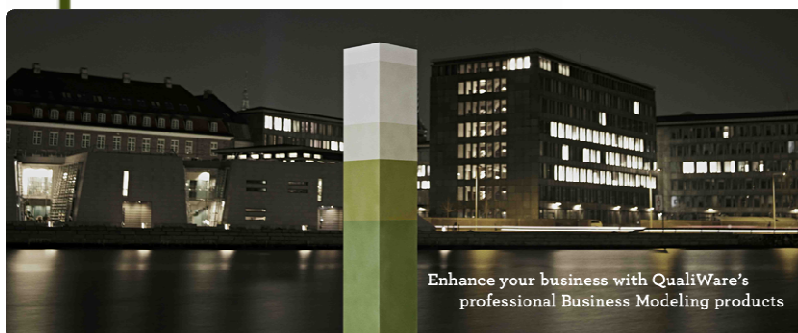# QualiWare's Support of Government Service Business Modeling

- **Based on GSRM (Canada's Government Strategic Reference Model)**

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qualiware

Government agencies and departments operate very similarly to businesses as they provide services to citizens, or collaborate with suppliers and partners in providing such services. The challenges that government organizations face are similar and often identical to those of private businesses, especially in the realm of IT systems and architectures. Strategic business models must align with operational models, and then the IT solutions and implementations of those solutions must ensure that the strategic and operational models of the business are realized.
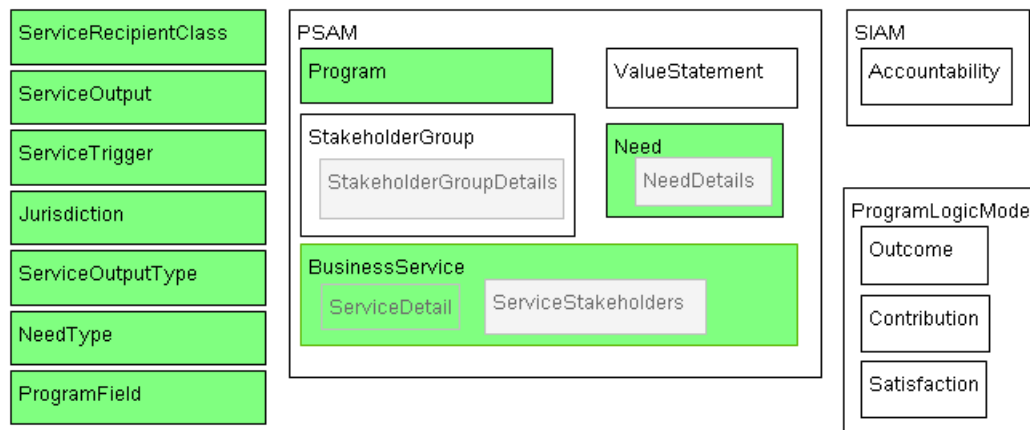
There are multiple Government-based architectural frameworks and reference models that have been developed, written about, and implemented with various tools. These implementations permit Government agencies and departments to build, manage, and publish their respective interpretations or implementations of such frameworks and reference models.

Working collaboratively with a Canadian Federal Government agency, QualiWare has implemented an effective approach to supporting the Government Strategic Reference Model (GSRM). In a nutshell, this model consists of a set of templates and related modeling capabilities. The following graphic describes the Canadian GSRM model at a high level. The basic concept of the model is that government has people in roles that set goals and policies, define and deliver programs and services, define and manage processes that deliver the services, define and manage resources to execute the processes, all focused on satisfying the needs of target groups, individuals, and organizations.

Through the set of QualiWare modeling capabilities, QualiWare Lifecycle Manager supports mapping of strategic and operational business models, so that Government services are classified and aligned with the public and provider needs. Programs support the delivery of services, with clearly articulated outcomes, focused on clearly defined stakeholders and stakeholder groups, along with other templates (for example) permitting definition of value, accountability, jurisdiction, and triggers.

ServiceRecipientClass	PSAM			SIAM	

PSAM
- Program
- ValueStatement

StakeholderGroup
- StakeholderGroupDetails

Need
- NeedDetails

BusinessService
- ServiceDetail
- ServiceStakeholders

Left column objects:
- ServiceRecipientClass
- ServiceOutput
- ServiceTrigger
- Jurisdiction
- ServiceOutputType
- NeedType
- ProgramField

SIAM
- Accountability

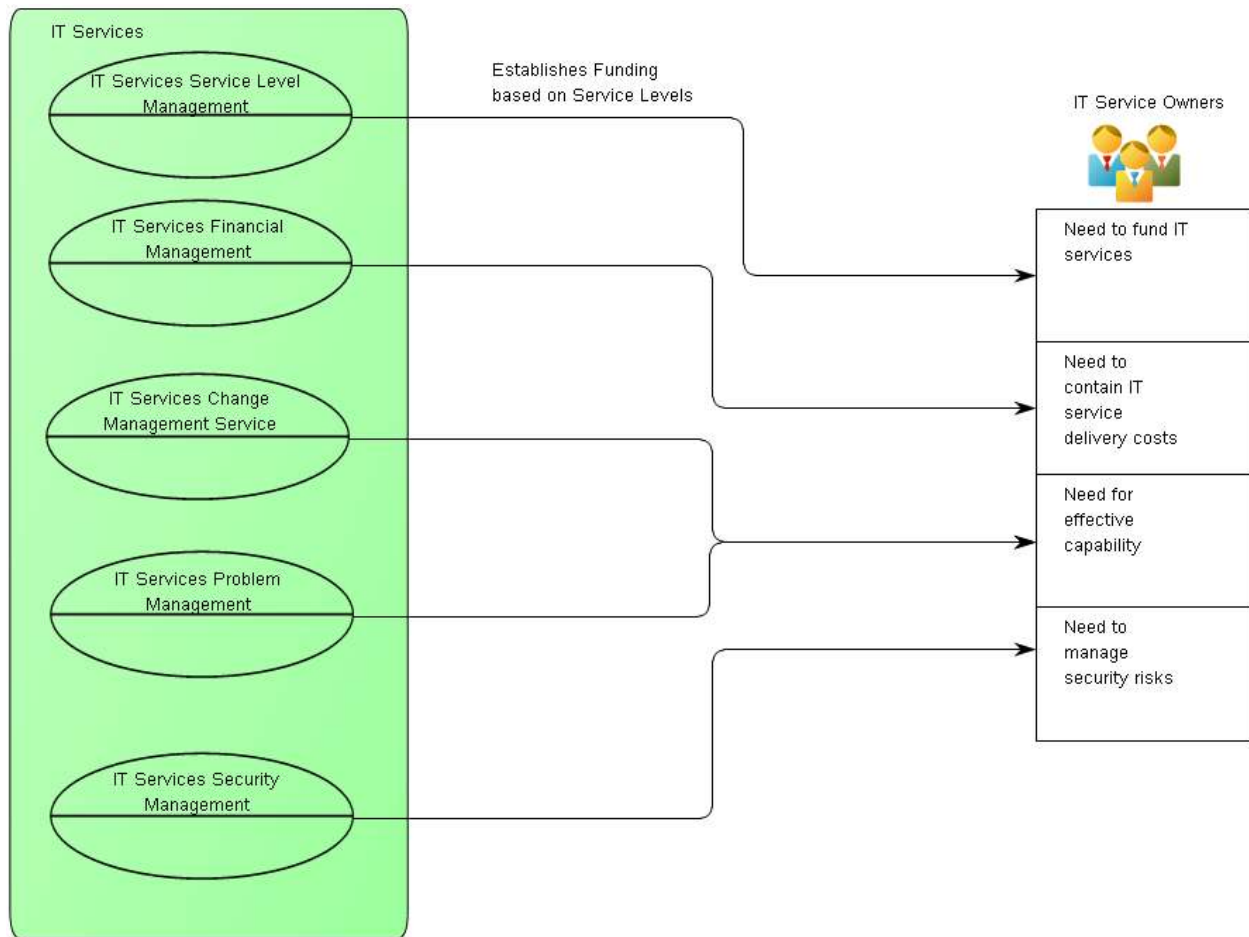**ProgramLogicModel**
- Outcome
- Contribution
- Satisfaction

Many of the terms used within QualiWare's government-based modeling capabilities use the names and terms originally defined and published in the GSRM documentation developed by Canadian government personnel and consultants. Details or properties of the objects in the overall business model vary as do some of the relationships between the objects. The overall set of modeling capabilities have been designed in such a way as to describe Government business and its activities regardless of what type of government business it is; e.g., Federal, Provincial/State, or Municipal.

The specifics of the Government templates as described in the above graphic were defined by a business modeling consultant in Ottawa, Ontario who has been working with a Canadian Agency for some time. Using the QualiWare CaseMaker product, the QualiWare modeling capabilities were built into a new Government-specific metamodel, including symbol design, object editor windows, and relationships and behavior for each template. The CaseMaker product allows QualiWare consultants to build such modeling capability without any core product code change, and allows the consultants to iteratively build and test such metamodels.

Because of the modeling flexibility of the QualiWare Lifecycle Manager product, it is possible for an organization to build PSAM (Program Service Alignment Model), SIAM (Service Integration and Accountability Model), or Program Logic Models along with other business models such as Business Process models, State and/or State Transition models, Data models, Application Architecture diagrams and so forth. In addition to the templates specifically related to describing Government business and its programs and services, many other business models can be aligned and integrated within an overarching business/enterprise architecture.

To provide some examples of what some of the Government-based business models would look like, a PSAM and a SIAM Model have been included. These do not represent any actual Government Agency or Department but are only included to show the reader how such models are constructed within QLM.

A Program and Service Alignment Model (PSAM) permits a Government organization to describe the relationships between Programs and Services provided as part of that Program. The Stakeholders have Needs which are described graphically by Stakeholder by simply placing the need in proximity to the Stakeholder object. Each Need is connected to the Service via a connector known as a Value Statement. The Value Statement defines what value is delivered by the Service in the context of satisfying the Need of the Stakeholder.

A Service Integration and Accountability Model (SIAM) is used to describe the internal value chain of an organization including relationships with external service providers. Using a SIAM model, a modeler can develop a clear picture of organizational boundaries and the nature of accountabilities between the organizational units.

A Government organization has options using the QualiWare modeling solution with the metamodel as described in this document, whereas they can utilize the modeling solution for only strategic level business modeling. Or, they can build detailed operational and implementation-level models that are aligned and integrated with the strategic-level work.

For instance, business process models can be built within the QualiWare modeling solution using multiple methods including models based on industry-standard notations such as BPMN. These models can be linked to anything within the repository, but logically they might be linked to a SIAM diagram, or to a Use Case Model, or to a specific Use Case.

The QLM modeling solution permits the business to link anything to anything thus permitting the most flexibility in terms of how an organization wants to describe what it does and how. The QualiWare modeling and publishing solutions allow a central team to define and document the models of the business, and then publish those models in HTML to a broader business audience. This provides real-time access to the latest published set of information whether the audience for the published information is management or operational staff of the organization. The published information can be change-managed with collaborative input from the whole organization, or from distinct parts of the organization so that both management and operational personnel can influence and help in continual improvement of the overall business architecture.

A Business Architecture leader in the Canadian Federal Government provided the following:

"Many people associate a business model with business process maps (BPMs). While BPMs are part of a business model, they only represent one piece of the picture, typically the details of how work is accomplished. An enterprise business model answers a much wider range of questions and at various levels of concern and interest. As such, Enterprise Business Architecture involves the creation, maintenance, and use of a set of descriptive models to articulate the end-to-end value chain. From a public sector point of view the end-to-end value chain spans from the strategic planning through program administration to service delivery.

Within a public sector enterprise business model, three perspectives provide a context to the concerns of the business. The strategic planning perspective is concerned with things such as the communication and promotion of the agency and the establishment of clear accountabilities. The program administration perspective is concerned with things such as the creation and validation of program mandate and authority; program performance and integration; program structure; and identification of program delivery instruments such as policies, services, and resources. Whereas, the service delivery perspective is concerned with such things as implementing services, the creation and validation of strategies to improve citizen-focus and satisfaction, and the identification of service improvement opportunities (efficiency, effectiveness and quality). Each perspective has a set of views that are organized around key interests and which partition the perspectives by the types of questions being asked.The policy view describes the why or motivation. The activity view describes the who, what, where, when and how; while the results view connects the policy with the activity by describing the ability for the activity to address the policy or motivation.

There are many tools on the market today that support the model sets for describing the activity view of the service delivery perspective, and have some success on representing the motivation (policy) and results views. In many cases these same tools seriously lack the capability to support the model set for describing strategic planning and program administration of the public sector enterprise. As such, many business modeling tools today provide the ability to create business process maps, but lack in supporting the need for Enterprise Business Architecture to address the wide range of questions at all levels of concern and interest.

QualiWare Lifecycle Manager (QLM) is an Enterprise Business Architecture tool that focuses on supporting a set of descriptive models to articulate the end-to-end value chain. Its flexibility to implement a metamodel that represents a complete public sector framework of business descriptions supports a sustainable approach to Enterprise Business Architecture within the public sector. More specifically the QLM repository gives the Enterprise Business Architect the ability to maintain a complete set of models that can be re-used or extended to address the questions related to motivation, activity and results from a strategic planning concern through to the service delivery concern. In

addition, the ability to publish multiple views of the repository in HTML provide
an organization with the ability to leverage the Enterprise Business Model as a
'self-serve' tool for addressing common areas of concern and interest."

In a case study written by Paul Harmon from BPTrends and published in April 2010, Paul speaks to how Danish municipalities "joined together to create a process framework that describes the major processes the cities are responsible for, including police, fire, zoning and welfare processes. Today, as the framework is being refined and extended, these cities in Denmark are moving to standardize their processes using common practices" (Source: http://www.bptrends.com/publicationfiles/04-10-CS-Danish%20Municipalities%20Case%20Study-2.pdf). The process designs were done using the QualiWare Lifecycle Manager and they are stored in the QualiWare repository. The process frameworks as described in this case study can be linked directly to the top level strategic program and service models as described earlier in this white paper.

Contact your local QualiWare office for more information on this Government services related solution.

QualiWare Lifecycle Manager
– enabling positive change

Founded in 1991, QualiWare is a company whose modeling solutions are used all over the world. Our comprehensive modeling and management products and services provide the marketplace with solutions focusing on enhancing efficiency, effectiveness, productivity, competitive positioning, and organizational profitability. Everyone in an organization can benefit from the use of the QualiWare solutions and the business models that are managed within and published by our solutions. QualiWare has offices and distributorships in Denmark, Brazil, Norway, Spain, Great Britain, Sweden, South Korea, The Netherlands, Canada, and the USA.

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