

INTRODUCTION

You'll be aware that e-government and transformational government initiatives have been developed and deployed in a number of international, national and sub-national government administrations around the world since 2000. There is interest now in reviewing these experiences and drawing out lessons learned and good practices that can assist others yet to engage in a similar journey.

To progress this, OASIS¹ (the *Organization for the Advancement of Structured Information Standards*) has very recently established a new Technical Committee – the OASIS Transformational Government Framework Technical Committee², to look into producing a standardised form of Transformational Government Framework (TGF) that, in due course, may be a candidate for OASIS adoption.

There are many aspects of transformation. Here we focus upon a set of **draft Critical Success Factors** that has been drawn up based upon consultancy experiences and a number of published reports of recent years.

By answering only two questions via one of the suggested routes below, we invite you to provide a review of the draft Critical Success Factors detailed in Annex 1 of this document and the Illustrative Graphics in Annex 2.

Your review

The on-line version of these questions is at <http://www.surveygizmo.com/s/441751/dcfhn>

Alternatively, cut and paste the questions as the basis of an e-mail reply to andy.hopkirk@ncc.co.uk

You will appreciate that on-line responses are much easier for us to process into one set of data.

Q1) Considering the draft list of Critical Success Factors, is it fit for purpose?

Please select one of the following options:

- Yes, it is fit for purpose as is.
- It could be improved by making the following change(s)... (please elaborate)
- It is not fit for purpose by a long way because... (please elaborate)

Q2) Considering the two graphical representations, which, if either, works for you?

Please select one of the following options:

- VARIATION 1
- VARIATION 2
- Neither of them

Your replies – online or e-mail delivered – will be anonymously collated with those of others and the combined data passed to the OASIS Transformational Government Framework Technical Committee.

¹ OASIS (Organization for the Advancement of Structured Information Standards) is a not-for-profit consortium that drives the development, convergence and adoption of open standards for the global information society.

² Participation in the OASIS Transformational Government Framework (TGF) Technical Committee is open to all interested parties, especially government agencies involved in eGov, eHealth, Emergency Management, and other public sector drivers. eGov Strategy Managers for technology companies should also be involved, along with representatives of consulting companies that support governments in building strategies. Contact member-services@oasis-open.org for more information on joining.

ANNEX 1 - THE DRAFT CRITICAL SUCCESS FACTORS

There are 9 'high level' factors: (in no particular order of priority)

- STRATEGIC CLARITY
- LEADERSHIP
- USER FOCUS
- STAKEHOLDER ENGAGEMENT
- SKILLS
- SUPPLIER PARTNERSHIP
- FUTURE PROOFING
- DO-ABILITY
- BENEFITS REALISATION

At the next level of detail we have...

- STRATEGIC CLARITY
 - Clear vision
 - Strong business case
 - Focus on results
- LEADERSHIP
 - Sustained support
 - Leadership skills
 - Collaborative governance
- USER FOCUS
 - Holistic view of the customer
 - Citizen-centric delivery
 - Citizen empowerment
- STAKEHOLDER ENGAGEMENT
 - Stakeholder communication
 - Cross-sectoral partnership (where appropriate)
- SKILLS
 - Skills mapping (and acquisition where necessary)
 - Skills integration
- SUPPLIER PARTNERSHIP
 - Smart supplier selection
 - Supplier integration
- FUTURE PROOFING
 - Interoperability
 - Web-centric delivery
 - Agility
 - Shared services
- DO-ABILITY
 - Phased implementation
 - Continuous improvement
- BENEFITS REALISATION
 - Benefit mapping (inputs to outcomes)
 - Benefit (progress) tracking
 - Benefit (on-going) delivery arrangements

And with explanatory text...

Strategic Clarity

Clear vision: all program stakeholders have a common and comprehensive view of what the program seeks to achieve. In particular, we will not spend money on technology before identifying the key organizational and business changes needed to deliver our vision.

Strong business case: we know what outcomes we want to achieve, have base lined where we are now, and know how we will measure success.

Focus on results: although we have a vision of where we want to go, and a set of principles by which we will move forwards, we will not over-plan. Instead, our strategy focuses on taking concrete, practical steps in the short to medium term, rather than continually describing the long-term vision.

Leadership

Sustained support: our political leaders and top management are committed to the project for the long term.

Leadership skills: our program leaders have the skills needed to drive IT-enabled business transformation, and have access to external support.

Collaborative governance: leaders from all parts of our and other organizations involved in the program are motivated for it to succeed, and are engaged in clear and collaborative governance mechanisms to manage any risks and issues.

User focus

A holistic view of the customer: we understand who the customers for our services are – not just for individual services, but across the government as a whole. We know our customers, both internal and external, are different, and understand their needs on a segmented basis.

Citizen-centric delivery: citizens can access all of our services through a “one-stop” shop. This is available over multiple channels but we use web services to join it all up and reduce infrastructure duplication - and we actively encourage customers into lower cost channels.

Citizen empowerment: we engage citizens directly in service design and delivery, and provide them with technology tools that allow them to create public value themselves.

Stakeholder Engagement

Stakeholder communication: all our stakeholders – users, suppliers, delivery partners elsewhere in the public, private and voluntary sector, politicians, the media etc – have a clear understanding of our program and how they can engage with it.

Cross-sector partnership: other market players (in the private, voluntary and community sectors) often have much greater influence on citizen attitudes and behaviour than government – so our strategy aims to build partnerships which enable the market to deliver our objectives.

Skills

Skills mapping: we know that the mix of business change, product and marketing management, program management, and technology skills needed to deliver transformational change does not yet exist in our organization. We have mapped out the skills we need, and have a clear strategy for acquiring them.

Skills integration: we have effective mechanisms in place to maximize value from the skills available in all parts of our delivery team, bringing together internal and external skills into an integrated team.

Supplier Partnership

Smart supplier selection: we will select suppliers based on long-term value for money rather than price, and in particular based on our degree of confidence that the chosen supplier will secure delivery of the expected business benefits.

Supplier integration: we will manage the relationship with strategic suppliers at top management level, and ensure effective client/supplier integration into an effective program delivery team with shared management information systems.

Future-proofing

Interoperability: we will use interoperable, open standards which are well supported in the market-place.

Web-centric delivery: we will use a service-oriented architecture to support all of our customer interactions, from face-to-face interactions by front line staff to online self-service interactions.

Agility: we will deploy technology using common building blocks which can be re-used to enable flexible and adaptive use of technology to react quickly to changing customer needs and demands.

Shared services: key building blocks will be managed as government-wide resources – in particular common data sets (eg name, address); common citizen applications (eg authentication, payments, notifications); and core IT infrastructure.

Do-ability

Phased implementation: we will avoid a “big bang” approach to implementation, reliant on significant levels of simultaneous technological and organizational change. Instead, we will develop a phased delivery roadmap which:

- works with citizens and businesses to identify a set of services which will bring quick user value, in order to start building a user base
- prioritize those services which can be delivered quickly, at low cost and low risk, using standard (rather than bespoke) solutions
- works first with early adopters within the government organization to create exemplars and internal champions for change
- learns from experience and then drives forward longer term transformations

Continuous improvement: we expect not to get everything right first time, but have systems which enable us to move quickly and learn from experience.

Benefit Realization

Benefit mapping: we will ensure clear line of sight between every investment and activity, and the end outcomes we are trying to achieve

Benefit tracking: we will establish clear baselines, set measurable success criteria, and track progress against planned delivery trajectories for each of these

Benefit delivery: we will establish pro-active governance arrangements to drive out the downstream benefits after the initial implementation project is complete

