



***Beyond 2005 - Enabling Business and Service Transformation***  
***The Canadian Government Experience***

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## Client-centricity and a whole-of-government approach...

### ***The Service Vision***

***Using information and communication technology to enhance Canadians' access to improved client-centred, clustered services, anytime, anywhere and in the official language of their choice***

#### ***E-Service Delivery Target***

***Most frequently used services on-line by 2005***

#### ***Service Improvement Target***

***10% increase in citizen satisfaction by 2005***

**...guide the Government of Canada's Service Vision**



## A five-part workplan

- **Service delivery:** user-centric approach to service delivery and multi-channel integration, driven by client priorities, satisfaction, efficiencies and feasibility
- **Common secure infrastructure:** electronic service platform to enable integrated services and support secure Internet, telephone and in-person access
- **Policy:** build citizen confidence in e-services by addressing privacy, security and information management
- **Human resources:** cross-government approach to develop the right skills for electronic and other service delivery, focused on change management and competencies
- **Communication:** encourage take-up, engage citizens to shape service evolution, assure citizens of commitment to channel choice, and reporting to Parliament





## By 2005

### **By 2005, we will have 135 services on-line:**

- ◆ 88 services for Canadians
- ◆ 39 for Business
- ◆ 8 for international clients

### **We will have updated policies and standards:**

- ◆ Common Look and Feel (2000)
- ◆ Privacy Impact Assessment (2002)
- ◆ Management of Government Information Policy (2003)
- ◆ Review of SIN and Data Matching Policies (2003)
- ◆ IT Security Standards
- ◆ Removal of legislative barriers (GOL legislation)

### **And we will have a common secure platform – the Secure Channel:**

- Authentication services - Needed for more than half of on-line transactional services
- Information management and network services - Needed for 7 out of every 10 on-line services





***Thinking Beyond 2005...***

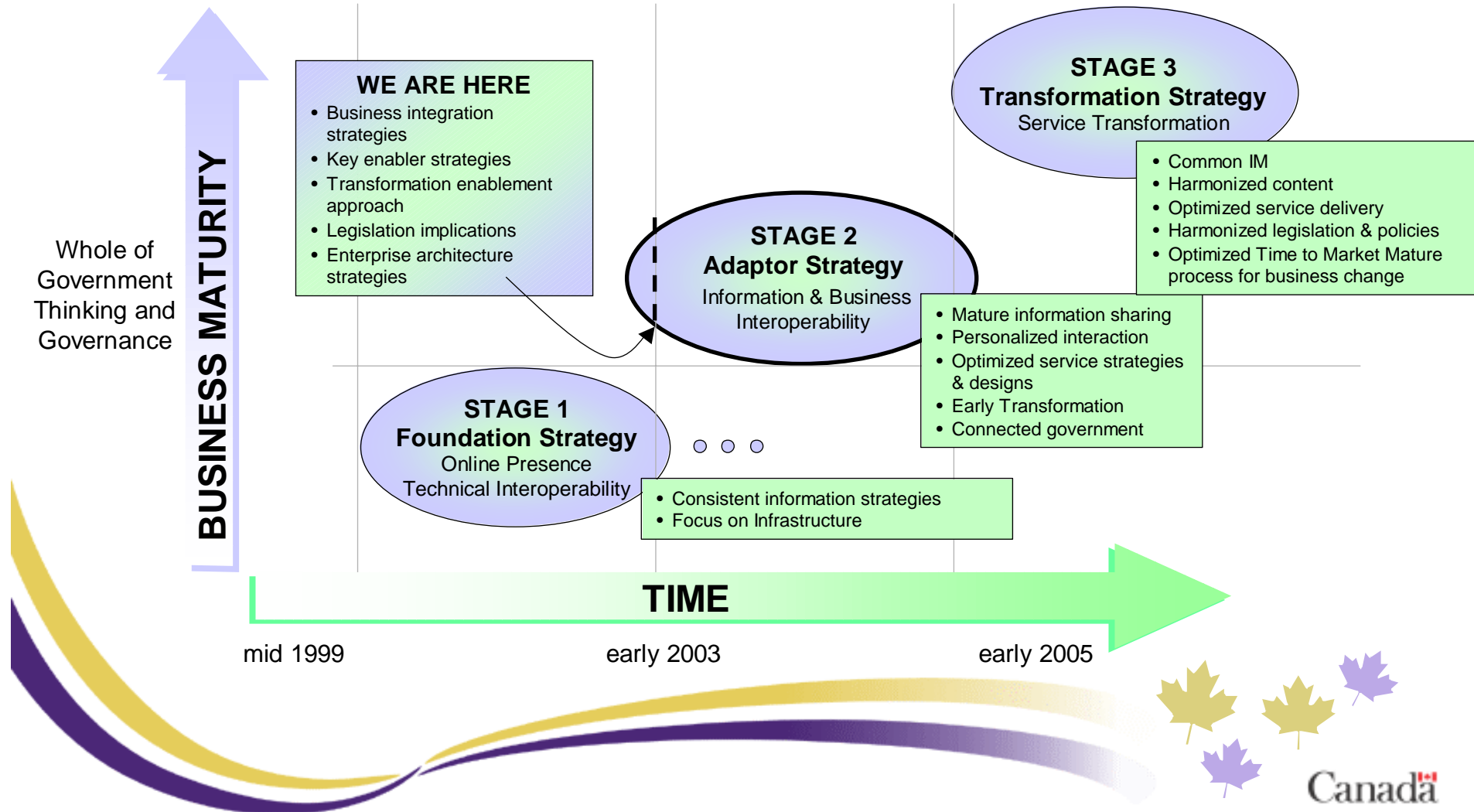
***Service Transformation***





**Accenture placed Canada alone on verge of service transformation**

# Transformation Roadmap





## Defining a government-wide approach to service transformation

- **Client-centric service visions for Canadians, Business and International clients, addressing:**
  - Service offerings based on client and improving services
  - Consolidated service delivery infrastructure
  - Service outcomes: improving effectiveness
- **Common frameworks**
  - Consistent conceptual approach to offerings - outcomes, maturity model, client segmentation
    - Some key difference among clients
- **Key catalytic initiatives** to provide momentum for transformation
- **Common enablers** across all visions to reinforce government-wide approach





## Key Design Goals For Horizontal Business Transformation

1. Consistent outcomes & standardized design for common business processes across government
2. Move towards “smart data” – more intelligent data definition and management (interoperability, privacy, security, sharing, expiry, etc.)
3. Shared governance of information stewardship across government





# Enablers - Transformed offerings require more mature enabling capabilities

**Increasing integration and commonality of Enabling Capabilities**

Outcome Area	Online Presence/ Basic Capability	Service Availability	Mature Delivery	Service Transformation
<b>Information Management</b>	Separate IM approaches	Content management	Common taxonomy and metadata	Shared knowledge base
<b>Back Office Systems</b>	Departmental	Interoperability	Integration of systems	Shared services
<b>CRM</b>	Contact Centre management	Personalization	Client segmentation	Client management
<b>Infrastructure (e.g. secure channel, broadband)</b>	Single use infrastructure	Authentication and certification	Business logic and back-end integration	Shared service
<b>Integrated Service Delivery</b>	Consistent basic services across channels and access points	End to end service delivery / self-service, generic solutions	Bundled services / End to end solutions	“Seamless Delivery” / “Seamless Solutions”
<b>Simplified programs</b>	Multi-channel offerings / program offers	Program personalization	Bundled programs	“Breakthrough Programs” / “SMART Programs”
<b>Delivery Networks (e.g. Points of Presence)</b>	Program and channel focus	Service delivery - e.g.in-person, counters	Rationalized points of presence	Shared points of presence
<b>Business Processes</b>	Departmental processes	Common service standards, levels	Integrated, cross-jurisdictional processes	Transformational process management
<b>HR and Culture</b>	Program focused	Multi-jurisdictional working environment	“Public Service” agents	Multi-skilled knowledge workers
<b>Policy and Legislation</b>	Limiting	Point evolution, remove barriers	Rationalize policies	Enabling; harmonized policies
<b>Communication and marketing</b>	Departmental	Outbound marketing	Cross-channel marketing/ take-up	Social marketing
<b>Research</b>	Point of need	Agency services	Institute	Organic capability





# ***Business Transformation Enablement Program (BTEP)***





## A New Way Of Thinking

To harness the full potential of transformation, we need

- A “whole-of-government” approach – government as an enterprise
- Harmonized legislation, regulations & policies
- Interoperable & integrated business and information systems

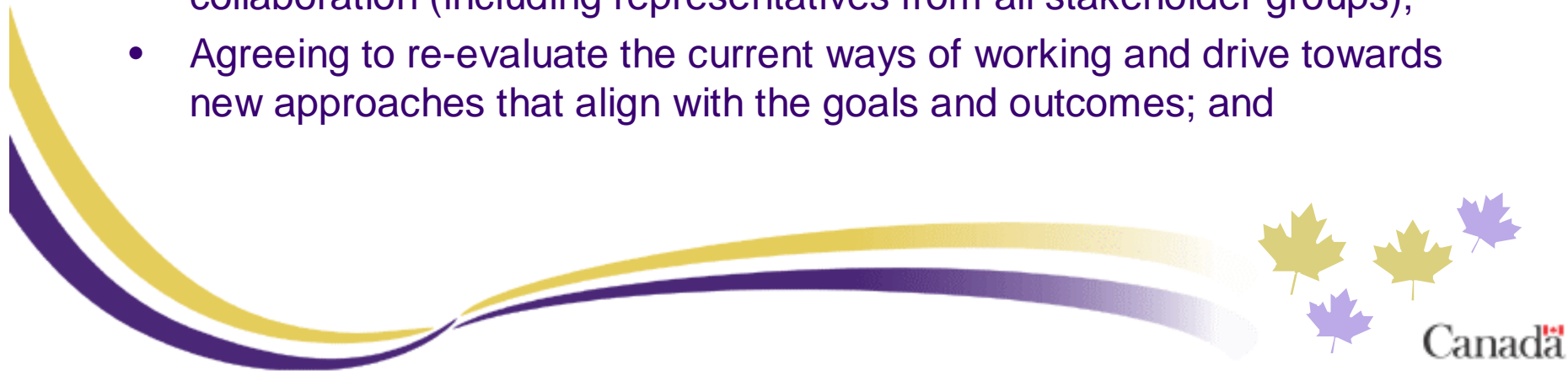
If we REALLY want harmonization, interoperability and integration, we need to design the services and products to work together “before” they are implemented, not try to cobble them together after they have been bought or built.





## What Does It Take To Be Successful At Transformation?

- A leader and visionary;
- A recognition of the complexity of the task and the significance of the change in organizational culture;
- Clear goals & expected outcomes;
- Realistic executive expectations, levels of investment and timeframes;
- Clear transformation accountabilities (who is responsible for what);
- Bringing the right people to the table for discussion, thinking and collaboration (including representatives from all stakeholder groups);
- Agreeing to re-evaluate the current ways of working and drive towards new approaches that align with the goals and outcomes; and





## What Does It Take To Be Successful At Transformation?

- A transformation execution capability, that includes:
  - Integrated facilitation, a roadmap, methodologies, communications, governance and decision-making processes;
  - An overall business design and alignment strategy (including a performance measurement); and
  - A structured, rigorous approach for planning, design and implementation.

BTEP Focus





## What Does BTEP Provide?

- Common language across government is essential to communicate
- Common disciplined approach across government is necessary to achieve integrated results
- Alignment of management frameworks to strategic outcomes and integrated performance information
- Clear accountabilities & responsibilities
- Integrated risk management
- Business systems that are adaptable, sustainable and interoperable
- Interoperable/integrated legislation, regulation, policies & standards

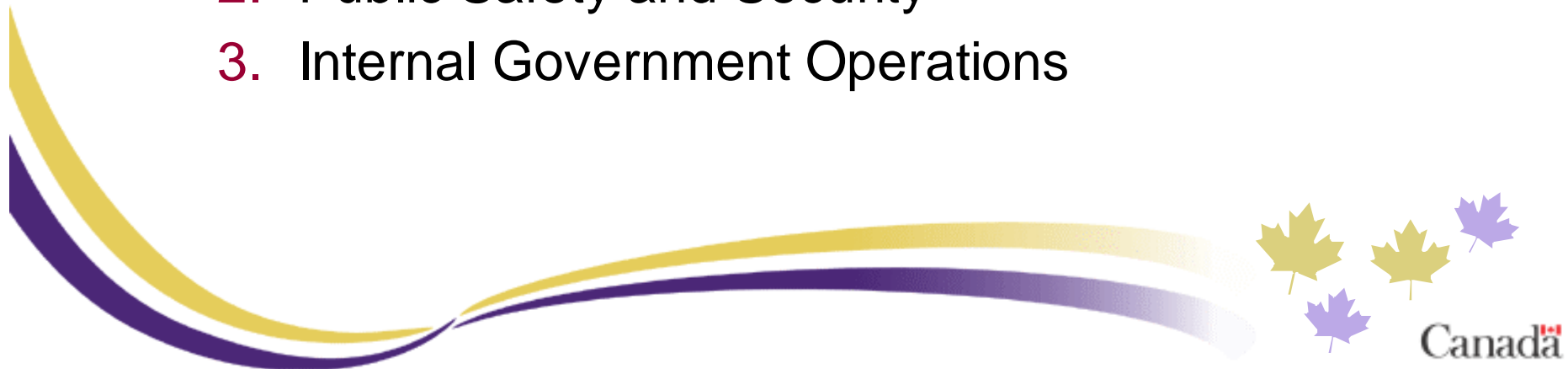




## BTEP: Business Transformation Focus

**Current efforts are concentrated on developing strategies and designs for catalytic initiatives within:**

1. Service & Benefits Delivery
2. Public Safety and Security
3. Internal Government Operations





## BTEP: The Major Elements

1. A framework for communication, planning & design
2. A business reference model that can integrate with technology design methods
3. The concept of “core” enablers that support a multitude of services and programs and need to be employed strategically
4. Methodology to execute the transformation
5. A governance model for transformation alignment accountability

Packaged together, these provide powerful business transformation-enabling processes and tools which assist in achieving alignment across the business strategies.





# The BTEP Framework: A Framework for Business Cohesiveness

	<b>WHAT</b>	<b>HOW</b>	<b>WHERE</b>	<b>WHO</b>	<b>WHEN</b>	<b>WHY</b>	
<b>CONTEXTUAL</b>	List of important things	List of processes	List of locations	List of organizations	List of events	Business vision, goals, strategies	} <b>STRATEGIC/ BUSINESS</b>
<b>CONCEPTUAL</b>	Information model	Process model	Logistics network	Culture, Work flow	Master schedule	Business plan, Performance Model	
<b>LOGICAL</b>	Logical data model	Application architecture	Distribution architecture	HR Change Design	Processing structure	Business rule model	} <b>SYSTEMS</b>
<b>PHYSICAL</b>	Physical data model	System design	System architecture	Workforce blueprint	Control structure	Rule design	} <b>DETAILED BLUEPRINTS</b>
<b>IMPLEMENTATION</b>	Data definition	Program	Network architecture	Security	Timing definition	Rule specification	
<b>OPERATIONS</b>	Data	Services	Networks	People	Schedules	Rules	} <b>FUNCTIONING ORGANIZATION</b>

Framework Copyright by John Zachman





## Why Do We Need A Business Design?

Without a Business Design, we are rudderless and will continue to implement business solutions that do not work well together and are not aligned with strategic objectives and goals. It addresses:

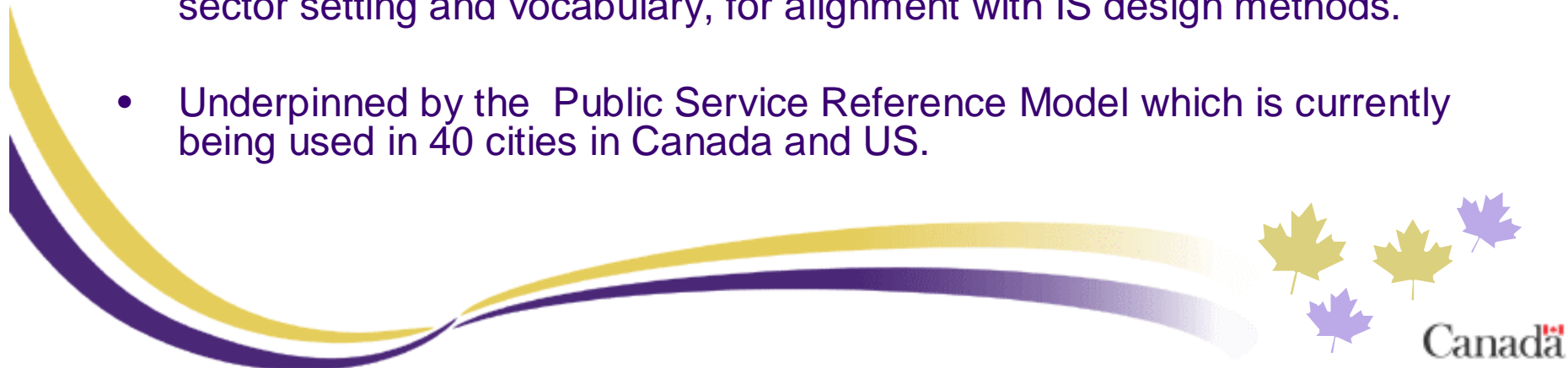
- What is the scope?
- What is not being worked on?
- How people, work and culture will be impacted.
- Interoperability requirements across business areas.
- Project outputs and outcomes in the context of the overall strategy and design.
- Performance measures that make sense.
- Transition requirements.
- Answering the question: Where does this project fit in the big picture?





## 2... BTEP: Governments of Canada Strategic Reference Model – GSRM (a way of designing public sector services with integrity)

- A set of business models that can be used to depict how governments in Canada serve Canadians.
- Provides a standardized approach to support consistent analysis of business processes across different types of programs and services.
- Key analytical tool for public service business design - programs, services, accountabilities, performance measures (BTEP Framework Rows 1 & 2).
- Features libraries of services and process patterns tailored to public sector setting and vocabulary, for alignment with IS design methods.
- Underpinned by the Public Service Reference Model which is currently being used in 40 cities in Canada and US.





## GSRM: Programs and Services

- Program Fields
  - Each Program Field is comprised of several government programs (not all existing in one organization).
  - Currently, we have 12 Public-facing Program Fields and 11 Provider Program Fields.
- Services & Outputs
  - 19 standard services that are used across the Program Fields.
  - Business process patterns have been developed for many of these.





# GSRM: Public Sector Program Fields



client



**Public Programs**

- (Socio-) Economic Development
- Science and Knowledge Development
- Natural Resources
- Environment Protection
- Legal, Collective, Democratic & Human Rights Protection
- Social Development
- Cultural Development
- Public Education
- Public Health
- Public Safety
- National Security & Defense
- Justice



**Provider Programs**

- Public Policy, Planning and Management
- Corporate Policy, Planning and Management
- Human Resources Management Services
- Financial Management Services
- Information & Information Technology Management Services
- Facilities, Fleet and Equipment Management Services
- Communications Management Services
- Supply Chain Management Services
- Administrative Services
- Professional Services





## GSRM: 19 Public Sector Services

Periods of Permission	Regulating, licensing, permitting, certifying, identifying, authorizing
Periods of Agreement	Creating collaborations, negotiating agreements, settling disputes
Findings	Inspecting & investigating
Rulings & Judgements	Applying rules & dispensing justice
Penalties & Periods of Sanction	Enforcing compliance, meting out punishment, penalizing
Periods of Protection	Monitoring, warning, guarding, storing, eliminating threats, reducing risks
Interventions	Intervening, responding to threats & emergencies, giving aid, restoring order
Care & Rehabilitation Encounters	Providing care & rehabilitation to people and things
Recreational & Cultural Encounters	Providing recreational & cultural experiences
Educational & Training Encounters	Providing education and training experiences
Advisory Encounters	Providing information & advice
Promotional Encounters	Influencing, advocating, persuading, promoting awareness
New Knowledge	Conducting research
Funds	Acquiring and providing financial resources
(Units of) Resource	Providing resources such as goods, equipment, accommodations (apart from funds and human resources)
Movements	Moving people and things
Matches, Referrals & Linkages	Brokering, referring, connecting, matching
Rules (laws, regulations, policies, strategies, plans, designs, standards)	Creating and changing rules
Implemented changes	Changing existing organization, practices, systems



## 3... BTEP: Enablers

- Enablers are “reusable” core business capabilities that allow an organization to advance its level of maturity and agility in achieving its business goals. Key enablers are essential to the improvement of public services. These may include (but are not limited to):
  - A modernized workforce (including streamlined administration)
  - Information management
  - A strategic Customer Relationship Management program
  - Integrated Information systems
  - Multi-channel service delivery
  - Streamlined supply chain management (e.g. procurement)
  - Transformation skills, methods and practices
  - Target Group cluster gateways and portals that help to integrate services
  - A cross-government Knowledge Management program





## BTEP: Key Adaptor Strategy Enablers

**CROSS-CUTTING  
THEMES:**  
accessibility,  
privacy,  
security

### **BUSINESS INTEROPERABILITY**

eDemocracy  
eBusiness  
Enterprise resource management  
Relationship and case management

### **INFORMATION INTEROPERABILITY**

Knowledge management  
Business intelligence  
Information management  
Trusted identity

### **TECHNICAL INTEROPERABILITY**

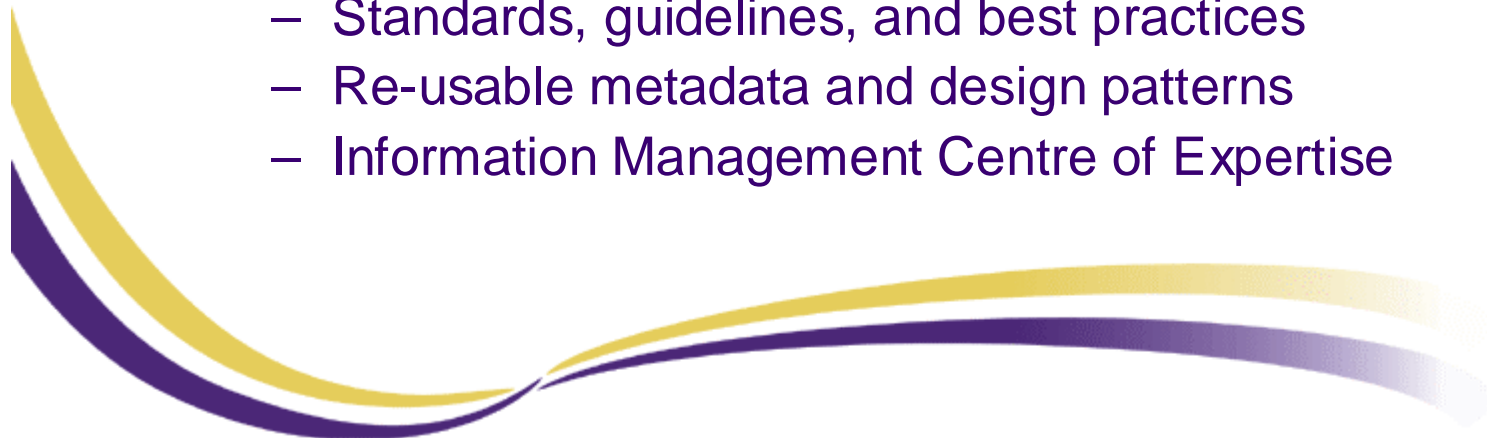
Information and infrastructure protection  
IT infrastructure





## A Sample Enabler Information Management - Strategy & Design

- Create self-managing (i.e. “smart”) data
  - Adopt XML as a data exchange mechanism
  - Adopt a set of standards and specifications for designing interoperable information systems (ebXML)
  - Use open standards
  - Implement distributed network of registries and repositories
- Implement enhanced federated information management
  - Accountability framework
  - Standards, guidelines, and best practices
  - Re-usable metadata and design patterns
  - Information Management Centre of Expertise





## 4... BTEP: The Transformation Methodology

- This is an strategic, iterative process, focusing on early high value results
- Includes business design alignment & compliance tests throughout the transformation life cycle
- Familiar products, such as visions, strategies, designs, business cases and plans





## Transformation Process

- Familiar products, such as visions, strategies, designs, business cases and plans
- Differs from others in several ways:
  - Supported by other elements, providing more rigour and a holistic perspective
  - Uses controlled iteration
  - Requires strong visionaries & strategists
  - Attempts to resolve horizontal accountability and governance issues





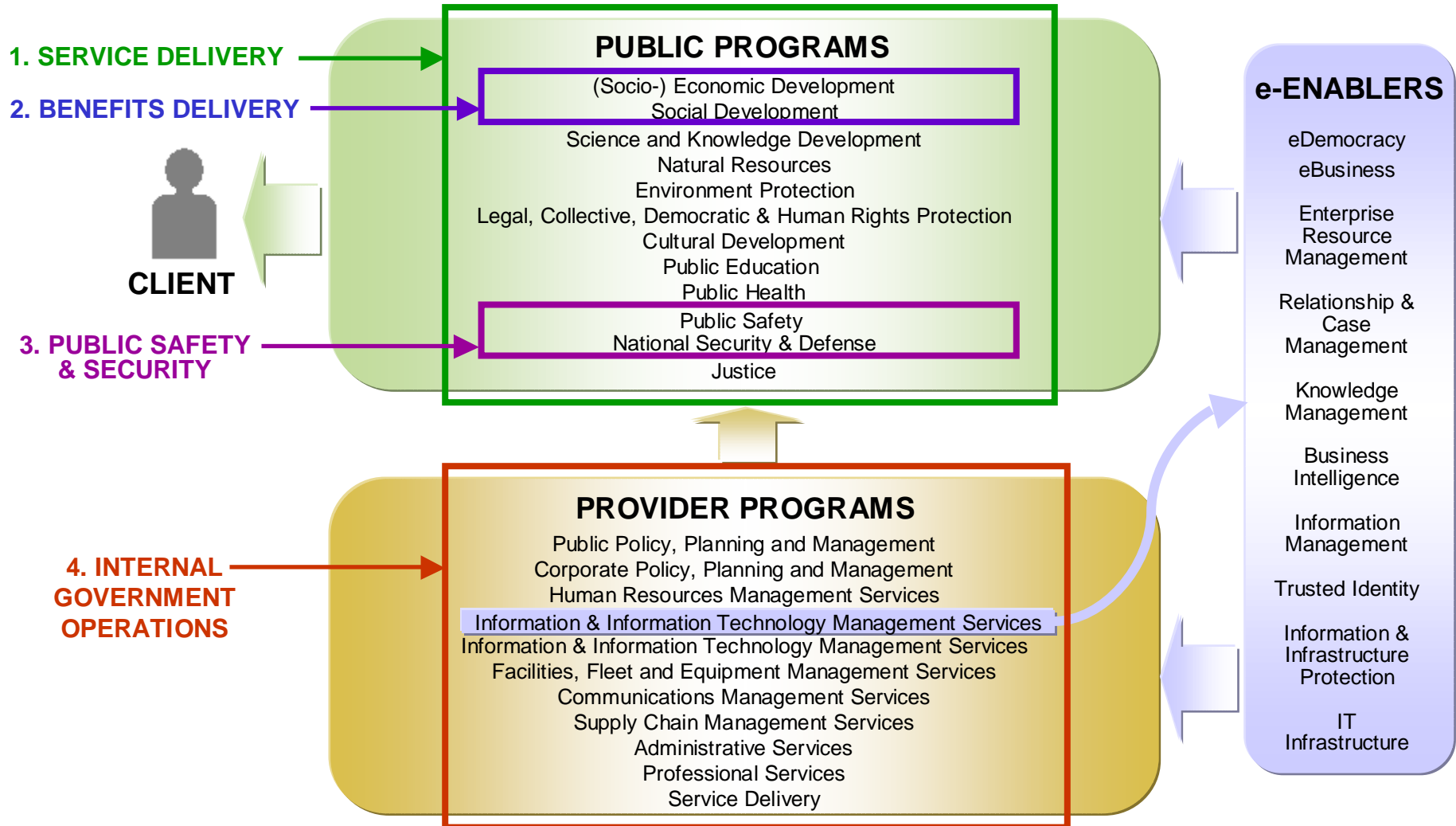
## 5... BTEP Governance

- The governance model must provide for a sufficient degree of collaborative & innovative thinking while at the same time driving the decision-making process towards interoperability and integration.
- Work started on this challenging issue.





# Summary





## What's Next

- Over time, the adoption of this strategy represents a significant change for government. It will take some time to work out the details.
- In the short-term, we are asking agencies & departments to:
  - Assist us in building the Enablers
  - Assist us in evolving the framework and methods to create a cross-government business transformation capability
  - Begin to adopt this thinking for all business and technology design
  - Identify appropriate initiatives that can move in this direction
  - Establish a corporate transformation enablement capability that has a strategic focus on new business design





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