Government by Design
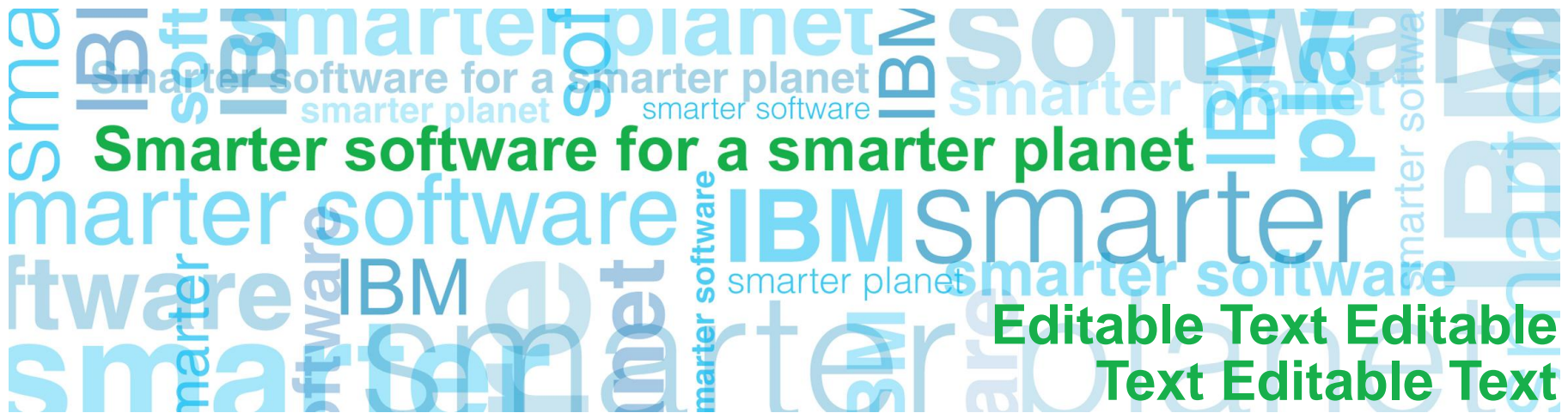
Techniques for Designing and Managing the Business of Government

Jim Amsden (jamsden@us.ibm.com)
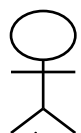

IBM Rational Software

No matter the variable forces at play, often the core issue is the lack of a cohesive and inclusive process

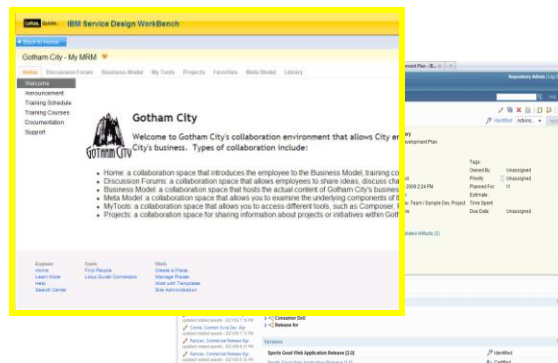*Careful and proper information management helps you:*

1. **Do the right things:** through results-based budgeting and policy analysis

2. **Do things right:** through performance assessment and management aligned with policy initiatives

3. **Manage change:** for continuous refinement of delivered services through process optimization to deliver the results citizens want at a price they are willing to pay

The Rational Service Design Workbench provides the tools needed to help address challenges and deliver results
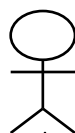
Business User

- Collaborate – forums, wikis, news, defects, enhancement, etc.
- Capture, validate and reason about model content
- Review business component content published from SA
- Optional: Review and edit Public Sector Model with SA/XT

Lotus Connections, SA/XT, SA Publisher

Business Analyst

System Architect, RAM, RPE, Cognos
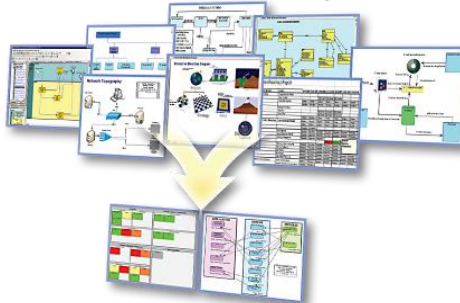
- Create & manage business components
- Build relationships between components
- Query business components
- Compare business components in one municipality or across municipalities
- Import/Export business component matrices
- Elaborate on business components with documents, BPMN diagrams, UC diagrams
- Compare and merge content from different analysts

Planner

Focal Point, Cognos

- Perform cost/benefit analysis
- Weight user importance against factors such as cost, development times, and available resources
- Build, buy, or outsource decision
- Optimize program and asset operations/maintenance

File Edit View Format Draw Tools Dictionary Reports Window Help

10

Search Text Search Advanced...

Explorer

All

Message Flow
Meta Object
MRM Change Driver
MRM Change Driver Type
MRM Element
MRM Location Type
MRM Need
MRM Needs Category Type
MRM Organization Unit
MRM Organization Unit Type
MRM Outcome
MRM Output
MRM Performance Indicator
MRM Process
MRM Process Level Type
MRM Process Responsibilities
MRM Process Type
MRM Program
MRM Program Impacts
MRM Project
MRM Project Type
MRM Resource
MRM Resource Authorities
MRM Resource Type
MRM Role Type
MRM Service
MRM Service Accountabilities
MRM Service Level Agreements
MRM Service Value
MRM Target Group
Objective
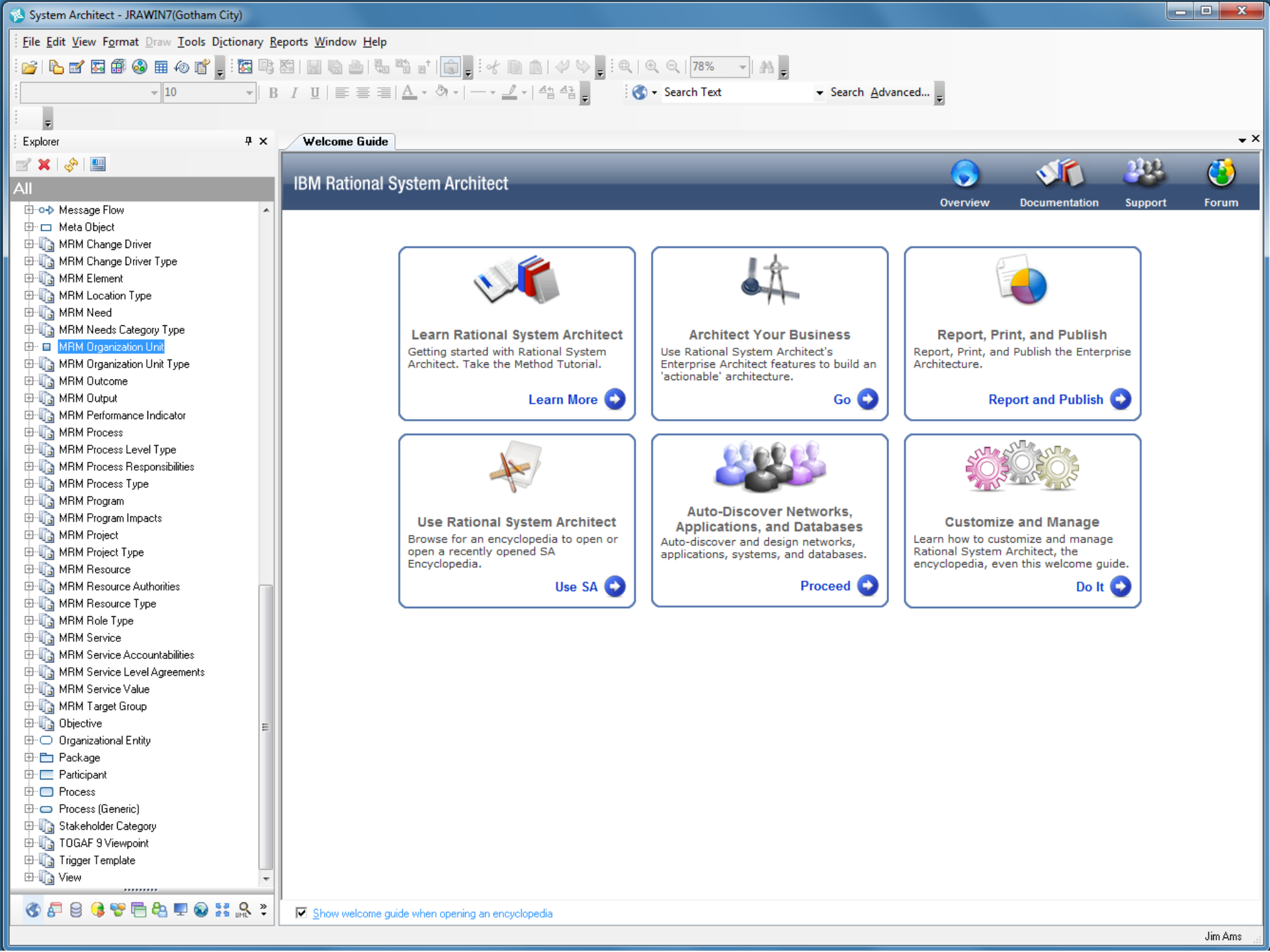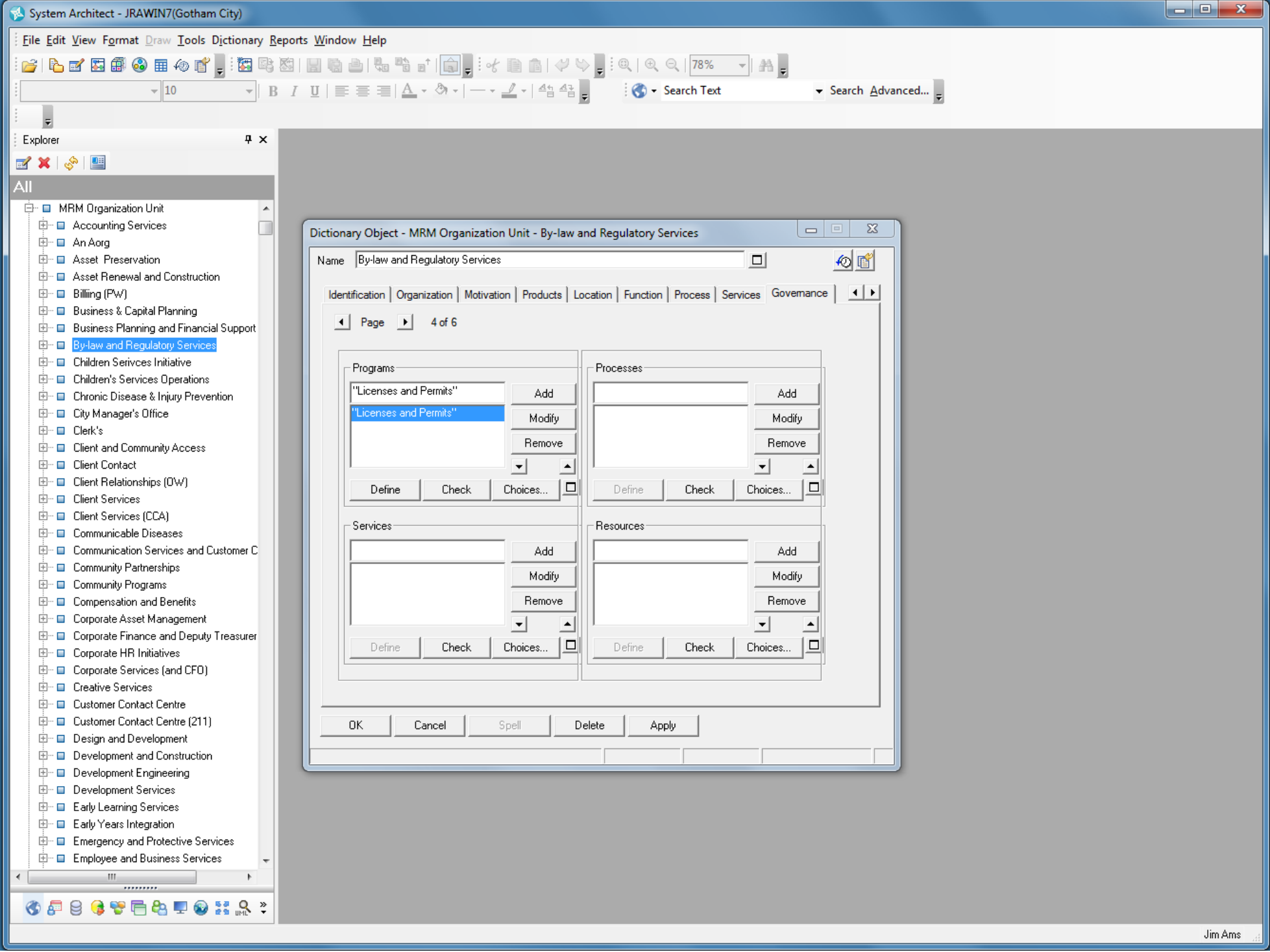Organizational Entity
Package
Participant
Process
Process (Generic)
Stakeholder Category
TOGAF 9 Viewpoint
Trigger Template
View

Welcome Guide

IBM Rational System Architect

Overview Documentation Support Forum

Learn Rational System Architect
Getting started with Rational System Architect. Take the Method Tutorial.

Learn More

Architect Your Business
Use Rational System Architect's Enterprise Architect features to build an 'actionable' architecture.

Go

Report, Print, and Publish
Report, Print, and Publish the Enterprise Architecture.

Report and Publish

Use Rational System Architect
Browse for an encyclopedia to open or open a recently opened SA Encyclopedia.

Use SA

Auto-Discover Networks, Applications, and Databases
Auto-discover and design networks, applications, systems, and databases.

Proceed

Customize and Manage
Learn how to customize and manage Rational System Architect, the encyclopedia, even this welcome guide.

Do It

☑ Show welcome guide when opening an encyclopedia

Jim Ams

File Edit View Format Draw Tools Dictionary Reports Window Help

All

MRM Organization Unit
- Accounting Services
- An Aorg
- Asset Preservation
- Asset Renewal and Construction
- Billing (PW)
- Business & Capital Planning
- Business Planning and Financial Support
- By-law and Regulatory Services
- Children Serivces Initiative
- Children's Services Operations
- Chronic Disease & Injury Prevention
- City Manager's Office
- Clerk's
- Client and Community Access
- Client Contact
- Client Relationships (OW)
- Client Services
- Client Services (CCA)
- Communicable Diseases
- Communication Services and Customer C
- Community Partnerships
- Community Programs
- Compensation and Benefits
- Corporate Asset Management
- Corporate Finance and Deputy Treasurer
- Corporate HR Initiatives
- Corporate Services (and CFO)
- Creative Services
- Customer Contact Centre
- Customer Contact Centre (211)
- Design and Development
- Development and Construction
- Development Engineering
- Development Services
- Early Learning Services
- Early Years Integration
- Emergency and Protective Services
- Employee and Business Services

Dictionary Object - MRM Organization Unit - By-law and Regulatory Services

Name By-law and Regulatory Services

Identification | Organization | Motivation | Products | Location | Function | Process | Services | Governance

Page 4 of 6

Programs
"Licenses and Permits"

"Licenses and Permits"

Add Modify Remove

Define Check Choices...

Processes

Add Modify Remove

Define Check Choices...

Services

Add Modify Remove

Define Check Choices...

Resources

Add Modify Remove

Define Check Choices...

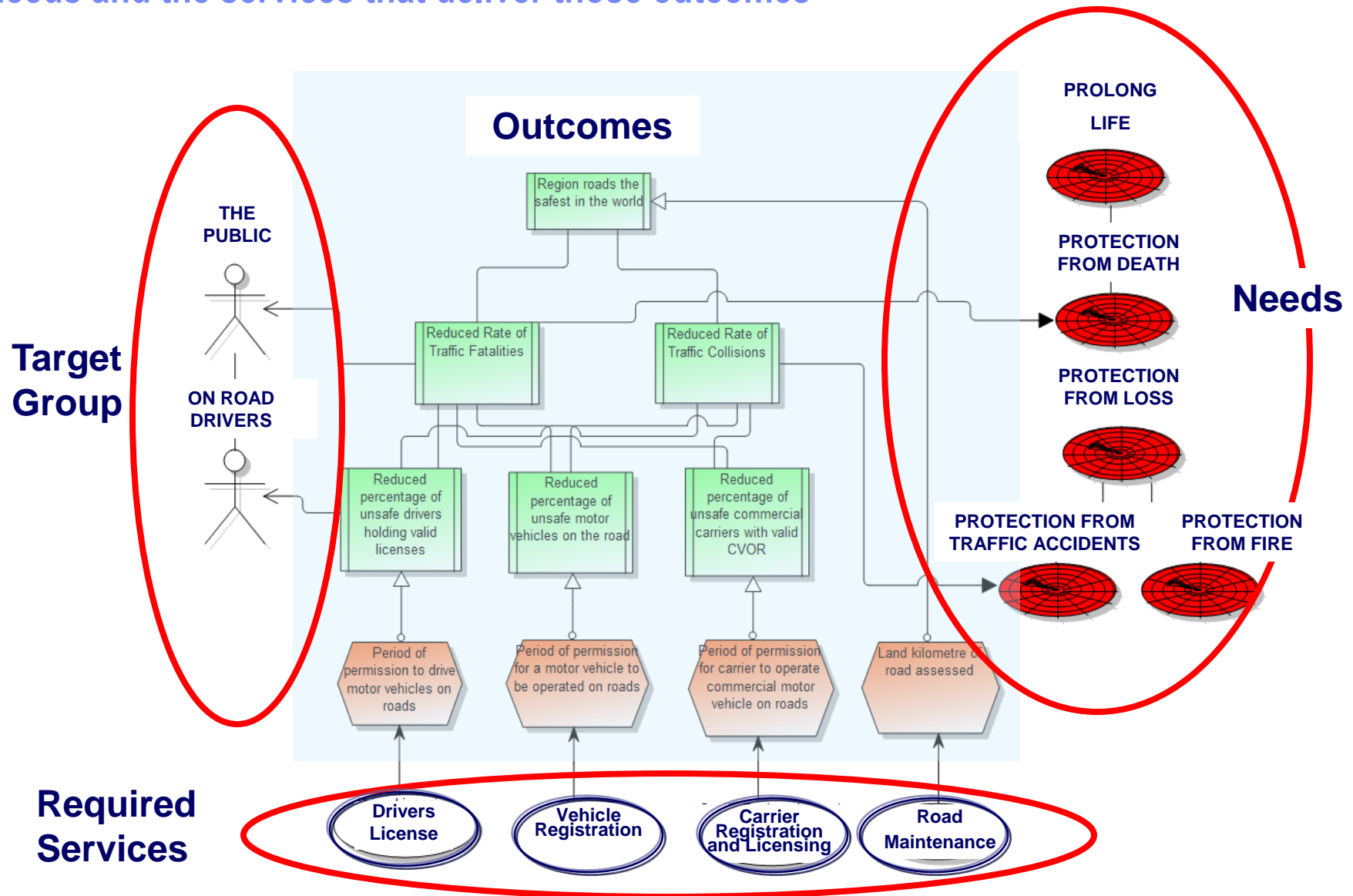OK Cancel Spell Delete Apply

Jim Ams

MRM can be used in a number of ways to facilitate results-based government

- **Strategic Planning** - Determining results you wish to achieve and the strategies for achieving them

- **Public Sector Business Architecture** – Designing the programs and services that deliver the outcomes that address citizens' needs

- **Budgeting for Outcomes** - Determining the services and service levels that provide the outcomes citizens want at a price they are willing to pay

- **Performance Management** - Assessments of performance indicator actual vs. target values to drive operational improvements and inform future strategic planning activities to close the right performance gaps

- **Identify opportunities to exploit Information Systems solutions** – Define the associated applications, data sources and platform technical architectures in support of the efficient, cost effective realization of public services – delivering more with less through IT exploitation
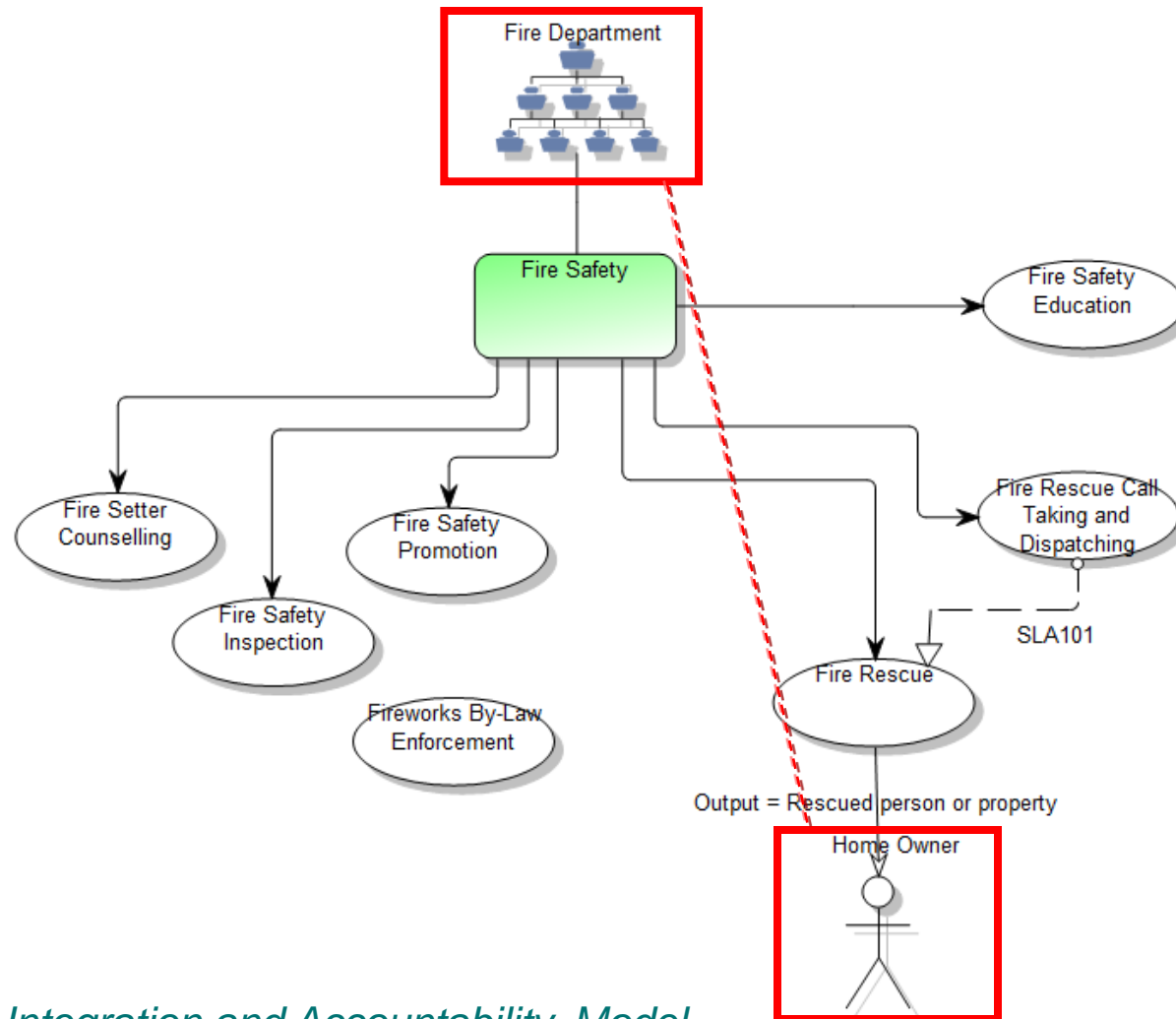
Organizing city goals into specific results areas allows you to connect services to goals and outcomes

A Model, Unified, Creative City

Sustainable Communities | Public Safety | Open & Effective Government | Innovation | Economic Development | Children and Families

Reduction of Neighborhood Blight | Prevention | Internal/External Customer Service | Technology & Infrastructure | Workforce Growth & Enhancement | Safe Environment

Infrastructure Improvements | Policing | Integrity | Research | Spur Growth of New Businesses | Recreation/Culature

Improved Quality of Life | Emergency Preparedness & Response | Effective Partnerships | Human Capital & Culture | Provide Business Support Services | Jobs

Improved Community Quality | Effective Criminal Justice System | Best Practices & Innovation | Cultivation | Promote Existing Business | Health

Energy / Environmental Management | Community Partnerships | Align Planning Budgeting, Results | Collaboration | Foster Economic Development Collaboration | Education

A Program Logic Model show the outcomes required to address target group needs and the services that deliver those outcomes

Target Group

THE PUBLIC

ON ROAD DRIVERS

Outcomes

Region roads the safest in the world

Reduced Rate of Traffic Fatalities

Reduced Rate of Traffic Collisions

Reduced percentage of unsafe drivers holding valid licenses

Reduced percentage of unsafe motor vehicles on the road

Reduced percentage of unsafe commercial carriers with valid CVOR

Period of permission to drive motor vehicles on roads

Period of permission for a motor vehicle to be operated on roads

Period of permission for carrier to operate commercial motor vehicle on roads

Land kilometre of road assessed

Needs

PROLONG LIFE

PROTECTION FROM DEATH

PROTECTION FROM LOSS

PROTECTION FROM TRAFFIC ACCIDENTS

PROTECTION FROM FIRE

Required Services

Drivers License

Vehicle Registration

Carrier Registration and Licensing

Road Maintenance

Connecting goals to outcomes requires showing the accountability from government organizations to citizen target groups

Service Integration and Accountability Model

Consider the problem of animal control in Gotham City

- We start by exploring accountable organization units
- This diagram shows the organization unit hierarchy that is in the problem scope
- By-law and Regulatory Services is accountable for the Licenses and Permits program
- This program delivers public health outcomes

A SIAM diagram shows policies for what the organization units are accountable for and to whom
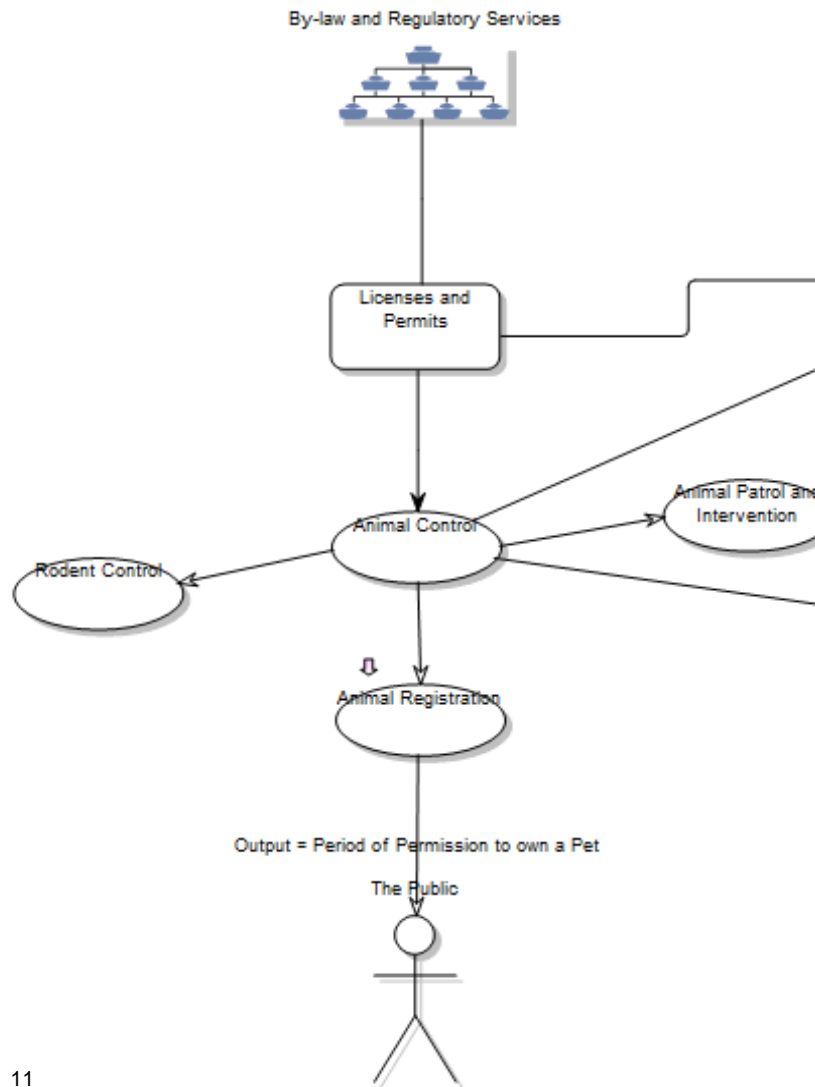
- The Animal Registration service has a child diagram that is a BPMN processes for the implementation of that service (chart 35)
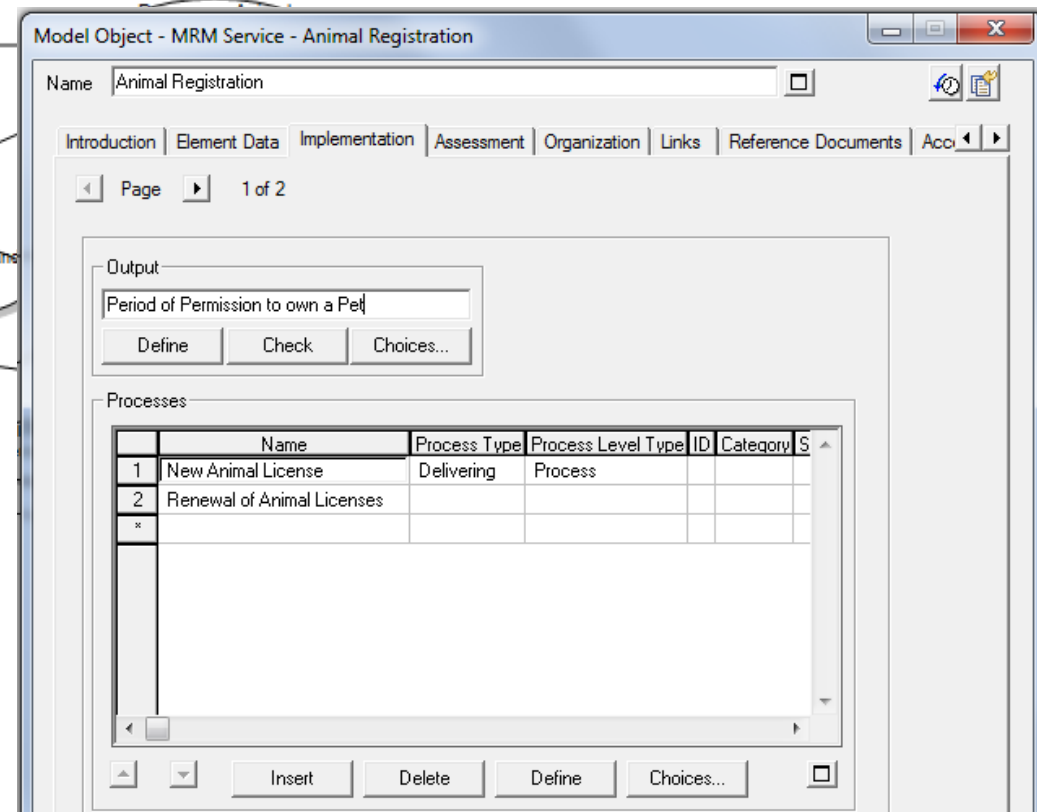
Implementation of a service, possibly involving multiple processes

- The Animal Registration service is implemented using two processes
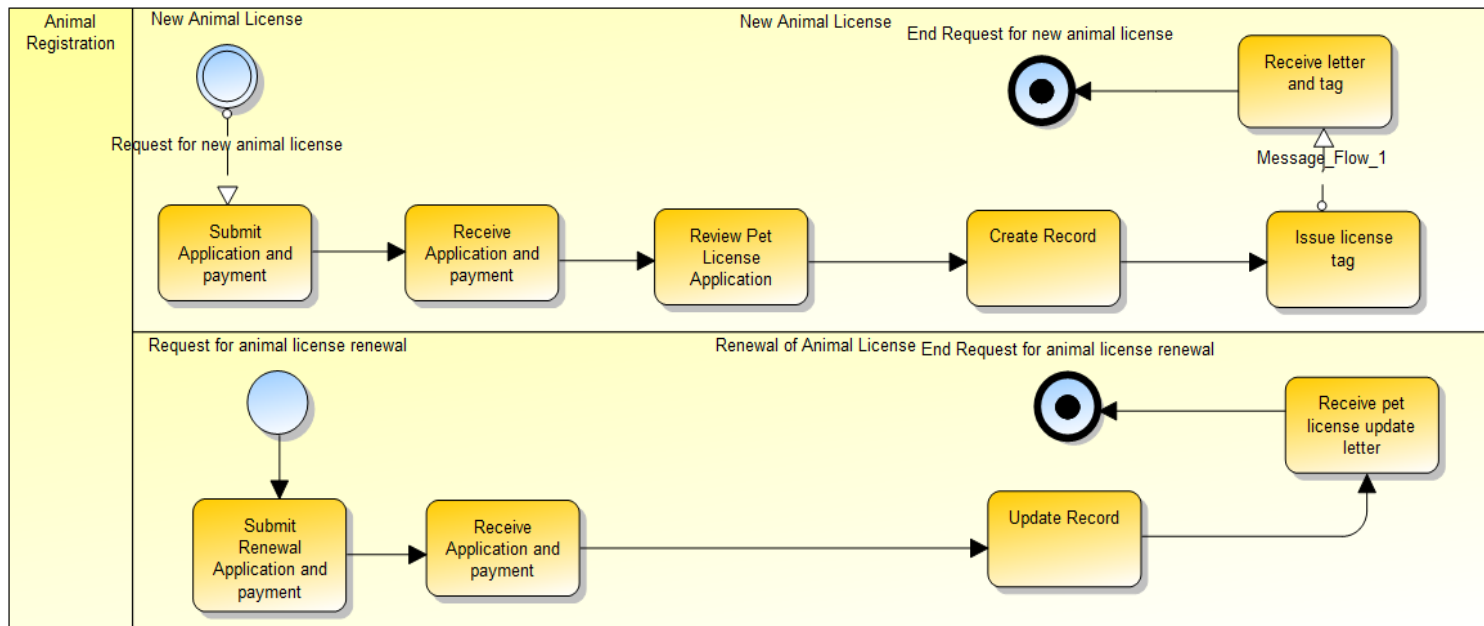
- Pools represent services while lanes can be used to depict the different processes that are involved in implementing the service

- Message exchanged between services represented by pools can describe the details of the interactions between services described by their service level agreements.

Planning requires a process that delivers the best results from available revenue
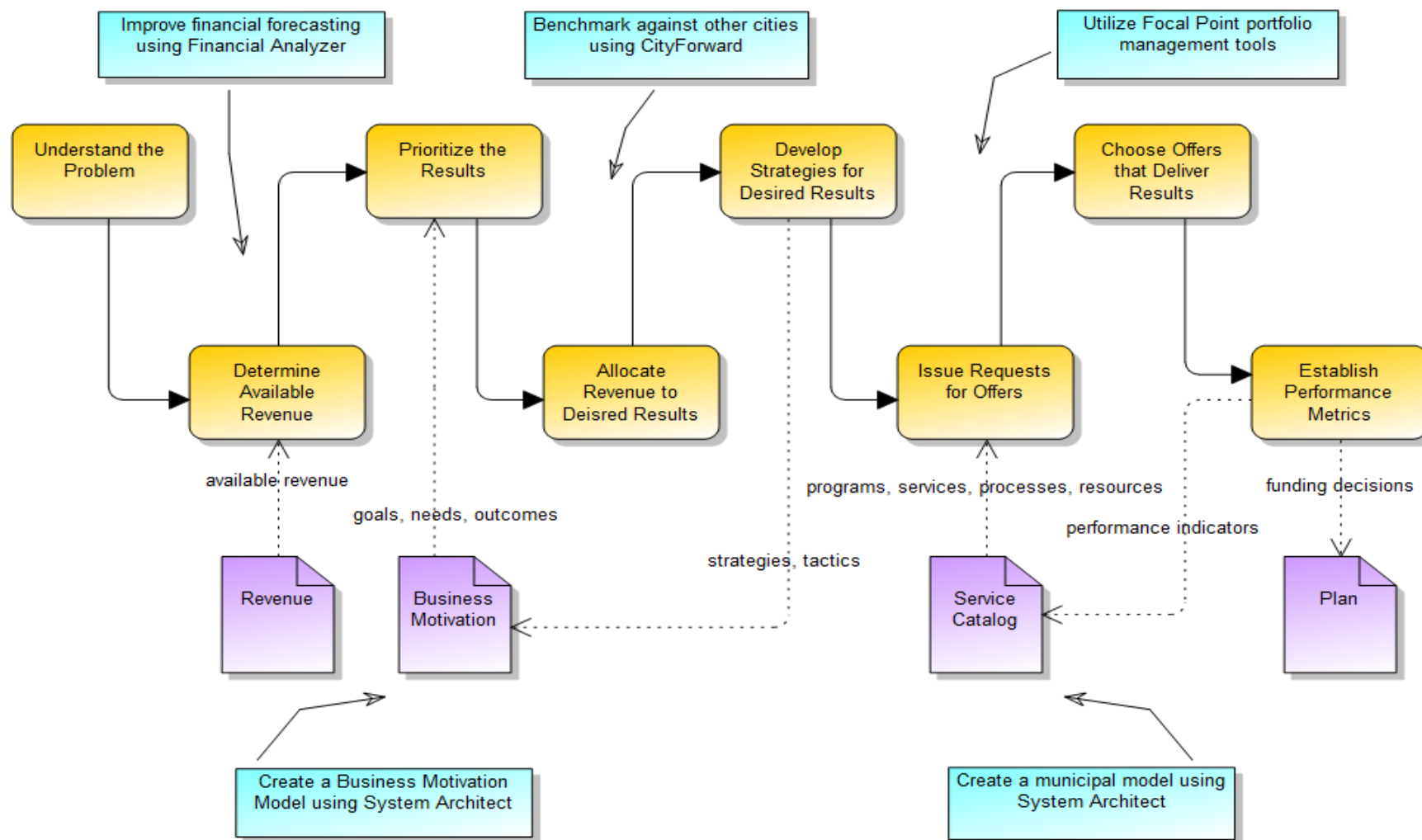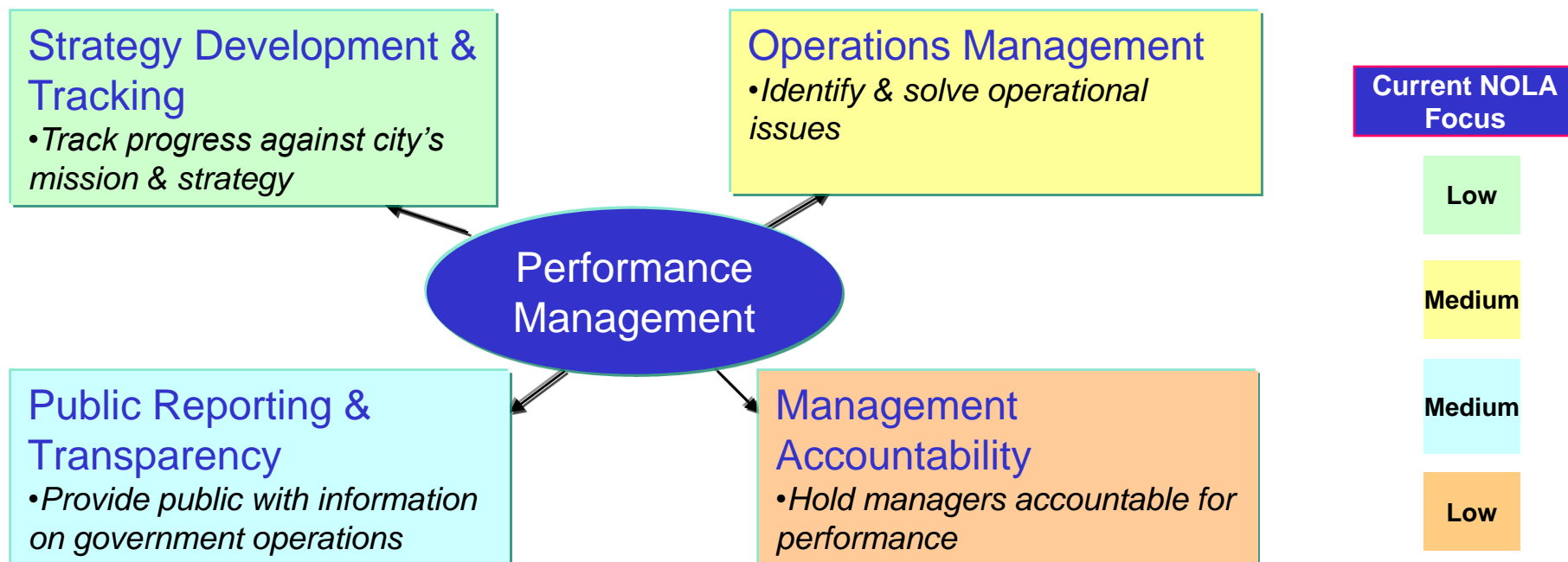

Budgeting For Outcomes

Do what-if scenarios to determine the impact of choices

- What programs are we proposing to change and why?

- Which projects should we invest in to maximize outcomes while minimizing costs?

- Is our project portfolio aligned with our goals?

- Are we incurring acceptable levels of risk?

- What are the potential effects of various choices we might make?
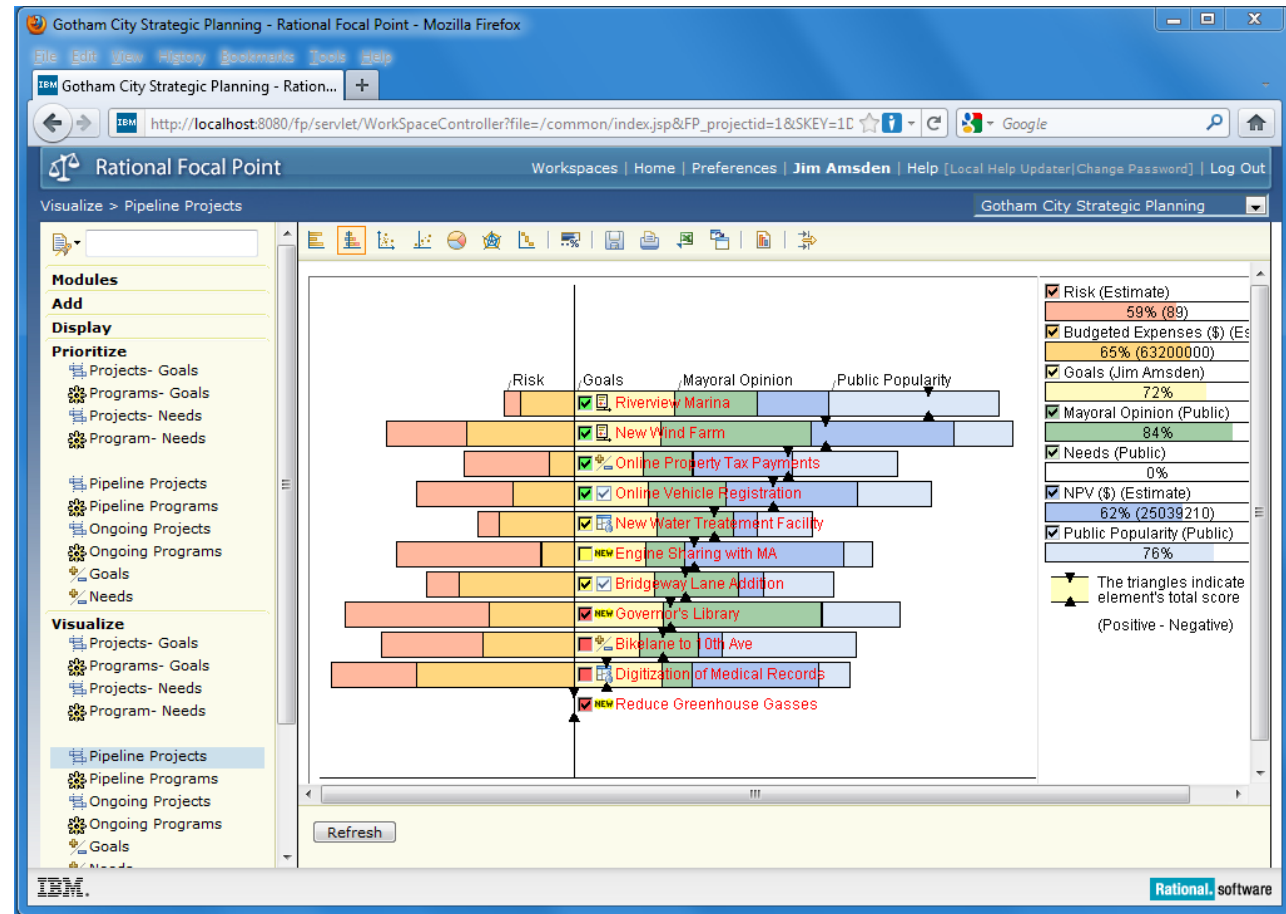
Planning and Performance Management – Analysis / Recommendations

Performance Management can be enriched following agreement on reporting focus

Strategy Development & Tracking
•*Track progress against city's mission & strategy*

Operations Management
•*Identify & solve operational issues*

Performance Management

Public Reporting & Transparency
•*Provide public with information on government operations*

Management Accountability
•*Hold managers accountable for performance*

Current NOLA Focus

Low

Medium

Medium

Low

Priority Enhancements
•Develop 'State of the City' Scorecard or Mayoral Dashboard
•Automate existing reports while improving KPIs

Followed by:
•Deeper operational performance reporting in select areas
•Evolution of BlightStat to increase strategic focus
•Adoption of new STAT programs for multi-agency, cross-sector issues
•Extended public information sharing on neighborhood outcomes

Use heat maps to visualize performance gaps and problem areas
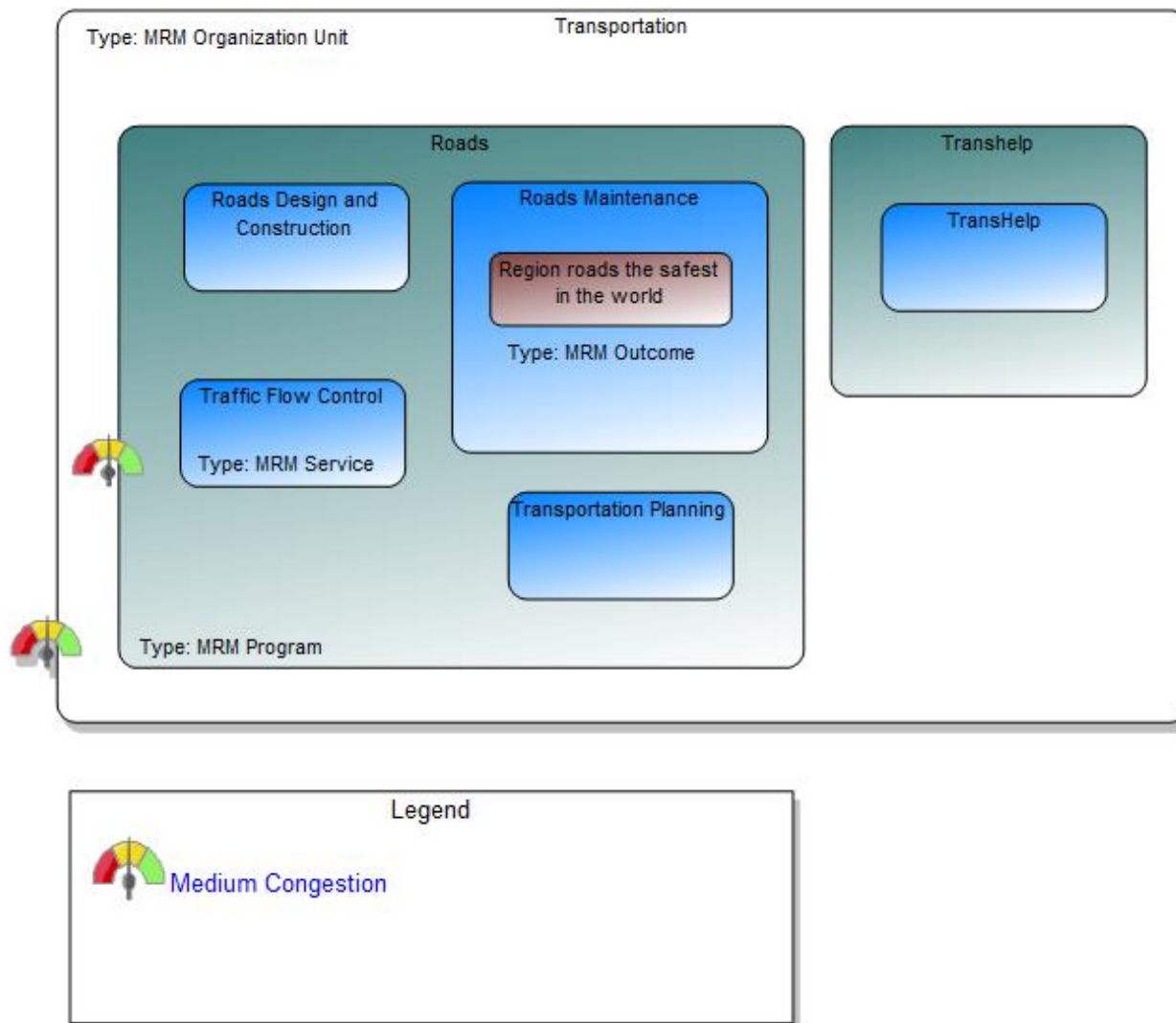
Connecting Business and IT: Use the TOGAF ADM as a method for creating and evolving your enterprise architecture to meet business needs

The Service Delivery Workbench and related SaaS offerings can be delivered in the Cloud

- [Planning and Budgeting for Smarter Government Powered by CloudOne](#)

- IBM Rational System Architect – Core SDW capabilities

- IBM Rational System Architect Publisher Add – to publish models to the web

- IBM Rational System Architect XT - for business analyst Web Access

- IBM Rational Publishing Engine – for document generation

- Rational Focal Point – for prioritization, planning and portfolio management

- Lotus Connections (or Lotus Quickr) – for collaboration on planning and other activities within and across government organizational boundaries

- MISA MRM VPC – For the purpose of managing and governing the MRM by the MRM Working Group as directed by the MRM Steering Committee

- Hosting Services:
  - Standard 2-5 Product offering
  - 25G storage included
  - Standard BW included