
Transformational Government Framework (TGF)

TGF Pattern Language - Core Patterns, Version 1.0 (TGF-PL-Core v1)

Working Draft 03 - complete

11 July 2011

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 complete Framework consists of:

- [The TFG Primer](#)
- [The TGF Pattern Language](#)
- [The TGF Reference Model](#)

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.

This document constitutes the initial set of patterns that form the core of the TGF Pattern Language. This set may be revised and/or extended from time to time as appropriate.

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

Comment [PFB2]: We didn’t discuss this on the call, but I think we need a placeholder for this – unless we believe that the PL can serve as a reference model. – maybe an issue for the full TC?

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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

[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 [\[TGF-Primer\]-Framework](#) 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. Central to this process is a strong emphasis on **leadership** and **governance** as well as an active role played by **all stakeholders** in the creation, delivery and use of government services.

Comment [PFB3]: It is defined in both the TGF Primer and in Pattern [1].

40 1.5 The TGF Pattern Language (TGF-PL)

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

47 1.6 Pattern Languages

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

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

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

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

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

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

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

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

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

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

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

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

73 1.7 Notation and conventions used for the Pattern Language

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

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

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

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

81

An example pattern

Pattern Number

Pattern Name

82 **[1] Collaborative Stakeholder Governance**

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

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

Headline statement of the problem



Separator

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

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

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

101 Therefore:

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

The solution, stated as an instruction

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

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

Separator

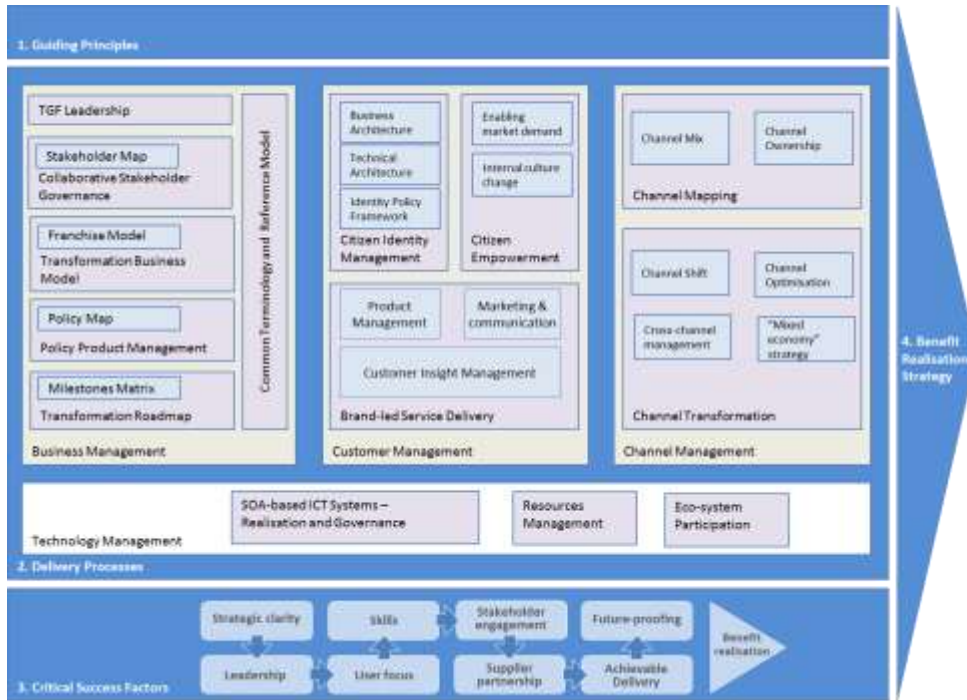
109 ❖ ❖ ❖
110 Stakeholder collaboration is further aided by a [37] *Common Terminology and Reference Model* and more
111 specifically an up-to-date mapping of stakeholders depicted in a [63] *Stakeholder Model*, and their
112 engagement through the [74] *Stakeholder Engagement Model*; in addition to a clear understanding of how
113 they form part of the TG [58] *Ecosystem* and contribute to [75] *Interoperability*. Stakeholders also play key
114 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

115 **2 The TGF Pattern Language**

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

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



122
 123 *Figure 1 - The Overall Framework*

124 The patterns in the TGF Pattern Language mostly cover the core delivery processes, “topped and tailed”
 125 by patterns concerned with Guiding Principles and Critical Success Factors.

126 The Transformational Government Framework is made up of a core of 20 patterns, starting and ending
 127 with high level concerns, Guiding Principles and Critical Success Factors.

128

129 **[1] Guiding Principles**

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

132

❖ ❖ ❖

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

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

139 Therefore:

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

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

148

❖ ❖ ❖

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

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

- 155 • Section 2.1 Business Management
- 156 • Section 2.2 Customer Management
- 157 • Section 2.3 Channel Management; and
- 158 • Section 2.4 Technology Management

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

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

161

Comment [PFB4]:
[John:] Reword? (Bad English)

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162 2.1 Business Management

163 [2] Program Leadership

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

165



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

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

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

183 Therefore:

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

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

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

194



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

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198 [3] Engagement with Stakeholders

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

202



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

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

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

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

221 Therefore:

222 **A-Put a Collaborative Stakeholder Governance Model ~~must be~~ in place that ensures that all**
223 **stakeholders are identified and engaged; and that they buy-in to the transformation program.**

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

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

234 ❖ ❖ ❖

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

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

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

244 [4] *Common Terminology*

245 Introduction

246 ❖ ❖ ❖

247 **Headline**

248 **Body**

249 **Therefore:**

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

251 ❖ ❖ ❖

252 **Completion**

253 **[5] Policy Product Management**

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



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

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

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

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

280 Therefore:

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

Delivery Processes	Interoperability Levels				
	Political	Legal	Organizational	Semantic	Technical
Business Management					
Customer Management					
Channel Management					
Technology Management					

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



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

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

291 **[6] Transformational Business Model**

292 There is a seeming paradox between keeping "global" oversight of all aspects of a customer's needs at
293 the same time as delivering well-targeted services which implies continual structural reorganization.

294 ❖ ❖ ❖

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

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

302 Therefore:

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

309 ❖ ❖ ❖

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

311 Rather than attempting to restructure Government, "Customer franchises" MAY be built - using
312 the ~~[7][8] Franchise Marketplace~~Franchise Marketplace - which sit within the existing structure of
313 government and act as change agents. Multi-channel delivery of services can be provided through
314 optimized [17] ~~Channel Transformation~~Channel Transformation. Common citizen data sets can be built as
315 shared services with personal data under citizen control and managed using [19] ~~System Realization and~~
316 ~~Governance~~System Realization and Governance.

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317 **[7] Franchise Marketplace**

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

321 ❖ ❖ ❖

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

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

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

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

340 Key features of this business model are:

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

365 Therefore:

366 **Use the Franchise Marketplace model, building a virtual business layer of "customer franchises"**
367 **which sit inside the existing structure of government and which a) deliver user-centric, trusted**
368 **and interoperable content and transactions to citizens and businesses; and b) act as champions**
369 **of and drivers for citizen-centric service improvement within the government.**



371 The Franchise Marketplace is a specific example of a [6] *Transformation Business Model* and is
372 considered as the most effective and lowest risk way of delivering the element of the [1] *TGF Guiding*
373 *Principles* which requires Transformation Programs to "Build services around customer needs, not
374 organizational structure".

375 [8] Skills

376 Implementing a Transformational Government program and establishing [12] *Brand-Led Service*
377 *Delivery* involves taking a holistic, market-driven approach to service design
378 and delivery, which in turn often requires new skills. Part of the responsibility of [2] *Program*
379 *Leadership* is to ensure that program leaders have the skills needed to drive all

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380 aspects of the program. This focus on skills has of course to be part of an effective HR Management
381 discipline.

382

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383 **Governments generally lack the key skills to manage service development. Where they do exist**
384 **there is often reliability on a small number of individuals with no continuity plans in place for**
385 **when those individuals are either absent for any reason or leave the team.**

386 We know that the full range of business change, product and marketing management, program
387 management, and technology skills needed to deliver transformational change does not already exist in
388 our organization.

389 Many of the policy products required for the Transformational Government program will take us into new
390 territory and it is unlikely that we will all the skills necessary to develop these in-house.

391 Therefore:

392 **Ensure the right skills mix is available to the program, particularly in the leadership team but also**
393 **throughout the whole delivery team.**

394 **Map out the required skills together with a clear strategy for acquiring them and a continuity plan**
395 **for maintaining them. The development of a Taxonomy Competency Framework is a good way of**
396 **producing such a map. The Framework being a taxonomy of the competencies required to deliver**
397 **ICT-enabled transformation along with tools enabling organizations to assess their competency**
398 **gaps and individuals to build their own personal development plans.**

399 **Be prepared to buy-in or borrow the necessary skills in the short term to fill any gaps.**

400 **Ensure that the program leaders, ie the senior accountable leaders, have the skills needed to drive**
401 **ICT-enabled business transformation, and have access to external support.**

402 **Ensure there is skills integration and skills transfer by having effective mechanisms to maximize**
403 **value from the skills available in all parts of the delivery team, bringing together internal and**
404 **external skills into an integrated team.**

405

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406 Deployment of a formal competency framework such as **[SFIA]** can be helpful in identifying and building
407 the right skill sets. As an example see the UK's eGovernment Competency Framework which is available
408 at www.civilservice.gov.uk/my-civil-service/networks/professional/it/framework.aspx .

409 See also [5] *Policy Product Management* and [20] *Critical Success Factors*.

Comment [PFB5]: Grammar needs cleaning up

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410 **[9] Supplier Partnership**

411 Governments rely heavily on suppliers to deliver large parts of their services. These suppliers are usually
412 external organizations but they can also be other internal parts of government. The management of
413 supplier relationships needs to sit above the management of individual contracts and it is important that
414 distinction is fully understood by all parties.

415

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416 **Transformational Government programs require effective, partnership-based relationships with**
417 **suppliers.**

418 Supplier partnerships should set out a formalized and robust way of managing, monitoring and
419 developing supplier performance whilst at the same time minimizing risks to the business. They focus on
420 the overall relationship with suppliers rather than the specific relationship around an individual contract.

421 Successful supplier partnerships require specific skills sets to effectively manage the relationship.

422 Attention should be given to this as part of the wider focus on ensuring the requisite skills are available to
423 the program.

424 Therefore:

425 **Select suppliers based on long-term value for money rather than price, and in particular based on**
426 **the degree of confidence that the chosen suppliers will secure delivery of the expected business**
427 **benefits. Manage the relationship with strategic suppliers at the level of top management on both**
428 **sides of the partnership with joint responsibility for the success of the program.**

429 **Resolve issues on a regular (e.g. daily) basis rather than as part of regular schedule partnership**
430 **review meetings.**

431 **Look for pragmatic solutions to problems and opportunities for improvement within the overall**
432 **relationship without contravening any particular contract.**

433 **Ensure client/supplier integration into an effective program delivery team with shared**
434 **management information systems.**

435 **Ensure there is always a win-win situation for both sides of the partnership.**

436 ❖ ❖ ❖

437 A good example of Supplier Management Guidelines is available at
438 www.ogc.gov.uk/contract_management_strategic_supplier_management.asp

439 See also the [3] *Engagement with Stakeholders*, [7] *Skills* and [8] *Franchise Marketplace*.

Field Code Changed

440 **[10] Roadmap for Transformation**

441 It is essential that the vision of the [2] *Program Leadership*, and the associated [6] *Transformation*
442 *Business Model* and process of [5] *Policy Product Management* are translated into an effective Roadmap
443 for Transformation. This should not be some all-encompassing master plan – which tends to be brittle
444 and prone to failure – but a pragmatic framework for delivering clearly identifiable results in achievable
445 stages.

446 ❖ ❖ ❖

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

448 Since everything can clearly not be done at once, it is vital to map out which elements of the
449 transformation program need to be started immediately, which can be done later, and in what order. The
450 "big bang" approach to implementation has been shown not to work or be effective. By its nature it is
451 heavily reliant on significant levels of simultaneous technological and organizational change. Instead, a
452 transformational government program will develop a phased delivery roadmap which balances quick wins
453 with the key steps needed to drive longer term transformation.

454 Therefore:

455 **Establish a phased Transformation Roadmap. Work with citizens and businesses to identify a set**
456 **of services which will bring quick user value. Give priority to services which can be delivered**
457 **quickly, at low cost, and low risk using standard (rather than bespoke) solutions. Establish**
458 **systems to learn from early customer experience, to improve services in the light of this, and then**
459 **to drive higher levels of take-up.**

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

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463 The [TGF Primer] gives further details of best practices for planning and delivering a Transformation
464 Roadmap. In particular, it sets out a Strategic Trade-off Model which can be helpful in guiding the focus
465 of the [2] *Programme Leadership* through the course of the transformation program as it evolves. It also
466 describes the typical structure of a best practice Transformation Roadmap, covering five main phases:
467 Plan, Initiate, Deliver, Consolidate, Transform.

468 The Transformation Roadmap should be pursued with due attention to risk management, and should
469 therefore include checkpoints at key stages to allow regular, independent review of performance against
470 the [20] *Critical Success Factors* ~~*Critical Success Factors*~~.

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471 **[11] Benefit Realization**

472 No program has any value if it does not or cannot deliver what has been promised. Benefits Realisation is
473 therefore a core responsibility for the [2] Program Leadership.



475 **All intended benefits need to be delivered in practice, and this will not happen without pro-active**
476 **benefits management.**

477 Many organizations often fail pro-actively to manage the downstream benefits after an individual ICT
478 project or program has been completed. Often, ICT programs are seen as “completed” once the technical
479 implementation is initially operational. Yet in order to reap the full projected benefits (efficiency savings,
480 customer service improvements etc.), on-going management is essential, often involving significant
481 organizational and cultural changes. The Transformational Government Framework does not seek to
482 specify in detail what benefits and impacts a Transformational Government program should seek to
483 achieve – that is a matter for each individual government. However, the TGF does set out a best practice
484 approach to benefit realization.

485 Therefore:

486 **Establish a benefits realization strategy to ensure that the intended benefits from the**
487 **Transformational Government program are delivered in practice. Build that strategy around the**
488 **three pillars of:**

- 489 • **Benefit Mapping:** set out all the intended outcomes from the transformation program and be clear
490 how the outputs from specific activities and investments in the program flow through to deliver those
491 outcomes;
- 492 • **Benefit Tracking:** baseline current performance against the target output and outcomes, define
493 “smart” success criteria for future performance, and track progress against planned delivery
494 trajectories aimed at achieving these success criteria; and
- 495 • **Benefit Delivery:** ensure that governance arrangements are in place to ensure clear accountabilities
496 for the delivery of every intended outcome.



498 See also Component 4 (“Benefit Realization Strategy”) of the [TGF Primer] for further details. The
499 benefits realization strategy should be a formal document, developed as part of the [5] Policy Product
500 Management process and in collaboration with [3] Engagement with Stakeholders. Benefits realization is
501 an integral part of the [20] ~~Critical Success Factors~~*Critical Success Factors*, and review of progress
502 against the benefits realization strategy should be part of the checkpoint process recommended in
503 [20] ~~Critical Success Factors~~*Critical Success Factors*.

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504

505 2.2 Customer Management

506 [12] Brand-Led Service Delivery

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

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510 **A lack of focus on users often leads to duplicated and inefficient government services delivered**
511 **through inappropriate channels.**

512 Understanding user needs, and how to design and deliver services that users will engage with, is a
513 discipline in which governments lag behind the best of the private sector.

514 In a brand-led company, customer insight informs all aspects of the product development process, and
515 involves a comprehensive program of qualitative and quantitative research to understand and segment
516 the customer base. The learnings from this are fed into a brand-led product management process - not as
517 a one-off input of initial research, but through a continuous process of iterative design and customer
518 testing. A key output from this is a set of brand values for the product or service, which then need to drive
519 all aspects of service delivery, and marketing communications for the service. And this is all managed as
520 an iterative process of continuous improvement, not a linear one.

Comment [PFB6]: Grammar/vocab

521 This is not typically how governments manage their own service development, and governments
522 generally lack the skills to do it. Yet if governments are to succeed in the ambition of shifting service
523 delivery decisively away from traditional channels to lower-cost digital channels, then these marketing
524 challenges have to be met.

525 Therefore:

526 **Establish a culture of Brand-led Service Delivery across government, based around three key**
527 **pillars:**

- 528 • **Customer insight:** Don't assume to know what users of a service think. Be obsessive about
529 understanding the needs of customers – both internal and external on a segmented basis. Invest
530 in developing a real-time, event-level understanding of citizen and business interactions with
531 government.
- 532 • **Product management:** Establish a brand-led product management process covering all stages
533 of government service design and delivery, agreed and managed at a whole-of-government
534 level, which gives citizens access to services through a "one-stop" service available over multiple
535 channels
- 536 • **Marketing and communication:** Use the

Comment [PFB7]: Incomplete – something missing here, Chris

537 ❖ ❖ ❖

538 Often, governments may face significant gaps in terms of the people and skills needed to manage brand-
539 led product development and marketing cycles of this nature, so identifying and addressing these gaps as
540 part of the [8] Skills strategy is vital. It is also vitally important that the drive to brand-led service delivery
541 is led at a whole-of-government level: the element of the [1] Guiding Principles which points to the need to
542 "own the customer at the whole-of-government" level is therefore of particular significance for this pattern.
543 The cultural change required by brand-led service delivery will be facilitated and accelerated through [13]
544 Citizen Empowerment.

545 [13] Citizen Empowerment

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

548 ❖ ❖ ❖

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

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

553 Therefore:

554 **Engage citizens directly in service design and delivery. Encourage and enable service innovation**
555 **in the Citizen-to-Citizen, Business-to-Citizen, Citizen-to-Government, and Business-to-**
556 **Government sectors.**

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

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

561



562 *Encourage internal cultural change with the [6] ~~Transformational Business Model~~ **Transformational***
563 ***Business Model.***

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564 **[14] Citizen Identity Management**

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

568



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

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

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

587 Therefore:

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

- 589 – **Has a business architecture based on federation between a wide range of trusted**
590 **organisations (the Government, banks, employers etc), and a clear model for cross-trust**
591 **between these organisations**
- 592 – **Uses a technology architecture to support this which does not rely on monolithic and**
593 **potentially vulnerable large databases, but which, in line with the SOA paradigm, uses**
594 **Internet-based gateway services to act as a broker between the different databases and IT**
595 **systems of participants in the federated trust model**

596 – places citizens themselves directly in control of their own data, able to manage their own
597 relationship with government – whether on their own behalf as citizens or in another
598 identity relationship or intermediated role – and with clearly visible controls to reassure
599 them that this is the case.

600

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601 Further details about this Citizen-Centric Identity Management approach are described in [TGF Primer].
602 No one-Government has implemented all features of this approach, but all are being successfully
603 deployed around the world, and together they represent our view of the approach to identity management
604 which will best help deliver Transformational Government. This pattern is important in order to deliver
605 integrated, citizen-centric services as part of a [6] *Transformational Business Model* ~~Transformational~~
606 *Business Model* and the [7][8] *Franchise Marketplace* ~~Franchise Marketplace~~, as well as to enable the
607 citizen-led service innovation envisaged by [13] *Citizen Empowerment* ~~Citizen Empowerment~~. At a
608 technology level, the approach is underpinned by the SOA-based [19] *System Realization and*
609 *Governance* ~~System Realization and Governance~~.

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611 **2.3 Channel Management**

612 **[15] Channel Management Framework**

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

616 ❖ ❖ ❖

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

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

- 624 • Managing new, digital channels as "bolt-ons", with business and technical architectures which are
625 entirely separate from traditional face-to-face or paper-based channels
- 626 • No common view of citizen service across multiple channels
- 627 • Operational practices, unit costs and service standards for many channels which fall well below
628 standards set for those channels in the private sector
- 629 • A reliance on government-owned channels, with insufficient understanding of how to partner with
630 private and voluntary sector organizations who have existing trusted channels to government
631 customers
- 632 • Unproductive and costly competition among service delivery channels

633 Transformational Government programs seek to avoid these pitfalls, by building a channel management
634 approach centered on the needs and behavior of citizens and businesses.

635 Therefore:

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

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

641 ❖ ❖ ❖

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

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

646 **[16] Channel Mapping**

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

650 ❖ ❖ ❖

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

653 **delivery through these channels is, or how service levels and customer satisfaction vary by**
654 **channel.**

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

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

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

668 Therefore:

669 **Establish a clear map of customer interactions by channel, and the true costs of these, therefore**
670 **in order to provide essential data in both building the business case for service transformation,**
671 **and in highlighting priority areas for reform. A holistic approach must be taken to**
672 **understanding the range of channels through which government services are and could be**
673 **delivered, including both "Channel Mix" (that is, the physical type of channel being used,**
674 **including face-to-face, mail, e-mail, Internet and telephone) and also the variety of "Channel**
675 **Ownership" options which are available (including service delivery through private and voluntary**
676 **sector channels).**

677



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

680 **[17] Channel Transformation**

681 The [15] *Channel Management Framework* requires a TGF program not only to undertake [16] *Channel*
682 *Mapping* of existing channel usage and channel costs, but also to develop a Channel Transformation
683 Strategy which sets out the vision and roadmap for developing a new channel management approach
684 centered around the needs and behavior of citizens and businesses.

685



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

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

697 Transformational Government programs adopt a similar approach, setting out clear strategies for channel
698 transformation. Typically though they recognize two distinct differences between the public and private
699 sector:

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

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

716 Therefore:

717 **Develop a Channel Transformation Strategy which:**

- 718 • **shifts users where possible to lower cost digital channels - including through digital inclusion**
719 **policies which build access to and demand for e-services in those segments of the population**
720 **which face barriers to their use**
- 721 • **optimizes the cost and performance of each channel, using public and private sector**
722 **benchmarks to drive improvement**
- 723 • **improves cross-channel management, by building channel support services around a**
724 **common, web-based infrastructure in order both to improve customer service and reduce**
725 **costs**
- 726 • **facilitates development of a thriving mixed economy delivery of services**
- 727 • **builds partnerships which enable the market and others to work with the government to**
728 **deliver jointly-owned objectives**



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

738

739 **2.4 Technology Management**

740 **[18] Resources Management**

Comment [PFB8]: To be completed

741 Introduction

742 ❖ ❖ ❖

743 **Headline**

744 Body

745 Therefore:

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

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749 Completion

750 **[19] System Realization and Governance**

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

753 ❖ ❖ ❖

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

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

759 Therefore:

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

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

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

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

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

776 ❖ ❖ ❖

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

Comment [PFB9]: Elaborate further? Refer to the EU's EIFv2 in the completion section?

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779 **The [IEF] has a useful definition of "open" in 5.1.1 "Specifications, openness and reuse".**

Comment [PFB10]: See previous comment

780

781 **[20] Critical Success Factors**

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



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

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

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

797 Therefore:

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

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

800 **Have mechanisms in place to assess risk and handle monitoring, recovery and roll-back.**



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

- 803 – Strategic Clarity
- 804 – Leadership
- 805 – User Focus
- 806 – Stakeholder Engagement
- 807 – Skills
- 808 – Supplier Partnership
- 809 – Future-Proofing
- 810 – Achievable Delivery and
- 811 – Benefit Realization

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

813 3 Conformance

814 All conformant Transformational Government programs:

815 1. **MUST** use the Guiding Principles set out in [1] ~~Guiding Principles~~*Guiding Principles*;

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816 2. **MUST have** [2] ~~Program Leadership~~*Program Leadership* including:

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817 - Clear accountability at both the political and administrative levels;

818 - Deployment of formal program management disciplines;

819 - A clearly identified mix of leadership skills;

820 - Engagement of a broad-based leadership team across the wider government.

821 3. **MUST** demonstrate [3] ~~Engagement with Stakeholders~~*Engagement with Stakeholders*;

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822 4. **MUST** agree and use [4] ~~Common Terminology~~*Common Terminology*;

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823 5. **SHOULD** use a Policy Product Map as a tool to help identify Policy Products needed within the
824 relevant government as outlined in [5] ~~Policy Product Management~~*Policy Product Management*;

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825 6. **MUST** have a [6] ~~Transformational Business Model~~*Transformational Business Model*;

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826 7. **SHOULD** use the [7] ~~Franchise Marketplace~~*Franchise Marketplace* Model;

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827 8. **MUST** address [8] ~~Error! Reference source not found.~~*Skills* issues;

828 9. **SHOULD** establish a [8] ~~Skills~~*Skills*

Comment [PFB11]: John suggests "MUST"

829 10. Implementing a Transformational Government program and establishing [12] ~~Brand-Led Service~~
830 ~~Delivery~~ involves taking a holistic, market-driven approach to service design and delivery, which in
831 turn often requires new skills. Part of the responsibility of [2] ~~Program Leadership~~ is to ensure that
832 program leaders have the skills needed to drive all aspects of the program. This focus on skills has of
833 course to be part of an effective HR Management discipline.

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834 ❖ ❖ ❖

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835 Governments generally lack the key skills to manage service development. Where they do exist
836 there is often reliability on a small number of individuals with no continuity plans in place for
837 when those individuals are either absent for any reason or leave the team.

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838 We know that the full range of business change, product and marketing management, program
839 management, and technology skills needed to deliver transformational change does not already exist in
840 our organization.

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841 Many of the policy products required for the Transformational Government program will take us into new
842 territory and it is unlikely that we will all the skills necessary to develop these in-house.

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843 Therefore:

844 Ensure the right skills mix is available to the program, particularly in the leadership team but also
845 throughout the whole delivery team.

846 Map out the required skills together with a clear strategy for acquiring them and a continuity plan
847 for maintaining them. The development of a Taxonomy Competency Framework is a good way of
848 producing such a map. The Framework being a taxonomy of the competencies required to deliver
849 ICT-enabled transformation along with tools enabling organizations to assess their competency
850 gaps and individuals to build their own personal development plans.

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851 Be prepared to buy-in or borrow the necessary skills in the short term to fill any gaps.

852 **Ensure that the program leaders, ie the senior accountable leaders, have the skills needed to drive**
853 **ICT-enabled business transformation, and have access to external support.**

854 **Ensure there is skills integration and skills transfer by having effective mechanisms to maximize**
855 **value from the skills available in all parts of the delivery team, bringing together internal and**
856 **external skills into an integrated team.**

857 ❖ ❖ ❖

858 **Deployment of a formal competency framework such as [SFIA] can be helpful in identifying and building**
859 **the right skill sets. As an example see the UK's eGovernment Competency Framework which is available**
860 **at www.civilservice.gov.uk/my-civil-service/networks/professional/it/framework.aspx.**

861 **See also [5] Policy Product Management and [20] Critical Success Factors.**

862 **9.11. ~~Supplier Partnership~~Supplier Partnership;**

863 **10.12. MUST have a [10] ~~Roadmap for Transformation~~Roadmap for Transformation;**

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864 **14.13. MUST have a [11] ~~Benefit Realization~~Benefit Realization Strategy which addresses the areas of**
865 **benefit mapping, benefit tracking and benefit delivery as described in Component 4 of the TGF;**

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866 **12.14. MUST have a [12] ~~Brand-Led Service Delivery~~Brand-Led Service Delivery Strategy, which is**
867 **agreed and managed at a whole-of-government level and which addresses:**

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- 868 – Customer Insight
- 869 – Product Management
- 870 – Marketing and communication;

871 **13.15. MUST have a [13] ~~Citizen Empowerment~~Citizen Empowerment Framework, which encourages**
872 **and enables service innovation in the Citizen-to-Citizen, Business-to-Citizen, Citizen-to-Government,**
873 **and Business-to-Government sectors;**

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874 **14.16. MUST have a [14] ~~Citizen Identity Management~~Citizen Identity Management Framework, which:**

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- 875 – Uses a federated business model
- 876 – Uses a service-oriented architecture (as part of the wider SOA described in the TGF
- 877 Technology Management Framework)
- 878 – Is citizen-centric, giving citizens control, choice and transparency over personal data;

879 **15.17. MUST have a [15] ~~Channel Management Framework~~Channel Management Framework;**

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880 **16.18. MUST include an approach to Channel Mapping;**

881 **17.19. MUST address Channel Transformation;**

Comment [PFB12]: Review wording

882 **18.20. MUST manage information and ICT system resources ([18] ~~Resources Management~~Resources**
883 **Management) as distinct, valued assets including issues related to the Identification, ownership,**
884 **stewardship and usage policies for each asset type;**

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885 **19.21. MUST manage [19] ~~System Realization and Governance~~System Realization and Governance,**
886 **including:**

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- 887 – explicitly modelling the stakeholders, actors and systems that comprise the overall service
- 888 ecosystem and their relationships to each other;
- 889 – maintaining and updating the stakeholder model on a regular basis;
- 890 – using the OASIS 'Reference Model for SOA' as the primary source for core concepts and
- 891 definitions of the SOA paradigm;

892 **20.22. MUST measure and manage the [20] ~~Critical Success Factors~~Critical Success Factors outlined**
893 **and ensure independent reviews of performance**

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894 **A. Acknowledgments**

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

897 **Participants:**

898 [Participant Name, Affiliation | Individual Member]

899 [Participant Name, Affiliation | Individual Member]

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B. Revision History

902

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
03-incomplete	2011-07-05	Peter F Brown	Incorporates comments, edits from TC members
03-incomplete	2011-07-11	Peter F Brown	Update of missing patterns and revisions of text so far. One pattern [18] still missing

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