



## Transformational Government Framework Pattern Language Core Patterns Version 1.0 (TGF-PL-Core v1)

Working Draft **023 - 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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**Comment [PFB1]:** A Pattern Language is inherently extensible. Establishing this clearly as the “Core” allows extensions and specializations more clearly

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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

**[EIF]** [The European Interoperability Framework, version 2, European Commission 2010, Annex 2 of <http://eur-lex.europa.eu/LexUriServ/LexUriServ.do?uri=COM:2010:0744:FIN:EN:PDF>](#)

**[OIX]** [Open Identity Exchange, <http://openidentityexchange.org/>](#)

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

**[PMRM]** [The Privacy Management Reference Model, OASIS, \[http://www.oasis-open.org/committees/tc\\\_home.php?wg\\\_abbrev=pmrm\]\(http://www.oasis-open.org/committees/tc\_home.php?wg\_abbrev=pmrm\)](#)

**[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

41 concerns that the Framework covers. It is intended to be readable end-to-end as a piece of prose but is  
42 structured also in a way that lends itself to being quoted and used pattern by pattern and to being  
43 encapsulated in more formal, tractable, and machine-processable forms including concept maps, Topic  
44 Maps, RDF or OWL.

## 45 1.6 Pattern Languages

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

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

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

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

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

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

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

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

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

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

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

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

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

## 72 1.7 Notation and conventions used for the Pattern Language

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

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

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

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

80



**Comment [PFB2]:** Not actually part of the pattern language paradigm. Conformance is a separate issue

## An example pattern

Pattern Number

Pattern Name

81 **[1] Collaborative Stakeholder Governance**

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

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

Headline statement of the problem



Separator

88  
89 **The TG program requires a process by which all key stakeholders are identified, engaged and**  
90 **buy-in to the transformation program.**

The body of the problem

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

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

100 Therefore:

101 **A conformant TG program must have a Collaborative Stakeholder Governance Model that supports its**  
102 **overall business management.**

The solution, stated as an instruction

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

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

Separator

108  
109 Stakeholder collaboration is further aided by a [37] *Common Terminology and Reference Model* and more  
110 specifically an up-to-date mapping of stakeholders depicted in a [63] *Stakeholder Model*, and their  
111 engagement through the [74] *Stakeholder Engagement Model*; in addition to a clear understanding of how  
112 they form part of the TG [58] *Ecosystem* and contribute to [75] *Interoperability*. Stakeholders also play key  
113 roles in the development of the [39] *Franchise Marketplace Model*.

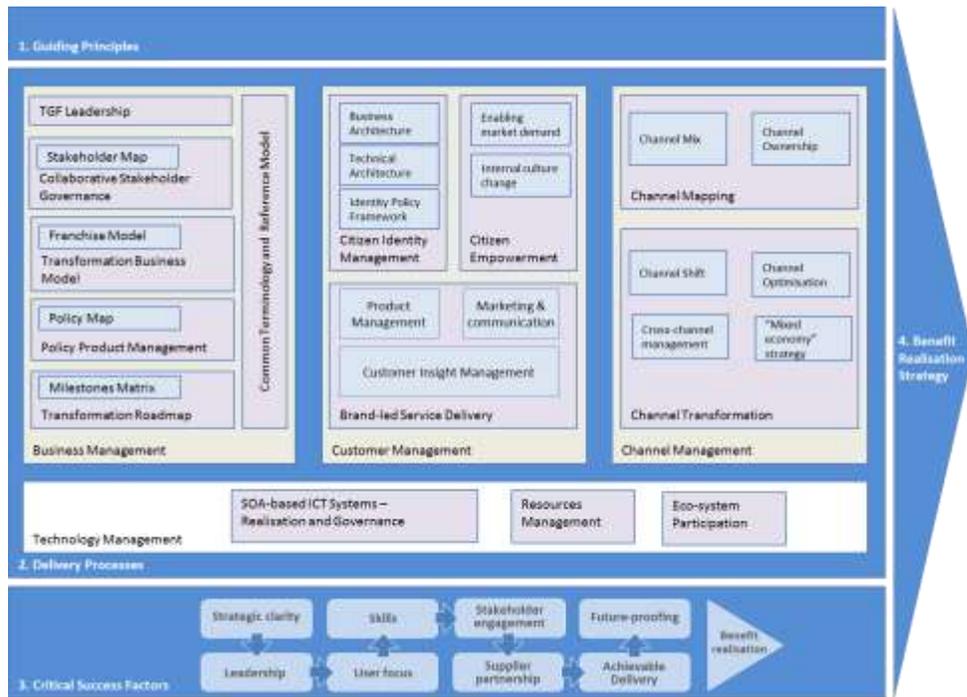
Completion notes, including cross-references to patterns that further extend or refine the current pattern, as well as external references

114 **2 The TGF Pattern Language**

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

**Comment [PFB3]:** Mechanism? Process?

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



121  
 122 *Figure 1 - The Overall Framework*

123 The patterns in the TGF Pattern Language mostly cover the core delivery processes, “topped and tailed”  
 124 by patterns concerned with Guiding Principles and Critical Success Factors.  
 125 The Transformational Government Framework is made up of a core of 19 patterns, starting and ending  
 126 with high level concerns, Guiding Principles and Critical Success Factors.

127

## 128 [1] Guiding Principles

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

131

❖ ❖ ❖

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

133 "Transformational Government" is a managed process of ICT-enabled change in the public sector, which  
134 puts the needs of citizens and businesses at the heart of that process and which achieves significant and  
135 transformational impacts on the efficiency and effectiveness of government. However, Even the most  
136 well intentioned and effectively governed program can drift off course without clear direction provided by  
137 explicit and well-publicized guiding principles.

138 Therefore:

139 ~~Any Transformational Government program conforming to the TGF must u~~Use a set of high-level  
140 guiding principles that cover as a minimum the need to:

- 141 - Develop a detailed and segmented understanding of your citizen and business
- 142 customers
- 143 - E services around customer needs, not organizational structure
- 144 - Citizen Service transformation is done with citizens, not to them
- 145 - Grow the market
- 146 - Manage and measure key critical success factors.

147

❖ ❖ ❖

148 See also "Part II, Component 1: Guiding Principles" in **[TGF Primer]** ~~and the patterns below.~~

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

- 153 • 2.1 Business Management
- 154 • 2.2 Customer Management
- 155 • 2.3 Channel Management; and
- 156 • 2.4 Technology Management

157 Patterns [2] to [19] below cover these four for these delivery mechanisms ~~are covered below.~~

158 The core set of patterns is completed by the key [20] Critical Success Factors.

159

## 160 2.1 Business Management

### 161 [2] Program Leadership

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

163



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

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

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

181 Therefore:

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

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

190 **Ensure the Program’s interoperability with other services and programs through appropriate**  
191 **Government-to-Government cooperation.**

192



193 Establish a strong Business Case and know what outcomes you want to achieve, know where you are  
194 now and how you will measure success. These are amongst several [20] Critical Success Factors and  
195 which are further detailed in Part II of the [TGF Primer].

---

### 196 [3] Engagement with Stakeholders

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

200



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

203 Leaders from all parts of the government organization, as well as other organizations involved in the  
204 program, are motivated for the program to succeed and are engaged in clear and collaborative

205 governance mechanisms to manage any risks and issues. The development and delivery of an effective  
206 Transformational Government program requires engagement with a very wide range of stakeholders, not  
207 only across the whole of government but also with the private sector, voluntary and community sectors as  
208 well as with business and citizen users of public services. A significant effort is needed to include all  
209 stakeholders in the governance of the Transformational Government program at an appropriate and  
210 effective level.

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

219 efore:

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

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

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

232 ❖ ❖ ❖

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

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

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

---

## 242 [4] *Common Terminology*

243 Introduction

244 ❖ ❖ ❖

245 **Headline**

246 Body

247 Therefore:

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

249 ❖ ❖ ❖

250 Completion

251 **[5] Policy Product Management**

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



256  
257 **Traditional policy approaches for e-government have often been too narrowly focused. An**  
258 **effective Transformational Government program requires a more holistic approach to policy**  
259 **development.**

260 We define a "Policy Product" as: any document which has been formally adopted on a government-wide  
261 basis in order to help achieve the goals of citizen service transformation. These documents vary in nature  
262 (from statutory documents with legal force, through mandated policies, to informal guidance and best  
263 practice) and in length (some may be very lengthy documents; others just a few paragraphs of text).

264 Over recent years, several governments have published a wide range of Policy Products as part of their  
265 work on e-Government, including e-Government Visions, e-Government Strategies, e-Government  
266 Interoperability Frameworks, and Enterprise Architectures. Other governments are therefore able to draw  
267 on these as reference models when developing their own Policy Products. However, we believe that the  
268 set of Policy Products required to ensure that a holistic, government -wide vision for transformation can  
269 be delivered is much broader than is currently being addressed in most Interoperability Frameworks and  
270 Enterprise Architectures.

271 This more holistic approach is captured in the matrix shown below, which MUST be used to create a map  
272 of all the Policy Products needed to deliver a particular TGF program effectively. This matrix maps the  
273 four delivery processes of the TGF (Business Management, Customer Management, Channel  
274 Management and Technology Management) against five broad interoperability domains identified in the  
275 EIFI (technical, semantic, organizational, legal, and policy interoperability). While the EIF framework is  
276 conceptually complete, mapping it against these core delivery processes provides a much clearer sense  
277 of the actions needed.

278 Therefore:

279 **Use the following matrix to classify the Policy Products:**

<u>Delivery Processes</u>	<u>Interoperability Levels</u>				
	<u>Political</u>	<u>Legal</u>	<u>Organizational</u>	<u>Semantic</u>	<u>Technical</u>
<u>Business Management</u>					
<u>Customer Management</u>					
<u>Channel Management</u>					
<u>Technology Management</u>					

280 **For each cell in the matrix, identify the policy product(s) that are needed to deliver the**  
281 **Transformational Program effectively. More than one policy product may be required per cell but**  
282 **every cell MUST be completed.**



284 The [2] TGF Program Leadership should undertake this policy gap analysis through the [3] Collaborative  
285 Stakeholder Model, and then ensure that the accountability and process for developing any missing  
286 Policy Products is embedded within the [10] Roadmap for Transformation.



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

289 **[6] Transformational Business Model**

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



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

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

300 Therefore:

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



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

309 Rather than attempting to restructure Government, “Customer franchises” ~~can~~**MAY** be built - using  
 310 the [8] [Franchise Marketplace](#) - which sit within the existing structure of government and act as change  
 311 agents. Multi-channel delivery of services can be provided through optimized [17] [Channel](#)  
 312 [Transformation](#). Common citizen data sets can be built as shared services with personal data under  
 313 citizen control and managed using [19] [System Realization and Governance](#).

314 **[7] Skills**

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



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

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

323 Therefore:

324 **Ensure the right skills mix, [particularly](#) in the leadership team [but also throughout the whole](#)**  
 325 **[delivery team](#). Map out required skills together with a clear strategy for acquiring and maintaining**  
 326 **them. Have effective mechanisms to maximize value from the skills available in all parts of the**  
 327 **delivery team, bringing together internal and external skills into an integrated team. Ensure that**  
 328 **program leaders have the skills needed to drive ICT-enabled business transformation, and have**  
 329 **access to external support.**



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

333 **[8] Franchise Marketplace**

334 A central task of the [2] TGF leadership and the [3] Collaborative Stakeholder Model is to develop a [6]  
335 Transformational Business Model which enables the machinery of government to deliver citizen-centric  
336 services in practice.



338 **It has arguably been the failure to address the need for a new business model that has been the**  
339 **greatest weakness of most traditional e-Government programs.**

340 What best practices exist which governments can draw on to address this requirement in a proven and  
341 low-risk way?

342 For the most part, the transition to e-Government has involved overlaying technology onto the existing  
343 business model of government: a business model based around unconnected silos - in which policy-  
344 making, budgets, accountability, decision-making and service delivery are all embedded within a  
345 vertically-integrated delivery chain based around specific government functions. The experience of  
346 governments around the world over the last two decades is that this simply does not work. Many  
347 attempts have been made by governments to introduce greater cross-government coordination, but  
348 largely these have been "bolted on" to the underlying business model, and hence experience only limited  
349 success.

350 We recommend implementation of a business model which has been adopted successfully in  
351 governments as diverse as the UK, Hong Kong, Croatia, Abu Dhabi and Australia (where it has been  
352 adopted by both the South Australia and Queensland governments). Called the "Franchise  
353 Marketplace", the model permits the joining-up of services from all parts of government and external  
354 stakeholders in a way that makes sense to citizens and businesses, yet without attempting to restructure  
355 the participating parts of government.

356 Key features of this business model are:

- 357 • It puts into place a number of agile, cross-government, virtual "franchise businesses" based around  
358 customer segments (such as, for example, parents, motorists, disabled people). These franchises are  
359 responsible for gaining full understanding of their customers' needs so that they can deliver quickly  
360 and adapt to changing requirements over time in order to deliver more customer centric services -  
361 which in turn, is proven to drive higher service take-up and greater customer satisfaction.
- 362 • It provides a risk-averse operational structure that enables functionally-organized government  
363 agencies at national, regional and local to work together in a customer-focused "Delivery  
364 Community". They do this by :
  - 365 – Enabling government to create a "virtual" delivery structure focused on customer needs
  - 366 – Operating across the existing structure of Government (because the Customer Franchises are led  
367 by one of the existing "silos") and resourced by organizations that have close links with the  
368 relevant customer segment including, possibly, some outside of government
  - 369 – Dividing the task into manageable chunks
  - 370 – Removing a single point of failure
  - 371 – Working to a new and precisely-defined operating model so as to ensure consistency
  - 372 – Working across and beyond government to manage the key risks to citizen-centric service  
373 delivery
  - 374 – Acting as change agents inside-Government departments / agencies.
- 375 • The model enables a "mixed economy" of service provision:
  - 376 – firstly, by providing a clear market framework within which private and voluntary sector service  
377 providers can repackage public sector content and services; and
  - 378 – secondly by deploying 'Web 2.0' type approaches across government that promote re-use and  
379 'mash-ups' of existing content and services, to make this simpler and cheaper at a technical level.

380 • The whole model is capable of being delivered using Cloud Computing

381 Therefore:

382 Use the Franchise Marketplace model, building a virtual business layer of “customer franchises”  
383 which sit inside the existing structure of government and which a) deliver user-centric, trusted  
384 and interoperable content and transactions to citizens and businesses; and b) act as champions  
385 of and drivers for citizen-centric service improvement within the government.

386 ❖ ❖ ❖

387 The Franchise Marketplace is a specific example of a [6] Transformation Business Model and is  
388 considered as the most effective and lowest risk way of delivering the element of the [1] TGF Guiding  
389 Principles which requires Transformation Programs to “Build services around customer needs, not  
390 organizational structure”.

Comment [PFB4]: Needs more work

## 391 **[9] Supplier Partnership**

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

393 ❖ ❖ ❖

394 **Transformational Government programs require effective, partnership-based relationships with**  
395 **suppliers**

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

399 Therefore:

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

405 ❖ ❖ ❖

406 See also the [8] Franchise Marketplace.

Comment [PFB5]: Needs more work

## 407 **[10] Roadmap for Transformation**

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

410 ❖ ❖ ❖

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

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

415 Therefore:

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

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

421 ❖ ❖ ❖

422 This should be pursued with due attention to risk management and [20] Critical Success Factors.

423 **[11]Benefit Realization**

Comment [PFB6]: Needs more work

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

425 ❖ ❖ ❖

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

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

430 Therefore:

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

434 ❖ ❖ ❖

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

436

437 **2.2 Customer Management**

438 **[12] Brand-Led Service Delivery**

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

441 ❖ ❖ ❖

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

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

447 Therefore:

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

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

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

455 ❖ ❖ ❖

456

**Comment [PFB7]:** Requires completion

---

457 **[13] Citizen Empowerment**

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

460 ❖ ❖ ❖

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

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

465 Therefore:

466 **Engage citizens directly in service design and delivery. Encourage and enable service innovation**  
467 **in the Citizen-to-Citizen, Business-to-Citizen, Citizen-to-Government, and Business-to-**  
468 **Government sectors.**

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

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

473 ❖ ❖ ❖

474 | Encourage internal cultural change with the [6] [Transformational Business Model](#).

475 **[14] Citizen Identity Management**

476 A key element of the [1] TGF Guiding Principles is that “Citizen Service transformation is done  
477 with citizens, not to them”. One of the consequences of this is that an effective identity  
478 management strategy needs to give citizens ownership and control of their personal data.



480 **Identity management is a key enabler of effective service delivery, yet something with which most**  
481 **governments struggle. At the heart of that struggle is often a failure to put the citizen at the centre**  
482 **of government’s thinking about identity.**

483 Identity is a complex, and by definition deeply personal, concept. A single citizen in fact has multiple,  
484 overlapping “identities, each of which may be associated with different rights and permissions, even  
485 different addresses. These identities overlap, but in some cases the citizen may want to keep them  
486 separate in order to protect his or her privacy. At other times, the citizen may want them to be joined up,  
487 and be frustrated at constantly having to furnish government with the same information over and over  
488 again. Governments have often struggled to manage this complexity, for reasons described in [TGF  
489 Primer].

490 A wide range of agencies, standards bodies and advocacy groups are deeply involved in many aspects of  
491 the work needed to resolve these problems, from technical models for privacy management (such as the  
492 OASIS [PMRM]) through to the business, legal and social issues around online identity assurance (such  
493 as promoted by [OIX]). It is not the purpose of the Transformational Government Framework to address  
494 the details of identity management but rather to give high-level guidance on the main issues that a  
495 conformant program should seek to address - based on a set of best practices which is emerging around  
496 the world and which we believe represents a way forward for citizen service transformation, which is  
497 broadly applicable across a very wide range of governments.

498 Therefore:

499 **Establish a Citizen Identity Management Framework which:**

- 500 **- Has a business architecture based on federation between a wide range of trusted**
- 501 **organisations (the Government, banks, employers etc), and a clear model for cross-trust**
- 502 **between these organisations**
- 503 **- Uses a technology architecture to support this which does not rely on monolithic and**
- 504 **potentially vulnerable large databases, but which, in line with the SOA paradigm, uses**
- 505 **Internet-based gateway services to act as a broker between the different databases and IT**
- 506 **systems of participants in the federated trust model**
- 507 **- places citizens themselves directly in control of their own data, able to manage their own**
- 508 **relationship with government – whether on their own behalf as citizens or in another**
- 509 **identity relationship or intermediated role – and with clearly visible controls to reassure**
- 510 **them that this is the case.**



512 Further details about this Citizen-Centric Identity Management approach are described in [TGF Primer].  
513 No one-Government has implemented all features of this approach, but all are being successfully  
514 deployed around the world, and together they represent our view of the approach to identity management  
515 which will best help deliver Transformational Government. This pattern is important in order to deliver  
516 integrated, citizen-centric services as part of a [6] Transformational Business Model and the [8] Franchise  
517 Marketplace, as well as to enable the citizen-led service innovation envisaged by [13] Citizen  
518 Empowerment. At a technology level, the approach is underpinned by the SOA-based [19] System  
519 Realization and Governance.

520

521 **2.3 Channel Management**

522 **[15] Channel Management Framework**

523 Government services to citizens and businesses are delivered through a wide range of channels. One of  
524 the core aims of a Transformational Government program is to ensure that these channels are managed  
525 in the most cost-effective way at a whole-of-government level, and meet the needs of citizens.

526 Delivery of services needs to be citizen-centric, with services accessible through both a "one-  
527 stop" service and through a wide range of private and voluntary sector intermediaries. The one-  
528 stop service should be offered over multiple channels, but with clear policies to shift service  
529 users into lower-cost digital channels (including a digital inclusion strategy to enable take-up of  
530 digital services by those segments of the population currently unable or unwilling to use them).  
531

532 Channel management is often a weak spot in government service delivery, with widespread duplication,  
533 inefficiency and lack of user-focus. Experience has shown the common pitfalls to include:

- 534 • Managing new, digital channels as "bolt-ons", with business and technical architectures which are  
535 entirely separate from traditional face-to-face or paper-based channels
- 536 • No common view of citizen service across multiple channels
- 537 • Operational practices, unit costs and service standards for many channels which fall well below  
538 standards set for those channels in the private sector
- 539 • A reliance on government-owned channels, with insufficient understanding of how to partner with  
540 private and voluntary sector organisations who have existing trusted channels to government  
541 customers
- 542 • Unproductive and costly competition among service delivery channels

543 Transformational Government programs seek to avoid these pitfalls, by building a channel management  
544 approach centred on the needs and behaviour of citizens and businesses.

545  before:

546 **Establish a Channel Management Framework, which includes:**

- 547 • a clear audit of what existing channels are currently used to deliver government services, and  
548 the costs and service levels associated with these ('Channel Mapping'); and
- 549 • the vision and roadmap for developing a new channel management approach centered on the  
550 needs and behavior of citizens and businesses ('Channel Transformation').

551 This pattern helps deliver integrated, citizen-centric services as part of a [6] Transformation Business  
552 Model and the [8] Franchise Marketplace, as well as to enable the service innovation envisaged by [13]  
553 Citizen Empowerment.  
554

555 It is extended by two further patterns, [16] Channel Mapping and [17] Channel Transformation Strategy.

556 **[15][16] Channel Mapping and Delivery**

557 A vital first step in developing a [15] Channel Management Framework is to carry out a  
558 mapping of existing delivery channels across government, and to put a cost to each transaction  
559 delivered through these channels based on standard industry assumptions.

560 Government service delivery organizations often do not have a clear and quantified  
561 understanding of which channels their customers use, what the average and marginal costs of  
562

563 delivery through these channels is, or how service levels and customer satisfaction vary by  
564 channel.

565 When government organizations carry out a full channel mapping for the first time, a common finding is  
566 that much customer contact between governments and citizens/businesses is:

- 567 • unnecessary - because the user is struggling to find the right place to get the service they need,  
568 resulting in multiple contacts before their need is finally resolved
- 569 • hidden and uncosted - because only some of these customer contacts are caught by existing  
570 management information systems. The rest are just lost within the broader operational structure and  
571 budget of the organisation.

572 And when channel mapping is undertaken at the whole-of-government level, it typically highlights  
573 significant duplication across government (for example: having multiple high-street locations in the same  
574 town serving different government departments or agencies; thousands of contact telephone numbers;  
575 hundreds or even thousands of web-sites). There is significant scope for delivering both cost savings and  
576 service improvements by joining government services together through channels managed on a shared  
577 basis, and through channels managed by private and voluntary sector intermediaries.

578  before:  
579 A clear map of customer interactions by channel, and the true costs of these, therefore provides  
580 essential data in both building the business case for service transformation, and in highlighting  
581 priority areas for reform. A holistic approach must be taken to understanding the range of  
582 channels through which government services are and could be delivered, including both  
583 "Channel Mix" (that is, the physical type of channel being used, including face-to-face, mail, e-  
584 mail, Internet and telephone) and also the variety of "Channel Ownership" options which are  
585 available (including service delivery through private and voluntary sector channels).



587 This pattern is needed to inform development of a [17] Channel Transformation Strategy. Further  
588 details on how to set about Channel Mapping can be found in Part III(c) of the [TGF Primer].

## 589 [16][17] Channel Transformation

590 The [15] Channel Management Framework requires a TGF program not only to undertake [16] Channel  
591 Mapping of existing channel usage and channel costs, but also to develop a Channel Transformation  
592 Strategy which sets out the vision and roadmap for developing a new channel management approach  
593 centred around the needs and behaviour of citizens and businesses.



595 Government can learn a lot from the best of private sector approaches to channel management,  
596 but also needs to recognise unique challenges and opportunities which apply to channel  
597 management in the public sector.

598 Once a full [16] Channel Mapping has captured the current channel mix and cost base, it is important to  
599 map out a strategy for the future desired channel mix, and the future customer experience over different  
600 channels. Successful private-sector businesses tend to be more effective at this than government. They  
601 understand that each channel opens up different ways to create value for customers, so they differentiate  
602 services across channels. They also take a hard-nosed approach to channel management, with  
603 customers being encouraged to use the channels that are most efficient from a business point of view.  
604 They also realize that channel shift is a complicated process, which needs planning over a multi-year  
605 period.

606 Transformational Government programs adopt a similar approach, setting out clear strategies for channel  
607 transformation. Typically though they recognise two distinct differences between the public and private  
608 sector:

- 609 • First, government has an obligation to provide services on a universal basis, so is not able to pick and  
610 choose which customers it will engage with through different channels. "Directed choice" towards  
611 cheaper channels is therefore the strategy selected for most citizen-facing services (although a  
612 number of governments are increasingly looking to make Internet-only services the norm for  
613 businesses).  
614 • Second, in terms of the online channel, government is in a unique position compared with any other  
615 online service provider. Whereas an online bank or retailer is limited by the size of the online  
616 population in the market, a government can take action significantly to increase that online  
617 population. "Digital inclusion" policies, aimed at increasing the proportion of citizens who have access  
618 to and confidence in using online channels, are therefore an important part of government channel  
619 strategies which would not normally be seen in their private-sector counterparts.

620 In addressing these issues, it is important to recognize that government service delivery cannot be  
621 divorced from what is happening in the broader market: the expectations of citizens and businesses are  
622 shaped by their experiences of other services. Demand for e-services across society will continue to  
623 grow while other market players (in the private, voluntary and community sectors) will have a significant  
624 influence on citizen attitudes and behavior.

625 Therefore:

626 Develop a Channel Transformation Strategy which:

- 627 • shifts users where possible to lower cost digital channels - including through digital inclusion  
628 policies which build access to and demand for e-services in those segments of the population  
629 which face barriers to their use  
630 • optimizes the cost and performance of each channel, using public and private sector  
631 benchmarks to drive improvement  
632 • improves cross-channel management, by building channel support services around a  
633 common, web-based infrastructure in order both to improve customer service and reduce  
634 costs  
635 • facilitates development of a thriving mixed economy delivery of services  
636 • builds partnerships which enable the market and others to work with the government to  
637 deliver jointly-owned objectives



639 The Channel Transformation Strategy must be informed by [16] Channel Mapping, and must address  
640 how to shift users into lower-cost channels while maintaining and reinforcing [13] Citizen  
641 Empowerment. The mixed economy of delivery of government services is developed with private and  
642 voluntary sector intermediaries and SHOULD be addressed using the [8] Franchise Marketplace pattern.  
643 A significant effort is needed to include all stakeholders in the governance of the Transformational  
644 Government program at an appropriate and effective level: see [3] Engagement with Stakeholders. The  
645 key milestones and accountabilities for delivery of the Channel Transformation Strategy should be  
646 embedded within the [10] Roadmap for Transformation.

647

648 **2.4 Technology Management**

649 ~~[17]~~**[18] Resources Management**

650 Introduction

651 ❖ ❖ ❖

652 **Headline**

653 Body

654 Therefore:

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

657 ❖ ❖ ❖

658 Completion

659 ~~[18]~~**[19] System Realization and Governance**

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

662 ❖ ❖ ❖

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

665 Transformational Government needs a strategic IT platform to guarantee future agility as business and  
666 customer priorities change. Such a platform cannot afford to be locked in to specific technologies or  
667 solutions that prevent or limit such agility.

668 Therefore:

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

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

676 **Manage key ICT building blocks will be managed as government-wide resources and make**  
677 **them available as shared services - in particular common data sets (e.g. name, address); common**  
678 **citizen applications (e.g. authentication, payments, notifications); and core ICT infrastructure.**

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

683 **Wherever possible, refer interoperable, open standards, particularly when well supported in the**  
684 **market-place.**

685 ❖ ❖ ❖

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

687 **The [IEF] has a useful definition of “open” in 5.1.1 “Specifications, openness and reuse”.**

688

**Comment [PF88]:** Elaborate further? Refer to the EU’s EIFv2 in the completion section?

**Comment [PF89]:** See previous comment

689 **[19][20] Critical Success Factors**

690 There is now an increasing body of research which seeks to understand why some ICT-enabled  
691 transformation programs succeed and why others fail. Effective risk management is part of the solution  
692 but consideration of a range of success factors is needed for the delivery processes covered in the  
693 patterns above.



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

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

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

705 Therefore:

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

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

708 **Have Mmmechanisms must in place to assess risk and handle monitoring, recovery and roll-back.**



710 There are nine core Critical Success Factors that are RECOMMENDED in the [TGF Primer]:

- 711 – Strategic Clarity
- 712 – Leadership
- 713 – User Focus
- 714 – Stakeholder Engagement
- 715 – Skills
- 716 – Supplier Partnership
- 717 – Future-Proofing
- 718 – Achievable Delivery and
- 719 – Benefit Realization

720 See ~~also~~ “Part II, Component 2: Critical Success Factors” in **[TGF Primer]** for further details.

### 721 3 Conformance

722 All conformant **t**ransformational **g**overnment programs:

- 723 1. **MUST** use the Guiding Principles set out in [1] [Guiding Principles](#);
- 724 2. **MUST have** [2] [Program Leadership](#) including:
- 725 – Clear accountability at both the political and administrative levels;
  - 726 – Deployment of formal program management disciplines;
  - 727 – A clearly identified mix of leadership skills;
  - 728 – Engagement of a broad-based leadership team across the wider government.
- 729 3. **MUST** demonstrate [3] [Engagement with Stakeholders](#);
- 730 4. **MUST** agree and use [4] [Common Terminology](#);
- 731 5. **SHOULD** use a Policy Product Map as a tool to help identify Policy Products needed within the
- 732 relevant government as outlined in [5] [Policy Product Management](#);
- 733 6. **MUST** have a [6] [Transformational Business Model](#);
- 734 7. **MUST** address [7] [Skills](#) issues;
- 735 8. **SHOULD** use the [8] [Franchise Marketplace](#) Model;
- 736 9. **SHOULD** establish a [9] [Supplier Partnership](#);
- 737 10. **MUST** have a [10] [Roadmap for Transformation](#);
- 738 11. **MUST** have a [11] [Benefit Realization](#) Strategy which addresses the areas of benefit mapping, benefit
- 739 tracking and benefit delivery as described in Component 4 of the TGF;
- 740 12. **MUST** have a [12] [Brand-Led Service Delivery](#) Strategy, which is agreed and managed at a whole-of-
- 741 government level and which addresses:
- 742 – Customer Insight
  - 743 – Product Management
  - 744 – Marketing and communication;
- 745 13. **MUST** have a [13] [Citizen Empowerment](#) Framework, which encourages and enables service
- 746 innovation in the Citizen-to-Citizen, Business-to-Citizen, Citizen-to-Government, and Business-to-
- 747 Government sectors;
- 748 14. **MUST** have a [14] [Citizen Identity Management](#) Framework, which:
- 749 – Uses a federated business model
  - 750 – Uses a service-oriented architecture (as part of the wider SOA described in the TGF
  - 751 Technology Management Framework)
  - 752 – Is citizen-centric, giving citizens control, choice and transparency over personal data;
- 753 15. **MUST** have a Channel Management Framework which covers [15] [Channel Management Framework](#)
- 754 16. Government services to citizens and businesses are delivered through a wide range of channels.
- 755 One of the core aims of a Transformational Government program is to ensure that these channels are
- 756 managed in the most cost-effective way at a whole-of-government level, and meet the needs of
- 757 citizens.

Comment [PFB10]: John suggests "MUST"

758 Delivery of services needs to be citizen-centric, with services accessible through both a "one-  
759 stop" service and through a wide range of private and voluntary sector intermediaries. The one-  
760 stop service should be offered over multiple channels, but with clear policies to shift service  
761 users into lower-cost digital channels (including a digital inclusion strategy to enable take-up of  
762 digital services by those segments of the population currently unable or unwilling to use them).  
763

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765 inefficiency and lack of user-focus. Experience has shown the common pitfalls to include:

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767 entirely separate from traditional face-to-face or paper-based channels
- 768 • No common view of citizen service across multiple channels
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- 771 • A reliance on government-owned channels, with insufficient understanding of how to partner with  
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773 customers
- 774 • Unproductive and costly competition among service delivery channels

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776 approach centred on the needs and behaviour of citizens and businesses.

777 Therefore:

778 Establish a Channel Management Framework, which includes:

- 779 • a clear audit of what existing channels are currently used to deliver government services, and  
780 the costs and service levels associated with these ('Channel Mapping'); and
- 781 • the vision and roadmap for developing a new channel management approach centered on the  
782 needs and behavior of citizens and businesses ('Channel Transformation').

783 This pattern helps deliver integrated, citizen-centric services as part of a [6] Transformation Business  
784 Model and the [8] Franchise Marketplace, as well as to enable the service innovation envisaged by [13]  
785 Citizen Empowerment.

786 It is extended by two further patterns, [16] Channel Mapping and [17] Channel Transformation Strategy.

787 45-17. Channel Mapping and Delivery;

788 46-18. MUST have a [17] Channel Transformation Strategy which addresses the following elements:

- 789 – Shifting service users into lower cost, digital channels
- 790 – Optimising the cost and performance of each channel, including through use of
- 791 benchmarking
- 792 – Improving cross-channel management, with the aim of providing a seamless user experience
- 793 across different channels
- 794 – Developing a thriving mixed economy in the delivery of government services by private and
- 795 voluntary sector intermediaries;
- 796

797 47-19. MUST manage information and ICT system resources ([18] Resources Management) as distinct,  
798 valued assets including issues related to the Identification, ownership, stewardship and usage  
799 policies for each asset type;

800 48-20. MUST manage [19] System Realization and Governance, including:

- 801 – explicitly modelling the stakeholders, actors and systems that comprise the overall service
- 802 ecosystem and their relationships to each other;



---

808 **A. Acknowledgments**

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

811 **Participants:**

812 [Participant Name, Affiliation | Individual Member]

813 [Participant Name, Affiliation | Individual Member]

814

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815 **B. Revision History**

816

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
<u>03-incomplete</u>	<u>2011-07-05</u>	<u>Peter F Brown</u>	<u>Incorporates comments, edits from TC members</u>

817