

**ICA 41<sup>st</sup> Conference**  
**Session 3**  
**ICA Study Group Report Back**

**Martha Dorris, USA**  
**Vice-Chair ICA**

NOTE reason for study groups.

**Martha Dorris, USA**

This past year we have worked on four active study groups, the I-ED Study Group is yet to get started and Frank Layman, Vice Chair of ICA is going to work with the EU on that so he's going to be leveraging the work on the EU and bringing the ICA remaining countries in. The first one is the Futures Group, which you heard about this morning; the second one is Enterprise Architecture, which has been going on for a while and Olav is going to discuss with you. The third is Mobile government: I will give you a little more detail on that because we will be sending out a survey in the next week for you to build on the work that we've already done with Darlene Meskell in the US and Melissa Teesdale in Canada. Then Michael Lin from Taiwan is going to give you a snapshot of what's happening on the ICT skills.

The Futures Group is probably a little anti-climatic at this point, we had Nachman Oron running it with Frank McDonough, Des Vincent and John Riddle participating, and this morning you saw the processes that they went through to identify the critical issues, and then downsize them into the report and then present it to us.

The Enterprise Architecture study is already available online, Olav Ostberg will speak shortly on this.

The goals of the Mobile Study is to identify how governments are delivering public facing content to mobile devices, what the barriers have been, how you determine what the most popular uses are, any successes so that we can all take advantage of that. We're planning to send a survey out in November, we are going to compile the results by January and have a report out in March, is our plan. So, if you have any interest in participating please respond when we send the survey out, and if you have any questions you can contact me or Darlene Meskell. And now, why don't we go ahead and I'll start with asking Olov to speak on the the Enterprise Architecture Study.

**Olav Ostberg, Sweden**

This report is available on the website today: John Gøtze, Denmark and I are the authors. We started writing this report way back in 2003. This was to be to be a final report of the ICA study for Enterprise Architecture. So having reported on the little information that was still available to us we continued writing and this is now in the full report and you can see it in the conference here and to that should be added, I think, four appendices. And it says that everything is architecture or architecture is everything, and we have a list on the slide. But actually the Study Group Report is just the first fifteen pages and its a post mortem report because the study actually died more or less. It started 2003 and it was to share experience, not just to share experience but also to see the material from wherever it was available. 13 countries took part in this study and participants really liked the interaction and had a lot of ideas and identified avenues along which the work should continue. In Cyprus, there was a short report from the group and they asked ICA for permission to postpone their report for one more year and that was granted. So what was said in 2004 was that definition there was enterprises was all about and it was basically dealing with business information and information technology and seeing the government as an enterprise. This type of information was collected by means of a questionnaire, here you can see all the replies to enterprise architecture, and of course, funding is one such thing. Sweden, along with others, took part in this and we had to, in most of the questions, we had to say not applicable because the questionnaire was very much focused on sort of centralised and the questionnaires asked for the Swedish national programme on enterprise, we have no such programme. We did a lot of work so it was different, and many other countries had the same question so it wasn't the perfect questionnaire. So that was one reason why they wanted to continue the work.

But then John Gøtze, he resigned from working for the government and the Danish government did not want to supply another Chair. We didn't know what to do, it was for a period of time directed by Canada but actually they decided to close down the study group but their interests was upbeat all the time so the members of the study group, they were part of forming an association of enterprise architects and three of the study group members are actually in the board of that group. Another avenue that we followed was that based on the initial survey, another survey, much bigger was carried out and it has also been distributed to ICA but also to other government bodies. The IT University of Copenhagen carried that work out. One report is already available, there will be three more publications and as you can see, the study group that were part of ICA is credited and acknowledged. Taken together, even though it looks like it was a failure was actually a success because it was seed work so work continued in many areas and is still very active, and still working and next month there will be a conference in Copenhagen on this very topic. Those who took part in the study group are still very, very active in this area. So, it is like with the US generals, study groups never die, just fade away and this one didn't even fade away , it's still alive and kicking but not in the

name of an ICA study group. And on that all the members of the study group thank you very much and take an opportunity to welcome that.

As you can see if you want to read more than just those fifteen pages on the study group proper there is a lot more to read on from this work. Thank You.

**Michael Yu-Chuan Lin, Taiwan**

I am very happy to have an opportunity to give a very brief report about the working for the new study group on a Government IT Workforce. I want to make a minor correction about the name of the study group it should be Study Group for IT Workforce.

Work started in May of this year. We made a proposal to The ICA Board who approved the proposal. We then started the relevant preparation and I utilized my position inside my government to co-operate with the prime areas. Now, finally, I have had the report coming from Naiyi Hsiao, Assistant Professor, Department of Public Administration, National Chengchi University, Taiwan: he is the key person conducting such a survey.

I am going to give you a very brief introduction about result obviously preliminary survey including the subject, how we designed the survey and what are the results and finally there will be some activities that we propose to do and of course we need your support and especially your precious comments and suggestions that will help us regarding the follow up activities. According to the textbook here we identify some of the points about what the text book talk about, managing government IT force just for your reference and the preliminary survey aims for inviting diverse issues as coming from ICA members.

The design was a preliminary survey basically, it is just for making a warm up for the following work on the study, so the questions on the questionnaire are very simple so we have distributed the questionnaire to each country in this conference and up to October 4 we had received ten countries made response including Mexico, I did then put Mexico's response in time in his report but still want to thank you for those ten countries to make responses that is very important and helpful for our following work on this study and of course for those countries who haven't responded and haven't filled in the questionnaire we still want your support and fill in the questionnaire. I know some countries found that those questions are not applicable to your own country situation but even if you said this is not applicable that is still very useful to us and in the results of the survey we identify some of the concerns provided by the feedback of those ten countries. These are shown on the slides and cover five areas both inside and outside government:

- the IT workforce shortage
- the ageing IT workforce
- lack of career prospects
- lack of competence
- increasing costs of resources

(These are expanded upon in the slides).

We then propose some potential solutions. These include:

- partnering and marketing with industry and branding of opportunities
- alternative recruitment paths revitalising the workforce
- demand management to meet requirements (see Frank Bannister's reference to the need for this in his keynote speech)
- Training and mentoring of resources to ICT Skills

Finally we make a number of suggestions and identify a number of issues worth exploring:

- Standardisation and accreditation of ICT Skills
- Identify the challenges for effective management in the transformational environment

What are the follow up activities? I highlight the slides with a red colour so the first one is recruitment and selection process, second is on job training and career development and compensation and lastly is with the future challenges and solutions and we will seriously consider making our work cover national regional and local governments.

Also considering the diverse practices and needs to prioritise zero print actions and also to build up we suggest that probably in the next ICA conference if we have a good discussion focused on the IT workforce that will also help. This conference has already had group discussions on ICT Skills and other relevant issues and we noted some common ground with the government IT workforce so I want to thank you yesterday those people who agreed to closely co-operate with us and to make more contributions to this study group.

I sincerely hope we can get your good support and kind help for our following work on this study group and we hope that in the next ICA conference we will deliver very good results for this survey. My last slide shows the contact information for Professor Naiyi Hsiao and myself. It contains the same information that we put in the questionnaire. Thank you very much.

**Martha Dorris**

I would like to thank both of our presenters for the study groups. It occurred to me as we were talking about the skills and I guess we have talked a lot about skills, I know in the US our basic HR practices really not just in the IT area but in all areas of the government make it very difficult for the hiring process and the other piece that kind of ties into this, I know one of John's paper is the government career and is it still an honourable profession and I think that that is an issue that we need to think about, the perception of working in the government versus not.

Lastly, before we move on I wish to mention the Study Group process . Based on the National Representative's meeting we may not necessarily push in future for as many study groups as before. We may create discussions groups and one of the things we want to do is to send out a survey and find out what areas people are interested in and start creating some real time-on-line discussions around different areas that would move the knowledge sharing along in a quicker way. If you are interested in a topic that you think would be better for a study group let us know.