
Transformational Government Framework Pattern Language Version 1.0

Working Draft 02

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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:

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Table of Contents

1	Introduction.....	3
1.1	Terminology	3
1.2	Normative References	3
1.3	Non-Normative References	3
1.4	The Transformational Government Framework (TGF).....	3
1.5	The TGF Pattern Language (TGF-PL)	3
1.6	Pattern Languages	4
1.7	Notation and conventions used for the Pattern Language	4
2	The TGF Pattern Language	6
[1]	Guiding Principles	7
2.1	Business Management	8
[2]	Program Leadership	8
[3]	Engagement with Stakeholders	8
[4]	Common Terminology	9
[5]	Policy Management	9
[6]	Transformational Business Model	10
[7]	Skills.....	10
[8]	Franchise Marketplace	11
[9]	Supplier Partnership	11
[10]	Roadmap for Transformation.....	11
[11]	Benefit Realization	12
2.2	Customer Management	13
[12]	Brand-Led Service Delivery	13
[13]	Citizen Empowerment.....	14
[14]	Citizen Identity Management	14
2.3	Channel Management	15
[15]	Channel Mapping and Delivery.....	15
[16]	Channel Transformation	15
2.4	Technology Management	16
[17]	Resources Management.....	16
[18]	System Realization and Governance	16
[19]	Critical Success Factors	17
3	Conformance	18
A.	Acknowledgments.....	20
B.	Revision History	21

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://peterbrown.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.

39 1.6 Pattern Languages

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

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

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

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

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

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

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

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

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

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

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

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

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

66 1.7 Notation and conventions used for the Pattern Language

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

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

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

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

74

An example pattern

Conformance Level:

** Pattern MUST be used

* Pattern SHOULD be used

No star indicates that the pattern MAY be used but that insufficient material exists to test it as a possible conformant 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 Governance Model as part of its**
96 **overall business management.**

The solution, stated as an 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.**

Separator

102



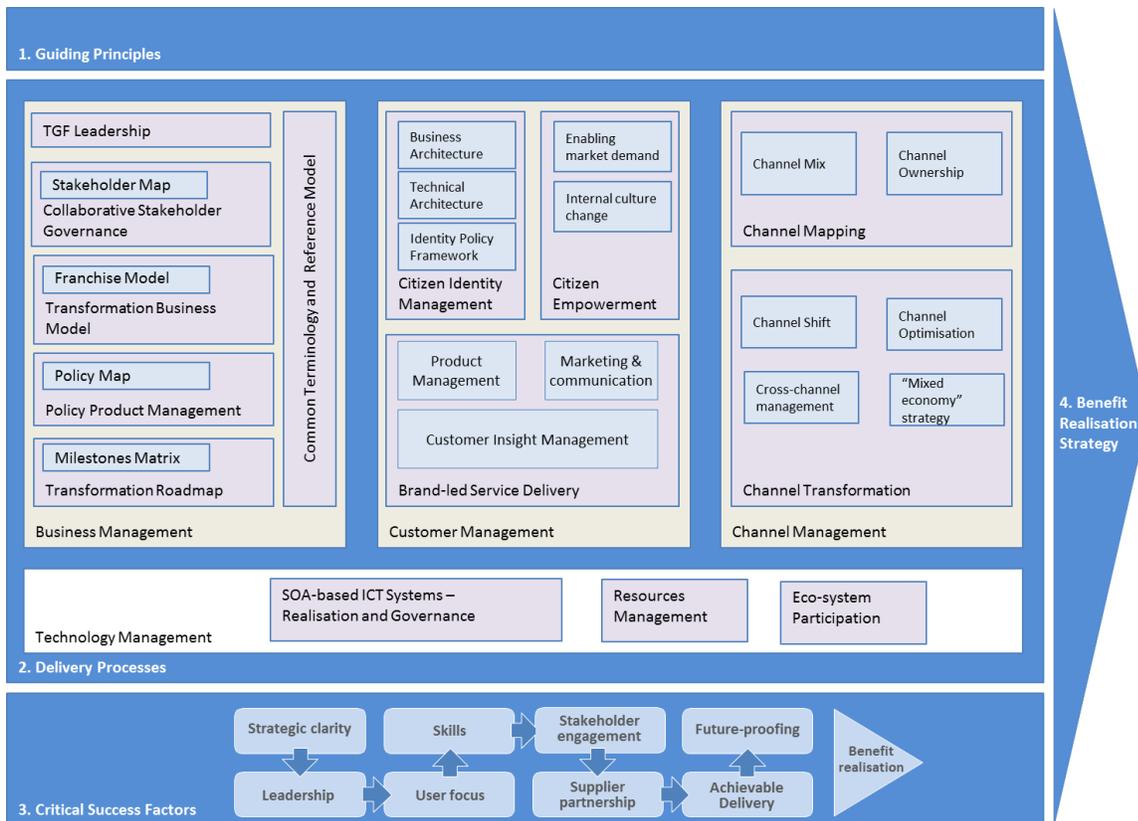
103 Stakeholder collaboration is further aided by a [37] *Common Terminology and Reference Model* and more
104 specifically an up-to-date mapping of stakeholders depicted in a [63] *Stakeholder Model*, and their
105 engagement through the [74] *Stakeholder Engagement Model*; in addition to a clear understanding 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

108 **2 The TGF Pattern Language**

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

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



115
 116 *Figure 1 - The Overall Framework*

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

119 The Transformational Government Framework is made up of a core of 19 patterns, starting and ending
 120 with high level concerns, Guiding Principles and Critical Success Factors.

121

122 **[1] Guiding Principles**

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

125 ❖ ❖ ❖

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

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

129 Therefore:

130 **Any Transformational Government program conforming to the TGF must use a set of high-level**
131 **guiding principles.**

132 ❖ ❖ ❖

133 The Guiding Principles that must be followed are:

- 134 – Develop a detailed and segmented understanding of your citizen and business customers
- 135 – Build services around customer needs, not organisational structure
- 136 – Citizen Service transformation is done with citizens, not to them
- 137 – Grow the market
- 138 – Manage and measure [19] *Critical Success Factors*.

139 See also “Part II, Component 1: Guiding Principles” in **[TGF Primer]** and the patterns below.

140 Delivering these principles, in line with the Critical Success Factors, involves re-inventing every stage of
141 the service delivery process. The Transformational Government Framework identifies four main delivery
142 processes, each of which must be managed in a government-wide and citizen-centric way in order to
143 deliver effective transformation:

- 144 • 2.1 Business Management
- 145 • 2.2 Customer Management
- 146 • 2.4 Channel Management; and
- 147 • 2.5 Technology Management

148 Patterns for these delivery mechanisms are covered below

149

150 **2.1 Business Management**



151 **[2] Program Leadership**

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

153 ❖ ❖ ❖

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

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

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

171 **T**efore:



172 **Have a clear vision based on an All-of-Government view and focus on results. Strategy should**
173 **focus on taking concrete, practical steps in the short to medium term, rather than continually**
174 **describing the long-term vision. Political leaders and senior management are committed to the**
175 **program for the long term. This is particularly relevant given the realities of changing political**
176 **leadership and underlines the need for continuity across those changes.**

177 **Establish clear accountability at both the political and administrative levels of the program.**
178 **Deploy formal program management disciplines and have a clearly identified mix of leadership**
179 **skills. Engage a broad-based leadership team across the wider government.**

180 ❖ ❖ ❖

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



183 **[3] Engagement with Stakeholders**

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

187 ❖ ❖ ❖

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

190 Leaders from all parts of the government organization, as well as other organizations involved in the
191 program, are motivated for the program to succeed and are engaged in clear and collaborative
192 governance mechanisms to manage any risks and issues. The development and delivery of an effective
193 Transformational Government program requires engagement with a very wide range of stakeholders, not
194 only across the whole of government but also with the private sector, voluntary and community sectors as
195 well as with business and citizen users of public services. A significant effort is needed to include all

196 stakeholders in the governance of the Transformational Government program at an appropriate and
197 effective level.

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

206 Therefore:

207 **A Collaborative Stakeholder Governance Model must be in place that ensures that all**
208 **stakeholders are identified and engaged; and that they buy-in to the transformation program.**

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

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



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

224 Map All Stakeholders and maintain this map as part of overall business management. The development
225 of successful Customer Franchises within the [7] *Franchise Marketplace* will depend on the effectiveness
226 of collaborative governance.

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

229 **[4] Common Terminology**

230 Introduction



232 **Headline**

233 Body

234 Therefore:

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



237 Completion

238 **[5] Policy Management**

239 Introduction



241 **Headline**
242 Body
243 Therefore:
244 **Ensure that all Policy Products are identifiable and managed and use a policy product map to help**
245 **identify Policy Products that are needed within the relevant government or agency.**
246 ❖ ❖ ❖
247 Completion

248 **[6] Transformational Business Model**

249 There is a seeming paradox between keeping “global” oversight of all aspects of a customer’s needs at
250 the same time as delivering well-targeted services which implies continual structural reorganization.

251 ❖ ❖ ❖

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

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

259 Therefore:

260 **Establish a Transformational Business Model that encourages internal cultural change. Build**
261 **services around customer needs, not organizational structure. This will include providing people**
262 **with one place to access government, built around their needs (such as accessibility). Do not**
263 **spend money on technology before addressing organizational and business change and do not**
264 **re-invent wheels. Build a cross-government strategy for common citizen data sets and common**
265 **citizen applications (e.g. authentication, payments, notifications).**

266 ❖ ❖ ❖

267 This pattern is essential in order to enable personal data under citizen control.

268 Rather than attempting to restructure Government, “Customer franchises” can be built - using
269 the [8] *Franchise Marketplace* - which sit within the existing structure of government and act as change
270 agents. Multi-channel delivery of services can be provided through optimized [16] *Channel*
271 *Transformation*. Common citizen data sets can be built as shared services with personal data under
272 citizen control and managed using [18] *System Realization and Governance*.

273 **[7] Skills**

274 Establishing [12] *Brand-Led Service Delivery* involves taking a holistic, market-driven approach to service
275 design and delivery, which in turn often requires new skills. Part of the responsibility of [2] *Program*
276 *Leadership* is to ensure that program leaders have the skills needed to drive all aspects of the
277 transformational government program.

278 ❖ ❖ ❖

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

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

282 Therefore:

283 **Ensure the right skills mix in the leadership team. Map out required skills together with a clear**
284 **strategy for acquiring and maintaining them. Have effective mechanisms to maximize value from**
285 **the skills available in all parts of the delivery team, bringing together internal and external skills**

286 **into an integrated team. Ensure that program leaders have the skills needed to drive ICT-enabled**
287 **business transformation, and have access to external support.**

288 ❖ ❖ ❖

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

291 **[8] Franchise Marketplace**

292 Introduction

293 ❖ ❖ ❖

294 **Headline**

295 Body

296 Therefore:

297 **Use a Franchise Marketplace model**

298 ❖ ❖ ❖

299 Completion

300 **[9] Supplier Partnership**

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

302 ❖ ❖ ❖

303 **Transformational Government programs require effective, partnership-based relationships with**
304 **suppliers**

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

308 Therefore:

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

314 ❖ ❖ ❖

315 See also the *[8] Franchise Marketplace*.

316 **[10] Roadmap for Transformation**

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

319 ❖ ❖ ❖

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

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

324 Therefore:

325 **Establish a phased Transformation Roadmap. Work with citizens and businesses to identify a set**
326 **of services which will bring quick user value. Give priority to services which can be delivered**
327 **quickly, at low cost, and low risk using standard (rather than bespoke) solutions.**

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

330 ❖ ❖ ❖

331 This should be pursued with due attention to risk management and [19] *Critical Success Factors*.

332 **[11] Benefit Realization**

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

334 ❖ ❖ ❖

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

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

339 Therefore:

340 **Establish a benefit realization strategy to ensure that the intended benefits from the**
341 **Transformational Government program are delivered in practice. Build that strategy around the**
342 **three pillars of benefit mapping, benefit tracking and benefit delivery.**

343 ❖ ❖ ❖

344 See also Component 4 (“Benefit Realization Strategy”) of the [TGF Primer] for further details.

345

346 2.2 Customer Management

347 *[12] Brand-Led Service Delivery*

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

350 ❖ ❖ ❖

351 **Don't assume to know what users of a service think. A lack of focus on users often leads to**
352 **duplicated and inefficient government services delivered through inappropriate channels.**

353 The only way to a complete understanding of citizens and business customers is research, research,
354 research: With a holistic view of the customer, it is possible to understand who the customers are for all
355 services - not just for individual services but across the Government as a whole.

356 Therefore:

357 **Know and understand that customers, both internal and external, are different - and be obsessive**
358 **about understand their needs on a segmented basis. Invest in developing a real-time, event-level**
359 **understanding of citizen and business interactions with government.**

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

363 **Give citizens access to services through a "one-stop" service available over multiple channels.**

364 ❖ ❖ ❖

365 This pattern is valuable for system realization through Interaction Design and should be used together
366 with *O* and the patterns below.

367 Delivering these principles, in line with the Critical Success Factors, involves re-inventing every stage of
368 the service delivery process. The Transformational Government Framework identifies four main delivery
369 processes, each of which must be managed in a government-wide and citizen-centric way in order to
370 deliver effective transformation:

- 371 • 2.1 Business Management
- 372 • 2.2 Customer Management
- 373 • 2.4 Channel Management; and
- 374 • 2.5 Technology Management

375 Patterns for these delivery mechanisms are covered below

376

377  **2.3 Business Management**

378 Program Leadership. This pattern is further extended with the [6] *Transformational Business Model*; [12]
379 *Brand-Led Service Delivery*; and [16] *Channel Transformation*.

380 **[13] Citizen Empowerment**

381 Many e-Government programs have failed because the citizen is seen as simply a passive recipient of
382 services rather than an actor in their design and delivery.

383 ❖ ❖ ❖

384 **Citizen Service transformation is done with citizens, not to them**

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

388 Therefore:

389  **Engage citizens directly in service design and delivery. Encourage and enable service innovation
390 in the Citizen-to-Citizen, Business-to-Citizen, Citizen-to-Government, and Business-to-
391 Government sectors.**

392 **Give citizens the technology tools that enable them to create public value themselves and give
393 them ownership and control of their personal data.**

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

396 ❖ ❖ ❖

397 *Encourage internal cultural change with the [6] Transformational Business Model.*

398  **[14] Citizen Identity Management**

399 Introduction

400 ❖ ❖ ❖

401 **Headline**

402 Body

403 Therefore:

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

408 ❖ ❖ ❖

409 Completion

410

411 **2.4 Channel Management**

412 **[15] Channel Mapping and Delivery**

413 Introduction

414 ❖ ❖ ❖

415 **Headline**

416 Delivery of services needs to be citizen-centric, ideally with services accessible through a "one-stop"
417 service.

418 Therefore:

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

423 ❖ ❖ ❖

424 Completion

425 **[16] Channel Transformation**

426 Government service delivery cannot be divorced from what  happening in the broader market and
427 private sector: the expectations of citizens and businesses is shaped by their experiences of other
428 services.

429 ❖ ❖ ❖

430 **Demand for e-services across society will continue to grow while other market players (in the**
431 **private, voluntary and community sectors) will have a significant influence on citizen attitudes and**
432 **behavior**

433  Body

434 Therefore:

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

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

442 ❖ ❖ ❖

443 The Channel Transformation Strategy must address how to shift users into lower-cost channels while
444 maintaining and reinforcing [13] *Citizen Empowerment*. Benchmarking is used to optimize the cost and
445 performance of each channel. The mixed economy of delivery of government services is developed with
446 private and voluntary sector intermediaries.

447 A significant effort is needed to include all stakeholders in the governance of the Transformational
448 Government program at an appropriate and effective level: see [3] *Engagement with Stakeholders*.

449

450 2.5 Technology Management

451 [17] Resources Management

452 Introduction

453 ❖ ❖ ❖

454 **Headline**

455 Body

456 Therefore:

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

459 ❖ ❖ ❖

460 Completion

461 [18] System Realization and Governance

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

464 ❖ ❖ ❖

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

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

470 Therefore:

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

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

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

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

485 **Wherever possible prefer interoperable, open standards, particularly when well supported in the**
486 **market-place.**

487 ❖ ❖ ❖

488 This pattern should be seen in conjunction with the [10] *Roadmap for Transformation*.

489

490 **[19] Critical Success Factors**

491 Effective risk management is needed for the delivery processes covered in the patterns above.

492 ❖ ❖ ❖

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

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

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

503 Therefore:

504 **Manage and measure a clearly defined set of Critical Success Factors.**

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

506 **Mechanisms must in place to assess risk and handle monitoring, recovery and roll-back.**

507 ❖ ❖ ❖

508 There are nine core Critical Success Factors:

- 509 – Strategic Clarity
- 510 – Leadership
- 511 – User Focus
- 512 – Stakeholder Engagement
- 513 – Skills
- 514 – Supplier Partnership
- 515 – Future-Proofing
- 516 – Achievable Delivery and
- 517 – Benefit Realization

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

519 3 Conformance

520 All conformant transformational government programs:

- 521 1. **MUST** use the Guiding Principles set out in [1] *Guiding Principles*;
- 522 2. **MUST have** [2] *Program Leadership* including:
 - 523 – Clear accountability at both the political and administrative levels;
 - 524 – Deployment of formal program management disciplines;
 - 525 – A clearly identified mix of leadership skills;
 - 526 – Engagement of a broad-based leadership team across the wider government.
- 527 3. **MUST** demonstrate [3] *Engagement with Stakeholders*;
- 528 4. **MUST** agree and use [4] *Common Terminology*;
- 529 5. **SHOULD** use a Policy Product Map as a tool to help identify Policy Products needed within the
530 relevant government as outlined in [5] *Policy Management*;
- 531 6. **MUST** have a [6] *Transformational Business Model*;
- 532 7. **MUST** address [7] *Skills* issues;
- 533 8. **SHOULD** use the [8] *Franchise Marketplace Model*;
- 534 9. **SHOULD** establish a [9] *Supplier Partnership*;
- 535 10. **MUST** have a [10] *Roadmap for Transformation*;
- 536 11. **MUST** have a [11] *Benefit Realization* Strategy which addresses the areas of benefit mapping, benefit
537 tracking and benefit delivery as described in Component 4 of the TGF;
- 538 12. **MUST** have a [12] *Brand-Led Service Delivery* Strategy, which is agreed and managed at a whole-of-
539 government level and which addresses:
 - 540 – Customer Insight
 - 541 – Product Management
 - 542 – Marketing and communication;
- 543 13. **MUST** have a [13] *Citizen Empowerment* Framework, which encourages and enables service
544 innovation in the Citizen-to-Citizen, Business-to-Citizen, Citizen-to-Government, and Business-to-
545 Government sectors;
- 546 14. **MUST** have a [14] *Citizen Identity Management* Framework, which:
 - 547 – Uses a federated business model
 - 548 – Uses a service-oriented architecture (as part of the wider SOA described in the TGF
549 Technology Management Framework)
 - 550 – Is citizen-centric, giving citizens control, choice and transparency over personal data;
- 551 15. **MUST** have a Channel Management Framework which covers [15] *Channel Mapping and Delivery*;
- 552 16. **MUST** have a [16] *Channel Transformation* Strategy which addresses the following elements:
 - 553 – Shifting service users into lower cost, digital channels

- 554 – Optimising the cost and performance of each channel, including through use of
555 benchmarking
- 556 – Improving cross-channel management, with the aim of providing a seamless user experience
557 across different channels
- 558 – Developing a thriving mixed economy in the delivery of government services by private and
559 voluntary sector intermediaries;
- 560 **17. MUST** manage information and ICT system resources (*[17] Resources Management*) as distinct,
561 valued assets including issues related to the Identification, ownership, stewardship and usage
562 policies for each asset type;
- 563 **18. MUST** manage *[18] System Realization and Governance*, including:
- 564 – explicitly modelling the stakeholders, actors and systems that comprise the overall service
565 ecosystem and their relationships to each other;
- 566 – maintaining and updating the stakeholder model on a regular basis;
- 567 – using the OASIS ‘Reference Model for SOA’ as the primary source for core concepts and
568 definitions of the SOA paradigm;
- 569 **19. MUST** measure and manage the *[19] Critical Success Factors* outlined and ensure independent
570 reviews of performance

571 **A. Acknowledgments**

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

574 **Participants:**

575 [Participant Name, Affiliation | Individual Member]

576 [Participant Name, Affiliation | Individual Member]

577

578

B. Revision History

579

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

580

581