Collaborative government services: Building for the future

Government leaders used to ask: should we collaborate? They now ask: how will we collaborate? The needs for collaboration are clear. The global economic and political events of 2001 have strained governments. Lower revenues have shrunk program funding. Increased security and antiterrorism initiatives require innovative solutions and larger budget allocations. Yet, citizens and businesses increasingly expect convenient, customized services, similar to what they receive in the private sector. In addition, government employees are leaving—taking with them institutional knowledge. The problems are clear. The resolutions are complex.
Introduction

Collaboration decisions start at the top. Committed leaders need to identify pain points and work together to sponsor, develop and implement collaborative strategic plans. Leaders have a ready ally for collaboration in their customers who are increasingly demanding that services are delivered according to how they want to interact, without regard for organizational boundaries.

However, leaders cannot rely solely on external pressures. They must promote flexible organizations, policies and technology from within their organizations. Employees must be empowered so that decision-making can occur at the point of customer interaction. Data hoarding must yield to pervasive sharing. And open technology architectures must be constructed to support sharing and cross-organizational communications. With these foundations, convenient information access and exchange across departments will enable governments to make decisions based on customer needs, versus organizational constraints.

Creating collaborative services

Governments are addressing these challenges through a variety of approaches. For example, private-sector partnerships and outsourcing arrangements in information technology (IT), payroll and human resources relieve some operational cost burdens. Enterprise resource planning (ERP) software packages, that integrate back-office operations, are widely utilized. And customer relationship management (CRM) software blends customer and market data across access channels. However, the dynamic nature of security threats, economic changes and customer needs dictates that governments do more than invest in technology. Effective collaboration results from making a series of strategic and tactical decisions. There are four different dimensions (see Figure 1) that governments must address as they evaluate their options:

- Drivers for collaboration – What are the high-priority issues that we want to address?
- Segment strategies – What are the different segments that we want to address and on which processes and services do we collaborate within these segments?
- Scope strategies – What strategic model will we use throughout collaboration, and how do we extend processes and services with other departments, levels and jurisdictions?
- Implementation strategies – What enablers are needed to implement segment strategies?
Collaborative government services

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Terrorism and security</td>
<td>Government to government (G2G)</td>
<td>Single-process/ single-government</td>
<td>Strategy/leadership</td>
</tr>
<tr>
<td>Economic pressures</td>
<td>Government to employee (G2E)</td>
<td>Multiprocess/ single-government</td>
<td>Policy/process</td>
</tr>
<tr>
<td>Loss of resources and lower budgets</td>
<td>Government to citizen (G2C)</td>
<td>Single-process/ multigovernment</td>
<td>Organization/culture</td>
</tr>
<tr>
<td>Customer expectations</td>
<td>Government to business (G2B)</td>
<td>Multiprocess/ multigovernment</td>
<td>Technology/infrastructure</td>
</tr>
</tbody>
</table>

Figure 1. Collaboration decision-making approach.
Source: IBM Institute for Business Value analysis.

Drivers for collaboration

Successful collaboration begins with a focus on mutually important challenges. The events of September 11, 2001 brought dramatic attention to the common challenge of security, by exposing security gaps due to limited information sharing and knowledge creation. The result? Emphasis shifted quickly from discussing the economic and political tradeoffs of data privacy, to developing collaborative approaches for safeguarding people, property and information. Around the world, governments reacted. The United States created a Cabinet-level, national Homeland Security Office to coordinate national security among federal agencies. The Association of Southeastern Asian Nations (ASEAN) issued five antiterrorism initiatives that rely on collaboration. This is only the beginning. Collaborative efforts need to increase to address security. Whether it is a local police officer making a traffic stop, a public health official treating a rare disorder, or a private-sector energy company observing unusual patterns of usage, rapid and targeted information exchange—with the proper security—must occur.

While security takes center stage, public administrators still face pressures to enhance service delivery with reduced budgets. In the United States, total budget shortfalls are expected to crest above US$40 billion in fiscal year 2002. Budget pressures heighten collaboration efforts to attract businesses and skilled resources. For example, the Black Sea Economic Cooperation Organization helps integrate the Black Sea area with the world economy by promoting peace, stability and prosperity to enable persons, capital and goods to move freely throughout the coalition. Budget challenges also drive governments to consolidate services to reduce operational redundancies. In England, Surrey County’s Internet-based service enables citizens who are moving to or from anywhere in Surrey to notify the 11 borough councils, utilities and other service providers of their new address. This reduces costs of updating addresses from UK£5 to £1 per person.
Although the dot.com implosion lessened the hyper-growth of e-business investments, the exposure to convenient, efficient services changed customer’s expectations – and governments cannot change them back. 24 x 7 x 365 access to services and help desks using multiple channels (for example, integrated voice response, Web, mobile, fax) now set the standard for interactions. Governments also need to recognize that citizens and businesses interact in a region—not just a specific jurisdiction. They expect the region to provide seamless health, education, employment, recreational, transportation and public safety services for their area. The organizational and technical infrastructures to support these expectations must be developed.

Continually improving services is a daunting challenge, given the potential loss of employees to retirement and the private sector. It is estimated that 50 percent of the U.S. federal workforce could retire in the next five years. This requires organizations to effectively capture, distribute and analyze the experiences of departing employees. Knowledge sharing across governments needs to become paramount.

**Segment strategies**

To address these issues, collaboration efforts must overcome a fundamental barrier: government silos. A siloed operating and technology environment creates a complex web of interactions among departments that routinely deliver similar services to the same customers. This environment results in:

- Processes that do not stretch across departments
- Policies and rules developed to ease administrative burdens of a single department—not promote customer convenience across the enterprise
- A culture of isolation and protecting turf
- Closed technology infrastructures that fail to enable common service delivery.

The results are long decision-making time frames, inefficient services and limited time for knowledge creation.
Emerging segment approaches shatter siloed operating environments by reorganizing services from a holistic understanding of customer needs that span traditional organizational boundaries. Multiple organizations join together to address common issues. A “few-to-many” relationship structure emerges with a common management system or coordinating agents chartered to link department strategic plans. Policies and processes develop from in-depth discussions with customers. Turf battles recede as departments recognize that they are part of a larger government enterprise. An enterprise emerges that extends beyond jurisdictions and levels, to provide services the way that a customer wants them—not the way that the government wants them.

Governments have begun to implement segment approaches by organizing services from four perspectives (see Figure 2): government to government (G2G), government to employee (G2E), government to citizen (G2C) and government to business (G2B). Based on research conducted by the IBM Institute for Business Value, the following recommendations can help address common issues faced by government. Specific services for each segment can then be developed to support customer needs.

**Figure 2. Segment approaches.**
*Source: IBM Institute for Business Value analysis.*
Collaborative government-to-government services

G2G collaborative services are the first step. In order to provide collaborative services across segments, governments must first be integrated internally, across both functions and levels:

- **Establish joint and open security arrangements** – The ability to dependably and efficiently exchange data lies at the heart of protecting people and assets. Decision makers must have access to the right information at the right time. Investments in open-source technology are viewed as a valuable method to ensure data sharing. In China, the federal government is encouraging its ministries to support a homegrown version of Linux, which doesn’t keep secret its core instructions, or source code. In France, the ministries of culture, defense and education have switched to Linux for reasons of security and uniformity. Margareta Wolf, Germany’s minister for economy and technology summed up this trend, “Security through obscurity is the motto of yesterday… the slogan of today is security through transparency.”

- **Integrate criminal justice services across jurisdictions and levels** – Criminal activity freely crosses boundaries. However, inaccurate and incomplete offender data and limited inter-department and jurisdiction communications diminish the effectiveness of criminal justice processes. While remote access and biometric devices in individual jurisdictions have dramatically improved time and accuracy in crime reporting and arrests, the next leap requires integrating databases and establishing common standards (for example, data definitions) across jurisdictions. Integrated criminal justice also requires end-to-end process and data views along the life cycle of an individual. Case records begun during initial crime reporting and investigations must remain intact and be readily accessible, with proper security, through arrest, prosecution, adjudication, imprisonment and community supervision.

- **Integrate grants processing to promote regional economic development** – Increased grants coordination can stimulate economic growth. Many central governments aid communities through a variety of economic and social grants programs (for example, research and development, health and education grants, business start-up grants and the like). Most of the 1700 technology companies on the NASDAQ trace their origin back to some federal, state or university grant for research and development on their products and services. However, limited coordination often exists among these programs. Specific regions are beginning to recognize the value of coordinated grants. Communities in the Grand Rapids, Michigan, area, will award US$200,000 in grant money this year for projects affecting regional cooperation or the elimination of regional disparities. California’s CalTIP matching grants leverage private sector, federal and state resources to create new, globally competitive, commercial products and services that enhance economic growth and job creation in California.
- **Invest in regional emergency and disaster response capabilities**—Access to critical and timely “decision-making” information stems from collaborative emergency response processes and tools that are shared among regional parties. Establishing standards to collect and share information, through multiple channels, among many public and private sector organizations represents the foundation. The IBM Business Continuity and Recovery Services teams from the September 11th tragedy in New York City found:
  - Limited coordinated information gathering and reporting between government agencies
  - Information sharing hampered by a lack of efficient and robust communication systems
  - Limited availability of real-time information for decision support
  - Existing disaster-management systems required rapid modifications to meet field operation requirements.  

- **Utilize integrated, online asset redistribution services to raise revenue and reduce operating costs**—Budget challenges increase the need for governments to distribute assets efficiently. Steven Kelman, Harvard University, noted that there is a large market for used government medical equipment, for example, CT scan devices of a certain age, in third-world countries, despite a lack of market for such devices in the United States. However, most governments currently lack the processes and tools—for example, an integrated asset-management system and process—to provide integrated retail services. Integrated asset-management systems and service level agreements to account for revenue provide the foundation.

- **Expand investments to integrate back-office processes**—ERP projects are the dominant integration initiative for back-office processes (such as budget, accounting, benefits and payroll). This trend will not subside. The U.S. federal ERP market is forecasted to grow by nine percent to reach US$1.8 billion by 2005. Additionally, governments should encourage departments that implement ERP to share IT development and implementation best practices and skills. The State of Pennsylvania provides incentives for all municipalities to use the same ERP system to reduce ongoing implementation costs with discounts on software, and to improve interagency communication and reduce data errors.
Collaborative government services

Collaborative government-to-employee services
The majority of governments have not yet begun to develop collaborative G2E services. This trend will change. Employee services that consolidate information access and common transactions (for example, benefits administration, travel and expense payments, training programs, and so on) reduce operating cost pressures and enable employees to focus on knowledge-creation activities. A National Ministry of Finance executive effectively sums up the importance of G2E services, “Before we can expect citizens to go online, [government] employees must go online—embrace IT and reengineer processes.”

• Integrate common transactions across departments – Similar activities exist throughout G2E areas. Employees across departments routinely file reports from the field, access historical records and complete time and expense reports. Although intranets can provide easy access to cross-enterprise information, exponential benefits occur when governments can merge similar transactions (such as, travel and expense reporting, benefits administration and skills assessments).

• Integrate programs to recruit and initially train employees – Many government agencies struggle to recruit young, skilled and talented workers. In the United States, 87 percent of state governments and 80 percent of local governments do not have the necessary IT resources and skills. Governments must compete with the private sector, which offers higher pay and greater job opportunities. Besides financial benefits, prospective employees are also looking for a challenging work environment where they can develop skills. To address these challenges, governments should:
  • Link similar functions across departments
  • Develop career development programs
  • Partner new employees with veterans
  • Sell potential employees on the diverse breadth of opportunities that exist across the government enterprise.

• Develop knowledge workers through communities of practice – Relevant knowledge resides among people in various organizations and at different levels. Increasing the ability to tap into the expertise occurs more when individuals are connected. Individuals at all levels need to cultivate communities of practice by actively seeking interested parties. These informal networks succeed because they replicate the way people seek information: informally and through personal contacts. Leaders must encourage this sharing by providing the tools and incentives for collaborative discussions.
• **Develop workforce plans to address knowledge drain**—The potential loss of workers creates a significant knowledge drain. Governments need integrated plans to capture the critical know-how from skilled employees and transfer it to less-experienced workers. The need is paramount. The U.S. General Accounting Office estimates that 54 percent of the 900,000 federal employees are eligible for retirement in 2005. Workforce plans provide the foundation to ensure that governments capture knowledge and leverage it in their employee attraction, development and retention strategies.

**Collaborative government-to-citizen services**

G2C collaborative services will focus increasingly on providing a holistic, one-stop-shopping experience for citizens. An internal foundation of G2G and G2E collaboration enables governments to present a single face to citizens and deliver collaborative G2C services.

• **Integrate high-priority processes across jurisdictions and levels**—Each jurisdiction allocates scarce resources differently to meet the unique needs of their constituency. However, themes are emerging among many governments around the citizen services they seek to unite. Tax payments are increasingly linked between central and regional governments. Combined information is now available for parks, athletics, cultural activities, weather and transportation across a region. Permits and licenses are being delivered jointly. Although e-government initiatives improve citizen access to these services online, few end-to-end online service capabilities exist. In 2001, 93 percent of U.S. government Web sites offered access to publications, while only 25 percent offered fully executable services. Despite federal legislation authorizing digital signatures for financial transactions, less than one percent of U.S. governments’ Web sites offer this service and only 10 percent of government Web sites in 2001 accepted credit cards. Collaboration efforts need to focus increasingly on expanding the scope of existing services by developing the infrastructure to enable citizens to fill out forms, provide financial payment and receive confirmation online.

• **Regularly integrate and communicate citizen feedback on issues into decision-making processes**—Transparent government is now an expectation. Citizens want to know how their tax money is being spent. They increasingly hold officials responsible for the effective use of investment funds. Although the burdensome steps required to attend council meetings have been replaced with online feedback and policy opinion forms, additional steps are needed to ensure citizen input is incorporated into decision-making processes. Governments need to effectively link processes to capture, store, distribute and analyze citizen input. Some nations, including China, are recognizing the value of citizen input, “legislation shall extensively listen to opinions from related government departments and organizations and citizens.”
Collaborative government services

- **Offer customized services across departments** — Segmenting citizens by needs, not departments, provides the basis to deliver customized services. “My Gov” Web sites represent first attempts to offer integrated, customized services. However, many governments lack the ability to offer customized services beyond Web sites. Organizations are not aligned to understand citizen needs across departments. Restrictive processes and disparate infrastructures prevent linking citizen needs across departments. And, unresolved privacy debates limit customized services. A commitment to focusing on the customer will help drive governments to overcoming these constraints. Governments will strive for targeted information and services for citizens.

- **Establish the infrastructure for citizen-to-citizen interactions across jurisdictions** — Citizens regularly move among jurisdictions in a region. Governments need to support this pattern of conduct. CivicNet is a sprawling public and private initiative to run high-speed fiberoptic cable to every Chicago neighborhood. Similarly, the Helsinki Wireless Village Initiative gives the workers and residents of a new Helsinki suburb a state-of-the-art wireless infrastructure and the very latest wireless services; to log on, locals will not even need a PC—just a cell phone. With this infrastructure, governments can expand citizen-to-citizen interactions beyond a single jurisdiction and enable global commercial and social interactions.

Collaborative government-to-business services

The economic strains faced by many governments highlight the need to invest in G2B services that reduce business costs and stimulate economic development. G2B initiatives provide the basis to stimulate economic growth by attracting commerce and easing the burden of interacting with government.

- **Integrate processes to start and manage a business** — Similar to citizens, business services fall along a life cycle. Processes to start, expand, manage and close a business require interactions that slice across departments, jurisdictions and levels. To enable seamless interactions, governments need to link key processes (for example, register businesses, check for copyrights and trademarks, establish tax status, and so on) across jurisdictions and levels.

Reducing the initial burden on starting and managing a business provides long-term benefits. A CIO for a large U.S. county sums up the importance of reducing the burden of interactions, “Enabling services without wasteful time and process makes business more efficient and increases profitability [and] their ability to deliver services. It improves the community as a place and makes it more attractive to businesses to move there.”
• **Ease the regulatory reporting burden through integrated, online compliance process**—Total regulatory costs for businesses in the United States were estimated at US$721 billion in 2000. Businesses want to shift scarce resources from time-consuming activities, such as filing paper forms, to value-added activities. Governments have an incentive to reduce this burden to attract businesses and to reduce their own internal costs. For example, in four years, the Governor’s Office of Regulation Reform (GORR) in New York simplified searches of 1100 different possible permits—spanning 36 agencies—reducing training costs by 90 percent, leading to new business start-ups and doubling of permits issued.

• **Create a regional approach to business development**—Leaders are actively drawing on regional benefits to attract businesses. This includes leveraging existing infrastructure throughout the region (for example, parks, cultural activities, higher education systems, trade schools, and so on) and utilizing existing businesses to sell the region. Governments are also codifying a regional approach by promoting regionally-based tax structures. For example, the Sacramento area plans to change tax laws and share sales tax revenues among regional municipalities to curb urban sprawl. Pennsylvania, Michigan, Colorado and Virginia have passed legislation to share tax revenues across jurisdictions.

• **Provide common services across industries**—The global marketplace fosters increased so-called *co-opetition*, in which businesses within the same industry partner and compete simultaneously. Governments can support co-opetition efforts by jointly delivering common services across industries (for example, workforce training and financial reporting). This reduces internal operating costs and provides an additional forum for businesses to share knowledge.

• **Partner with the private sector to deliver services**—Public-private partnerships receive mixed reviews. The cultural differences and incompatible infrastructures present concrete challenges. To succeed, strategic relationships must remain in effect through election cycles. Leaders need to address the rigid policies that restrict procurement customization and increasingly accept flexible “request for proposals” or implementation contracts. With partnership cultures established, outsourcing arrangements will spread increasingly beyond managing IT and other back-office processes—like payroll, financials, benefits, and so on—to core service areas. For example, the Iowa Department of Transportation decreased per-license average cost from US$8.60 to US$5.83 by outsourcing drivers licenses for five counties. Government outsourcing models need to also evaluate usage-based (fee for service) relationships for non-core services (for example, IT, payroll, finances, and the like).
**Scope strategies**

With an understanding of the key issues and segment services, leaders need to decide on the scope of their collaboration initiatives. The scope of collaboration depends on a variety of factors, including the funding available, a timeline for implementation and the existing collaboration culture. Organizations that have not collaborated on large-scale projects, such as cross-enterprise resource package implementations or CRM services may consider beginning with lower-risk projects that do not attempt collaboration across jurisdictional boundaries. Quick, high-profile collaboration efforts will provide the momentum and skills to attempt higher-risk efforts. The segment services range from:

- **Low risk**—integrate the same process across a single jurisdiction: For example integrate recruiting and hiring across all departments within a city government
- **Moderate risk**—link the same process across levels or jurisdictions: For example, link the grants process across central, regional and local government and private sector organizations
- **High risk**—integrate related processes across multiple levels or jurisdictions: For example, promote regional economic development (see Figure 3).

---

**Governments have choices on how they seek to establish collaboration models**

**Scope strategies**

<table>
<thead>
<tr>
<th>Risk-level</th>
<th>Low</th>
<th>Moderate-high</th>
<th>Moderate</th>
<th>High</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary challenges</td>
<td>• Prioritizing processes to integrate</td>
<td>• Establishing standards</td>
<td>• Gaining sponsorship from leaders</td>
<td>• Long-term implementation</td>
</tr>
<tr>
<td></td>
<td>• Cultural barriers</td>
<td>• Data-sharing rules</td>
<td>• Turf battles</td>
<td>• Significant cultural change</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Examples</th>
<th>G2G</th>
<th>G2E</th>
<th>G2C</th>
<th>G2B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Managing budgets/finances/assets/procurement</td>
<td>• Resolving issues</td>
<td>• Registering/renewing licenses/permits</td>
<td>• Reporting/filing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Public meetings</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Applying/receiving grants</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Emergency response</td>
<td>• Sharing leading practices/intellectual capital</td>
<td>• Searching for information</td>
<td>• Paying taxes (corporate, sales, and so on)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Voting</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Recruiting, hiring and initiating employees</td>
<td>• Changing of address/moving home</td>
<td>• Starting a business</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Career development</td>
<td>• Promoting economic development</td>
<td>• International expansion/trade</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Ensuring national security</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Workforce planning</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Skills assessment, education and training</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Providing healthcare</td>
<td></td>
</tr>
</tbody>
</table>

---

* Single-government = one jurisdiction—inter-department (for example, Province of Ontario).  
** Multigovernment = across jurisdictions or levels (for example, Provinces of Ontario and Quebec or Province of Ontario and Canadian Federal Government).

*Figure 3. Scope strategies.  
Source: IBM Institute for Business Value analysis.*
Implementation strategies
Governments will choose unique paths for collaboration. Different drivers and customer needs will lead to different models. However, throughout collaboration, leaders need to focus on a core set of enabling activities.

*Develop a holistic view of customer needs across the enterprise*
Collaboration begins by understanding the customer from a holistic view. Narrowly defined functional views perpetuate siloed government. Citizens do not often know (or care) which government department provides the service. Organizing information about common customer needs provides the linchpin to help bring organizations together.

*Create cross-department planning approaches*
Collaboration does not just begin with the central leaders. Department heads for social, tax and license areas need to recognize they can all fall victim to fraud. Health, education, transportation and recreation leads need to engage jointly in economic development. An enterprise strategic planning model (see Figure 4) establishes a superordinate vision and goals. Leaders can then develop specific, issue-based strategies for cross-department concerns (for example, security, economic development, back-office management and knowledge retention).

![Enterprise strategic planning diagram](image.png)

*Figure 4. Enterprise strategic planning.*
*Source: IBM Institute for Business Value analysis.*
Collaborative government services

Create enterprisewide strategic business cases
Leaders stewarding collaborative efforts must have authority and a mandate to act. In an environment of intense budget pressures, business cases provide the necessary support. Previously, a booming economy and e-government hype led to limited internal investment hurdles. The era of blind investment is over. Collaboration efforts offer new approaches. Stakeholders will be skeptical. Strategic business cases with detailed return on investment (ROI) calculations will prioritize funding and promote buy-in.

Integrate access channels — beyond enterprise portals
Integrating access channels, beyond enterprise portals, helps enable customers to access information and services how they want. Integrated channels should obscure operational processes. Customers should not have to deal with different interfaces or even know that they are working with different departments. Presenting one face to customers serves as a cornerstone to a segment approach.

Make collaboration the underlying framework for policies and rules
Segment models dramatically alter existing organization frameworks. To facilitate new relations among organizations, policies and rules must change. Restrictive policies that hinder data exchange need examination. Government must evaluate whether data collection, storage, distribution and analysis rules that prevent seamless and safeguarded interactions remain valid.

Establish management charters to support collaborative mission
Turf battles need to end. Enterprise governments do not have rigid organization borders. Conversion begins at the top. Leaders and organizations must establish a management charter, objectives, and an organization structure that supports the collaboration mission. Roles and responsibilities among collaborating departments need to be clear. Leaders must continuously show visible sponsorship through frequent communications.

Increased emphasis on establishing and maintaining Enterprise IT Architectures
An Enterprise IT Architecture (EA) provides the foundation for collaboration efforts. Reliable, flexible and scalable EAs provide the technical infrastructure necessary to allow data flow and communications between departments. Effective integration of IT systems also relies on the widespread use of common languages and widely accepted standards.
Approaching the future

Government collaboration projects are full of complexity. Addressing the challenges begins by answering key questions:

Leadership and strategic enablers
• Does your organization have a leader that recognizes that your department is part of a greater government enterprise?
• Have you considered innovative funding approaches?
• Are you coordinating business, technology, workforce and operational plans effectively?
• Have you established and integrated an enterprise business architecture (that is, organizations, process and technology architectures)?
• Are you assessing how best to leverage leading practices to integrate services?

Policy and process enablers
• Has your organization redesigned processes around common customer needs?
• Has your organization adopted common rules and regulations among departments—have you addressed emerging information age policies?
• Has your organization created an information value chain (that is, linked information processes between departments or established cross-enterprise access to data and information)?

Organization and cultural enablers
• Has your organization established a cross-department governance structure to manage implementation and address governance issues?
• Has your organization invested in change management programs to assess change readiness and communicate plans?
• Has your organization established communities of practice in order to better share knowledge?

Technology and infrastructure enablers
• Has your organization established a robust EA?
• Does your organization utilize common languages and standards to promote interoperability between systems and databases?
• Does your organization seek ways to incorporate next-generation technologies to enhance integration efforts?
Summary
Government’s ability to improve service delivery to other governments, employees, citizens and businesses is directly attached to government’s ability to effectively collaborate across organization, processes and IT systems. Our research provides insights to help governments transform their business.

We would welcome the opportunity to help you assess your current situation and develop a strategy based on your organization’s unique needs. Contact us at ibv@us.ibm.com if you’d like to explore how we might put our experience and creativity to work for you. Visit our Web site at ibm.com/services/strategy.

About the authors
Jeremy Andrulis is a management consultant within the IBM Institute for Business Value. He helps governments at all levels identify innovative strategies for successfully managing change. You can reach Jeremy by e-mail at andrulis@us.ibm.com.

Katie Hirning is the Global e-Government Director for IBM Global Services. Katie assists government leaders and project offices in prioritizing their e-government initiatives, assessing their readiness, defining inter-operability framework and architecture specific to their initiatives—processes, standards, rules, funding models, applications and systems. Contact Katie at hirning@us.ibm.com.

The IBM Institute for Business Value develops fact-based strategic insights for senior business executives around critical industry-specific and cross-industry issues. Clients in the Institute’s member programs—the Business Value Alliance and the Institute for Knowledge-based Organizations—benefit from access to in-depth consulting studies, a community of peers and dialogue with IBM strategic advisors. These programs help executives realize business value in an environment of rapid, technology-enabled competitive change. You may contact the authors or send an e-mail to bea@us.ibm.com for more information on these programs.
References

1 2001 ASEAN Declaration on Joint Action to Counter Terrorism, November 5, 2001.


7 ibid.

8 ibid.


11 IBM 9/11 WTC disaster response—worldwide Crisis Response Team.


15 IBM Institute for Business Value interview.


17 For example, the median salary for IT managers in the U.S. government equals US$70000 versus average private sector offering of US$82000 (“The Next Generation.” Government Technology, April 2002).


ibid.


Certain governments, such as Hong Kong, Queensland, Australia and Singapore, are expanding one-stop portals for starting a business to manage activities along the business cycle.

IBM Institute for Business Value interview.


www.gorr.state.ny.us

Chicago Tribune, June, 2002.

ibid.
