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e-Government Capacity Check

Lessons Learned Report

From The Pilot Conducted with Environment Canada by KPMG and the Enhanced Management Framework Division of the Chief Information Officer Branch, Treasury Board Secretariat

August 2000

Contents

Introduction

Purpose Of The Lessons Learned Report

Purpose of the report

A deliverable of the study was to report on the suitability of the Capacity Check tool, in particular, the feasibility of applying the tool to assess e-government capabilities in departments at large; and short term and long term opportunities for improvement to the Capacity Check tool.

Structure of the report

The report that follows is structured as follows:

- Background information on the e-Government Capacity Check
- The scope of the Environment Canada pilot, and the approach followed
- Our observations regarding the suitability of the Capacity Check criteria
- Our observations on each step of the assessment process (project planning, data collection, consolidation of findings, validation, action plan)
- Recommendations specific to the use of the e-Government Capacity Check
- Longer term opportunities for improvement.

We have also included in the appendices:

- Examples of what would be included in a typical e-Government Capacity Check Assessment report (Appendix A)
- A list of the members of the Steering Committee (Appendix B)

Study Background

- It is increasingly recognized that the Government On-Line (GOL) initiative is encouraging organizations to evaluate their e-government capabilities.

- The KPMG Capacity Check was identified as a potential methodology that could be used by departments to help assess their capabilities in e-government.

- The Enhanced Management Framework Division of the CIOB initiated a pilot project with Environment Canada and KPMG to evaluate the feasibility of making the e-Government Capacity Check available to government departments to assess their e-government capabilities in readiness for Government-On-Line.

- This report summarizes the lessons learnt from this pilot project, and proposes opportunities for improvement to the e-Government Capacity Check in the short and long term.

Purpose of the e-Government Capacity Check...

- **Assess state of e-Government practices within each department against a common standard.** Assess current management practices against recognized best practices and principles that are consistent with the Framework for Government On-Line.

- **Bring together all the elements of e-Government management practices.** The capacity check is intended to integrate the full range of capabilities necessary to implement e-Government, including e-strategy, architecture, risk and program management, organizational capabilities, value chain integration, and performance management.

- **Compare against best practices.** The capacity check is based on generally accepted best practices, and therefore provides an opportunity for organizations to assess where they stand relative to these best practices.

- **Provide information to assist management in developing plans for improvements to their e-government management practices.** Departments will be in a better position to prioritize the opportunities for improvements in e-government capabilities identified from the capacity check assessments, and to develop action plans to pursue high priority areas.

Key Characteristics of the e-Government Capacity Check...

Intended as a diagnostic tool for senior management of the department

- Future oriented--focuses on what capabilities must be in place in the future to respond to emerging client demands/changing environment
- Focuses on expanding/improving capability rather than downsizing
- Recognizes that an organization can only focus on selected improvement areas at any one time, and cannot be "best" at everything
- Helps identify e-Government competencies required of managers
- Departmental focus--not intended to compare e-Government practices between sectors/regions
- Directed self-assessment tool--not a review or audit. Information is collected through interviews/workshops/web questionnaire, and then validated by the managers collectively
- Builds upon changes already underway to existing e-government management processes
- The e-Government Capacity Check is available on the TBS web-site for a department to conduct self-assessments or can be supported by engaging independent contracted services.

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

1. e-Strategy

- ***e-Vision***

  Extent to which clients and stakeholders have collaborated to develop the e-vision statement, the degree of alignment with organizational business strategies and Treasury Board direction and the success of e-vision communication within the organization.

- ***Governance***

  Effectiveness of the leadership and organizational accountabilities for the e-government program to support the transformation of government service delivery.

- ***Strategies, Plans and Policies***

  Extent to which existing business strategies (IM/IT, HR, Finance and Assets), plans and policies (e.g. privacy) are aligned with the Government On-Line program.

- ***Resource Commitment***

  The level of funding and degree to which financial and human resources are committed and aligned with the e-government strategy.

2. Architecture

- ***Business Model***

  Definition of the business processes essential for e-government.

- ***Security***

  Definition of security technologies and standards to ensure that e-government transactions are secure and government is seen as a trusted information broker.

- ***Data***

  Definition of data objects to support integration of e-government applications.

- ***Application***

  Definition of how e-government applications are designed, how they integrate with existing internal and external systems, and where they reside.

- ***Technology***

  Definition of the technologies and standards for the technical components to host e-government initiatives.

- ***Network***

  Definition of the communication infrastructure for the transmission of e-government information.

3. Risk and Program Management

- ***Risk Management***

  Mechanisms in place to identify, assess, mitigate, and monitor all risks, including government-wide, organization-wide and project-specific risks associated with e-government.

- ***Portfolio Management***

  Mechanisms to plan, track, and evaluate the overall e-government portfolio.

- ***Project Management***

  Mechanisms to manage projects in the e-government program to ensure the optimal deployment of initiatives.

- ***Business Transformation***

  Mechanisms to transform the organization's service delivery processes to an e-government business model.

4. Organizational Capabilities

- ***e-Government Competencies***

  Mechanisms used to ensure that staff competencies in support of e-government initiatives are defined, acquired, developed and sustained for e-government design, delivery and ongoing operations.

- ***e-Government Tools & Techniques***

  Tools and techniques to support the organization in the design, delivery and ongoing operations of e-government.

- ***Organizational Learning***

  The ability to capitalize on e-government knowledge through the access, sharing, and management of information within a learning organization.

5. Value Chain Management

- ***Partner Relationships***

  Mechanisms and support for the formation of partnerships between organizations, with other levels of government and with the private sector to support convergence to seamless government.

- ***Value Chain Integration***

  Mechanisms and procedures exist to facilitate client, supplier and inter-organizational channels and service delivery processes.

- ***Public Readiness Assessment***

  Mechanisms to assess public awareness and readiness to participate in e-government initiatives.

6. Performance Management

- ***Client Satisfaction***

  Mechanisms to measure, evaluate, and learn from client feedback on the effectiveness of e-government service delivery.

- ***Privacy Compliance***

  Mechanisms to ensure that confidentiality and anonymity are maintained in the course of conducting e-government transactions.

- ***Benefits Monitoring***

  Mechanisms to measure and assess the degree to which the expected benefits of the e-government program are being realized.

- ***Predictability***

  Mechanisms to monitor and measure the reliability and availability of web servers, databases and e-government application systems and to compare them with pre-determined service standards.

- ***e-Government Maturity Reporting***

  Mechanisms to measure and report on the organization's progress towards implementing e-government.

The Mechanics of the e-Government Capacity Check Checklist

- Current capabilities are assessed based on key elements of the e-Government capacity check, and criteria provided for each key element.
- The capabilities depicted within the 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.
- A rating system of “1” to “5” is used*. A high rating does not necessarily mean “goodness”, but rather, formality or maturity of capability. The ideal rating for any area is dependent on the needs and goals of the organization.

TOPIC	1	2	3	4	5
Resource Commitment	Senior management is aware of the need for funding and limited funding exists to support the e-government Program. Resource requirements have not been identified.	Senior management has made the initial funding and resource commitments, but they are inadequate to achieve the objectives stated in the e-vision. Resource requirements have been identified.	Senior management has made adequate funding and resource commitments for the initial investment in e-government.	Future year resource requirements are being identified and addressed in light of new e-opportunities and organizational capabilities.	Resource commitments for the e-government program are dynamically adjusted based on benefits realization and client satisfaction.

** Shading represents current capability rating.*

Existing capability → *Future capability*

Where the organization may strive to be in the future

What can be expected of an e-government capacity check assessment

The Capacity Check provides an overall assessment of the department's current e-Government capabilities including values, process, technology, skills and management framework. Examples of what is typically included in an e-Government Capacity Check assessment report are provided in Appendix A. Topics generally covered by the assessment include:

- ❐ The implementation of an e-vision, the governance of the transition to e-government, the extent of integration of e-government in plans and policies, and the development of an investment strategy to finance the e-government initiatives.
- ❐ The extent to which the methods of service delivery and data entities are well defined, and the infrastructure is in place across the department in terms of applications, technology, network and security capabilities to support e-government.
- ❐ The existing skills of the department in risk and project management, and change management, that can be used to make the transition to e-government.
- ❐ The level of staff competencies in e-government, the availability of tools and techniques in e-government, and the extent of knowledge sharing on e-government.
- ❐ The extent to which existing partner relationships and client service delivery models can be leveraged to facilitate the transition to e-government.
- ❐ The performance management framework that is in place or will be required to monitor the department's e-government performance in terms of client satisfaction, benefits gained, reliability and capacity.

During the assessment phase, the department assesses current capability levels for each criterion, and identifies opportunities for improvement. As a follow-up to the assessment, the Department confirms target capability levels, prioritizes the opportunities, and develops an action plan to pursue the high priority areas.

Scope And Approach of the Pilot at Environment Canada

Scope and Purpose Of The Pilot Project

The scope of the pilot project:

- An e-Government Capacity Check was conducted on a pilot basis at Environment Canada to help evaluate the feasibility of applying the KPMG e-Government Capacity Check to assess e-government capabilities in departments at large.

- The focus of the Capacity Check at Environment Canada was on e-government management practices and capabilities.

- The Environment Canada e-government capacity check assessment is based on input from some 30 Environment Canada managers across Headquarters and the Regions. Data was collected through interviews, workshops, a web survey, and documentation review.

The objectives of the pilot assessment at Environment Canada were as follows:

- To establish an e-Government Capacity Check capability within the Government of Canada, specifically for the Government On-Line (GOL) initiative and other applications where departments may wish to assess their e-government capabilities

- To test and adapt the e-Government Capacity Check criteria to the federal context, review the most effective method or combination of methods to collect the information necessary to conduct the Capacity Check assessment, and make any necessary changes to the Capacity Check

- To provide an assessment of the current e-Government management practices and capabilities within Environment Canada.

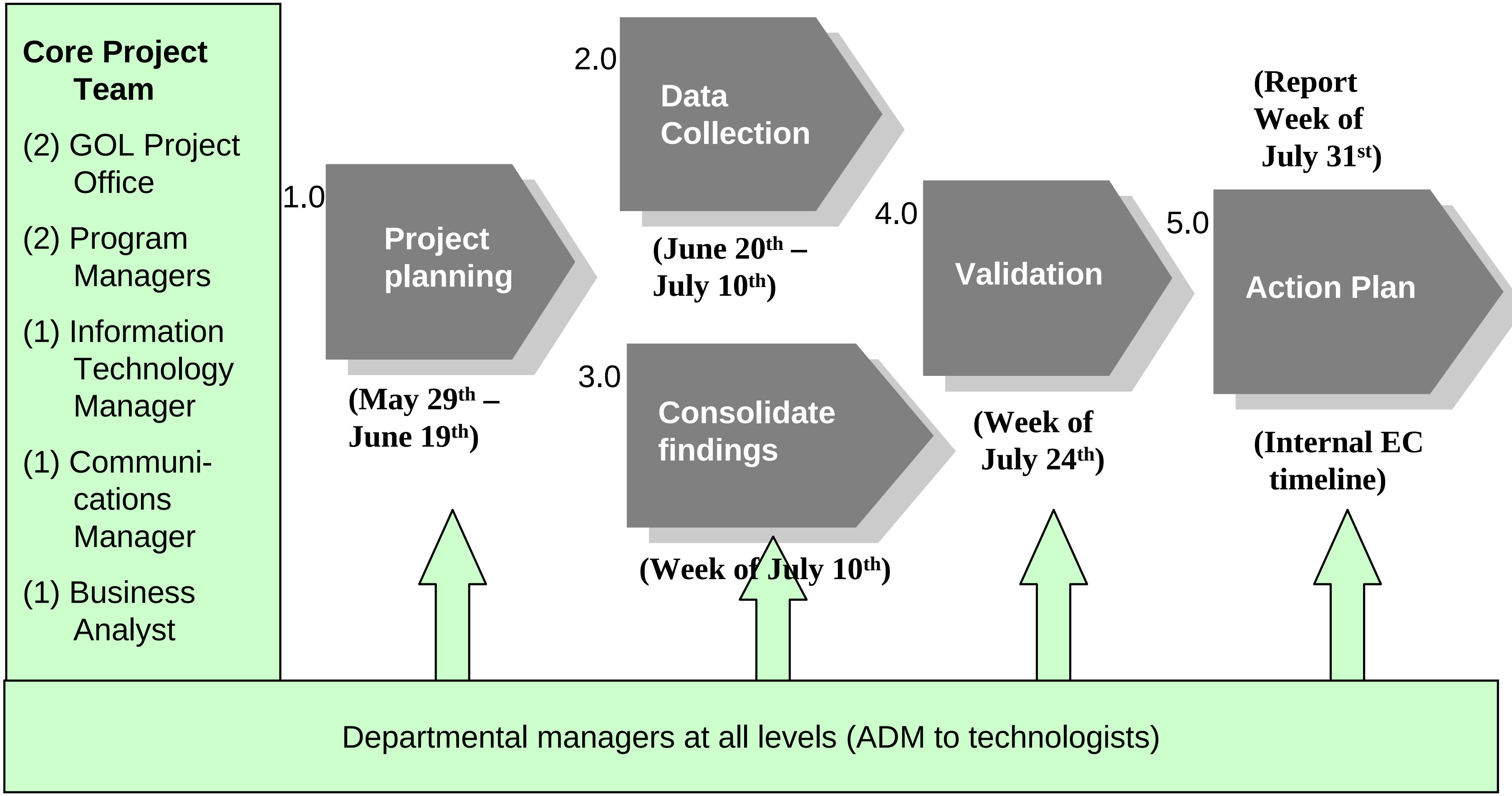
Process Overview

Key elements of the project phases and timeline:

- A joint consultant-departmental team was trained in implementing the Capacity Check
- A mix of venues was used to collect the information to do the assessment, including workshops, interviews, a survey using the Capacity Check on the Web, and a review of documentation
- Findings were consolidated and an assessment was made of the current capability rating for each criteria by a joint consultant-departmental team. The project team also identified opportunities for improvement.
- A follow-up group session was held to validate the findings, the current capability ratings and the opportunities for improvement.
- Different managers were involved at each step of the process.
- The next step is for senior management to establish future capability ratings, prioritize the opportunities identified and develop a plan of action.

Process Overview

Overall approach



Process Overview

Data collection approach:

- **Workshops** with a cross-section of managers from different areas of the organization (mainly from Headquarters). During two one-half day workshops, we reviewed the departmental context/environment, and obtained information on the capabilities of the organization with respect to the Capacity Check criteria.

- **Interviews** with 8 managers at Headquarters and in the Regions, in a manner similar to the Comptrollership and Human Resources Capacity Checks. Interviews followed an interview guide, and took about one and a half hours each.

- **Survey of 5 managers (primarily in the Regions) using the e-Government Capacity Check on the Web.** Each manager provided an individualized response to each Capacity Check criterion and an “as is” and “to be” capability rating for each criterion.

- **Review of documentation** to help assess existing and future capabilities of the department that will be required by the department in e-government.

Lessons Learned

Key Findings

- As expected, capability ratings were consistent with an organization about to begin the transition to e-government. Overall, the results of the assessment were found to be useful in confirming, in a systematic way, the major gaps in the organizational capabilities required to implement e-government. The assessment also helped to raise awareness and foster reflection of e-government amongst managers.

- The criteria are sufficient in describing the key capabilities required of e-government. Only minor modifications were made to the criteria.

- The e-government Capacity Check assessment would be a useful exercise for other departments and agencies in preparation for implementing e-government.

- Despite being a pilot, and tight time constraints, the process went smoothly.

- It is sufficient to do the data collection and consolidation of findings from the interviews and workshops in one single round as opposed to splitting the interviews and workshops into two parts as has been the traditional practice in other Capacity Checks.

- Of the data collection venues pursued, the workshops were the most effective and the Capacity Check on the Web was the least effective (due primarily to the limited time notice provided, the limited sample size of participants, and limited information on the context of the study).

- Given the focus of the Capacity Check on the Department as a whole, the overall departmental capacity check ratings may be lower than the individual capacity ratings for specific Sectors. The requirements of each Sector in terms of developing their capabilities for e-government may vary somewhat depending on the nature of their business.

- The assessment identifies the current capacity ratings. The Capacity Check can also be used to identify the “target” capacity rating for each criterion—this can help the department to establish its future overall priorities in developing its e-government capabilities. This is particularly relevant to the e-Government Capacity Check because e-government is relatively new and departments are just beginning to develop their management practices in this area. The establishment of target ratings could be started at the validation step.

The Capacity Check Criteria

- **A number of changes were made to the criteria at the outset of the project** based on feedback received from the Steering Committee. It would be expected that the criteria would remain unchanged in future assessments for a certain period of time (e.g., 6 months or 1 year)

- Based on discussions during the interviews and workshops, **the criteria adequately covered the scope of e-government.** No major gaps were identified. All the criteria were found to be pertinent. The criteria were viewed in terms of e-government in the long term (as opposed to just Government-on-Line).

- **Some minor changes were required to the capability level descriptions for specific criteria**, for example, “Governance”, “Resource Commitment”, “Project Management”, “Business Transformation” and “Client Satisfaction”. These changes are reflected in the updated Capacity Check criteria.

- **There was general consensus on how the capability level descriptions for the criteria should be interpreted to determine the capability ratings.** There was little controversy about the ratings.

Project Planning Process

- **A one-half day orientation session was given to the project team members.** This went smoothly. However, project team members would have appreciated more advance notice than what the project schedule permitted. Also, the case study needs to be further expanded and refined based on the actual results of the pilot.

- **An interview guide was prepared.** Although no specific problems were identified with the interview guide, the questions will need to be further refined based on the results of the pilot.

- **Changes were made to the web based tool to make it more user friendly.** For example, we improved the instructions at the beginning of the questionnaire, we made it easier to navigate through the questions and web site, and we made changes to the questions and rating scales.

- **Up-front briefings were made to senior management at the outset of the pilot.** These briefings were relatively informal. This worked well because the Capacity Check assessment was a pilot and was one of a number of e-government initiatives in the department that are closely linked. It may be desirable in the future depending on the circumstances and culture of the department to establish a more formal communications process at the outset of the project.

The Data Collection Process

- **Workshops.** Two half-day workshops were held. They were fully attended—about six to eight managers participated in each workshop. They tended to produce the most balanced results, and proved to be useful in consolidating the results and preparing the report. Feedback on the workshops was very positive. Not all participants contributed equally. In certain cases, individuals delegated participants to subordinates who did not have the same knowledge of the department.

- **Interviews.** Eight out ten planned interviews were conducted. Interview results were useful, but tended to focus on the particular organization of the manager. Interviewees were very consistent in their responses. Interviews lasted on average between 1 to 11/2 hours. There was somewhat less participation in the interviews than originally expected--this may be explained by the relatively short timeframe, vacation conflicts, or simply that e-government is new to most managers.

- **Web based tool.** Five out of ten respondents completed the web questionnaire--the response rate was not as high as expected. This may be due to the short timeframe of the pilot and the limited time notice provided, the limited sample size, the need for more information on the context of the study, and the fact that, due to changes made to it, the web questionnaire was distributed toward the end of the data collection process. In any case, the number of managers contacted in future assessments should allow for significant non-response. The responses to the Capacity Check tool served to confirm the findings of the Consolidation workshop. The ratings by themselves were not as useful without descriptive comments by the respondents. The responses were most useful when examined respondent-by-respondent for each criterion, as opposed to a consolidated basis for the department.

- **Documentation review.** A summary was prepared of the findings of key documents, and included in the information available to the Consolidation workshop team. This information tended to confirm the discussions of the workshop.

The Process used to Consolidate the Findings

- **The consolidation workshop took about 1 ½ days, which was shorter than expected.** Binders including the notes of the interviews, workshops, documentation review, and web site responses were provided to the project team on a confidential basis.

- **There were no major issues in reaching consensus on the findings, issues/opportunities and capability levels.** The findings were consolidated criterion by criterion. This process went smoothly. There were differences between sectors, and these were noted in the findings. Given that e-government is at the beginning stages, a lot of the discussion was focused on opportunities and future actions required.

- **Some project team members were only able to participate for part of the workshop due to other commitments.** However, the participation level was high enough to ensure a thorough discussion of each criterion.

- **Based on the results of the pilot, it is sufficient to do the data collection and consolidation of findings from the interviews and workshops in one single round as opposed to splitting the interviews and workshops in two as has been the traditional practice in other Capacity Checks.** In other Capacity Checks, the data collection and consolidation is split in half to provide for the opportunity to identify major gaps in the information collected or issues that need to be pursued. Despite the limited timeframe for the data collection, the information was generally judged complete enough to reach a conclusion on each criterion after a single round of interviews and workshops.

The Validation Process

- **A half-day validation workshop was held with about eight senior managers** who had not been involved in any of the prior steps of the process. The purpose of the validation session was to review the key findings, current capability ratings, and rationale for the ratings for each criterion. In fact, the group spent as much if not more time discussing future opportunities.

- **The validation group included both Headquarters and regional representation.**

- **Overall, there was a high level of agreement** on the findings and current capability ratings.

- **The criteria capability descriptions were further tightened/refined**, particularly the higher level capability descriptions.

- **As noted above, there was very good discussion on future opportunities for improving the capabilities of the department in e-government**, more specifically, where the department should aim to be in terms of capability on the 1 to 5 scale, what needed to be done to reach the higher capability level, and what was the relative priority of each criterion.

- **Time allotted (3 ½ hours) to the validation process was adequate but a somewhat longer timeframe (4 ½ hours) would allow for a more complete discussion.** More time could have been allowed for the discussion of opportunities.

The Process of Developing the Action Plan

- **A detailed presentation of the results of the study was made to the Assistant Deputy Minister, Corporate Services, and a summary report/presentation will be given to the full Senior Management Committee.** In addition, the results will be posted on the departmental internal web site.

- **The capacity check assessment highlighted the need for maintaining strong linkages between the various initiatives currently ongoing in the department in support of e-government.** The Capacity Check results are one of several study results being given to senior management.

- **It is now up to the Department to take the assessment to its conclusion.** Senior management needs to assess where the department should be for each criteria in terms of “target” capacity rating. This will help the department to prioritize the opportunities, so that they can be built into its e-government strategy and implementation plan.

Recommendations on the Use of the Capacity Check

- **Ensure sufficient time for project preparation and data collection.** To obtain the senior commitment of managers, to communicate the study more at large throughout the department, to organize the project team, and to allow sufficient advance notice for the workshops, interviews and completion of the web questionnaire. The pilot was carried out within a very short timeframe (three weeks for project planning, and three weeks for data collection). Although it was a success, the results would have been better with a larger user base. Increased lead time, and a more formal communication of the study, could generate more interest from managers in participating in the interviews, workshops, or completion of the web site. At least six weeks should be provided for project planning for an organization of equivalent size to Environment Canada (approximately 5,000 staff).

- **Focus data collection tools on specific groups of managers.** Given that e-government is still relatively new, it may be more appropriate to seek broad middle manager participation through the workshops, and to concentrate the interviews to senior managers. Care should be taken to target "like" groups in the workshops so that they can address similar issues and to avoid the situation where participants are talking at different levels (e.g., strategic versus technical).

- **Ensure managers are aware of time required for interviews.** The length of the interviews must be well published and all interviewees made aware that a minimum of one and a half hours is required. Some interviews were cut short due to other commitments and as a result may not have been as effective as they could have been.

- **In the future, it may be possible to summarize the findings in advance prior to the consolidation workshop so as to accelerate the process.** The challenge would be to avoid pre-judging the results in advance without having had the benefit of the input of the full project team.

- **Take sufficient measures to increase the response rate to the web based questionnaire.** Such measures could include more in-person contact with the respondents prior to completing the web questionnaire, the establishment of a help desk, distributing the questionnaire to a higher number of managers to provide for non-response, more follow-up with the respondents, continuing to make the web-based assessment more user-friendly, and providing more lead time for the completion of the questionnaire.

- **At the outset of each assessment, take the time to tailor the interview/workshop guide to the circumstances of each department.** The interview/workshop guide requires only minor modifications at this time. Although the core of the interview guide would remain the same, the department should have the flexibility to change the interview guide to reflect its terminology, and include issues that may be specific to the department. Ideally, the department should have the flexibility to customize the web site questionnaire as well, however we recommend that the web site be further developed through one or two more Capacity Check assessments before providing such flexibility to departments at large. This would not exclude a department from making changes to the questionnaire as part of the further development of the web site.

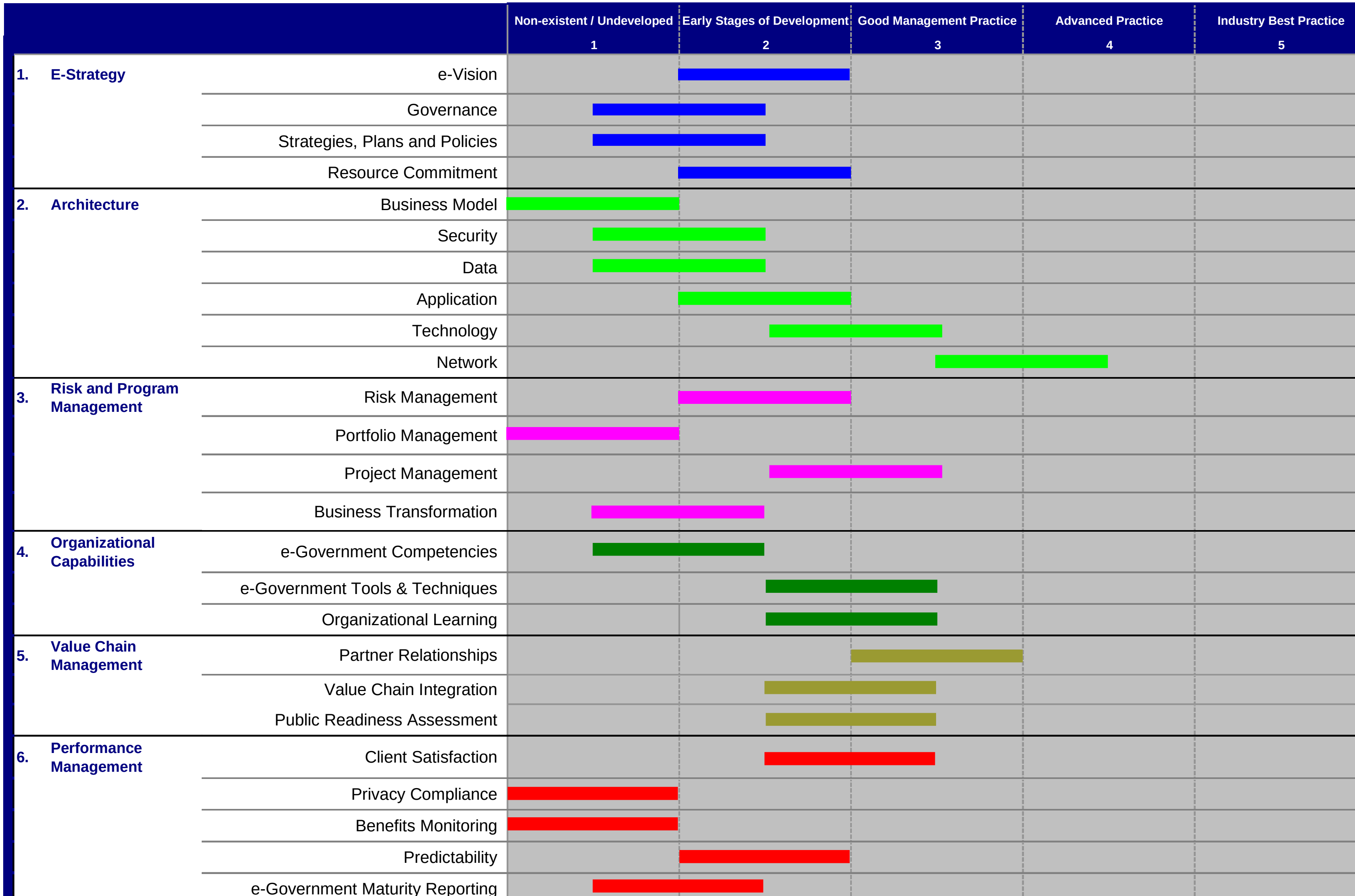
Appendix A – Examples Of What Is Typically Included In An e-Government Capacity Check Assessment Report

The contents of an e-government capacity check assessment report

On the following pages, we provide examples (based on fictitious data) of what would typically be included in an e-government capacity check assessment report:

- The **Summary Rating Graph** summarizes the existing capability ratings by criteria in the form of a graph.
- The **Opportunity Summary** lists potential opportunities (without any prioritization) that management could consider in developing its implementation strategy and plan to improve its e-government capabilities.
- The **Opportunity Timing** chart provides for background purposes the potential sequencing of the opportunities over the short, medium and long term.
- An **executive summary** summarizes the current situation and overall opportunities for each of the six elements (covering 25 criteria). We have included one page for illustrative purposes.
- The **results of the assessment** are then presented for each of the 25 criteria highlighting key information on the current situation, issues and opportunities, the current capability rating, and the rationale for this rating. We have provided an example for one criterion.

Example Of Summary Rating Graph *(taken from Executive Summary)*



Example Of Opportunity Summary *(taken from Executive Summary)*

Taking into consideration the targeted capability levels in the Capacity Check, the following opportunities would then be raised to Senior Management to be prioritized and considered in developing an action plan for e-government.

Communicate/operationalize e-vision:

Develop communication strategy and plan. This will ensure a shared and common vision for e-government.

Finalize governance structure:

Establish roles, responsibilities, and accountabilities for all members to ensure successful management of the e-government initiative.

Develop implementation plan and strategy:

Develop investment strategy. Integrate e-government into business line plans for alignment.

Develop portfolio management framework:

Develop framework for prioritizing services for online service delivery. This will assist in optimizing the re-allocation of resources and investments in e-government.

Customize project management methodology:

Review existing departmental project management methodologies. Develop standardized approach to project management for e-government projects, including a risk management framework. Provide training to project managers.

Develop change management strategy:

Develop a transformation strategy to facilitate the e-government culture change and lessen resistance.

Establish business models:

Develop high-level business models to assist in service prioritization and transformation.

Implement e-government architecture standards:

Revise high-level/ common data models to improve data/ knowledge sharing. Leverage local successes through national standardization.

Establish network capacity requirements:

Estimate increased capacity requirements under various e-government scenarios. This will ensure that the traffic will not overwhelm the network.

Conduct competency/ skills assessment:

Identify gaps. Develop recruitment and learning strategies/ plans. Develop/ acquire generic training programs. Extend training/ learning initiatives to include information and best practices on e-government.

Establish e-government toolkit:

Broaden access to tools and techniques. Deploy mechanisms to support learning, collaboration, and e-government programs.

Leverage existing partnering arrangements:

Build upon existing partnerships and relationships, and refine/ develop new partnering strategies in light of e-government.

Identify and prioritize service transformation opportunities:

Review current services and delivery channels. Conduct formalized public readiness assessments. Develop prioritization for on-line services.

Establish service levels and a monitoring system:

Establish on-line service levels. Develop standard monitoring processes to measure on-line service levels and overall client satisfaction of on-line service delivery.

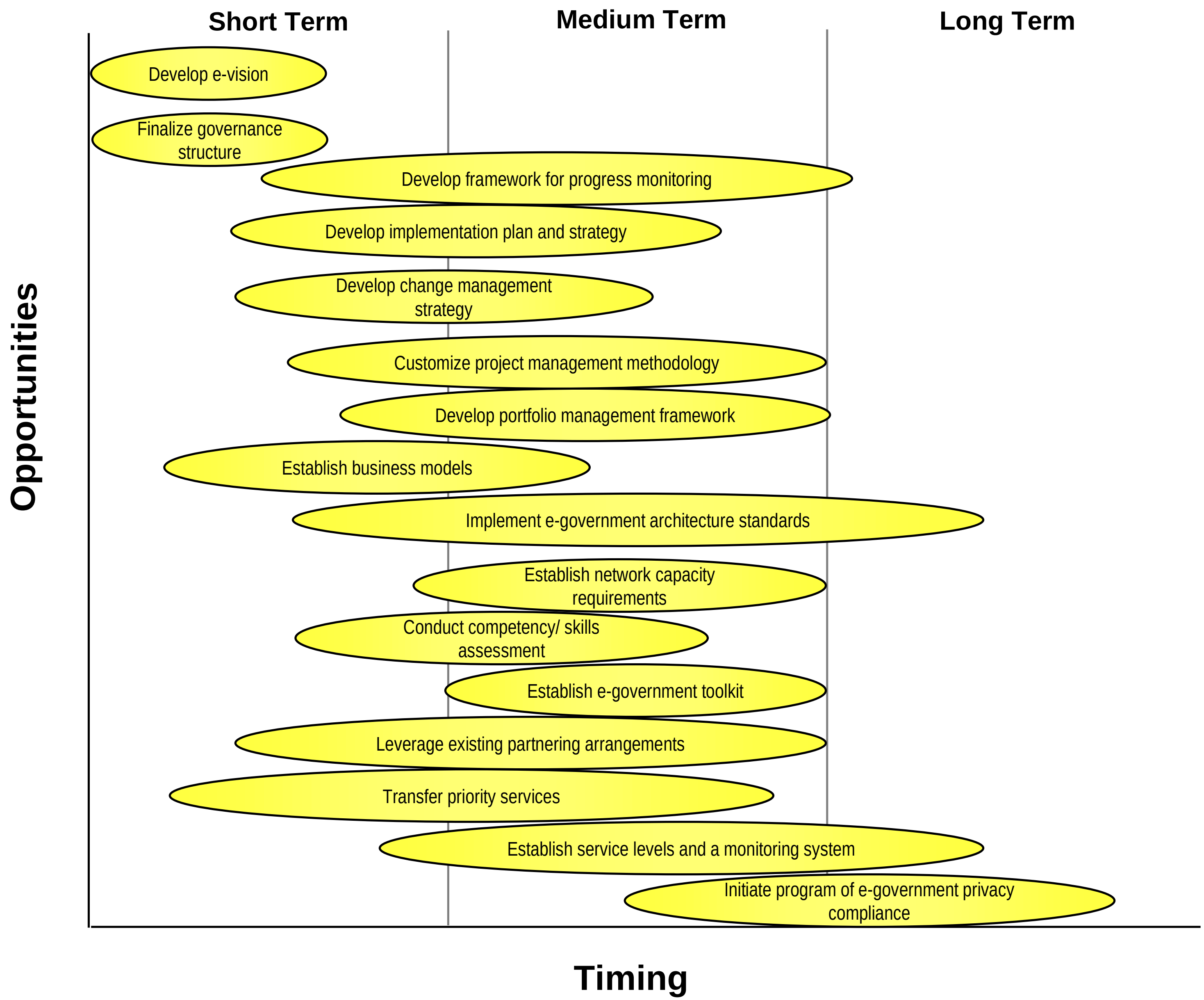
Initiate program of e-government privacy compliance:

Develop a privacy compliance strategy, communicate the strategy and its implications to staff, and implement mechanisms to measure/ assess compliance.

Develop framework for progress monitoring:

Develop a benefits monitoring framework for e-government initiatives. Establish an e-government maturity reporting framework. These frameworks will ensure a timely and cost-effective progression of the e-government initiative.

Example Of Opportunity Timing Chart *(taken from Executive Summary)*



Example Of Summary Of Results For e-Strategy Element *(taken from Executive Summary—one page for each of six elements)*

Current Situation

- ❒ While no formal departmental e-vision exists, management is aware of e-government as a developing priority and is gaining an understanding of its implications
- ❒ An e-government champion has been identified, a corporate governance structure for e-government initiated and several national and sector level committees addressing e-government issues are in place
- ❒ There is limited alignment between existing business strategies, plans and key policies and e-government and no incremental resources (beyond the the GOL PMO) have been committed to e-government

Opportunities

- ❒ An e-vision needs to be developed for the department that involves the business lines and is communicated/operationalized at the working level
- ❒ The governance structure needs to be finalized and communicated, including a definition of roles, responsibilities and accountabilities
- ❒ Business-line plans need to be updated to reflect the e-vision and to prioritize Tier 2 service offerings
- ❒ Resource allocation needs to be reviewed so that it supports the e-vision, and an investment strategy developed to fund future e-government projects and initiatives
- ❒ An implementation strategy and plan need to be developed for implementing e-government, and more specifically, GOL

Example of Presentation Of Results For e-Vision Criteria *(prepared the 25 criteria)*

Key Information

- HIGH LEVEL VISION EXISTS BUT IT IS NOT YET FORMALIZED
- E-VISION HAS BEEN DRIVEN BY THE CENTRAL AGENCIES TO DATE
- STILL AT THE AWARENESS STAGE
- IMPLICATIONS OF E-GOVERNMENT ARE NOT WELL UNDERSTOOD
- ACTIVITIES ARE ONGOING AT THE SECTOR LEVEL
- E-VISION EXISTS IN SOME CASES FOR SPECIFIC INITIATIVES (E.G., INTERNET PRESENCE)

Issues/Opportunities

- NEED TO COMMUNICATE/ OPERATIONALIZE VISION AT WORKING LEVEL
- NEED TO DEVELOP COMMUNICATIONS PLAN
- DEVELOP CONSISTENT VOCABULARY/ NEED FOR CLARITY ON TERMS
- MOVE E-VISION DOWN TO THE BUSINESS LINES
- COMMUNICATE E-GOVERNMENT AS A HIGH PRIORITY ITEM
- ENSURE E-VISION IS CONSISTENT WITH CENTRAL AGENCY STRATEGIC DIRECTIONS

TOPIC	1	2	3	4	5
e-Vision	There is no clearly defined vision for the adoption of e-government in the organization.	Senior management is aware of the need for the organization to adopt the e-government paradigm. Steps are being taken to develop and communicate the e-vision.	The e-vision is clearly articulated, well understood by staff and integrated with the organizational vision and business model. While senior management has led the development of the e-vision, there has been a conscious effort to obtain staff buy in.	Staff input is considered critical in refining the organization's e-vision. The e-vision is consistent with the Treasury Board direction and clients, suppliers and business partners have been consulted. ***Business lines have a clear vision that is consistent with the departmental one.***	Staff, clients, suppliers and business partners are all actively involved in shaping the organization's e-vision. The e-vision is continually refined to address clients needs and technology evolution.

Rationale

- *A high level vision exists and management is aware of the need to move ahead.*
- *The implications of e-vision are not yet fully understood by staff.*
- *Communication is still needed on a department-wide basis, and not only for specific initiatives.*
- *E-vision needs to be operationalized at the business line level of the organization.*

Appendix B – Steering Committee

Steering Committee

- John Collins – Treasury Board Secretariat
- Heather Crepeault – Environment Canada
- Brenda Daugherty - Treasury Board Secretariat
- Julia Ginley - Treasury Board Secretariat
- Dave Goods – Environment Canada
- John Klimczak - Treasury Board Secretariat
- Valerie Kowalchuk - Treasury Board Secretariat
- Dorothy Maxim - Treasury Board Secretariat
- Eric Miller - Treasury Board Secretariat
- Ranjan Nag - Treasury Board Secretariat
- Jim Ouellette - Treasury Board Secretariat
- Diane Roddick - Treasury Board Secretariat
- Betty Lynn Stoops - Treasury Board Secretariat