

National Strategy for Transforming to an Electronic Government

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We believe that traditional management approaches are wrong for E-government

Adopted from e-Volve!, Rosabeth Moss Kantor, 2001, pg 77

- *Sprinkle Internet responsibilities throughout government. (A little website here, a little brochureware there.) Let them all go forward as long as they keep each organization separated.*
- *Form a committee to create a new government website. Staff it with people from unrelated areas, who are already doing five other things. Or better yet, just give it all to the IT geeks.*
- *Find the simplest, least demanding thing to do. Don't do a "killer app" that may require teaming and integration across silos -- just too hard.*
- *Duplicate the traditional program delivery and organization structure online. Make sure what you do on the Web is exactly as what you do offline.*
- *Under the banner of agency autonomy and decentralization, reward each agency for its efforts, and offer no incentives to cooperate in cyberspace.*
- *And, never forget that the Government, not the citizen, is in the driver's seat.*

E-Government is a Key Initiative

The Vision: an order of magnitude improvement in the federal government's value to the citizen; e.g. service in minutes or hours versus weeks or months

The Definition: the use of digital technologies to transform government operations in order to improve effectiveness, efficiency, and service delivery.

E-Government is integral to the overall Management Agenda

“Expanding E-government” Principles:

- ***Integral component of Five-part President’s Management Agenda***
- ***Market-based, Results-oriented, Citizen-Centered***
- ***Simplify & Unify across agencies***

Key Elements of the FY02 IT Agenda:

- ***Driving Government Productivity Growth***
- ***IT that Facilitates Homeland Security and the War on Terrorism; including Cyber Security***
- ***Streamline and Electrify Processes to Reduce Burden***
- ***Become a Smart Solutions buyer***

A Four-part citizen-centered strategy focuses our work in expanding e-government

Individuals: building easy to find one-stop-shops for citizens -- creating single points of easy entry to access high quality government services.

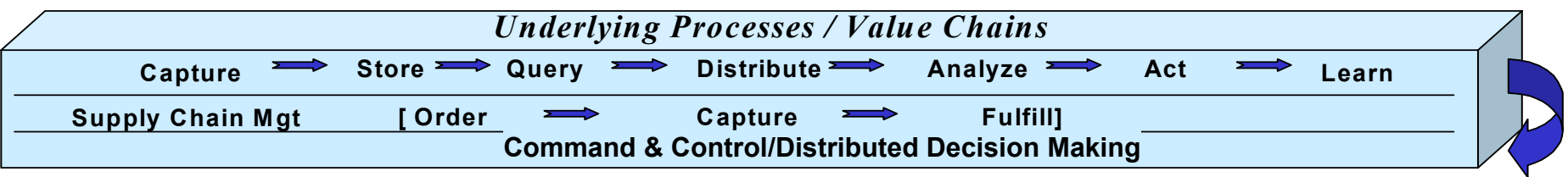
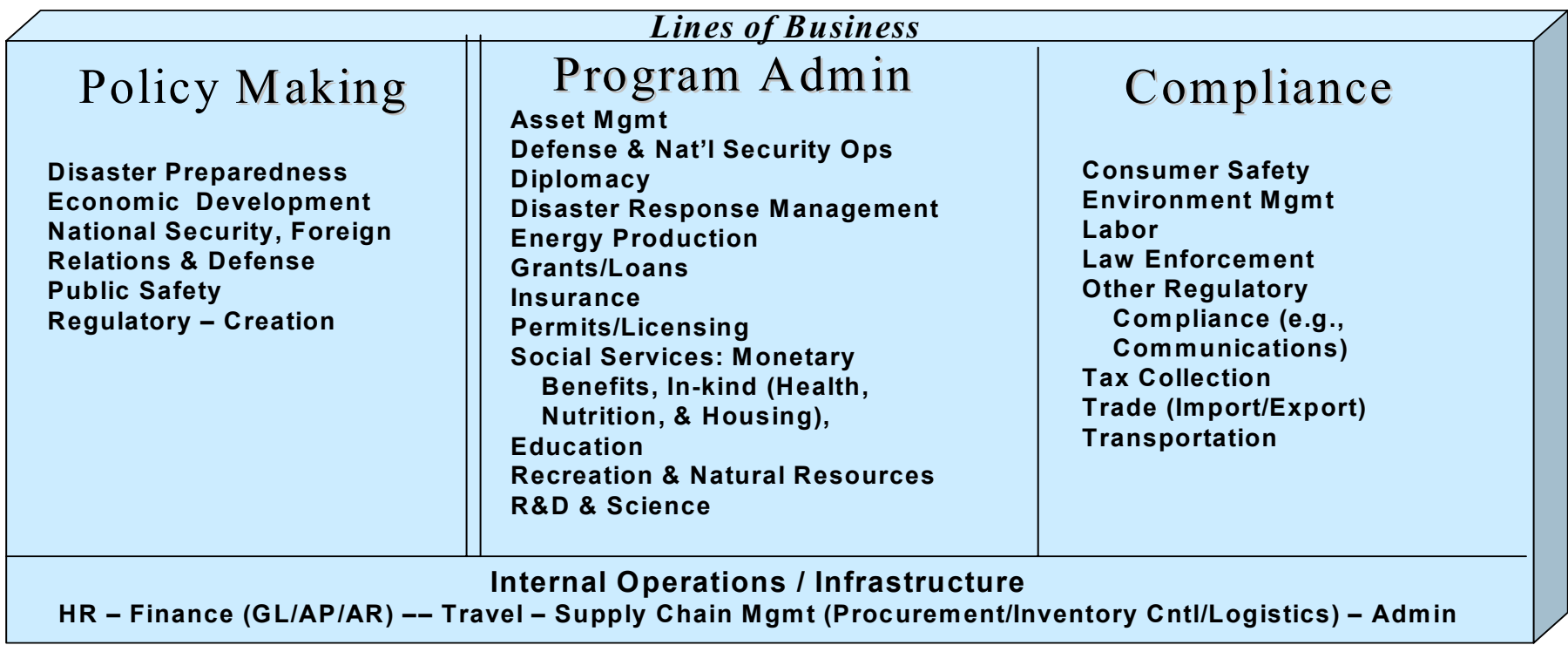
Businesses: reduce burden on businesses through use of Internet protocols and by consolidating myriad redundant reporting requirements.

Intergovernmental: make it easier for states to meet reporting requirements, while enabling better performance measurement and results, especially for grants.

Internal efficiency and effectiveness: reduce costs for federal government administration by using best practices in areas such as supply chain management and financial management, and knowledge management.

The E-strategy work found extensive redundancy, with each line of business being performed by 19 agencies on average

An Integrated Government-wide Business Architecture



The islands of automation make it hard to get service

FirstGov.gov - Official website for searching the U.S. Government - Search Results - Netscape

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How will we get there?

5 Building Blocks of Governance

The image shows a screenshot of the FirstGov website, which is the official site for U.S. Government information, services, transactions, and forms. The website is displayed in a Netscape browser window. Overlaid on the screenshot are five green boxes, each containing a key building block of governance. These boxes are arranged around a central green cross-shaped graphic that contains the text "E-government Management Policies".

- Strategic Opportunity Road mapping** (top box)
- Business Planning & Design** (left box)
- E-government Management Policies** (central box)
- High Quality Development & Deployment Practices (IT & Management of Change)** (right box)
- E-government/e-Business Architecture** (bottom box)

The background website content includes the FirstGov logo, navigation links (Home, Help, About Us, Privacy & Security, Site Map, Contact), a search bar, and various subject categories such as "Featured Subjects", "Government Organization", "Transactions, Forms, & Services", and "Contact Your Government".

To Achieve E-Government, We Must Simplify Processes and Work as a Team

Unify

e-business/e-government will integrate “islands of automation” while providing a secure environment and protecting privacy

Unify Now:

- Within lines of business (across agencies)
- Empowering employees

Unify Next Year:

- Across lines of business
- Across agencies and levels of government
- Empowering government’s customers



Simplify

We must simplify business processes to maximize the benefit from technology

Must redesign processes to make it easier for the user

- Automating the past has no benefit
- Take advantage of new capabilities
- Take advantage of newly unified information flows

Result:

Processes that will be faster, cheaper, and more effective

While working within available funding and using an e-government fund for seed money

Summary of Key E-Government Initiatives

G2C:

- Use of the Web for accessing services such as benefits, loans, recreational sites & educational materials
- Key Lines of Business: Social services, Recreation & Natural Resources, Grants/Loans, Taxes

G2G:

- Share & Integrate Federal, State, & local data
- Key Lines of Business: Economic Development, Recreation & Natural Resources, Public Safety, Law Enforcement, Disaster Response Management, Grants/Loans

G2B:

- Reduce burden on businesses by adopting processes that enable collecting data once for multiple uses & streamlining redundant processes
- Key Lines of Business: Regulatory Creation, Economic Development, Trade, Permits/Licenses, Grants/Loans, Asset Management

IEE:

- Adopt commercial best practices in government operations (supply chain management, HR, document workflow)
- Key Lines of Business: Supply Chain Management, HR, Finance

E-Gov Initiative Portfolios and Managing Partners

Government to Citizen

	Managing Partner
1. USA Service	GSA
2. EZ Tax Filing	TREAS
3. Online Access for Loans	DoEd
4. Recreation One Stop	DOI
5. Eligibility Assistance Online	Labor

Government to Business

	Managing Partner
1. Federal Asset Sales	GSA
2. Online Rulemaking Management	DOT
3. Simplified and Unified Tax and Wage Reporting	Treas
4. Consolidated Health Informatics (business case)	HHS
5. Business Compliance One Stop	SBA
6. International Trade Process Streamlining	DOC

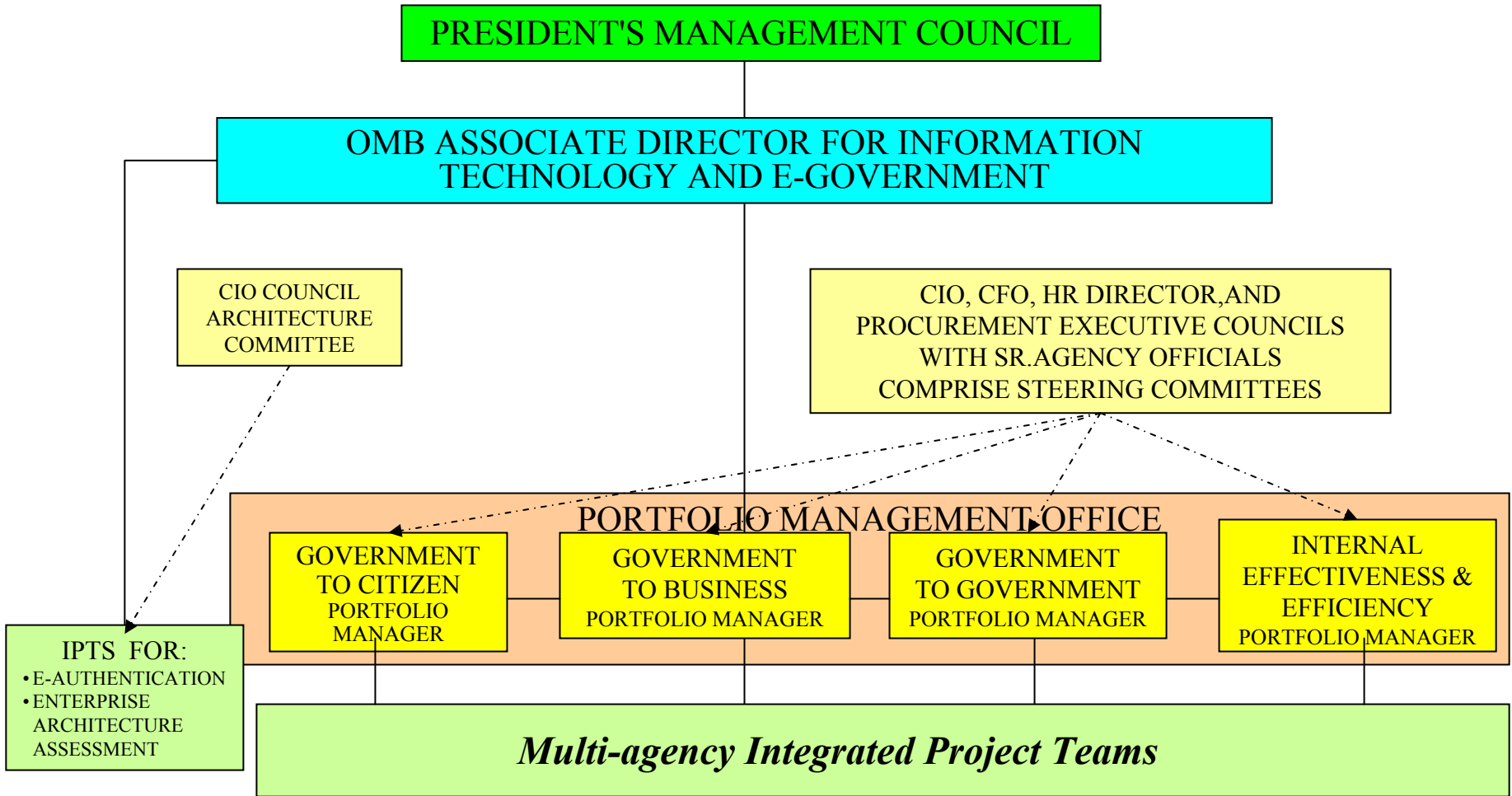
Government to Government

	Managing Partner
1. e-Vital (business case)	SSA
2. e-Grants	HHS
3. Disaster Assistance and Crisis Response	FEMA
4. Geospatial Information One Stop	DOI
5. Wireless Networks	Treas

Internal Effectiveness and Efficiency

	Managing Partner
1. e-Training	OPM
2. Recruitment One Stop	OPM
3. Enterprise HR Integration	OPM
4. e-Travel	GSA
5. Integrated Acquisition	GSA
6. e-Records Management	NARA
7. Payroll Processing	OPM

Leadership from the top drives the E-government Initiatives



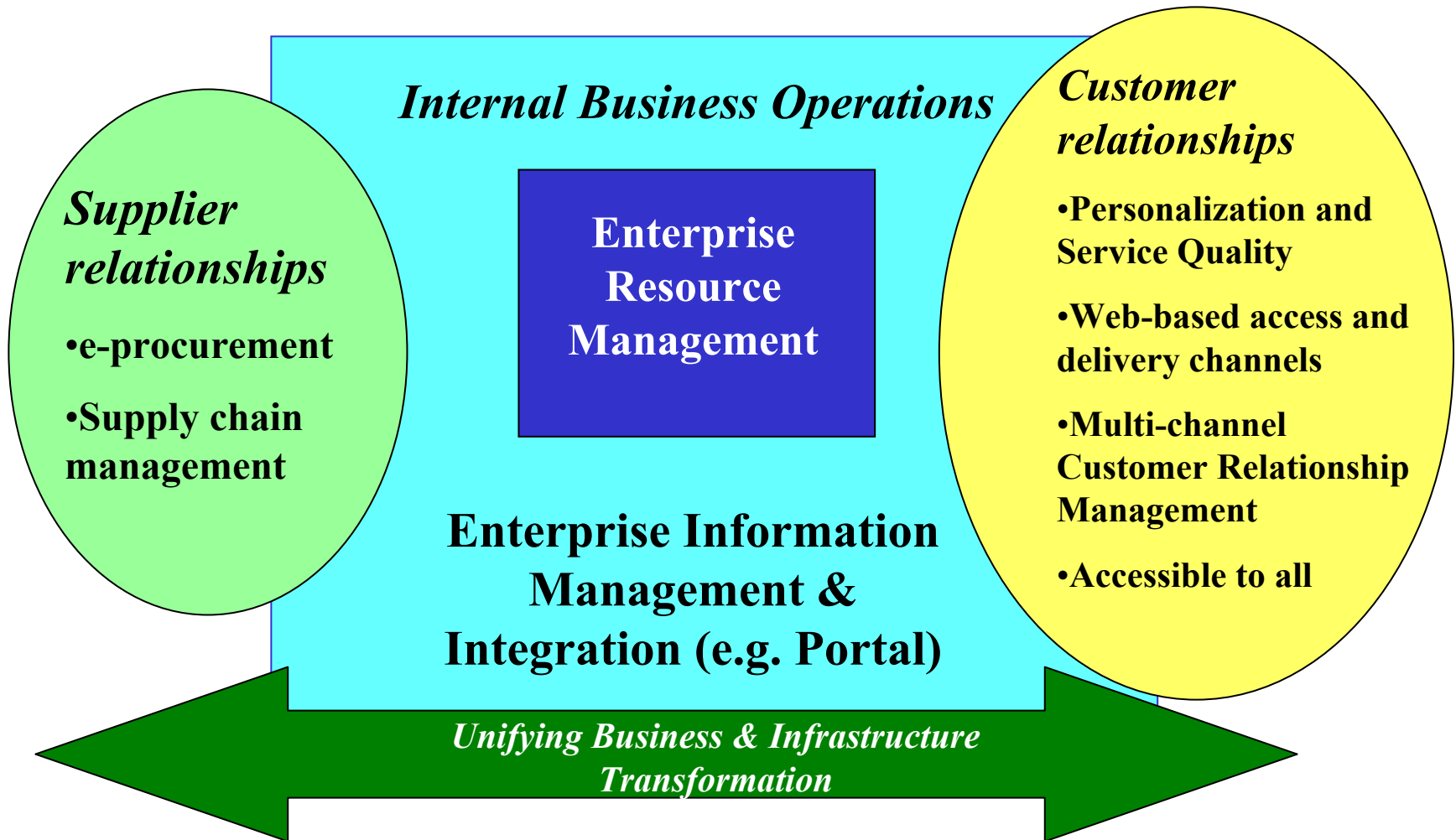
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Key Barriers need to be addressed in order to become an E-government

Barrier	Solution
Agency Participation	<ul style="list-style-type: none"> ▪ Sustained high level leadership and commitment using PMC, Dept and Agency E-Government Leaders ▪ Establish Interagency governance structure (PMC, Steering Groups/Councils, Multi-agency partnership) ▪ Give priority for cross agency work ▪ Engagement of Interagency user/stakeholder groups, including Communities of practice
Federal Architecture	<ul style="list-style-type: none"> ▪ OMB leading business & data architecture rationalization ▪ OMB sponsored architecture development for cross agency projects ▪ Firstgov.gov as the primary on-line delivery portal for G2C, G2B
Public Trust	<ul style="list-style-type: none"> ▪ Establish Secure transactions and Identity Authentication through GSA eAuthentication project - all eGov will use ▪ Incorporate privacy protections into each business plan ▪ Engage in public promotion
Resources	<ul style="list-style-type: none"> ▪ Move resources to programs with greatest return and citizen impact ▪ Set measures up-front and use to monitor implementation ▪ Provide online training to create new expertise among employees/contractors
Stakeholder resistance	<ul style="list-style-type: none"> ▪ Create comprehensive strategy for dealing with appropriation committees ▪ Argue for initiatives collectively

What will it look like in the end?

“Click & Mortar” Business Design



In Conclusion, Success Will Require Avoiding Superficial Implementation

- **Measures of success linked to program performance**
- **Management of Change**
- **Unify and simplify around customer needs**
- **Address chronic problems, don't ignore them, e.g.:**
 - **Good ideas that lack proper security and business case**
 - **Opportunities to leverage partially funded, redundant IT initiatives to get full benefit**
- **Prevent focus on just Web enabling**