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**KPMG**

# e-Government Capacity Check<sup>©</sup>

An overview of the tool

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Presentation to Government On-Line Symposium

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## E-Government Capacity Check Tool

- ◆ Based on KPMG Capacity Check Suite
- ◆ Assesses organizational capability to deliver GOL Initiatives.
- ◆ Environment Canada is piloting.
- ◆ Available on the TBS-EMF web-site.
- ◆ Conducting Assessment - Self-assess, Internal Audit, Independent Consultants (KPMG or Other).



# The management focus of organizations is changing...to one of capacity building

Re-engineering processes to reduce costs

**Focus on reducing costs/ cycle time**

Outsourcing/ developing strategic partnership arrangements

**Focus on core competencies  
Focus on alternative service delivery  
Focus on managing the supply chain**

Ensuring organization has capacity/capabilities to pursue changing client demands/ emerging market opportunities

**Focus on developing human resource, technology and business process capabilities**



## Objectives of the e-Government Capacity Check...

- ◆ **Assess state of e-Government practices within each department against a common standard.**
- ◆ **Bring together all the elements of e-Government management practices.**
- ◆ **Compare against best practices.**
- ◆ **Provide information to assist management in developing plans for improvements to their e-government management practices.**



## Key characteristics of the Capacity Check...

**Intended as a diagnostic tool for senior management of the organization.**

- ◆ **Future oriented.**
- ◆ **Focuses on expanding/improving capability.**
- ◆ **Recognizes that an organization can only focus on selected improvement areas at any one time.**
- ◆ **Departmental focus.**
- ◆ **Builds upon changes already underway to existing management processes.**



## Key elements examined in the e-Government Capacity Check

### **e-Government**

- ◆ e-Strategy
- ◆ Architecture
- ◆ Risk and Program Management
- ◆ Organizational Capabilities
- ◆ Value Chain Integration
- ◆ Performance Management



# The mechanics of the capacity check checklist

- ◆ The capabilities depicted within each criteria represent different states or plateaus that the organization may strive to achieve. The descriptions are incremental.
- ◆ The capability descriptions are based on generally recognized best practices, but have been customized to reflect the Framework for Government On-Line.

TOPIC	1	2	3	4	5
<b>Risk Management</b>	No risk management measures are in place. Concept of risk management is not well understood in the context of e-government.	Risk management policies and guidelines are in place for major electronic service delivery projects. No policy or guidelines exist at the organization-wide level for on-line services. Organization-wide issues are dealt with on a "one-off" basis as they arise.	Organization-wide risk management framework and policy are in place for e-government. Major risks are identified and plans developed to mitigate risks. Managers are familiar with risk management concepts and techniques in the context of e-government. Risk assessment is done extensively at the project level.	Major risks are highlighted in strategic, business, and project plans. Systems and processes are in place to monitor risks and to determine acceptable risk levels. E-government risk management is fully integrated with the organization-wide risk management program. Managers are trained in risk assessment techniques and tools.	Organization-wide risks are monitored on an on-going basis, and action plans are in place to avoid or mitigate risks. Risk management is highly integrated into program/project management processes. Significant risks and their implications are communicated to clients and stakeholders on an ongoing basis. Effectiveness of controls is continuously evaluated.

Existing capability ● → Future capability

Where the organization may strive to be in the future



## Key elements of the overall approach for Pilot

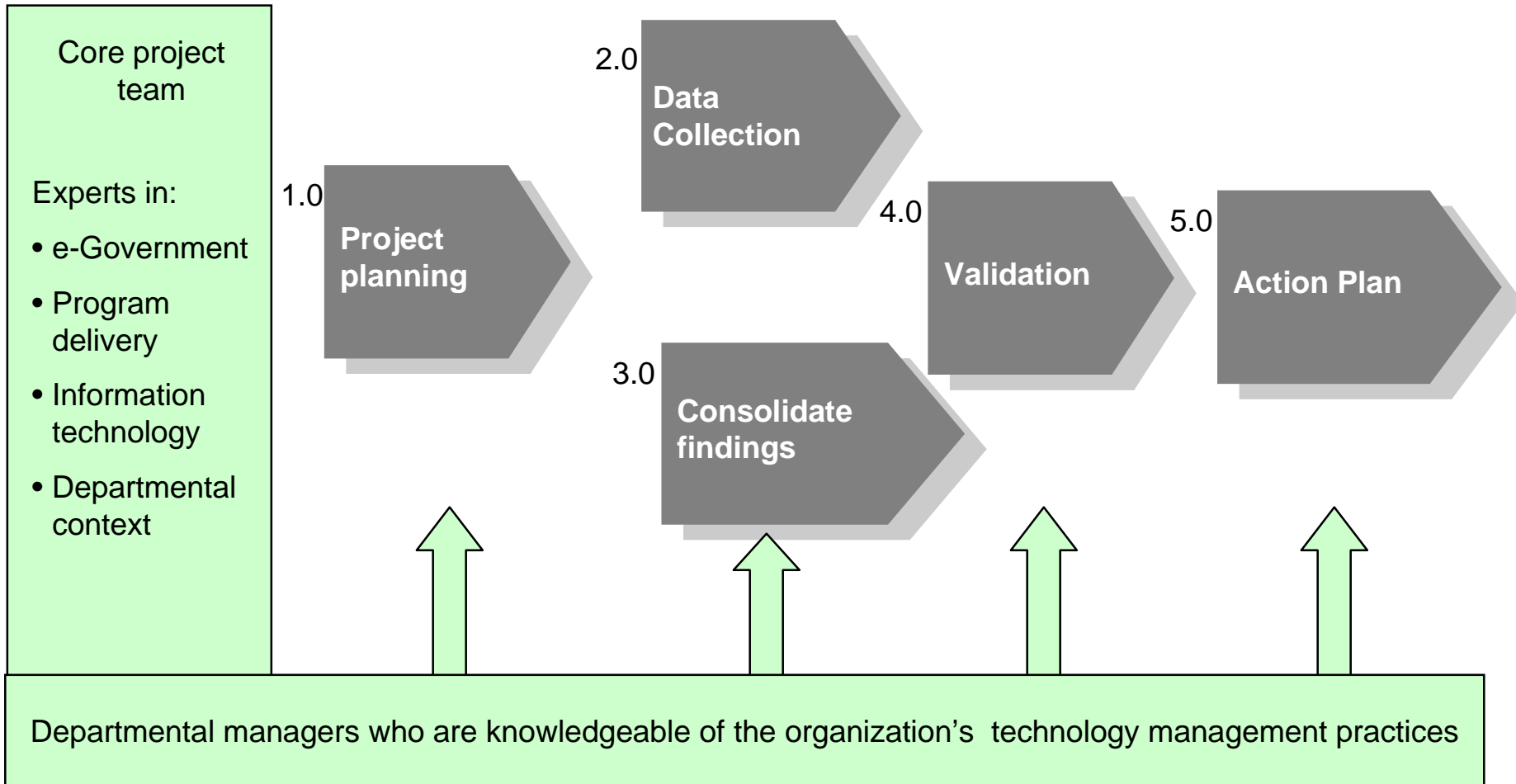
- ◆ **Joint consultant-departmental team trained in implementing Capacity Check**
- ◆ **A mix of venues to collect the information to do the assessment, including workshops, interviews, survey using Capacity Check on the Web, and review of documentation**
- ◆ **Findings are consolidated and assessment is done by joint consultant-departmental team**
- ◆ **Follow-up group sessions are held to validate the findings**
- ◆ **Senior management is involved throughout the process**





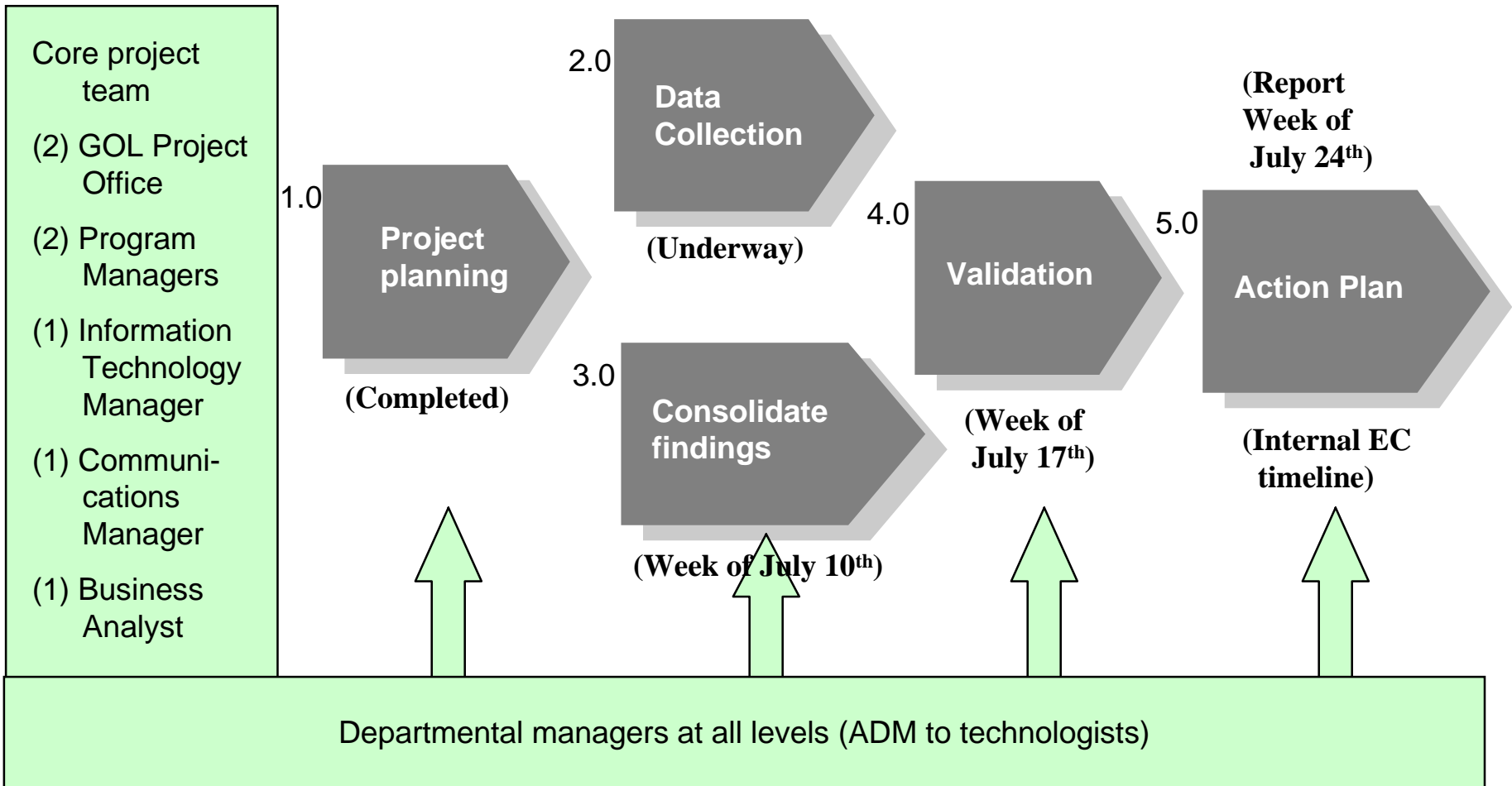


# Overall approach for e-Government Capacity Check Tool





# Pilot Status

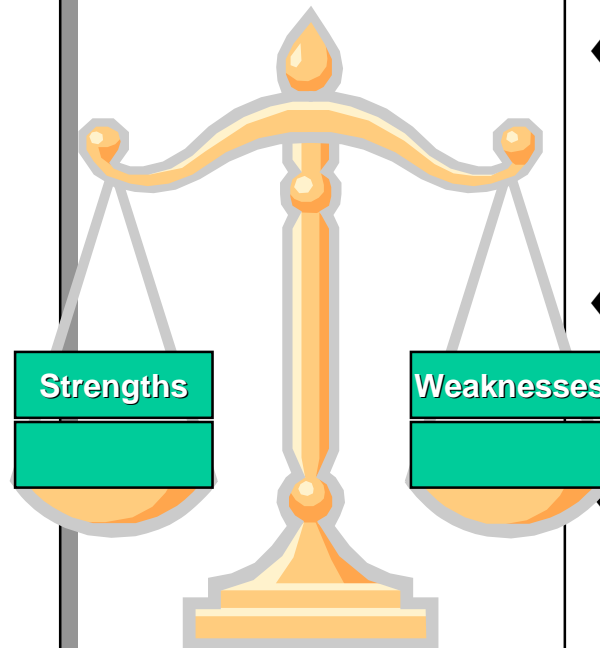




# The Capacity Check as an assessment tool

## Perceived strengths

- ◆ Simple conceptually to understand
- ◆ Strategic high level assessment/prioritization
- ◆ Integrates all the management elements
- ◆ Can monitor capabilities over time



## Perceived weaknesses

- ◆ Based mainly on managers' perceptions, with some document review
  - ◆ Requires certain time to obtain management buy-in
- Clients can be defensive about ratings