

ICA 39th Conference

Session Five

IMPACT OF TECHNOLOGY ON THE BUSINESS OF GOVERNMENT

Introduction and Questions for Session Five
CHAIR CHRISTIANNE POIRIER
Canada

INTRODUCTIONS

Nachman Oran

Christianne Poirier: she is the Director of Architecture and Engineering in the Canadian Public Service. Previous to that she was the CIO in the department and also worked in the Central CIO office during the year 2000 transition. Christianne, the floor is yours.

Christianne Poirier

Thank you Nachman. Good morning ladies and gentlemen. For session Five, we would like to address for you the impact of technology on the business of Government, and to do that this morning I am surrounded by four great speakers who will address the topic for you. I have allowed them each 20 minutes including one or two questions from the floor. At the end of the four presentations, hopefully time will allow for a more few more questions that are maybe more horizontal in nature that you may wish to address to any one of the panellists.

Speakers

Information Technology and communication in the public sector

Bjarne Mollwitz Heltved ,Denmark

Information Architect, IT Strategic Center, National IT and Telecom Agency

Characteristics of Initiatives for Optimization Plans Aimed at Operational Reforms in Response to IT

Yoko Miyazaki, Japan

Deputy Director, Ministry of Internal Affairs and Communications

Connecting Government: a whole of government approach

Robyn Fleming, Australia

Policy Branch Manager Australian Government Information Management Office (AGIMO)
Department of Finance and Administration

From IT to Business Transformation: The evolution of "e"

Pierre Boucher, Canada

Senior Director, Enterprise Architecture and Standards at Treasury Board Secretariat.

QUESTIONS

Christianne Poirier

We have 14 minutes for your questions to anyone in the panel. So I would ask you to name yourself, your country and either direct your question to someone specifically if that is what you wish, or to the whole panel as you wish. I will take the first question.

Peter Hearson, United Kingdom

Could I ask 2 related questions to Bjarne Heltved regarding his presentation. In particular, regarding the large number of citizens who are tied to the telephone. Has he any further breakdown on the type of citizen involved, for instance are they older citizens which make up that figure or is it even across the age range? My second question regarding the mandatory payment of bills, it seems to me that there must be quite a large number of citizens who feel unable to use the electronic system. So what provision is being made in Denmark for those people who really do not feel able to use electronic means? Thank you.

Bjarne Heltved

About the electronic billings, the citizens do not have to use electronic billings, it is only the enterprises, the companies. And about all the people who want to use the telephone. I am not sure I understood your question?

Peter Hearson, United Kingdom

I was really seeking an analysis of the people who use the telephone. Do the people who use the telephone, are they mainly older people?

Bjarne Heltved

I don't know but maybe I can find out if you are interested.

Michael Lin, Taiwan

I am interested in the situation that Denmark is currently facing about the government restructuring. You mentioned that that could be quite challenging for IT, for information system transformation in the future. I am wondering could you elaborate a little more about what kind of preparation work that you are dealing with currently about such kind of challenges? Thank you.

Bjarne Heltved

The challenging about ?

Michael Lin, Taiwan

What I mean is that accompanying with the government structuring, you say that currently you have got 70 something original?

Bjarne Heltved

Oh yes, now I understand. Yes. How come there is such kind of change? There should be much change also for information systems in your government.

Yes, we have a working group dealing with the problem at the moment and I know they look a lot of standardisation, they talk about the interoperability frameworks with different types of standouts concerning with the structural reform. The working group who is cross government, they have chosen 20 of the standouts they have to use as a minimum in their work with the structure reform. I am not joining this working group so I don't know in particular what they are doing but if you are interested in the topic I can give you names and persons who know a lot more than I do. But they look relaxed, the people who are working with it!

Edwin Bruce, New Zealand

Another question for Bjarne. Regarding your marketing campaign, I would be interested in further details such as what media was used, what sort of costs were involved, is it successful, or do you plan for it to be successful, how do you know if it is successful? I mean the campaign on e-Government, on people using services.

Bjarne Heltved

It is just started, we don't know yet. You can ask me in the fall, then we are much more clever.

Edwin Bruce, New Zealand

What is the media being used?

Bjarne Heltved

The Internet, the television and pamphlets, libraries, everywhere.

Frank McDonough, USA

I have a question for Yoko Miyazaki from Japan. You mentioned the assistant CIO position outside experts you emphasised, so could I ask why is this position being established? Are they bringing more current knowledge than the CIOs themselves possess, and are they permanent employees in the government or are they temporary consultants, what is the status in the government?

Yoko Miyazaki

As you said, yesterday, as I told you, the CIO in the ministry has more of a background of law or economy and they are not much familiar with the area of IT. So as Assistant CIO we are expecting more for technology; they are temporary rather than permanent and they are coming on a two year contract from think-tank or their companies. As early as 2002 we could see that CIO's did not really understand what IT impact on their businesses so we decided to hire from external sector a year later. Is that clear?

Olav Ostberg, Sweden

Another question for Yoko. In Japan, your optimisation process, is that done through Samurai method with a sword or is it a slow bargaining process with the trade unions? When you implement your optimisation process how is that carried out? Is it with swords or with bargaining with the trade unions or a very slow process? Or can you do it swiftly?

Yoko Miyazaki

I would say both. I mean for making the optimisation plan itself in our perspective it is pretty much quick because we are trying to finish it up towards the end of physically to the summer of 2005, means March next year. So therefore in terms of complimentation because it involves legislative system, things which are a very huge stuff to deal with. For example, we studied from the payload back-office configuration and we are developing the system currently and it is going to be introduced by every ministry in a couple of years, 2 or 3 years which is quite a swift one. But other systems we are now from about to develop the system and it takes maybe 4 or 5 years and after that the government, the other ministries that are introduced so we have to see a more longer term. Our government is more like a

consensus basis usually but in terms of optimisation plans it is coming pretty much swift from top-down model.

Philip O'Reilly, Ireland

My question is linked to Olav Ostberg's in the sense that when you start getting into; it makes eminent sense what you are doing, sorry this is for Yoko, it makes eminent sense what you are doing in terms of identifying standard processes and when you get beyond payroll and some of those, when you get into some of the deeper processing that individual ministries are doing, are you meeting with resistance from the ministries themselves, and I don't just mean down at union level but at the senior level within those ministries where they fear losing the autonomy that they have, the control that they have, or the power that they have, and are there any methods or advice in how you are tackling that?

Yoko Miyazaki

Good question. One thing we are emphasising is like using Assistant CIO Council because ministries like, even though they are powerful, they don't much knowledge in terms of IT and we don't have much very expert IT people in our government usually, so the Assistant CIO council advice from them is pretty much powerful and we are making use of that. Wait a minute please. Also the ministry in charge of developing a certain system are consulting with the other ministries like through the Assistant CIO council or working groups under it which can share the same cross ministry issues and it is a bit more like bottom-up process or maybe using directly, you go to the Minister and maybe telling him that why don't we do that kind of thing.

Anna Lundberg, Sweden

I have a question for Canada. I recognised some of your content from the presentation on Canada last year Canada had the kindness to provide me with a copy of your business transformation enablement programme to read on the plane, and I read it on the flight between Cyprus and Sweden. I read it carefully with a lot of interest but I wonder if you could please summarise what is your major achievement this past year in this area?

Pierre Boucher

Essentially, what you saw last year was the Release 2 of that programme. What we did we actually applied it in several initiatives, and upon completion on some of them, one of which I can't talk too much about, but is actually achieving the intended purpose of what was developed in the programme. So what we are doing right now with the methodology is actually evolving and working on the next version. So essentially there were certain elements of the methodology that were more mature than others, of course right as you saw, so we are maturing those other pieces and actually making a few adjustments with the methodology. But it is all by learning so we have actually applied it, as I mentioned, a few initiatives and we are getting the knowledge out of that in adjusting it accordingly, moving forward to adopted for the future. So it has actually been in use over the past year quite extensively.

Jean-Jacques Didisheim, Switzerland

My question is for Robyn from Australia. You said you are now confident that you can climb from base camp to the summit, and that the main reason is that you have the business people in the driver's seat. My question is how did this happen? It sounded

like it all suddenly jumped into the driver's seat, by what miracle did this happen? Or what is the recipe for that?

Robyn Fleming

My argument is that when secretaries saw issues from a different perspective they actually had been hearing these things before, and signing off on them, when strategies are developed collectively but the issues were real to them. So when they saw that we could not share information as efficiently and effectively as we wanted to in respect of the Bali bombings, when they saw that we couldn't effectively deal with regional issues to do with aboriginal people in particular. These are intractable problems, these are problems that have been going on for 50, 60, 70 years but I would argue that there was a switching point as a result of the connected government report, a report written by deputy secretaries from the business side rather than CIOs because whilst there is an argument that I've heard put here that CIOs are the catalyst for business change, I don't believe that. I think that the business people themselves see that they are in the driver's seat and they have now switched on: they are driving the agenda, the benefit for us is that we have got a seat at the table. So, like a board, we have got a seat at the table. It was amazing to sit in the room and see the same people that you're talking to from an ICT perspective suddenly talk of issues from a policy perspective. I can't explain why, it just happened.

Christianne Poirier, Chair

In closing this sessions, I would like to thank Bjarne from Denmark, Yoko from Japan, Robyn from Australia and Pierre from Canada, thank you