

E-government Unit State Services Commission

End of Phase Report e-Services Opportunities Project Phase I – Services List

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Document History

| Version | Date | Author | Comment |
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| 0.1 | 22 March | Larry Holmes | Preliminary |
| 0.2 | 27 March | Narayanan | Input from Unisys Project Manager |
| 0.3 | 2 April | Larry Holmes | Review draft |
| 0.4 | 12 April | Larry Holmes | Reviewed with Hexad (Derek & Christine) Major revision |
| 0.5 | 22 April | Larry Holmes | Revision for EGU review |

Distribution List

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| | Project Sponsor |
| | Delivery Manager |
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| | Project Team |

DOCUMENT RATIONALE

Objective of Document

The purpose of this report is to:

- Close Phase I – we have reached the planned endpoint of this phase;
- Document lessons we learnt; and
- Assess what has been completed, how well, etc and what is still outstanding.

Review Approach

Comparing project deliverables against what has been achieved will provide an assessment of how well Phase I proceeded. Where the requirement was not fulfilled the Programme Office (PO) wants to know what impact this had on Phase I and following phases.

For the purposes of this report the view of what we achieved is based on the original terms of reference as well as “intent”. It is important to include intent because we knew we would be learning as we progressed and changes would be likely for all phases, including Phase I.

The scope of this review is the deliverables of Phase I. This includes the development of the analysis framework, the (collection of) list of services and an initial view on integration possibilities. Specifically excluded from the review is the detail Phase II + planning. Phase II + planning will proceed separately.

SUMMARY

The key critical success factors for this phase are:

- Short, sharp and focussed unit of work where a time-box is strictly applied;
- Focus on the collection of the services list, including the methodology to do this;
- Collect enough data, using NZGLS, for the web portal and
- Collect enough data on what services are delivered to inform further thinking on the role of E-services within the EGovt Programme.

Did we achieve the project objectives? On the whole we did. The project was certainly driven within tight but, where necessary, flexible time frames. The data collection exceeded initial scope. Certainly we have used the data collected as input to following phases, as well as starting to provide input to Review of the Centre (RotC) work programme. The identification of integration opportunities is an unbounded task; we certainly have identified integration opportunities that will now be feed into RotC and E-services planning.

Achievements

- More (13 more) agencies contributed than planned while the investment was less than projected
- Toolset enabled business people to describe services – did not require in-depth understanding of meta-data
- Most agencies committed to the service meta-data collection – and assigned business people to support the effort

- Facilitated formation of clusters in education and transport – opportunity to form other clusters and leverage for Phase II work
- Once engaged most agencies required less support than envisaged
 - The framework was business focused
 - The training was effective
- The framework and the toolset made the service identification and description process a lot more simple and quite efficient
 - Approximately 15 minutes per service once the data was gathered
 - Estimated time per service (in total) 1.5-2 hours
 - Toolset allowed sharing of descriptions within and across agencies
- Overall, the scope of service definition was consistent – a key objective of the framework
- The framework was able to cater for different types of agencies and agency team capabilities

SCOPE

| Planned | Actual |
|--|---|
| <ul style="list-style-type: none"> ➤ 39 core agencies ➤ Training in service meta-data for core agencies ➤ Provision of a service meta-data collection tool ➤ Facilitation of service data collection ➤ Handover to Portal meta-data quality assurance process ➤ Prioritised list of opportunities for agency and cluster e-solutions | <ul style="list-style-type: none"> ✓ 52 agencies facilitated – currently 66 agencies ✓ Multiple training courses conducted for several agencies ✓ Provided, enhanced, supported, and transferred data into the meta-data tool ✓ Facilitated, reviewed and provided feedback on service meta-data ✓ Undertook quality assurance for service meta-data ✓ Provided a “help desk” support for answering questions from agencies ✗ Opportunity identification not as advanced as hoped for ✗ Detail planning for Phase II ✓ Intra- and inter-agency collaboration facilitated |

** Refer Appendix B for comparison at work product detail level*

Integration opportunities

We have collected data from a wide range of government agencies covering the public service and state sector. The data collected in Phase I currently covers approx. 65 organisations. This gives New Zealand something no other jurisdiction currently has - a view of what government delivers from a citizen, or external perspective.

The data suggests we can look for service integration opportunities from this perspective. The data certainly provide the appearance of integration of various services delivered by disparate agencies for a common or single “topic”. For example the services student loans and fines are delivered, collected and managed by various organizations with a large variety of delivery standards, requirements and rights. The data shows a different view of potential connection

points. It provides an opportunity to look for integration possibilities and commonalities from the outside, and does not limit the discussion to purely structural MoG perspectives. Services can be grouped and viewed by various criteria such as common government functions, subjects, service clusters, service groups and authentication requirements. Often connections are now visible where previously they weren't readily apparent.

We will use the data collection to identify integration opportunities. Observations during Phase I has also highlighted a large number of integration opportunities, both intra- and inter-agency. Agencies, RotC teams, stakeholder analysis, NZ specific research and other environmental scans will also identify opportunities. For example many agencies manage a boards and committees "nominations" process. Each agency has their own process and often uses the same resource pool to staff these boards. The process currently takes several months, per nomination, to complete. We have developed an improved solution and are planning to take this further with respective agencies.

Still outstanding

As indicated in the terms of reference, a high degree of uncertainty over the following phases was anticipated. Phase II and following phases are now under review. This degree of uncertainty is also been influenced by other government initiatives, especially RotC.

In summary

| Requirement | Status/disposition |
|--|---|
| <p><i>Residual data and analysis.</i> This covers the analysis of the data collection and ongoing data collection and maintenance.</p> <p>While residual data isn't strictly an outstanding deliverable, it is important to recognise that this is an ongoing task that needs to be resourced, both within the EGU and agencies.</p> <p>Also an approach for getting a more comprehensive set of services across sectors is/was required, in particular where third-party service providers deliver services. These are often the services that are of most value to the public. A different approach is needed. The health and education sectors are good examples of this.</p> | <p>Any data collection must be aligned with RotC and E-services activities.</p> <p>The meta data collection team within the portal project have taken on the "ongoing collection" responsibility.</p> <p>A subproject (the "Indirect-services meta-data project") has been established to ensure portal users will be better served by describing operational level services in Health, Justice, Welfare and Education areas. A key advantage is we are now starting to engage the "next layers" of government.</p> |
| <p><i>Integration opportunity identification.</i> The intent of Phase I was to do some analysis of the services list data to identify integration opportunities. The effort taken to collect the data meant that some of this work was delayed. The approach developed in the framework was to run workshops with agencies, especially clusters of agencies, once</p> | <p>As indicated above, some identification has taken place, but not in the manner anticipated by the framework.</p> <p>The developed approach will need to be rethought in terms of what is achievable, as well as aligning with RotC.</p> <p>This task has been formally transferred to</p> |

| | |
|--|--|
| the initial data collection was complete. This task was not formally performed because of the time extension provided to some agencies and the redirection of project team resource. | Phase II. |
| <p><i>Detail planning for Phase II including Front Office Delivery Strategy.</i></p> <p>This was slowed down because of the need to consult more widely on the scope of Phases II+. It is also important to align future E-services work with RotC.</p> <p>Part of Phase II+ planning was planning for the development of this strategy. This is not likely to proceed as originally envisaged</p> | <p>Planning is continuing as part of EGU planning and set-up for Phase II. Alignment with RotC activities is continuing.</p> <p>Given we have learnt more we no longer believe such a strategy is worth developing at this stage</p> |

Quality

In summary Phase I work is now being applied and used for portal front end data collection indicating general acceptance of the work produced; acceptance by both EGU and agencies.

Framework – extensive work went into ensuring the framework is simple and easy to apply. The training material is explicit and easy to read. The formal feedback from training sessions has been positive and constructive. Also only minimal changes were required to the framework when used.

Interim tool – the tool was specifically developed as an interim measure until the Portal project had the full toolset available. The tool has proved useful and flexible, and is currently being prepared for production use in the event that the current tool fails to be delivered. The specification for the interim tool was completed in three days. The expected life of the tool was set at less than six months.

Engagement – we underestimated the amount of effort it would take to get each agency to the point where they were collecting and capturing good metadata. We were, however, able to keep the momentum because of the personalities involved (we were able to harness existing relationships so that between the three of us we covered most of the agencies involved).

BUDGET

| Planned | | Actual | |
|-----------------------------|------------------|---------------------------|------------------|
| ToR Budget | \$210,000 | March 2002 actuals | \$262,073 |
| Interim tool change request | \$40,000 | Plus transfers to capital | <u>\$150,000</u> |
| Support change request | \$40,000 | | <u>\$412,000</u> |
| Stage 3 change request | <u>\$140,000</u> | | |
| | <u>\$430,000</u> | | |

TIME

| Planned | Actual |
|---------|--------|
|---------|--------|

| | | | |
|-------------------|--------|--------------|--------|
| Per terms of ref. | Dec 01 | End of phase | Feb 02 |
|-------------------|--------|--------------|--------|

The intended timelines were largely met, although formally the specified tasks took longer. Our intention was for the E-services project to lead the meta data collection through until early 2002, at which stage the Meta Data Collection team would take over and drive the ongoing data collection. We had planned to complete services collection by December 2001. This was extended to end-Jan 2002 to allow some agencies to complete their work. Even with this extension some agencies needed even more time. The designated completion of Phase I is end-Mar 2002.

Time delays were experienced in the engagement stage with each agency, and the transfer of responsibility for data collection to the portal team. These delays were outside of our direct control. In particular the initiation stage for each agency took longer than anticipated because we struggled to get action from agencies. The engagement cycle took longer than planned for (see lessons).

LESSONS AND OBSERVATIONS

| Issue | Comments/recommendations |
|--|---|
| | Many agencies had a positive reinforcement when they saw their services describes in every-day language. A business focus to our engagements with agencies is vital. |
| ToR took far too long to get sign-off – project events overtook much of the original ToR. In my opinion one of the key problems is the template is too big and this leads to significant ambiguity through the document. A ToR needs to be shorter with a lot of the current contents moving into the project management plan. | ToR process and template needs to be more streamlined |
| Communication with agencies is key. Too many inconsistent messages from different project teams caused varying degrees of confusion and anxiety for agencies | Need to be vigilant about consistency of messages from different parts of the programme. |
| Engagement with agencies took a significant effort. A high degree of effort was required getting agencies to understand what was expected of them and to establish buy-in within most agencies. Many agencies used us to sell the project at the senior levels within their own agencies. The EGU-Agency terms of reference proved useful, as a formal commitment was required from agencies, especially when internal agency priorities were in conflict with this project's priorities. | Needs to be estimated upfront and carefully managed during project. Develop multiple options for plan to proceed. Need to ensure agency executive buy-in for the process. |
| EGU internal co-ordination was not as | Overlap was inevitable given the “planned” |

| | |
|---|---|
| <p>effective as needed. Lack of a consolidated programme plan had a negative impact on the project:</p> <ul style="list-style-type: none"> • lack of understanding of the role of the various projects • individual project managers not able to highlight overlaps | <p>overlap of data collection tasks. These were later rationalised and programme planning and co-ordination has improved – scope and boundary issues need to be continually monitored by individual project managers.</p> |
| <p>Early agency commitments didn't match actual commitment of resources in many cases.</p> | <p>Apply a more rigorous engagement model such as a formal ToR for agency participation in all but small projects.</p> |
| | <p>Business knowledge is important for the agency team – technical meta-data expertise was useful, but less important (the tool enabled hiding the technical aspects of meta-data)</p> |
| | <p>Recognise different types of agencies and agency team capabilities exist. The methodology and approach for any agency-oriented project has to be flexible to cater for these differences.</p> |
| | <p>Need to cater for changes to agency personnel during the process</p> |
| <p>Service delivery agencies found the process easy vis-à-vis policy agencies. Delivery agencies appear more accustomed to thinking about service users and the services they deliver.</p> | <p>Recognise there is a difference and plan for it.</p> |
| <p>The handover from e-Services to Metadata Collection team should have been more formal, with possibly formal communication to agency leaders.</p> | <p>Include in future planning.</p> |

RECOMMENDED NEXT STEPS

- Need to continue the momentum and foster clusters for Phase II
- Knowledge of agency E-strategy and E-service activity would make all-of-govt facilitation and planning easier. We need to collect online service delivery plans (Currently only Customs and IR available) – this should be included in the e-awareness project
- The services list database can, and should be, extended. Analysis tools are required, appropriate public service access needs be given and (possibly mandated) maintenance of the data set will be required.
- Ongoing alignment with other government initiatives, such as RotC, must be achieved.

APPENDIX A: BACKGROUND

Project and Phase Objectives

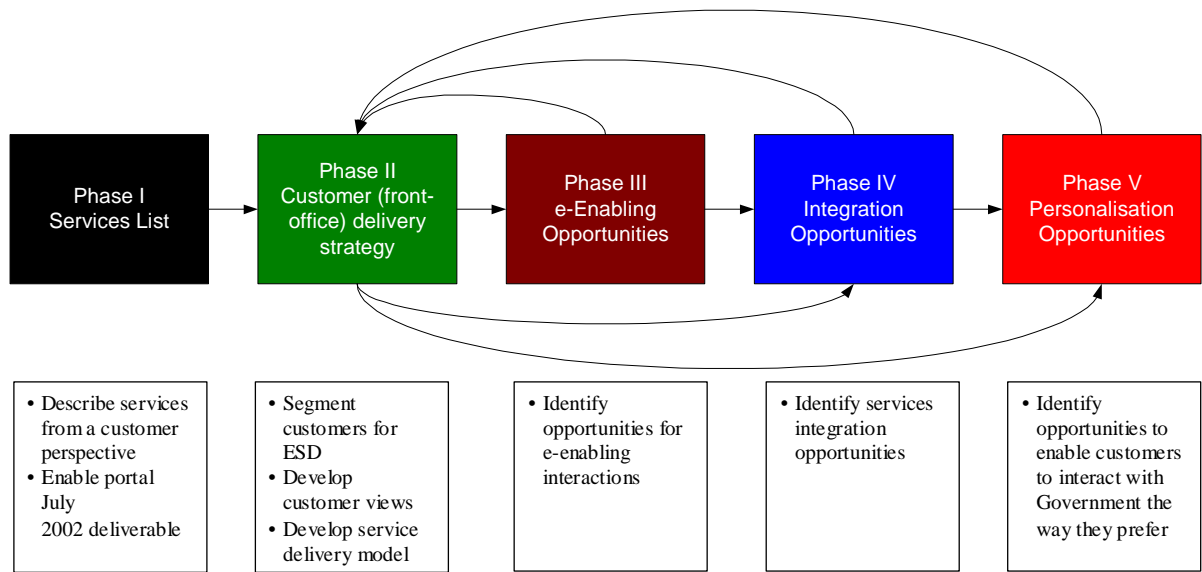
The long-term objective of the E-services project aims to utilize e-technologies to improve government service delivery, directly supporting the key outcomes of the E-government strategy:

- convenience and satisfaction - services provided anytime, anywhere;
- integration and efficiency - integrated, customer-centric efficient services;
- participation - easier access and participation in government.

In order to achieve this high level objective, in order to manage the scope and change as we learn more, this project as conceived was broken down into smaller sized units of work:

- Phase 0 Initiate project, develop terms of reference and obtain external assistance.
 Plan for the next phase.
- Phase I Develop the framework (work methods), get an initial list of services and gain some perspective of customer wants and likely usage.
 Plan for the next phase.
- Phase II Encourage agencies to use framework.
 Plan for the next phase.
- Phase III Look for integration opportunities and plan for the next phase.
- Phase IV Determine tools required to support the transformational nature of e-government, including determining what lessons etc for BPR/what BPR activities are being driven for agencies, sectors/clubs or AoG, and plan for the next phase.
- Phase V Detailed understanding of customers including market segmentation, target markets per service(s), critical mass of target market/service.

This phasing scheme was later changed to:



APPENDIX B: PLANNED VS. ACTUAL (DETAIL)

In terms of the managed¹ the list of deliverables the following indicates what was and wasn't delivered:

| Prog ID | Deliverable / Milestone | Complete | Explanation of any Variation |
|-----------------|---|---------------|-------------------------------|
| | Initial customer perspectives – case study | 100% | Complete |
| | RFP | 100% | Complete |
| | Project kick-off | 100% | Milestone met |
| WBS1 – 6 | Finalise framework contents | 100% | Complete |
| WBS17 | Business requirements for eGIF | 100% | Complete |
| WBS8-10 & WBS13 | Framework – developed | 100% | Complete |
| WBS11 | Pilot framework with participating agencies | 100% | Complete |
| WBS12, 14 | Prioritised data from 2 agencies | 100% | Complete |
| WBS15.1 | Phase I report | 100% | Complete |
| WBS15.2 | Phase II Scoping to Advisory Board | 100% | Complete |
| WBS16.2 | Plan for collection of data from all specified agencies | 100% | Complete |
| WBS16.1 | Agency “road show” (training for services inventory) – all agencies trained | 100% | Complete |
| WBS16.3 | List of services per agency from all specified agencies | 100% | Complete |
| | Customer Front-end Office Delivery Strategy | Not delivered | Refer “outstanding” in report |

¹ Managed by the Programme Office for each project.
End of Phase Report – Phase I
e-Services Project