DIGITAL GOVERNMENT PRINCIPLES, PRACTICE AND RESEARCH

MODULE 5: DIGITAL GOVERNMENT AND ORGANIZATIONAL CHANGE

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AIM

1	To introduce the concept of organizational transformation in the public sector
2	To present how ICT and Electronic Governance can support the reform efforts
3	To present two approaches to reform: change management and business process reengineering

OVERVIEW

1	CONCEPT	What is the concept of organizational transformation in the public sector?
2	ICT SUPPORT	How ICT and Electronic Governance can support organizational transformation?
3	APPROACHES	What are possible approaches to organizational transformation?
		o Change Management
		o Business Process Reengineering
4	SUMMARY	What was presented in this module?

WHAT IS THE CONCEPT OF ORGANIZATIONAL TRANSFORMATION IN THE PUBLIC SECTOR?

ORGANIZATIONAL TRANSFORMATION

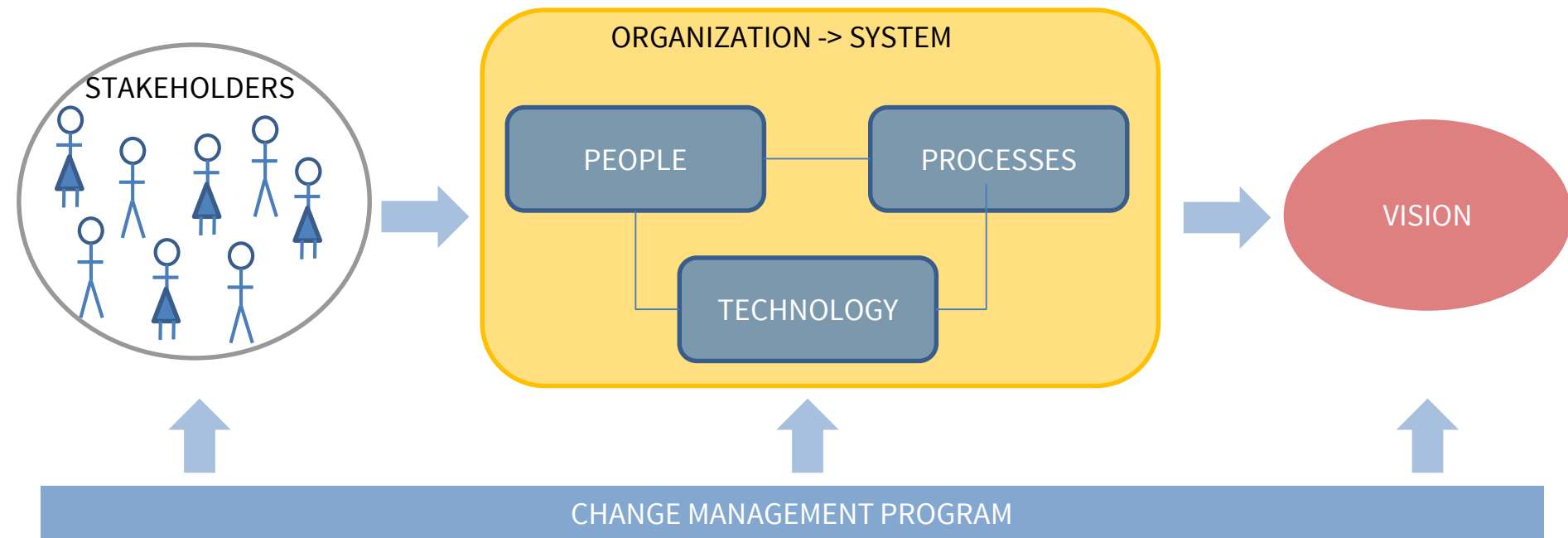| ORGANIZATIONAL TRANSFORMATION	The process of fundamental changes in structure, culture, business processes and service delivery to meet new demands and satisfy increasing customer needs.

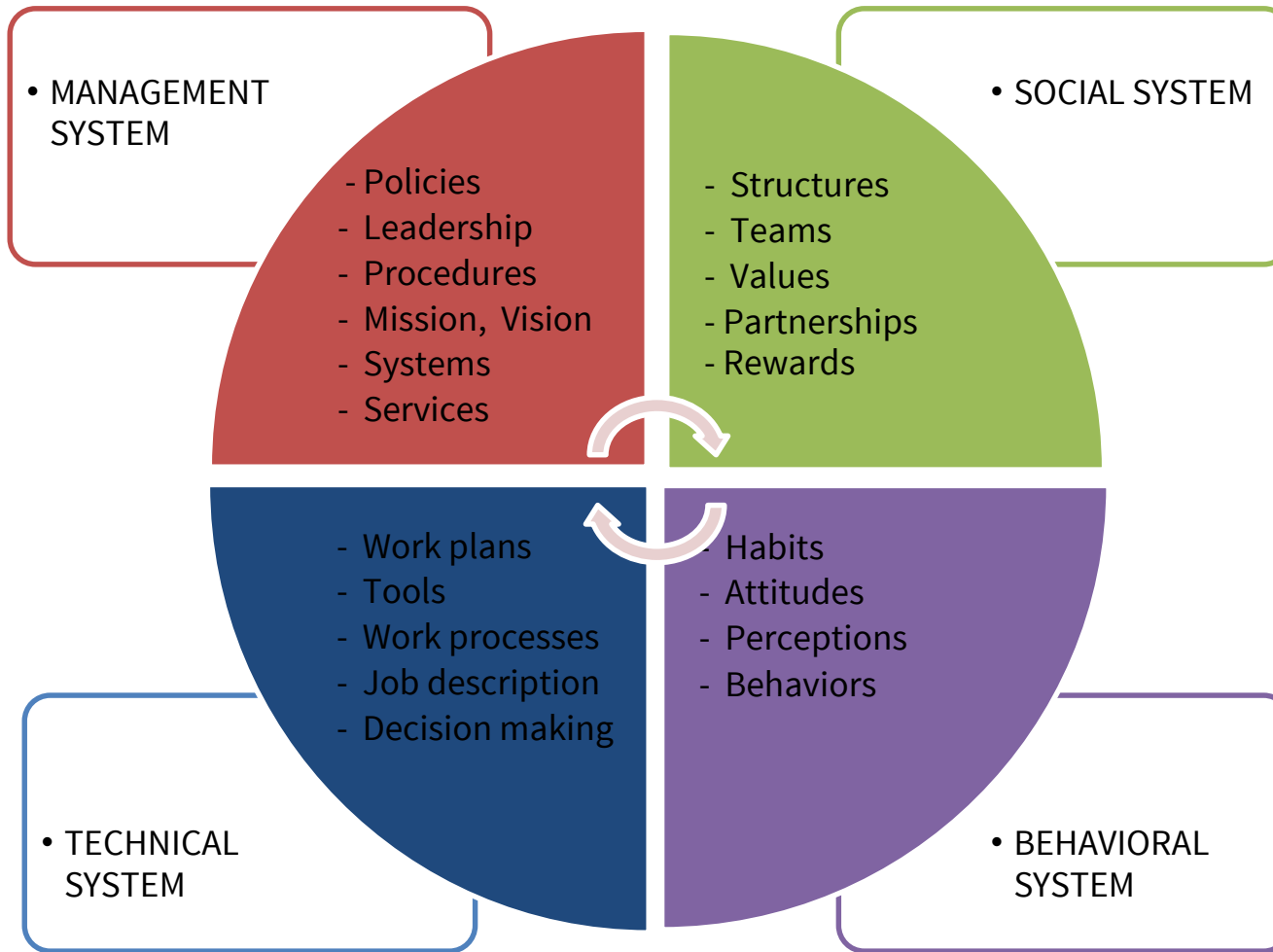| DRIVERS	
1	Customer satisfaction
2	Quality of products and services
3	Innovation
4	Productivity
5	Effectiveness
6	Efficiency
7	Quality of work
8	Employee development

PRINCIPLES

PRINCIPLES	
1	Looking at organization as a system - people, technology and processes
2	Involving stakeholders at all stages and at all levels
3	Having a clear and measurable vision of a future state
4	Having a comprehensive program to manage the change

STAKEHOLDERS

ORGANIZATION -> SYSTEM

PEOPLE

PROCESSES

TECHNOLOGY

VISION

CHANGE MANAGEMENT PROGRAM

TRANSFORMED SYSTEMS – MODEL

- MANAGEMENT SYSTEM
  - Policies
  - Leadership
  - Procedures
  - Mission, Vision
  - Systems
  - Services

- SOCIAL SYSTEM
  - Structures
  - Teams
  - Values
  - Partnerships
  - Rewards

- TECHNICAL SYSTEM
  - Work plans
  - Tools
  - Work processes
  - Job description
  - Decision making

- BEHAVIORAL SYSTEM
  - Habits
  - Attitudes
  - Perceptions
  - Behaviors

Source: "Organizational Transformation and Process Re- engineering", J.Edosomwan

PUBLIC SECTOR TRANSFORMATION

PUBLIC SECTOR TRANSFORMATION	a set of processes leading to a change in the features of the public sector, from a static organization-driven model to a dynamic user-driven model.

[OECD]

SERVICE DELIVERY

- Availability
- Accessibility
- Responsiveness

ORGANIZATION

- Functions, Processes, Responsibilities
- Vertical Coordination
- Horizontal Cooperation
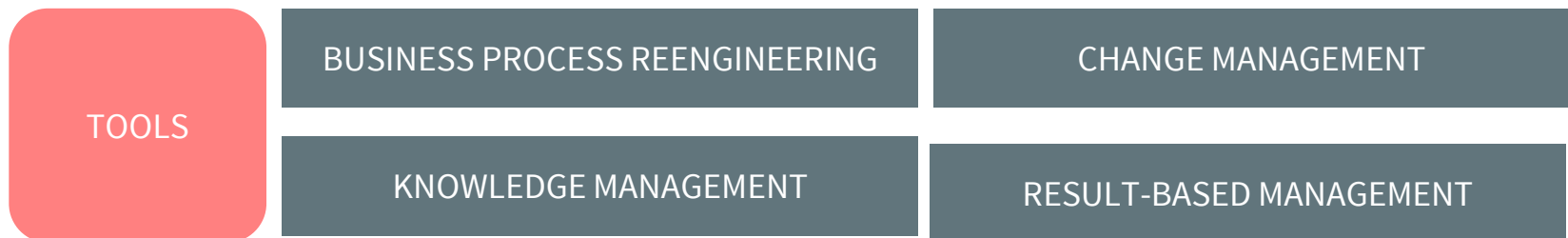
CULTURE

- Attitude
- Behavior
- Habits
- Perceptions

FOCUS

Public sector transformation is a continuous process of changing the features of the public sector.

Transformation of the public sector is about creating a coherent system of better and smarter public services that best meets increasing demands from citizens and businesses.

| CUSTOMER-CENTRIC SERVICE DELIVERY |
| CUSTOMER-CENTRIC PROGRAMMES |
| CUSTOMER-CENTRIC RESOURCES |

| TOOLS | BUSINESS PROCESS REENGINEERING | CHANGE MANAGEMENT |
| | KNOWLEDGE MANAGEMENT | RESULT-BASED MANAGEMENT |

GOALS

DIMENSION	TRANSFORMATIONAL GOALS	COUNTRIES
INTERNAL	Efficiency Effectiveness	Austria, Belgium, Denmark, Finland, France, Japan, Luxemburg, Mexico, Netherlands, New Zealand, Portugal, Turkey, USA.
	Structural and organizational change	Finland, Hungary, Japan, Netherlands, Switzerland, Turkey
	Regulatory reform Administrative simplification	Belgium, Denmark, Finland, France, Japan, Luxemburg, Netherlands, Portugal, Spain, Switzerland.
EXTERNAL	User-focused (citizens and/or businesses) public sector development	Austria, Finland, Hungary, New Zealand, Portugal, USA
	Improving quality of services	Austria, Denmark, Finland, France, Hungary, Luxemburg, Mexico, Portugal, USA
	Increasing openness and transparency	Luxemburg, Mexico, Spain, USA

Source: OECD e-Government as a tool for transformation", 2007

GOVERNMENT REFORM

REFORM	to induce or cause a change for the better. *[Webster 's International Dictionary]*
GOVERNMENT REFORM	To induce a change in a government organization for the better.

WHY?

Response to pressure from citizens and other stakeholders towards, among other things, improved service quality and higher internal efficiency while being transparent and accountable

GOOD GOVERNANCE

WHAT IS EXPECTED?

Radical change or transformation similar to the case of the private sector

GOOD GOVERNANCE

GOOD GOVERNANCE	consists of a:
	o public service that is efficient,
	o a judicial system that is reliable, and
	o an administration that is accountable to the public.

[World Bank]

ELEMENTS

| PUBLIC SECTOR MANAGEMENT	to emphasize the need for effective financial and human resource management
ACCOUNTABILITY IN PUBLIC SERVICE	to ensure effective accounting, auditing and decentralization
PREDICTABLE LEGAL FRAMEWORK	to provide rules known in advance and an independent judiciary system
AVAILABILITY OF INFORMATION AND TRANSPARENCY	to enhance policy analysis, promote public debate and reduce risks of corruption

TRANSFORMATIONAL TRENDS

1980s	→	1990s	→	2000s
• Cost driven		• User driven		• Value driven
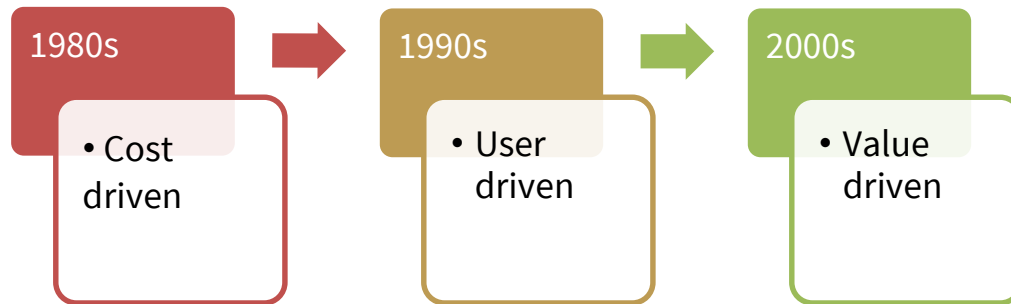
New generation of public reforms focus more on building a strong and unified sense of values, trust, knowledge-based management and collaboration; team building; involving participating organizations; and improving the training and self development of public servants.

TRENDS		PROCESS INNOVATION	PRODUCT/ SERVICE INNOVATION	ORGANIZATIONAL INNOVATION
1	NEW PUBLIC MANAGEMENT			
2	WHOLE-OF-GOVERNMENT			
3	PUBLIC VALUE MANAGEMENT			
1980s		X		
1990s		X	X	
2000s		X	X	X

NEW PUBLIC MANAGEMENT

NEW PUBLIC MANAGEMENT (NPM)	a global phenomenon reform shifting the emphasis from traditional public administration to public management. NPM-reform leads to introduce market orientation in the public sector, assuming that the approach will lead to reducing costs and increasing efficiency

MAIN FEATURES

o seeks to enhance the efficiency and effectiveness of the public sector

o introduces a management culture that emphasizes the centrality of the citizen who are seen as clients and shareholders (instead of petitioner)

TYPE OF CHANGES	EXAMPLE OF CHANGES
o Structural o Organization o Managerial o Cultural	o Cutting cost and increasing labor discipline o Business-like management practices to increase flexibility in decision making o Explicit standards and performance measures with challenging targets o Competition in the public sector through contracts and tendering o Decentralization to make units more manageable and increase competition o Orientation shifts from inputs to outputs to stress results rather than procedure

WHOLE OF GOVERNMENT APPROACH

| WHOLE-OF-GOVERNMENT	denotes public services agencies working across portfolio boundaries to achieve a shared goal and an integrated government response to particular issues.

GOALS

o   To see Public Administration as an interconnected whole

o   To eliminate situations in which different policies undermine each other

o   To shift from single-purpose organizations to 'whole of government", and establish horizontal coordination

o   To solve problems without fragmentation, self-centered authorities and lack of cooperation and coordination

o   To make better use of government resources by reducing duplication

o   To bring together different stakeholders in a particular policy area

o   To offer citizens seamless rather than fragmented access to services

PUBLIC VALUE MANAGEMENT

PUBLIC VALUE MANAGEMENT	shifts focus from cost efficiency to the value created by increasing trust, improving services and outcomes of government policies.

DIMENSIONS
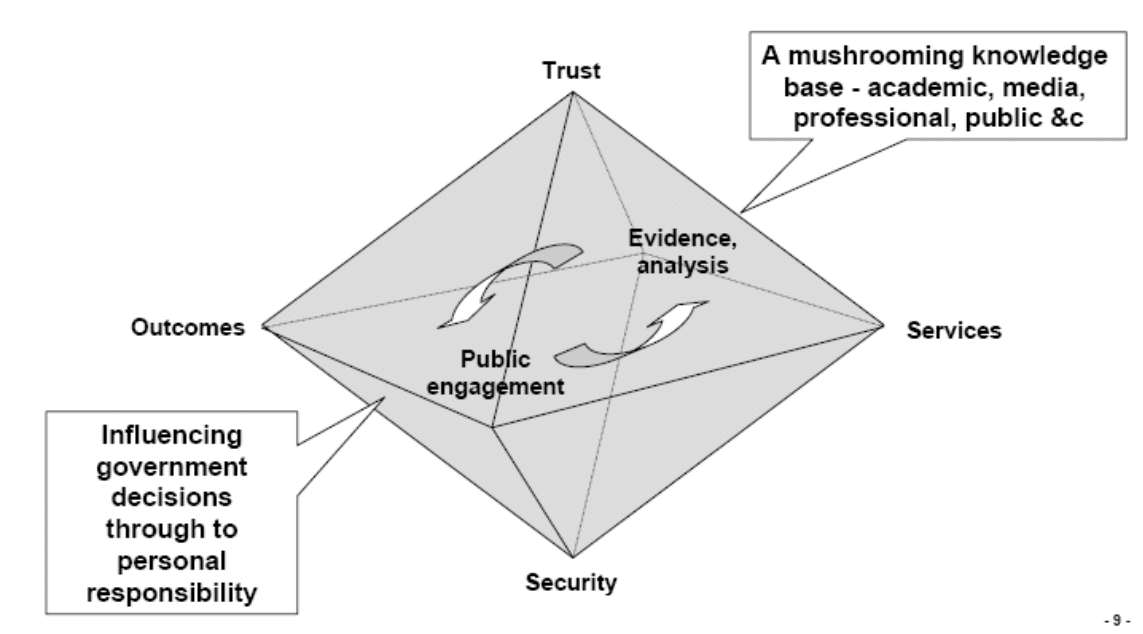
Source: "Public value, reform and innovation", G. Mulgan

GOVERNMENT REFORM APPROACHES

KEY APPROACHES	
POLICY REFORMS	To facilitate participative Governance processes for better business opportunities and economic growth
ELECTRONIC GOVERNANCE	To promote the effective use of ICTs in improved processes, integrated services and citizen engagement in policy and decision making
BUSINESS PROCESS REENGINEERING	To enhance efficiency and effectiveness
KNOWLEDGE MANAGEMENT	for better decision making and cultural changes
RESULT-BASED MANAGEMENT, RISK MANAGEMENT	for strategic planning, monitoring and evaluation of governance processes
CHANGE MANAGEMENT	for smooth transformation

RECALL A MAJOR CHANGE IN YOUR ORGANIZATION.

WHAT WAS CHANGED – STRUCTURE, REGULATION, PROCESSES, ATTITUDE, ETC.?

WHAT WAS THE FOCUS OF THE CHANGE – INTERNAL EFFICIENCY, CUSTOMER SATISFACTION, QUALITY OF SERVICES, ETC.?

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HOW CAN ICT AND ELECTRONIC GOVERNANCE SUPPORT ORGANIZATIONAL TRANSFORMATION?

ICT AND TRANSFORMATION

Governments have turned to ICT as a lever for better public sector performance to meet increasing internal and external demands, and looking at e-government development as a tool for public sector transformation. [OECD]

FEATURES

- ICT can assist in achieving governance reforms or desired transformation

- Technology alone does not transform government

- Government cannot transform to meet modern citizens' expectations without technology

- Transforming government not through technology but through the use of technology

BENEFITS

- Modernizing/transforming government infrastructure, processes, and communications

- Improving service delivery to citizens and businesses through different channels

- Improving public sector efficiency

- Improving transparency and opportunities for citizen engagement

E-Government is the use of ICTs for transforming Public Administration by improving efficiency and effectiveness and service delivery based on user demands.

E-Governance is the use of ICTs for Governance transformation by implementing e-Government and citizen engagement in policy and decision making and improving relations with all other governance actors.

e- information

e-administration

e-services

e-Government

e-consultation

e-decision making
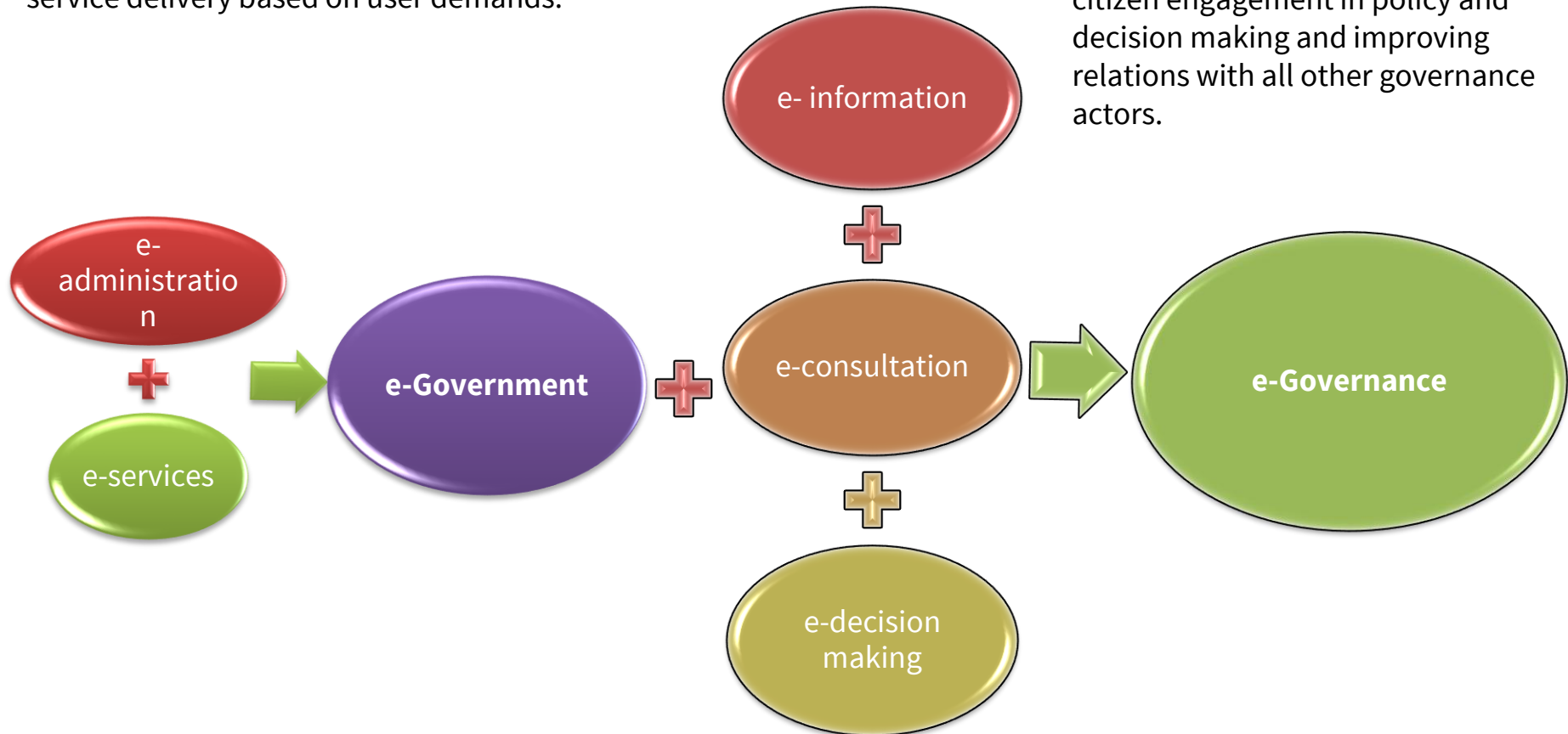
e-Governance

E-GOVERNANCE AND REFORM

LINKING CONCEPTS | Reforms towards e-Governance involves ICT based outcomes and subsequent ICT support for internal operations as well as government interactions with its stakeholders.

OBSERVATIONS

o   Reform is intrinsically part of any well conceived e-Governance agenda

o   e-Governance by definition differs from traditional ICT application to government - automation or computerization

o   e-Governance is a tool for achieving the desired governance transformation

RECALL ONE EGOV INITIATIVE IMPLEMENTED IN YOUR ORGANIZATION WHICH INVOLVED ORGANIZATIONAL TRANSFORMATION.

CAN YOU IDENTIFY CHALLENGES FACED AND BENEFITS OBTAINED?

WAS THE ORGANIZATIONAL TRANSFORMATION NEEDED?

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WHAT ARE THE POSSIBLE APPROACHES TO ORGANIZATIONAL TRANSFORMATION?

CHANGE MANAGEMENT

CHANGE MANAGEMENT

| CHANGE MANAGEMENT | aims to implement different structures, systems and skills in an operating organization. |

WHY?

o   is necessary to ensure the effectiveness of the desired changes

o   ensures that no undesired side effects of the changes are introduced into the organization

o   provides strategies to manage the resistance to change

CHANGE IS THE ONLY CONSTANT IN OUR LIFE.

RESISTANCE TO CHANGE

OBSERVATION | The rate of change in public organizations is generally slow due to resistance from different stakeholders.

REASONS FOR RESISTING CHANGE ARE GENERALLY FEARS:

o   of failing in a changed environment due to uncertainty about it

o   of more control on performance

o   of being controlled by technology

WHY CHANGE EFFORTS FAIL?

TOO MUCH COMPLACENCY	"if it ain't broke, don't fix it" attitude
NO GUIDING COALITION	individuals alone never have the power to carry out large changes
NO VISION	transformation dissolves into confusing, incompatible, time-consuming projects
UNDERCOMMUNICATED VISION	decisions are not in line with the vision
OBSTACLES TO THE NEW VISION	such as structures or compensation systems
NO SHORT-TERM WINS	people give up and join the resistance
DECLARING VICTORY TOO SOON	resistors spot the chance to have change agents send home
CHANGES NOT ANCHORED IN CULTURE	changes won't stick until they become "the way we do things here"

CONSEQUENCES

WITH LACK OR POOR CHANGE MANAGEMENT:

o   New strategies are not implemented well

o   Reengineering takes too long and costs too much

o   Downsizing or rightsizing does not get costs under control

o   Quality programmes do not deliver expected results

EIGHT STEP CHANGE PROCESS

ACTIVITIES		TASKS
UNFREEEZE	defrosting hardened status quo	1 Establishing a sense of urgency 2 Creating the guiding coalition 3 Developing a vision and strategy 4 Communicating the change vision
MOVE	introducing new practices	5 Empowering employees for action 6 Creating short-term wins 7 Consolidating gains, produce more change
FREEZE	grounding changes into organizational culture	8 Anchoring new approaches in the culture

SOURCE OF COMPLACENY:

o   Absense of major or visible crisis

o   Too many visible resources

o   Low overall performance standards

o   Focusing employees on narrow functional goals

o   Wrong performance indexes

o   Lack of sufficient feedback from external sources

o   Culture of low-candor, low confrontation

o   Too much happy talk from senior management

STEP 1 – PUSHING UP URGENCY LEVELS

OBSERVATION | Transformation often starts when a new person is placed in a key role who does not have to defend his past actions.

HOW?

o   Allowing errors to blow up instead of last-minute fixes

o   Eliminating obvious examples of excess

o   Setting targets so high that they cannot be reached through business-as-usual

o   Sending more (negative) information regarding clients and performance to more employees

o   Insisting that managers and employees talk to unsatisfied clients and unhappy suppliers regularly

o   Using external consultants to force relevant data and honest discussion into management meetings

o   Bombarding people with information regarding future opportunities

OBSERVATION	If there is not enough trust within the guiding coalition or between the coalition and the employees, change efforts are doomed to fail.

CHARACTERISTICS OF THE GUIDING COALITION:

POSITION POWER	With enough key players on board and those who are left out cannot block progress
EXPERTISE	Various points of view – discipline, experience, nationality etc. – relevant to the task in hand are adequately represented leading to informed and intelligent decisions
CREDIBILITY	With enough people with good reputations so that its pronouncements will be taken seriously by the employees
LEADERSHIP	Leadership and management working in tandem: leadership drives change, management controls process

GUIDING COALITION NEEDS TO MAKE THINGS HAPPEN – HOW?

FINDING RIGHT PEOPLE
- strong position power, broad expertise, high credibility
- leadership and management skills
- change group must share diagnosis of organizational problems, otherwise they'll not agree on the cure

CREATING TRUST
- lots of talk and joint activities with the employees, such as off-site events
- trust must be raised to have people looking beyond their small world and creating a common goal

DEVELOPING A COMMON GOAL
- sensible to the head
- appealing to the heart

VISION	refers to a picture of the future with some implicit or explicit commentary on why people should strive to create that future.

CHARACTERISTICS OF A GOOD VISION:

IMAGINABLE	Conveys a picture of what the future will look like
DESIRABLE	Appeals to the long term interests of employees, clients, and other stakeholders
FEASIBLE	Comprises realistic, attainable goals
FOCUSED	Clear enough to provide guidance in decision making
FLEXIBLE	General enough to allow individual initiative and alternative responses in light of changing conditions
COMMUNICABLE	Can be successfully explained within 5 minutes

STEP 3 — VISION, STRATEGY, ETC.

LEADERS	RESPONSIBLE FOR DOING THE RIGHT THINGS - EFFECTIVENESS	
CREATE	VISION	sensible and appealing picture of the future
	STRATEGIES	logic on how the vision can be achieved
	PROGRAMS AND PROJECTS	for implementing the strategy

MANAGERS	RESPONSIBLE FOR DOING THINGS RIGHT - EFFICIENCY	
CREATE	PLANS	steps and timetables to implement the strategies
	BUDGETS	plans converted into financial projections

STEP 3 – CREATING EFFECTIVE VISION

FIRST DRAFT	Vision process oftens starts with an initial statement of a single individual, reflecting his dreams and real needs
GUIDING COALITION ROLE	The first draft is modeled over time by the guiding coalition or even a larger group of people
IMPORTANCE OF TEAMWORK	The group process of developing the vision only functions with good teamwork
ROLE OF THE HEAD AND THE HEART	Both analytical thinking and some dreaming are essential throughout the activity
MESSINESS OF THE PROCESS	Vision creation is usually a process of two steps forward and one step back, moving from left to right
TIME FRAME	Vision is never created in a single meeting
END PRODUCT	The process results in a direction for the future that is desireable, feasible, flexible, conveyable in 5 minutes max.

STEP 4 – COMMUNICATING THE VISION

SIMPLICITY	All jargon and technobabble must be eliminated
METAPHOR AND ANALOGY	A verbal picture is worth a thousand words
MULTIPLE FORUMS	Same message should come from many different locations – large group meetings, memos, posters - and stand a better chance of being heard and remembered
REPETITION	Ideas sink in deeply only after they have been heard many times
LEADERSHIP BY EXAMPLE	Behaviour from important people that is inconsistent with the vision overwhelms other forms of communication
EXPLANATION OF SEEMING INCONSISTENCIES	Unaddressed inconsistencies undermine the credibility of all communication
GIVE AND TAKE	Two-way communication is always more powerful than one-way communication, if people do not accept the vision, the next two steps in the process will fail.

STEP 5 — EMPOWERING EMPLOYEES

BARRIERS TO EMPOWERMENT (4S)	
STRUCTURES	Client-focused visions often fail because of client-unfocussed organizational structures
SKILLS	o People are expected to change habits build up over years or decades with a few days of training o People are given a course before they start their new jobs, but are not provided with mentoring while on the job
SYSTEMS	o Promotion and compensation systems must be geared towards objectives and create useful change o Hire and fire systems must be in line with the new vision
SUPERVISORS	If one behavioural aspect of a supervisor is changed, great pressure is put to switch this aspect back to the way it was

STEP 5 — EMPOWERING PEOPLE

COMMUNICATING VISION TO EMPLOYEES	If employees have a shared sense of purpose, it will be easier to initiate actions to achieve that purpose
MAKING STRUCTURES COMPATIBLE WITH THE VISION	Unaligned structures block needed action
PROVIDING TRAINING TO EMPLOYEES	Without the right skills and attitude, people feel disempowered and anxious
ALIGING INFORMATION AND PROMOTION SYSTEMS TO VISION	Otherwise they block needed action
CONFRONTING SUPERVISORS WHO UNDERCUT THE NEEDED CHANGE	Nothing disempowers people the way a bad boss can

STEP 6 – CREATING SHORT-TERM WINS

OBSERVATION	Short-term wins must be planned, organized accordingly, and implemented.

CHARACTERISTICS OF SHORT-TERM WINS:

VISIBILITY	o Large number of people can see by themselves that the result is real o Visible results build the credibility needed to sustain efforts over longer periods of time
UNAMBIGUITY	o There is little argument over the win o Wins are clearly related to the change effort

STEP 6 — ROLE OF SHORT-TERM WINS

PROVIDING EVIDENCES THAT SACRIFICES ARE WORTH IT	Wins greatly help justify the short-term costs involved
REWARDING CHANGE AGENTS	After much hard work, positive feedback builds morale and motivation
HELPING FINE-TUNE VISION AND STRATEGIES	Short-term wins give the guiding coalition concrete data on the viability of their ideas
UNDERMINING CRITICS	Clear improvements in performance make it difficult for people to block needed change
KEEPING BOSSES ON BOARD	Providing those higher in the hierarchy with evidence that the transformation is on track
BUILDING MOMENTUM	Turns neutrals into supporters, reluctant supporters into active helpers

STEP 7 – CONSOLIDATING GAINS

OBSERVATION | Do not declare victory after the first performance improvement.

WHY?

o   The celebration of short-term wins can be lethal if the urgency is lost afterwards.

o   Until changed practices attain a new equilibrium and have been driven into the culture, they can be very fragile.

o   Because all functions of an organisation are inter-dependendent, change now needs to be comprehensively carried through.

STEP 8 — ANCHORING NEW APPROACH

CULTURE	refers to norms, behavior and shared values among a group of people (*the way we do things out here).*
OBSERVATION	New approaches must be anchored to the culture.

CULTURE IS POWERFUL AND DIFFICULT TO GRAB AND CHANGE:

WHY?
- o Expresses itself through actions of allmost everyone in the organization
- o Happens without conscious intent and is difficult to challenge or discuss

CULTURE CHANGES ONLY AFTER:

Peoples actions were successfully altered

New behaviour produces some group benefit for a period of time

People see the connection between the new actions and the performance improvement

ANCHORING NEW APPROACHES IN THE CULTURE COMES LAST — WHY?

DEPENDS ON RESULTS	New approaches only sink into the culture after it is absolutely clear that they work and are superior to old methods
REQUIRES A LOT OF COMMUNICATION	Without verbal instructions and support, people are often reluctant to admit the validity of new practices
CHANGES PROMOTION PROCESSES	If promotion processes are not changed to be compatible with the new practices, the old culture will reassert itself
MAY INVOLVE STAFF REPLACEMENT	Sometimes the only way to change culture is to change key people

RECALL ONE MAJOR CHANGE INTRODUCED IN YOUR AGENCY.

WERE ANY OF THE STEPS OF THE CHANGE MANAGEMENT PROCESS ADOPTED? WHAT WERE THE RESULTS?

WERE ANY OF THE STEPS OF THE CHANGE MANAGEMENT PROCESS NON-ADOPTED? WHAT WERE THE RESULTS?

OVERVIEW

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BUSINESS PROCESS REENGINEERING

BUSINESS PROCESS REENGINEERING

BUSINESS PROCESS REENGINEERING (BPR)	involves the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical contemporary measures of performance such as cost, quality, service and speed. *[Hammer and Champy]*

GOALS:

EFFECTIVENESS	following outcome-based approach
EFFICIENCY	reducing costs, time and efforts
CONVENIENCE	for customers

PRINCIPLES

Organize business processes around outcomes, not tasks

Identify all the processes in an organization and prioritize them

Do not automate existing ineffective processes

Capture information once and at the source

BUSINESS PROCESS

BUSINESS PROCESS	a sequence of related tasks which make up a business activity.

EXAMPLE	PROCESS	STRUCTURE

ISSUING BUSINESS LICENSE

FUNCTION → AGENCY

executed through

ISSUING RESTAURANT LICENSE

BUSINESS PROCESS → DEPARTMENT

decomposed into

SUBMITTING APPLICATION
VALDATING APPLICATION
ANALYIZING ELIGIBILITY
…

ACTIVITY → UNIT

realized by

ANALYZING SANITARY CONDITIONS
ANALYZING FIRE SECURITY
…

TASK → UNIT

COMMON BUSINESS PROCESSES

OBSERVATION	Common Business Processes (CBP) provide an important tool for the transformation of government. Most OECD countries include a focus on developing CBPs as part of their e-government strategy. *[OECD]*

BENEFITS	WHY?
Improving efficiency and effectiveness	By eliminating duplication within and across agencies and reducing data entry errors
Improving seamless service delivery	By facilitating the information exchange among agencies
Reusing solutions	By disseminating innovation across government and eliminating the need for agencies to "reinvent the wheel"
Improving interoperability	By promoting common standards and standardized processes
Consolidating capacity	By eliminating fragmentation of the agencies
Focusing on core activities	By providing the option for contracting out some services
Administrative simplification	By making elements of service delivery common and creating pressure for better aligned strategies and programmes

BPR IN THE PUBLIC SECTOR

BPR IS WIDELY USED IN THE PUBLIC SECTOR

RE-INVENTING DEMOCRACY	Treating citizens as stakeholders and clients and including them in the governance process
INFORMATION TECHNOLOGY	Providing dramatically better ways of simplifying government and involving citizens through ICT
ALTERNATIVE MECHANISMS FOR GOVERNMENT (SERVICES DELIVERY)	Increasing the use of quasi-autonomous non-governmental organizations (Quangos – Quasi Autonomous NGOs)
OUTCOMES AND PERFORMANCE	Defining and measuring desired outcomes and holding governments accountable for them
PARTNERSHIPS	Creating intergovernmental, public-private and labor-management partnerships

BPR METHODOLOGY

1	ENVISION NEW PROCESSES
2	INITIATE CHANGE
3	PROCESS DIAGNOSIS
4	PROCESS REDESIGN
5	RECONSTRUCTION
6	PROCESS MONITORING

STEP 1 — ENVISION NEW PROCESSES

HINTS

o   Ensure management support

o   Identify reengineering opportunities

o   Identify enabling technologies

o   Align with organizational strategy

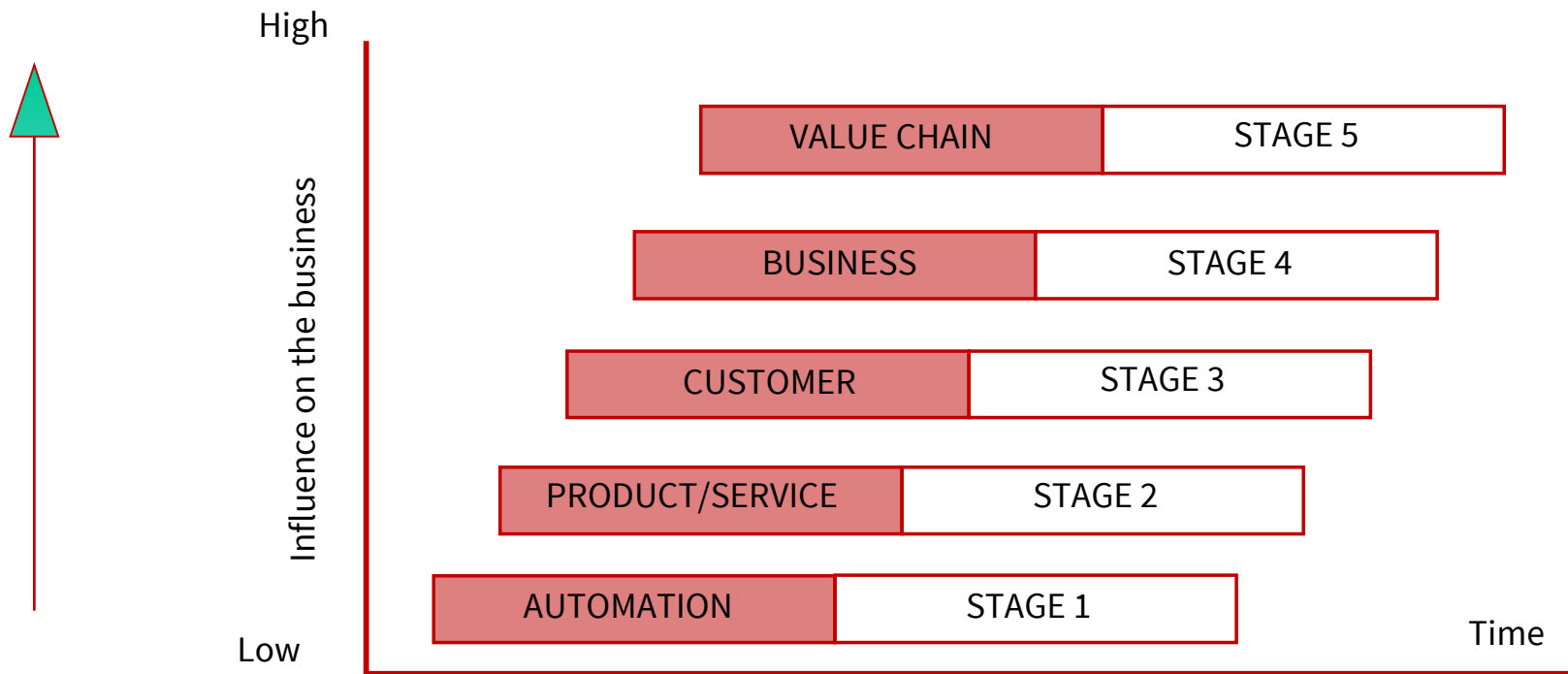HINTS

o   Set up the reengineering team

o   Outline performance goals

REQUIREMENT | An assessment must be done about how IT is aligned to creating value for the organization.

MATURITY MODEL FOR ASSESSING IT ORGANIZATION:

EACH GROWTH STAGE REPRESENTS A TRANSFORMATION OF THE IT ORGANZIATION:

PEOPLE	Skills and competencies
PROCESSES	Ways of workings
STEERING	The goals and results to be realized
ATTITUDES	Values, beliefs and the way in which IT behaves towards the organization and IT users
INTERACTIONS	Degree of interactions between IT and the organization and stakeholders

OBSERVATIONS	Growth is done step by step. Not every IT organization needs to be at the highest level.

STEP 4 – PROCESS REDESIGN

o   Develop alternative process scenarios

o   Develop new process design

o   Design human resource architecture

o   Select IT platform

o   Develop overall blueprint and gather feedback

STEP 5 – RECONSTRUCTION

A CHECKLIST BEFORE CUT-OVER TO NEW CAPABILITIES INCLUDES ASKING:

o   Is the organisation ready?

o   Is the staff ready?

o   Are businesses and/or citizens ready?

o   Is contract management in place?

o   Is service management in place?

o   Is benefits management in place?

o   Is performance management in place?

o   Are changes ahead been thought through?

STEP 6 – PROCESS MONITORING

A CHECKLIST OF KEY ISSUES AFTER TRANSITIONING TO A NEW SOLUTION INCLUDES ASKING:

o   Was the business case justification realistic?

o   Have changes throughout the project compromise our original intentions?

o   Have we done a post-implementation review?

o   Do we have enough qualified personnel to manage operations including fulfilment contract with third parties?

o   Are we actively seeking to improve performance?

o   Are we measuring performance?

o   Are we setting maturity targets?

RECALL ONE BUSINESS PROCESS THAT WAS REENGINEERED IN YOUR ORGANIZATION.

PLEASE DESCRIBE THE BPR PROCESS THAT WAS FOLLOWED.

EXPLAIN SOME OF THE CHALLENGES FACED.

EXPLAIN SOME OF THE BENEFITS OBTAINED.

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WHAT WAS PRESENTED IN THIS MODULE?

SUMMARY 1

ORGANIZATIONAL TRANSFORMATION	Radical changes in organizational structure, culture, business processes and service delivery to meet organizational and customers' needs.
GOVERNMENT REFORM	Response to pressure from citizens and other stakeholders towards, among other things, improved service quality and higher internal efficiency while being transparent and accountable → GOOD GOVERNANCE

TRENDS IN GOVERNMENT TRANSFORMATION

New Public Management	Cost driven
Whole-of-Government Approach	User driven
Public Value Management	Value driven

E-GOVERNANCE AND REFORM	Mutually dependent - Reform is needed for implementing e-Governance; e-Governance facilitates Reform

APPROACHES TO REFORM

Policy reform	Knowledge Management
Electronic Governance	Result-Based Management
Business Process Reengineer	Risk Management
Change Management	

CHANGE MANAGEMENT	UNFREEZE	Establishing a sense of urgency
		Creating the guiding coalition
		Developing a vision and strategy
		Communicating the change vision
	MOVE	Empowering employees for action
		Creating short-term wins
		Consolidating gains, produce more change
	FREEZE	Anchoring new approaches in the culture

BUSINESS PROCESS
REENGINEERING

1   ENVISION NEW PROCESSES

2   INITIATE CHANGE

3   PROCESS DIAGNOSIS

4   PROCESS REDESIGN

5   RECONSTRUCTION

6   PROCESS MONITORING

THANK YOU FOR YOUR ATTENTION.

QUESTIONS?

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4 | Etc.