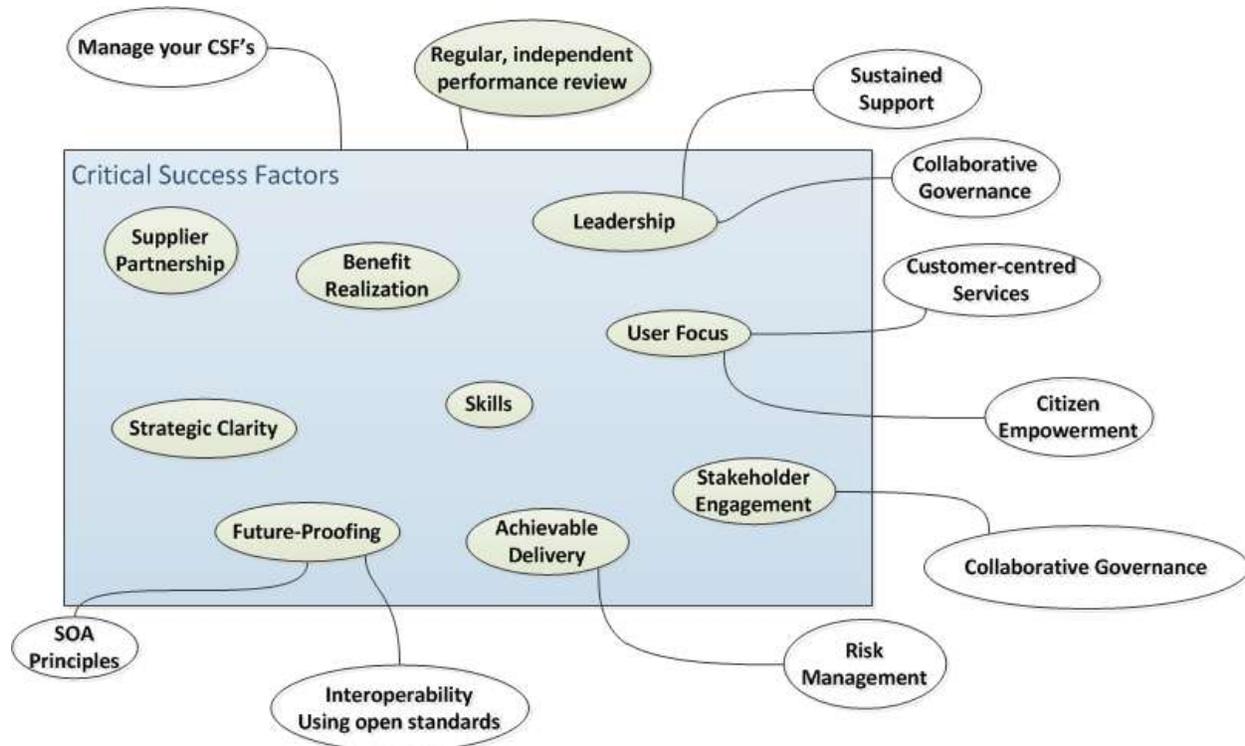
[7] Strategic Clarity

225 Conformant Transformational Government programs *[6] Manage Critical Success Factors* throughout the
226 lifetime of the program, and no factor is more important in the success of a program than the need for
227 clarity.

228   ❖ ❖ ❖

229 **Transformational government cannot be pursued on a project-by-project or agency-specific basis**
230 **but requires a whole-of-government view**

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

234 Therefore:

235 **Have a clear vision based on an All-of-Government view and focus on results. Strategy should**
236 **focus on taking concrete, practical steps in the short to medium term, rather than continually**
237 **describing the long-term vision.**

238   ❖ ❖ ❖

239 Establish a strong Business Case and know what outcomes you want to achieve, know where you are
240 now and how you will measure success.

[8] Leadership

242 Transformation programs require sustained leadership over a period of years

243   ❖ ❖ ❖

244 **There is no "ideal" leadership structure for a transformation program.**

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

256 Therefore:
257 **Establish clear accountability at both the political and administrative levels of the program.**
258 **Deploy formal program management disciplines and have a clearly identified mix of leadership**
259 **skills. Engage a broad-based leadership team across the wider government**

260   ❖ ❖ ❖

261 See also: *[18] Collaborative Governance* and *[19] Sustained Support*;

[9] *User Focus*

263 *[2] Customer Insight* is used to gather citizen and business needs but focus is also needed

264   ❖ ❖ ❖

265 **Lack of user focus often leads to duplication and inefficient delivery of government services**
266 **through inappropriate channels**

267 With a holistic view of the customer, it is possible to understand who the customers are for all services -
268 not just for individual services but across the Government as a whole.

269 Therefore:
270 **Know and understand that customers, both internal and external, are different - and understand**
271 **their needs on a segmented basis. Give citizens access to services through a "one-stop" service**
272 **available over multiple channels.**

273   ❖ ❖ ❖

274 This pattern is further extended with *[3] Customer-Centered Services*; *[25] Brand-Led Service Delivery*;
275 *[26] Citizen Empowerment and [29] Channel Management*

[10] *Stakeholder Engagement*

277 The pattern [5] Grow the Market already highlights the influence that private, voluntary and community
278 sectors have on citizen attitudes and behavior. These influences must be transformed into partnerships
279 which enable the market to deliver program objectives.

280   ❖ ❖ ❖

281 **It is not enough to map and understand stakeholder relationships and concerns**

282 The development and delivery of an effective Transformational Government program requires
283 engagement with a very wide range of stakeholders, not only across the whole of government but also
284 with the private sector, voluntary and community sectors as well as with business and citizen users of
285 public services. A significant effort is needed to include all stakeholders in the governance of the
286 Transformational Government program at an appropriate and effective level.

287 Therefore:

288 **Create a Stakeholder Engagement Model that ensures that there are adequate Stakeholder**
289 **Engagement Structures, Stakeholder Engagement Processes and Stakeholder Incentives in place.**
290 **All stakeholders - users, suppliers, delivery partners elsewhere in the public, private and**
291 **voluntary sector, politicians, the media, etc. – must have a clear understanding both of the**
292 **transformational government program as well as how they can engage with it.**

293   ❖ ❖ ❖

294 There is no one, right model for doing this successfully, but any conformant TGF program needs to make
295 sure that it defines its own Collaborative Stakeholder Engagement Model which explicitly articulates all of
296 these elements: *[33] Map All Stakeholders*, coupled with the structures, processes and incentives needed
297 to deliver full understanding and buy-in to the program, plus effective stakeholder action in support of it.

298 See together with *[18] Collaborative Governance* to establish a Collaborative Stakeholder Governance
299 Model.

300 See also "The Stakeholder Engagement Model" in Part III(a) ("Guidance on the TGF Business
301 Management Framework") of the **[TGF Primer]**

302 *[11] Skills*

303 Establishing *[2] Customer Insight* involves taking a holistic, market-driven approach to service design and
304 delivery, which in turn often requires new skills. Part of the responsibility of *[8] Leadership* is to ensure
305 that program leaders have the skills needed to drive all aspects of the transformational government
306 program.

307   ❖ ❖ ❖

308 **Governments generally lack the skills to manage service development so key skills are missing**

309 We know that the mix of business change, product and marketing management, program management,
310 and technology skills needed to deliver transformational change does not already exist in our organization

311 Therefore:
312 **Ensure the right skills mix in the leadership team. Map out required skills together with a clear**
313 **strategy for acquiring and maintaining them. Have effective mechanisms to maximize value from**
314 **the skills available in all parts of the delivery team, bringing together internal and external skills**
315 **into an integrated team. Ensure that program leaders have the skills needed to drive ICT-enabled**
316 **business transformation, and have access to external support.**

317   ❖ ❖ ❖

318 Deployment of a formal competency framework such as **[SFIA]** can be helpful in identifying and building
319 the right skill sets

320 *[12] Supplier Partnership*

321 Governments rely heavily on external suppliers to deliver large parts of their services.

322   ❖ ❖ ❖

323 **Transformational Government programs require effective, partnership-based relationships with**
324 **suppliers**

325 Supplier partnerships should set out a formalised and robust way of managing, monitoring and
326 developing supplier performance. They focus on the overall relationship with suppliers rather than the
327 specific relationship around an individual contract.

328 Therefore:
329 **Select suppliers based on long-term value for money rather than price, and in particular based on**
330 **the degree of confidence that the chosen suppliers will secure delivery of the expected business**
331 **benefits. Manage the relationship with strategic suppliers at the level of top management and**
332 **ensure client/supplier integration into an effective program delivery team with shared**
333 **management information systems.**

334   ❖ ❖ ❖

335   See also the *[22] Franchise Marketplace*

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[13] Future Proofing

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

339   ❖ ❖ ❖

340 **Governments need to protect themselves against the downside of technology evolution**

341 Transformational government needs a strategic IT platform to guarantee future agility as business and
342 customer priorities change. Such a platform cannot afford to be locked in to specific technologies or
343 solutions that prevent or limit such agility.

344 Therefore:
345 **Concentrate technology resources and efforts around leveraging open standards and SOA**
346 **Principles so as to ensure development and deployment agility, and support all customer**
347 **interactions, from face-to-face interactions by frontline staff to online self-service interactions.**

348   ❖ ❖ ❖

349 This pattern is further refined in *[30] Interoperability using Open Standards* and with Web-Centric delivery
350 of services using *[34] SOA Principles* and should be seen in conjunction with the *[17] Roadmap for*
351 *Transformation*.

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[14] Achievable Delivery

353 All-encompassing master plans are brittle and prone to failure. It is far better to have a program and set of
354 processes for delivering clearly identifiable results in achievable stages.

355   ❖ ❖ ❖

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

357 The "big bang" approach to implementation has been shown not to work or be effective. By its nature it is
358 heavily reliant on significant levels of simultaneous technological and organizational change. Instead, a
359 transformational government program will develop a phased delivery roadmap.

360 Therefore:
361 **Work with citizens and businesses to identify a set of services which will bring quick user value.**
362 **Give priority to services which can be delivered quickly, at low cost, and low risk using standard**
363 **(rather than bespoke) solutions.**

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

366   ❖ ❖ ❖

367 This should be pursued with due attention to *[24] Risk Management*.

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[15] Benefit Realization

369 No program has any value if it does not or cannot deliver what has been promised.

370   ❖ ❖ ❖

371 **All intended benefits need to be delivered in practice**

372 Although properly a part of business management and a core responsibility of leadership and central to
373 collaborative governance, benefit realization needs to be highlighted and singled out for specific attention
374 in any framework based program.

375 Therefore:

376 **Establish a benefit realization strategy to ensure that the intended benefits from the**
377 **Transformational Government program are delivered in practice. Build that strategy around the**
378 **three pillars of benefit mapping, benefit tracking and benefit delivery.**
379 ❖ ❖ ❖
380 See also Component 4 ("Benefit Realisation Strategy") of the **[TGF Primer]** for further details.

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381 *[16] Independent Review of Performance*

382 Introduction
383 ❖ ❖ ❖
384 **Headline**
385 Body
386 Therefore:
387 **Seek regular, independent review of performance against the Critical Success Factors**
388 ❖ ❖ ❖
389 Completion

5 Delivery Processes

390

391 Delivering the principles outlined in Part 2.1 above, in line with the Critical Success Factors detailed in
392 Part 2.2, involves re-inventing every stage of the service delivery process. The Transformational
393 Government Framework identifies four main delivery processes, each of which must be managed in a
394 government-wide and citizen-centric way in order to deliver effective transformation:

395 • Business Management

396 • Customer Management

397 • Channel Management

398 • Technology Management

5.1 Business Management

399

400

Leadership

401
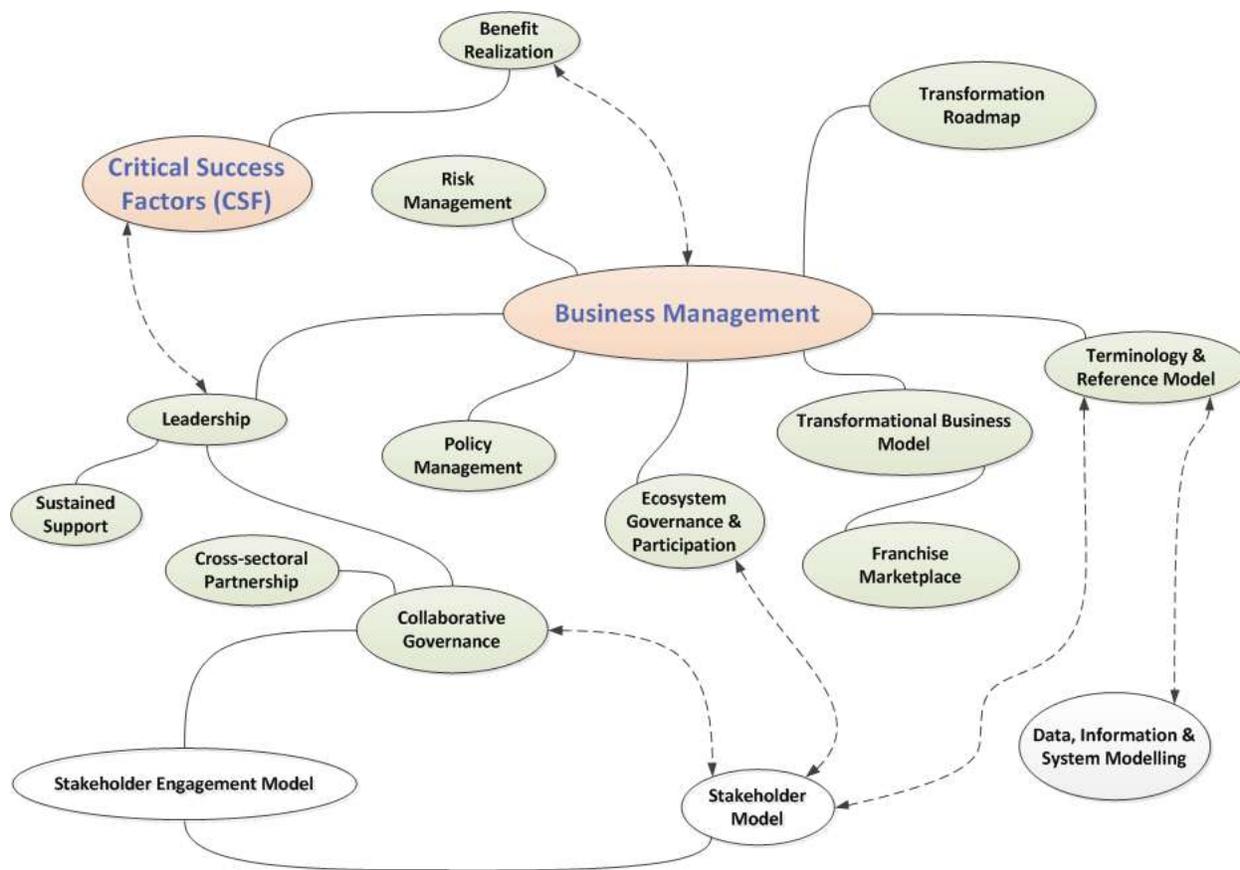
402 See *[8] Leadership*

[17]Roadmap for Transformation

403

404 Introduction

405 ❖ ❖ ❖

406 **Headline**

407   Body

408   Therefore:

409   **Establish a phased Transformation Roadmap.**

410   ❖ ❖ ❖

411   Completion

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[18] Collaborative Governance

413   Introduction

414   ❖ ❖ ❖

415   **It is not enough simply to map and understand stakeholder relationships and concerns**

416   Leaders from all parts of the government organization, as well as other organizations involved in the
417   program, are motivated for the program to succeed and are engaged in clear and collaborative
418   governance mechanisms to manage any risks and issues.

419   Therefore:
420   **A Collaborative Stakeholder Governance Model must be in place that ensures that all**
421   **stakeholders are identified and engaged; and that they buy-in to the transformation program.**

422   ❖ ❖ ❖

423   *[33] Map All Stakeholders* and maintain this map as part of overall business management. The
424   development of successful Customer Franchises within the *[22] Franchise Marketplace* will depend on the
425   effectiveness of collaborative governance.

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[19] Sustained Support

427   Introduction

428   ❖ ❖ ❖

429   **Headline**

430   Body

431   Therefore:
432   **Political leaders and senior management are committed to the program for the long term. This is**
433   **particularly relevant given the realities of changing political leadership and underlines the need**
434   **for continuity across those changes.**

435   ❖ ❖ ❖

436   Completion

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[20] Common Terminology

438   Introduction

439   ❖ ❖ ❖

440   **Headline**

441   Body

442   Therefore:

443   **Establish and maintain an agreed and shared Common Terminology and Reference Model**

444   ❖ ❖ ❖

445   Completion

[21] Transformational Business Model

446

447 Introduction

448   ❖ ❖ ❖

449 **Headline**

450 Body

451 Therefore:

452 **Establish a Transformational Business Model that encourages internal cultural change.**

453   ❖ ❖ ❖

454 Completion

[22] Franchise Marketplace

455

456 Introduction

457   ❖ ❖ ❖

458 **Headline**

459 Body

460 Therefore:

461 **Use a Franchise Marketplace model**

462   ❖ ❖ ❖

463 Completion

[23] Policy Management

464

465 Introduction

466   ❖ ❖ ❖

467 **Headline**

468 Body

469 Therefore:

470 **Ensure that all Policy Products are identifiable and managed and use a policy product map to help**
471 **identify Policy Products that are needed within the relevant government or agency.**

472   ❖ ❖ ❖

473 Completion

[24] Risk Management

474

475 Introduction

476   ❖ ❖ ❖

477 **Clarity and insight into the consequences of transformation are needed**

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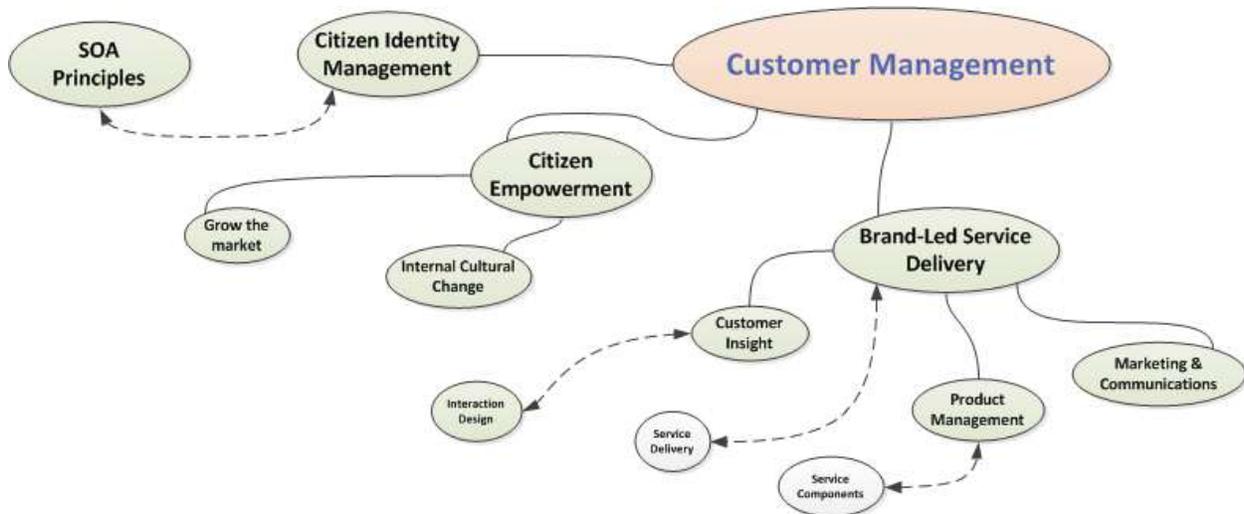480 the current position, to plan, to move quickly, and to learn from experience.

481 Therefore:
482 **Mechanisms must in place to assess risk and handle monitoring, recovery and roll-back**

483   ❖ ❖ ❖

484   Completion

5.2 Customer Management

486

[25] Brand-Led Service Delivery

488   Introduction

489   ❖ ❖ ❖

490   **Headline**

491   Body

492   Therefore:

493   **Have a brand-led, Service Delivery Strategy agreed and managed at a whole-of-government level**
494   **and which addresses customer insight and product management as well as marketing and**
495   **communications**

496   ❖ ❖ ❖

497   Completion: Use *[2] Customer Insight*, *[37] Product Management*,

[26] Citizen Empowerment

499   Introduction

500   ❖ ❖ ❖

501   **Headline**

502   **A Citizen Empowerment Framework should be established which encourages and enables service**
503   **innovation in the Citizen-to-Citizen, Business-to-Citizen, Citizen-to-Government, and Business-to-**
504   **Government sectors. Citizen are engaged directly in service design and delivery, and provided**
505   **with technology tools that enable them to create public value themselves.**

506   ❖ ❖ ❖

507   *Encourage internal cultural change with the [21] Transformational Business Model*, and *[38] Citizens Add*
508   *Public Value*.

509 *[27] Citizen Identity Management*

510 Introduction

511 ❖ ❖ ❖

512 **Headline**

513 Body

514 Therefore:

515 **Establish and maintain a Citizen Identity Management Framework. Have the Framework use a**
516 **federated business model and service-oriented architecture. It should be citizen centric, giving**
517 **citizens and businesses control, choice and transparency over management and use of personal**
518 **data**

519 ❖ ❖ ❖

520 Completion

521 ## 5.3 Channel Management
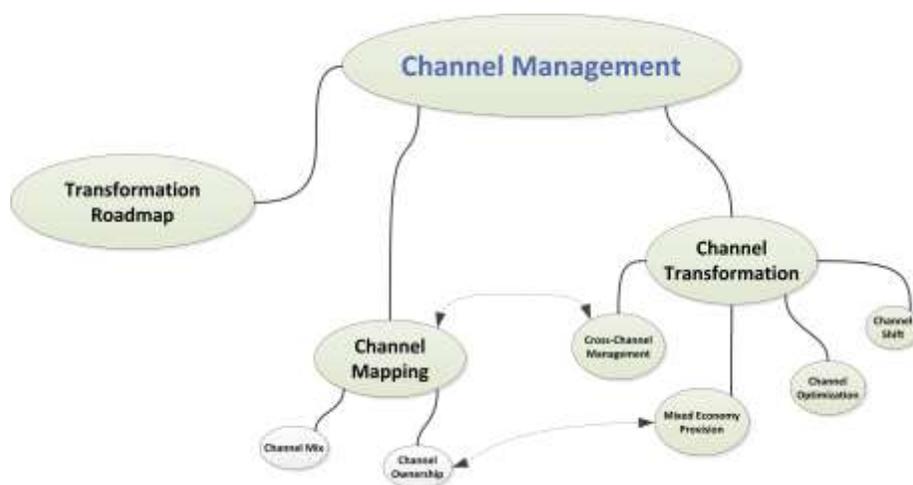
522

523 *[28] Multiple Channel Delivery*

524 Introduction

525 ❖ ❖ ❖

526 **Headline**

527 Delivery of services need to be citizen-centric, ideally with services accessible through a "one-stop"
528 service.

529 Therefore:

530 **Delivery of services needs to be available over multiple channels that respond to different needs.**
531 **Nonetheless, web-based services are used in order to join it all up and reduce infrastructure**
532 **duplication. Meantime, customers are encouraged into lower cost channels where possible and**
533 **compatible with their particular needs (such as accessibility).**

534 ❖ ❖ ❖

535 Completion

536 ## [29] Channel Management

537 Introduction

538   ❖ ❖ ❖
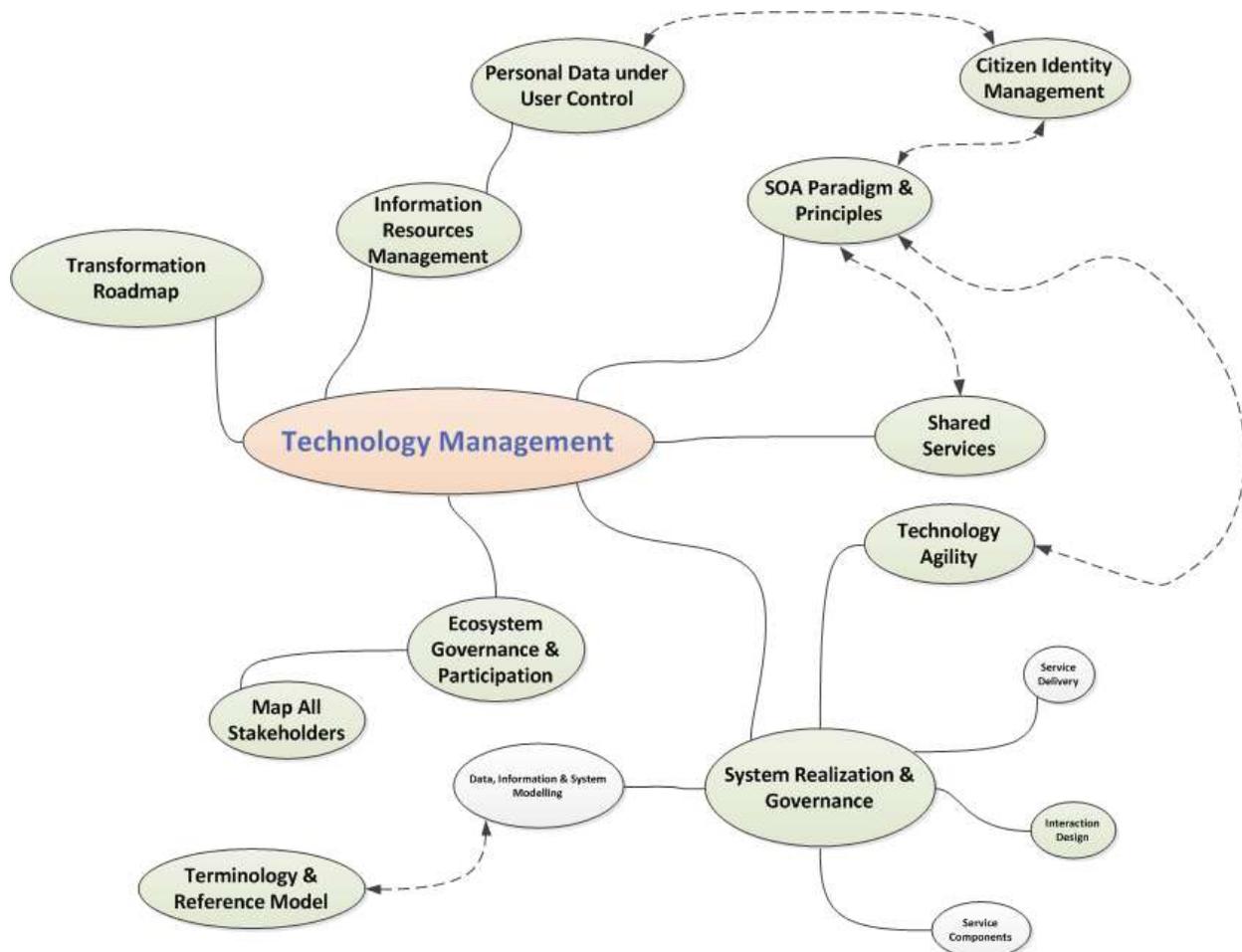
539 **Headline**

540 Body

541 Therefore:

542 **There must be a clear mapping of existing service delivery channels and their cost structures and**
543 **a channel transformation strategy that shifts users where possible to lower cost digital channels,**
544 **optimizes the cost and performance of each channel and improves cross-channel management**
545 **and a thriving mixed economy delivery of services.**

546   ❖ ❖ ❖

547 The Channel Transformation Strategy must address how to shift users into lower-cost channels while
548 maintaining and reinforcing *[3] Customer Centered Services*. Benchmarking is used to optimize the cost
549 and performance of each channel. The mixed economy of delivery of government services is developed
550 with private and voluntary sector intermediaries.

551 ## 5.4 Technology Management

552

[30] System Realization and Governance

Introduction

❖ ❖ ❖

Headline

Body

Therefore:
Solution

❖ ❖ ❖

Completion

---

[31] Interoperability using Open Standards

Introduction

❖ ❖ ❖

Headline

Body

Therefore:
Wherever possible interoperable, open standards are to be preferred and used, particularly when well supported in the market-place.

❖ ❖ ❖

Completion

---

[32] Information Resource Management

Introduction

❖ ❖ ❖

Headline

Body

Therefore:

Manage information and ICT system resources as distinct, valued assets including issues related to the Identification, ownership, stewardship and usage policies for each asset type

❖ ❖ ❖

Completion

---

[33] Map All Stakeholders

[18] Collaborative Governance requires a "map" of all stakeholders as part of overall business management.

❖ ❖ ❖

Classic models of 'actor' and 'stakeholder' need to be re-assessed

The generic concept of 'User' that is dominant in traditional IT stakeholder engagement models needs to 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 out key stakeholder groups and starting to recognize and articulate their specific concerns *as stakeholders* (any individual's *role* may vary according to context), an understand can evolve of how

592 stakeholders relate (in different roles): to each other; to various administrations and services involved; to
593 policy drivers and constraints; and how these all come together in a coherent ecosystem supported by a
594 Transformational Government Framework.

595 Therefore:

596 **Develop a comprehensive stakeholder map, coupled with the structures, processes and**
597 **incentives needed to deliver full understanding and buy-in to the program, plus effective**
598 **stakeholder action in support of it. Model the stakeholders, actors and systems that comprise the**
599 **overall service ecosystem and their relationships to each other. Maintain and update the**
600 **stakeholder model on a regular basis**

601   ❖ ❖ ❖

602 Completion: Stakeholder Engagement, Stakeholder & Ecosystem Model

---

[34] SOA Principles

604 Introduction

605   ❖ ❖ ❖

606 **Headline**

607 Body

608 Therefore:

609 **Use the Reference Model for Service-Oriented Architecture [SOA-RM] as the primary source for**
610 **core concepts and definitions of the SOA paradigm. Have a clear understanding of the goals,**
611 **motivations and requirements that any SOA-based system is intended to address. Identify**
612 **boundaries of ownership of all components in any SOA ecosystem. Realize discrete services that**
613 **can perform work on behalf of other parties. Use common building blocks that can be re-used to**
614 **enable flexible and adaptive use of technology to react quickly to changing customer needs and**
615 **demands. Have clear service descriptions and contracts for any capability that is offered for use**
616 **by another party.**

617   ❖ ❖ ❖

618 These key building blocks will be managed, government-wide resources, available as *[35] Shared*
619 *Services*.

620

---

[35] Shared Services

622 Introduction

623   ❖ ❖ ❖

624 **Headline**

625 Body

626 Therefore:
627 **Key ICT building blocks will be managed as government-wide resources and made available as**
628 **shared services - in particular common data sets (e.g. name, address); common citizen**
629 **applications (e.g. authentication, payments, notifications); and core ICT infrastructure.**

630   ❖ ❖ ❖

631 This will be undertaken in line with *[34] SOA Principles* and with *[36] Personal Data under Citizen Control*.

---

[36] Personal Data under Citizen Control

633 Introduction

634 ❖ ❖ ❖

635 **Headline**

636 Body

637 Therefore:

638 **Solution**

639 ❖ ❖ ❖

640 Completion

641 *[37] Product Management*

642 *[25] Brand-Led Service Delivery* requires a process that covers all stages of government service design
643 and delivery

644 ❖ ❖ ❖

645 **Headline**

646 Body

647 Therefore:

648 **Solution**

649 ❖ ❖ ❖

650 Completion

651 *[38] Citizens Add Public Value*

652 Introduction

653 ❖ ❖ ❖

654 **Headline**

655 Body

656 Therefore:

657 **Give citizens the technology tools that enable them to create public value themselves.**

658 ❖ ❖ ❖

659 Completion

660 *[39] Open Government Data to Re-Use*

661 Introduction

662 ❖ ❖ ❖

663 **Headline**

664 Body

665 Therefore:

666 **Make all non-personal government data freely open for reuse and innovation by citizens and third**
667 **parties.**

668 ❖ ❖ ❖

669 Completion

6 Conformance

671 1. All conformant transformational government programs **MUST** use the following patterns:

672   [1] Guiding Principles

673 2. All conformant programs **SHOULD** use the following patterns:

674   [23] The Franchise Marketplace

675   Use of these patterns is not obligatory but is **RECOMMENDED**

676 3. All conformant programs **MAY** use any of the remaining patterns:

677   [44] Interaction Design

678   Use of these patterns is **OPTIONAL** as they have not been tested or received sufficient feedback
679   as to their core value for a transformational government program.

A. Acknowledgments

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Participants:
> [Participant Name, Affiliation | Individual Member]
> [Participant Name, Affiliation | Individual Member]

687 B. Non-Normative Text

688 # C. Revision History

689

Revision	Date	Editor	Changes Made
01-incomplete	2011-05-17	Peter F Brown	Initial Draft - incomplete

690

691