



**“Public Sector Business Design -
Using the Power of COMMON
LANGUAGE to Align Government-
to-Citizen Outcomes”**

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Planned Agenda – Part 1

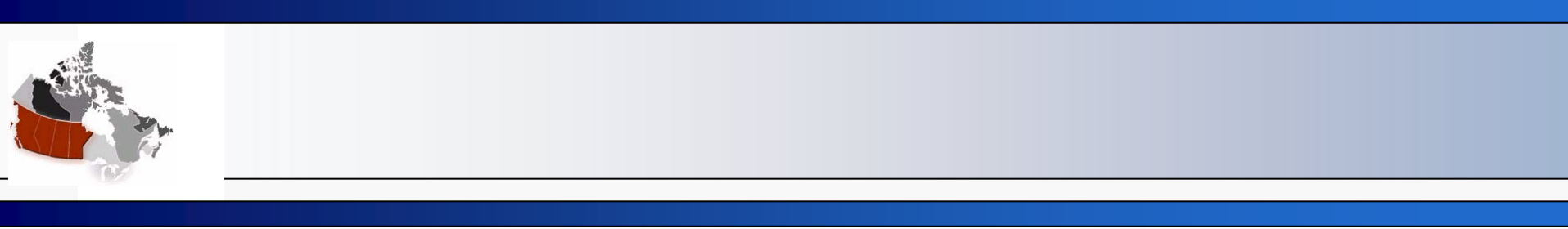
- Objectives for the Session
- Challenges Facing Public Sector and the Need to Simplify!
- Business Design Overview
- Business Design Building Blocks (Part 1)
 - The “Top Model”
- Business Design Building Blocks (Part 2)
- Demands of Horizontal Government
- Aligning Program Outcomes and Service Outputs
 - Key Models
 - Business Modeling Examples and Opportunities
- Summary



Planned Objectives for Session (Part 1 and 2)

- Overview and discuss the nature of the challenges facing governments
- Outline how proper business design helps meet these challenges
- Gain a common understanding of “building blocks” of business design and public sector reference models
- Overview and discuss the new reality of horizontal government
- Focus on the Government of Canada Strategic Model (GSRM), supporting models, real life examples
- Look ahead at opportunities

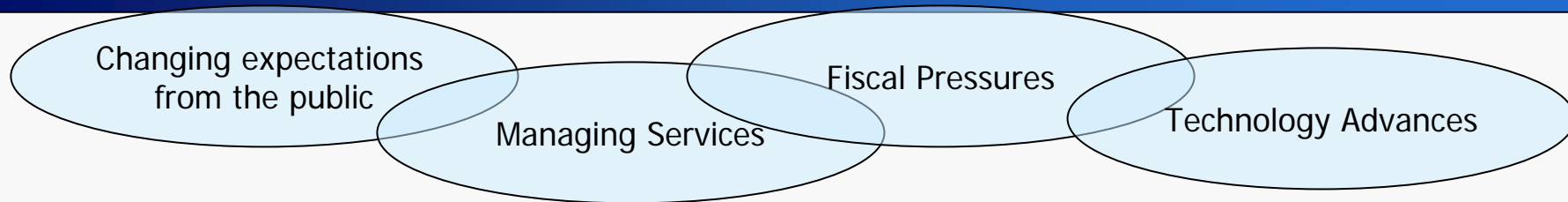
Why the emphasis on business?



Challenges Facing Governments...



Trends Facing Governments



From...

Bureaucratic



To...

Citizen-centred

One-channel service



Multi-channel service

Vertical silo thinking



Cross-boundary thinking

Duplicating cost



Reusing successes

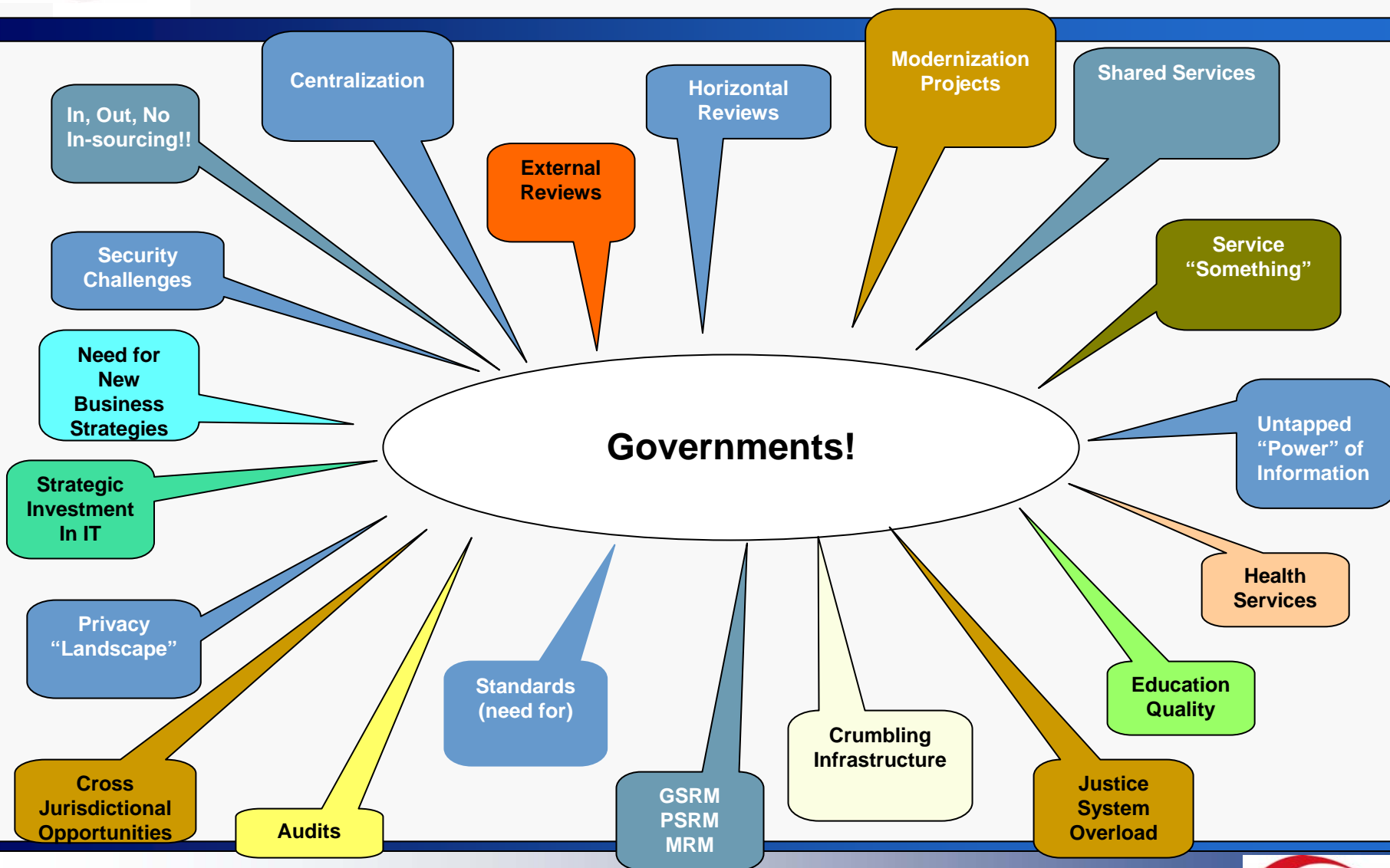
Invisibility



Transparency



Some of the Changes Going On in Government

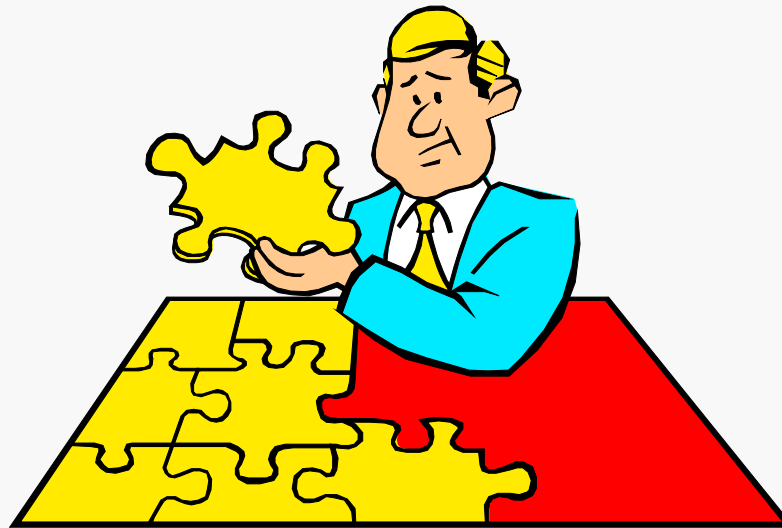


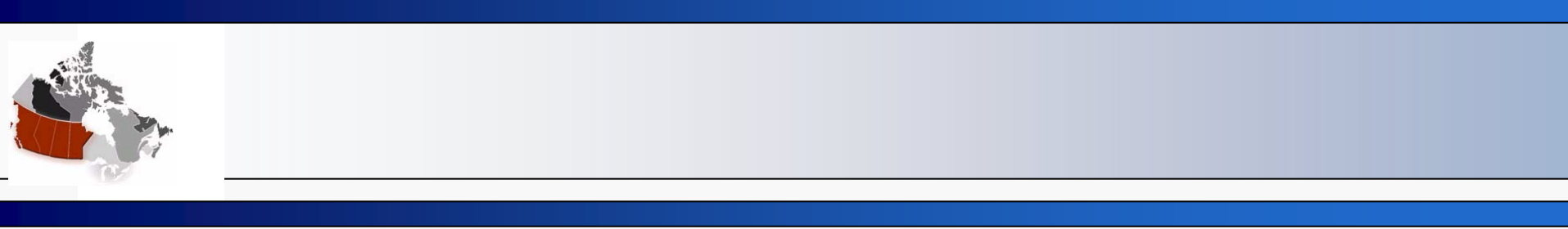


A Simplified View of Government is Essential to Get the Big Picture and to Focus on the Client...

But Without a business design
the big picture
doesn't hang together !

It's too complex!!





Business Design Overview

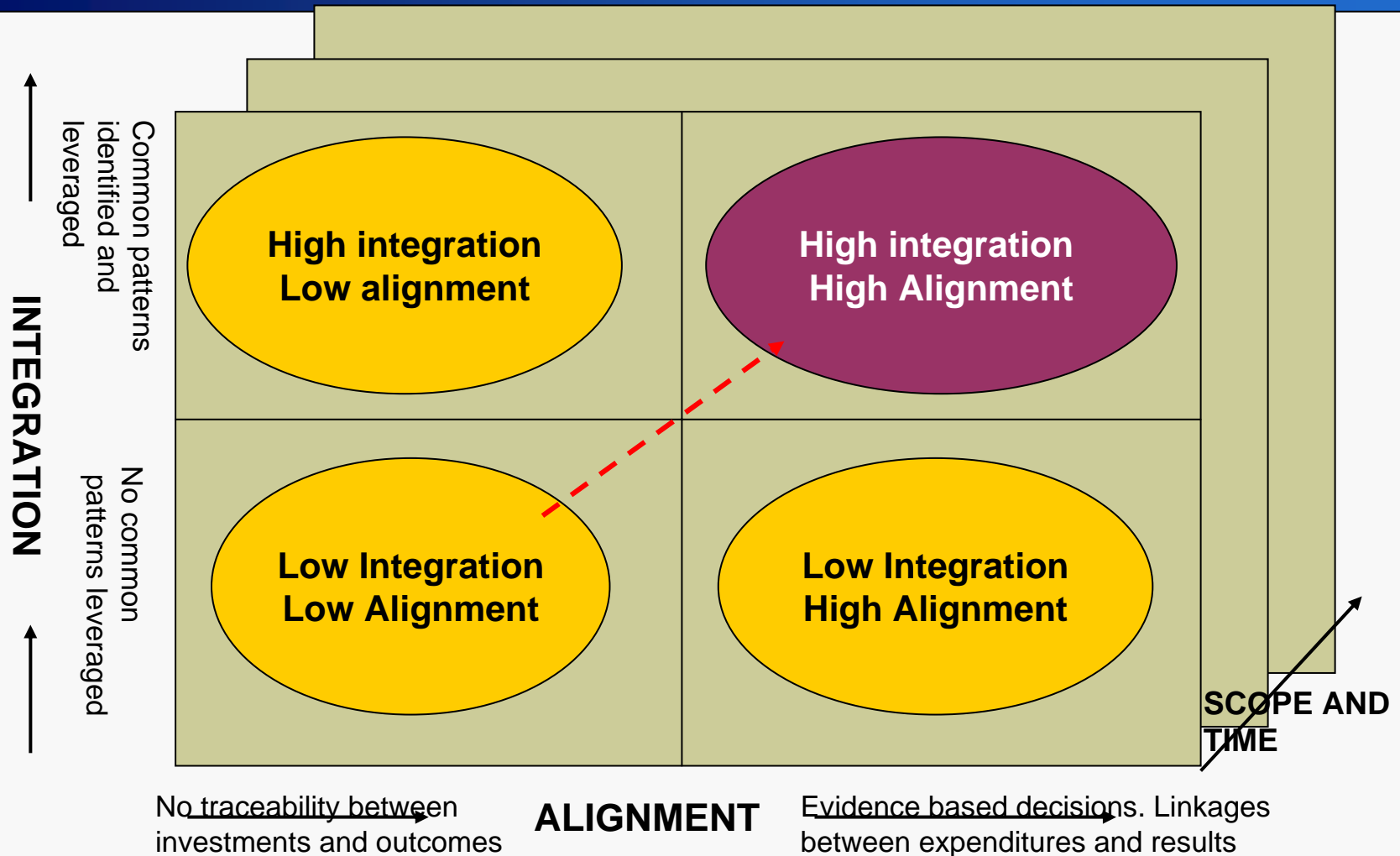


What is a Business Design

- A clear business specification or business blueprint
- Used to either:
 - Set the context for the to-be ‘destination of transformation’
 - Assess current business for opportunities, strategic intervention
- A formal business design:
 - Is explicit and open to ‘peer review’
 - Demonstrates the “alignment”, “integration” of all key business elements and stakeholder perspectives
 - Is modular, well-formed and changeable



Enterprise business design fitness





Public Sector Reference Models Introduce Revolution in Public Sector Business Design

- ‘Government Owned, Open Source Standard’ to describe the ‘business of government’ using common language:
 - Governments of Canada Strategic Reference Model (“GSRM”) – Federal Government
 - Public Service Reference Model (“PSRM”) – Ontario Provincial Government
 - Municipal Reference Model (“MRM”) – Municipalities
- Use of standard public sector reference model
 - Allows business designs to be scalable, integrated and aligned across traditional program and jurisdictional boundaries!
 - Provides common tools and common language in support of stakeholder communication, collaboration and consensus
- GSRM Includes:
 - Standard Set of Public Sector Business Components & Definitions
 - Standard Set of Integrated Business Models and Methods
 - Reusable Business Patterns



Business design comes down to evaluating and recording answers to fundamental business questions

1. What are the programs ultimate outcomes?
2. What services need to be delivered to achieve program outcomes?
3. What horizontal accountabilities are required to support delivery?
4. What KPIs are needed to evaluate performance and guide investments?
5. What work / processes are required to support service delivery? What resources are needed? What are roles and responsibilities?
6. How do I effectively align and optimize business and IT initiatives?



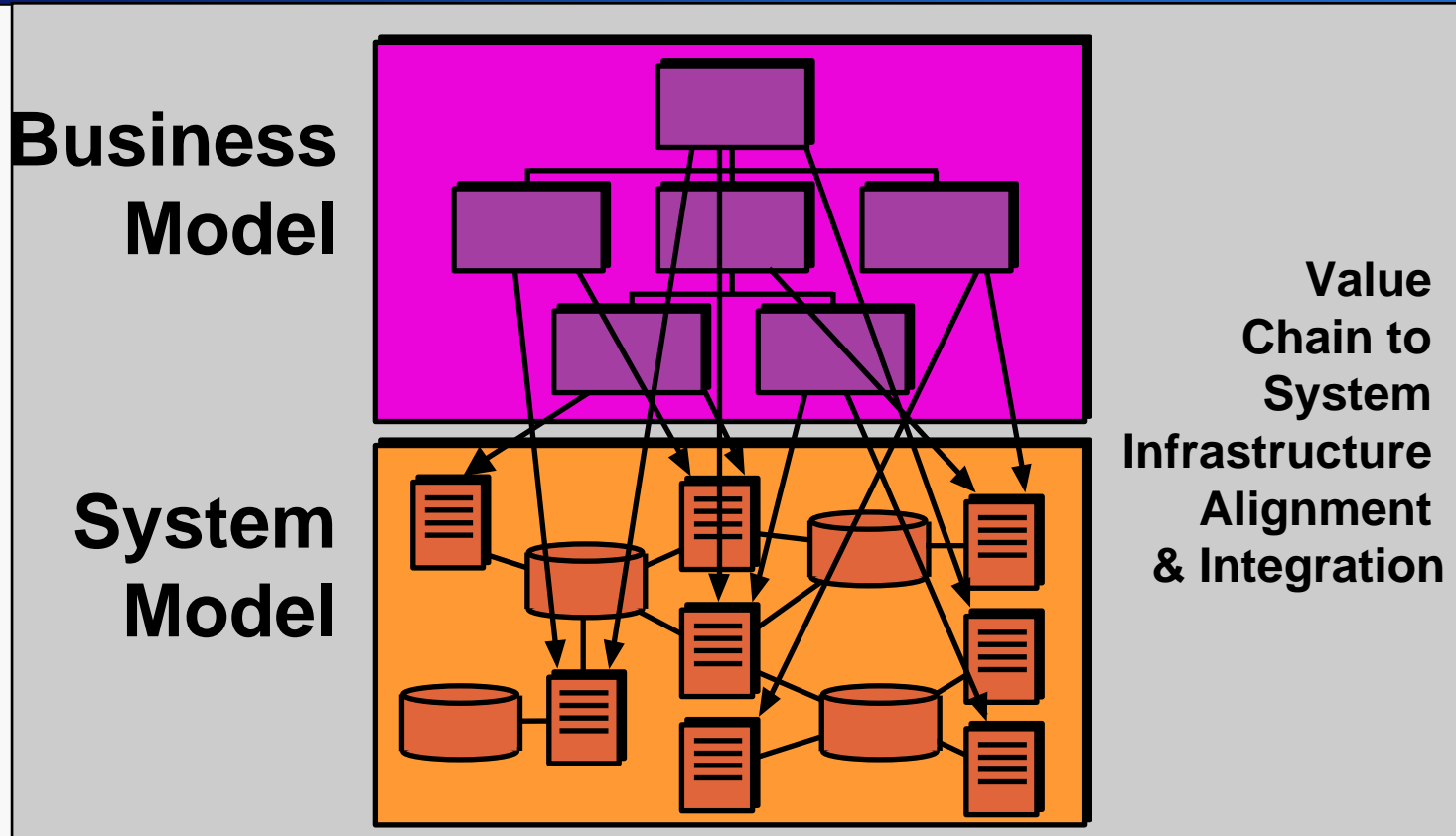
Why is a Formal Business Design Needed?

Start with the end in mind!

- Gain unambiguous *stakeholder consensus* on all aspects
- Reduce risk with stronger *evidence based decisions on strategy and implementation*
- Support the *ongoing alignment and governance of changes*
- Show *interdependencies and linkages* within and between departments, agencies across jurisdictions
- Provides a rigorous foundation for *business and IT alignment*
- Improves overall business analysis and planning capability



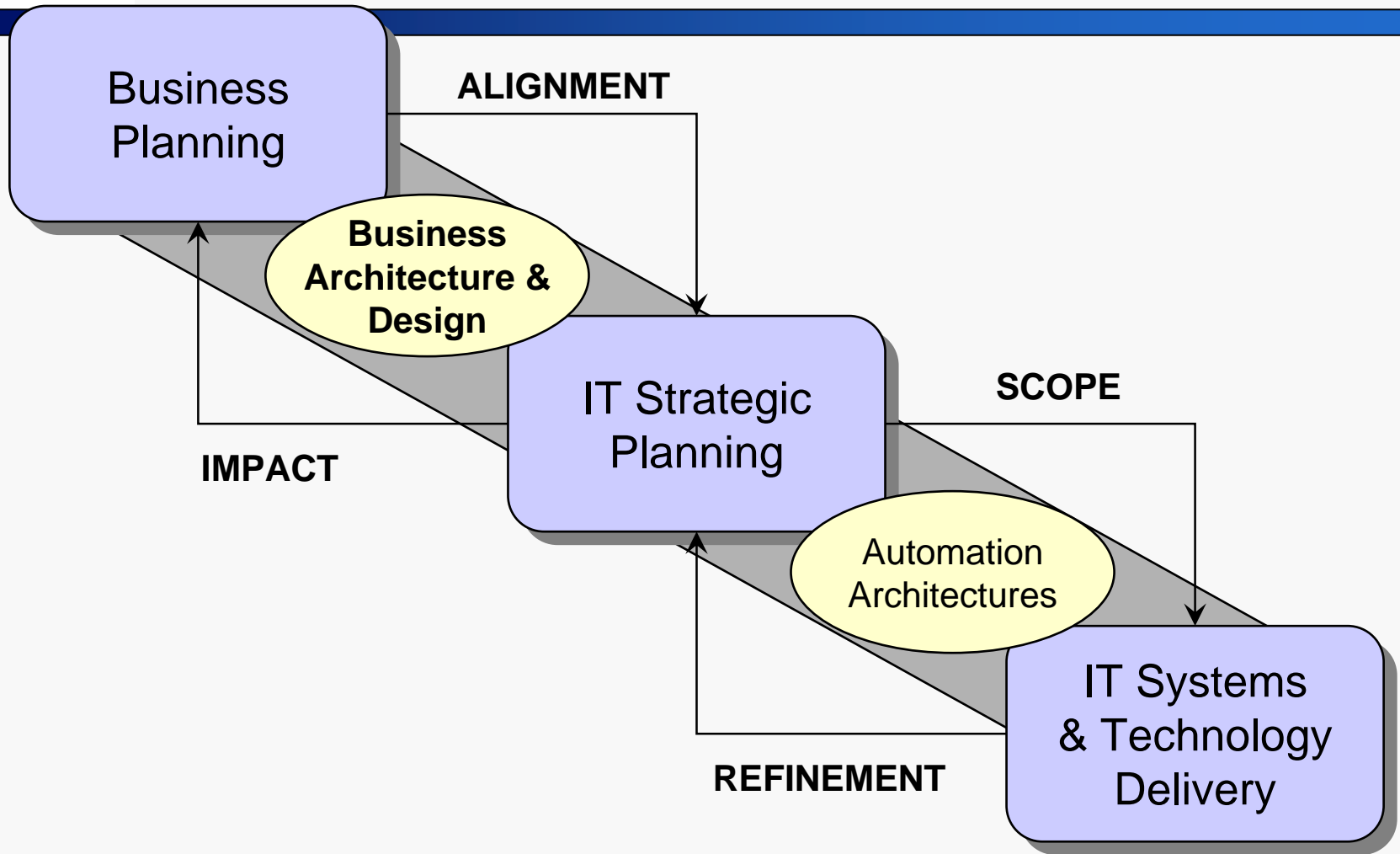
Business transformation dilemma



IF no designed alignment of IT and business, combined system is highly resistant to change



Business and IT Planning and Delivery in Context





Business Design Tasks



Planning



Architecture:
Standardizing the parts
and relationships



Design:
Arranging the parts



Governance:
Aligning the parts
and designs



Enterprise Architecture





How Does a Reference Model Improve Business Change Planning?

Business “Patching”

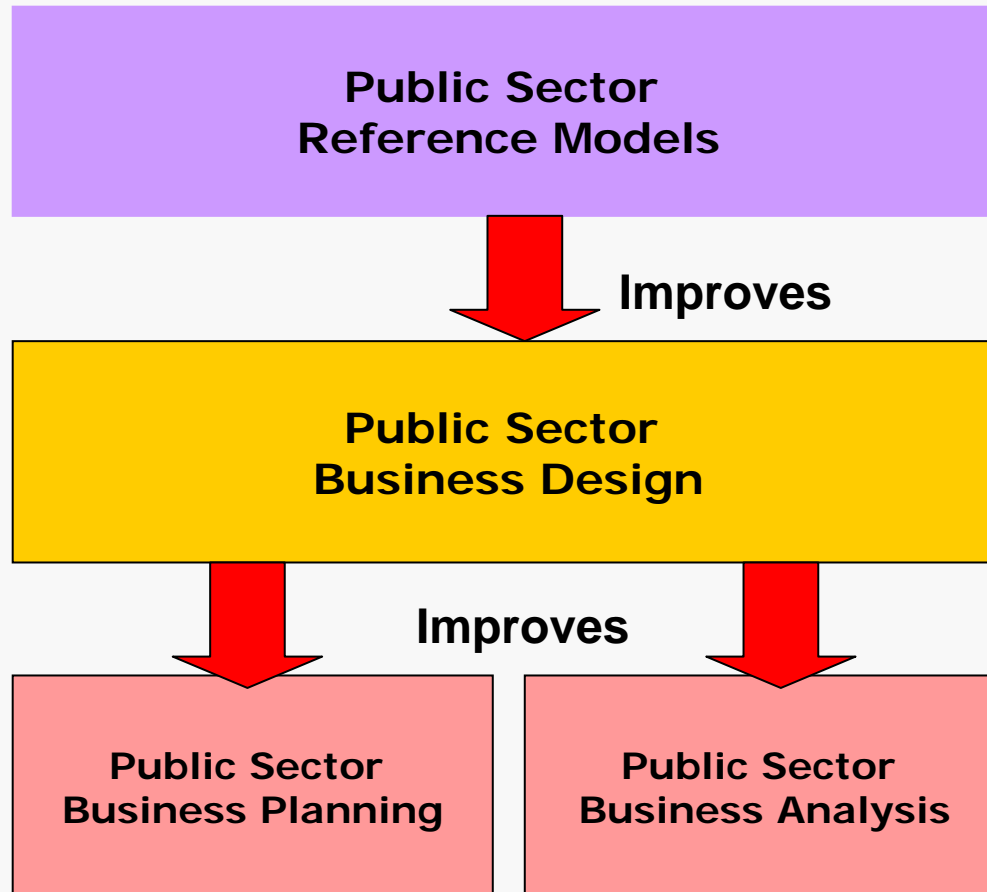
- Legacy transformation practices are analogous to a software patch
- A patch makes a change to fix a symptom and acknowledges a ‘lack of understanding’ of the underlining system
- Business patching is risky, adds complexity

Business Design

- Acknowledges that the whole system needs to be understood and expressed as a design before implementing and changing (this is universal in other architectural realms)
- Supports the evaluation of alternate designs and impact assessment and requirements before “building”
- Acknowledges need for formal ongoing design governance i.e. aligning project change and investments to business design
- Business design needs to be managed as an investment I.e. Just enough, Just in Time



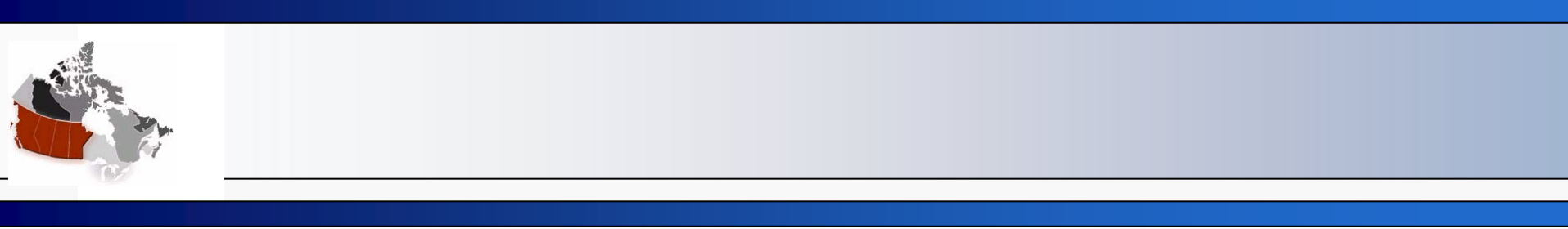
Reference Models Strengthen Business Design





Business Design is Used Throughout Change Lifecycle

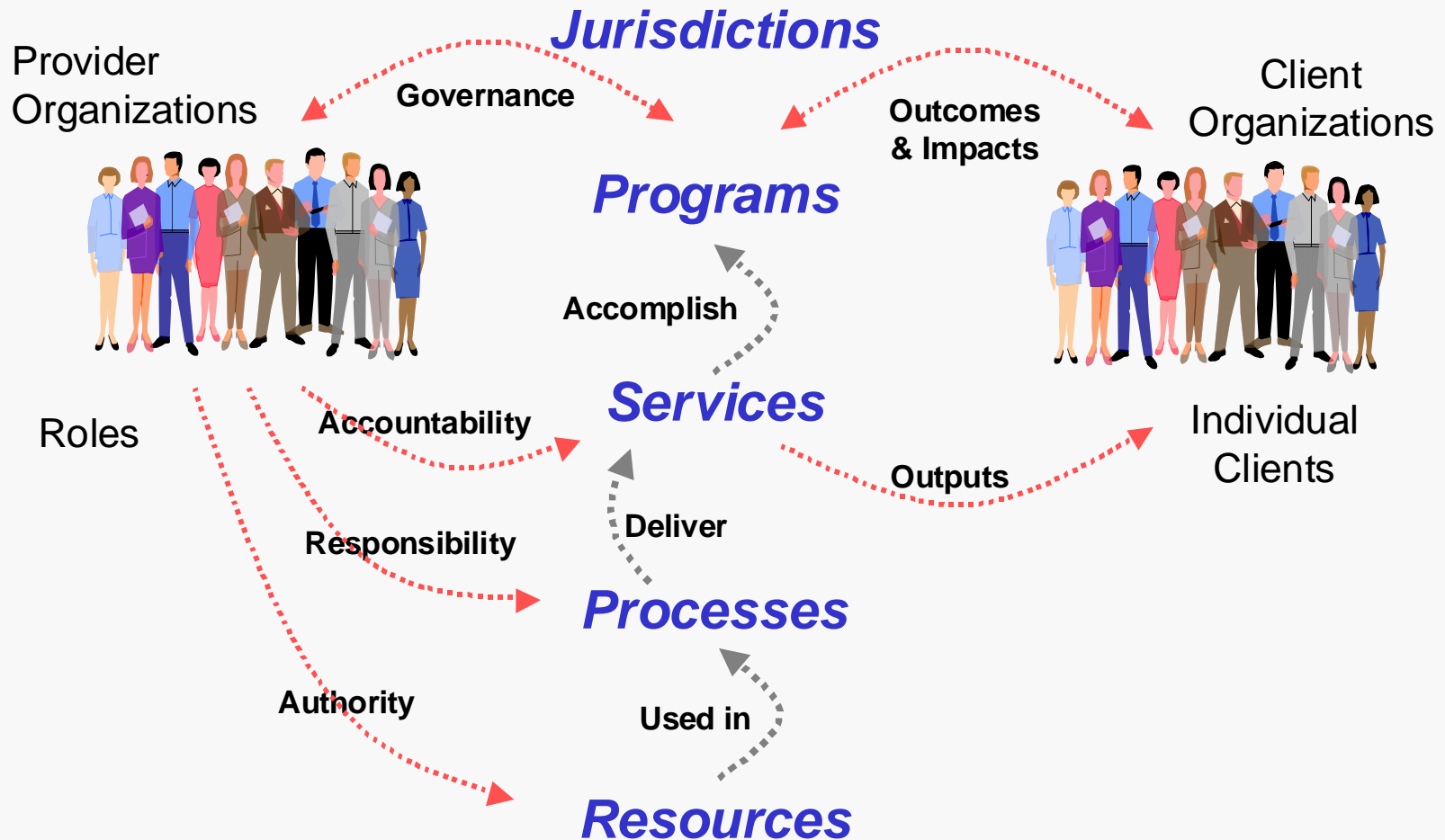
- A contractor's blueprint is used to:
 - Set the specification for what is to be built
 - Estimate the cost of the building
 - Organize and plan the work
 - Track the status of the work against the plan and design
 - Assess impact of any changes to design on work
 - Ensure alignment between the detailed design and the overall design i.e. HVAC, Plumbing
 - Establish final closure on contractual obligation
- Equivalent for business design on large projects – acts to structure work 'integration track' and governance



The Building Blocks of Business Design (1)



Public Service Reference Model Components





Extended view of public sector reference model

Provider Programs & Services

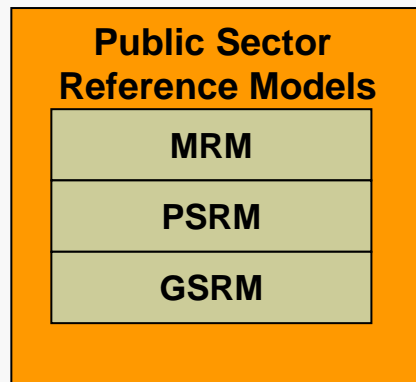
Public Programs & Services

The Public

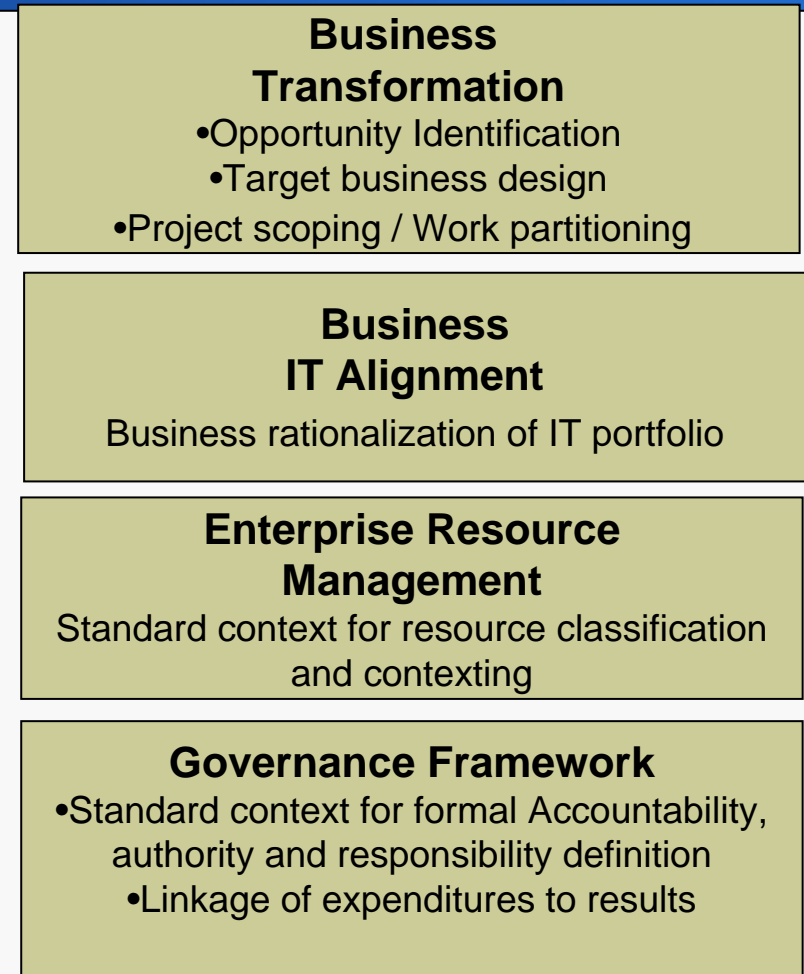
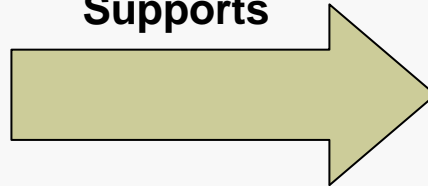




Public Sector Reference Model Applications



Supports

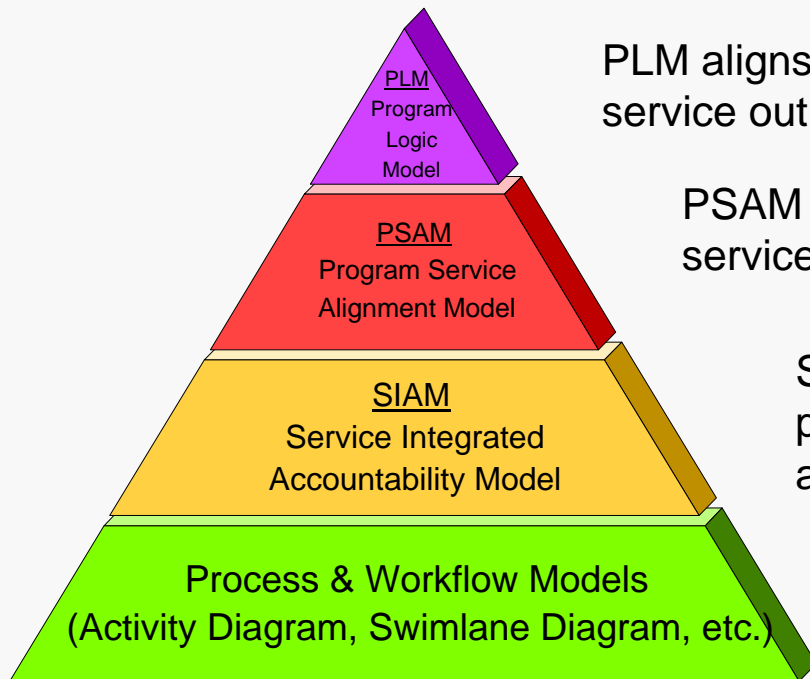


Use of common public sector reference models supports multi-jurisdictional collaboration and design



Program, Service and Process Models - the “Through Line” of Alignment

Strategic



PLM aligns direct, intermediate and strategic outcomes with service outputs

PSAM aligns target groups and recognized needs with service outputs and programs (vertical accountability)

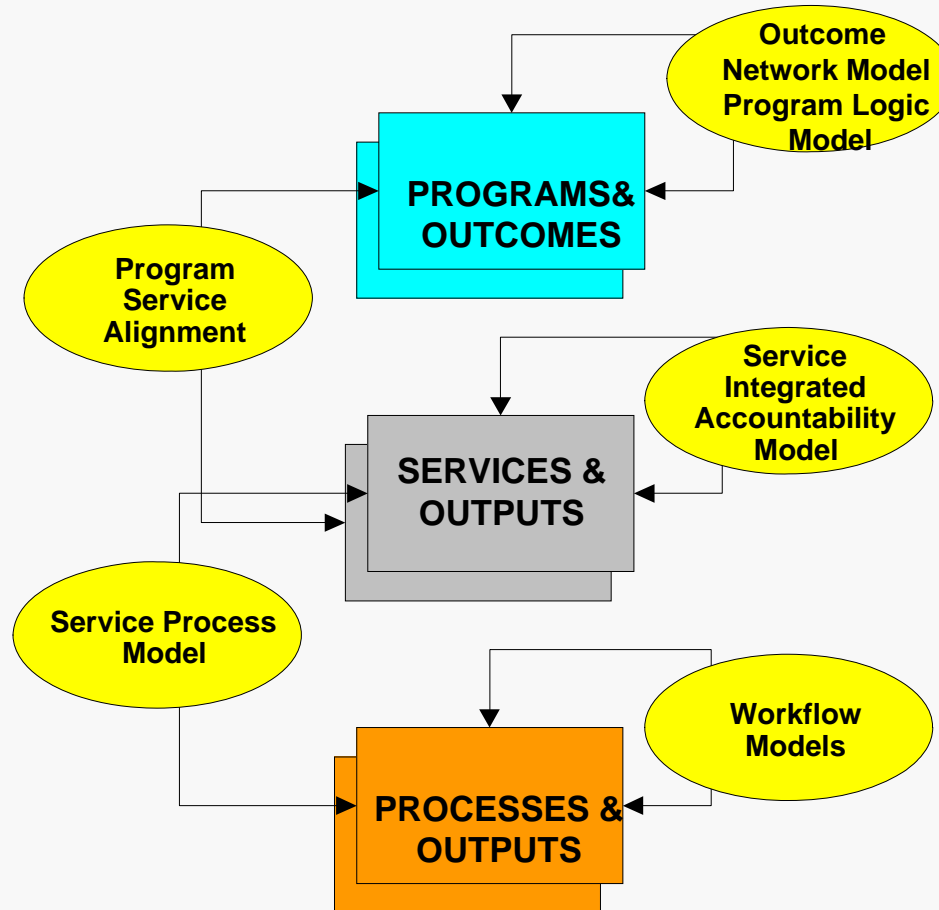
SIAM aligns service outputs with public and provider services (horizontal accountability) and processes

Process and workflow models decompose processes and roles to desired level of detail

Tactical



Reference Model Allows Business Models to be Aligned Into a Cohesive Whole





Program and Services

- The terms “program” and “service” have been used informally or inconsistently in government
 - Program refers to change initiative, operational business unit, funding bucket etc.
 - Service tends to be interchangeable with process
- Formal treatment of these concepts is required to:
 - Gain stakeholder consensus and agreement
 - Support common measurement and business requirements
 - Foster re-use and sharing of materials – ‘what’s the same’, as opposed to ‘what’s different’
 - “Knit together” a consistent holistic view of government
 - **We can’t achieve citizen program outcomes, if we can’t clearly define or agree on them**
- GSRM Program and Service concepts are applicable to both public and provider programs

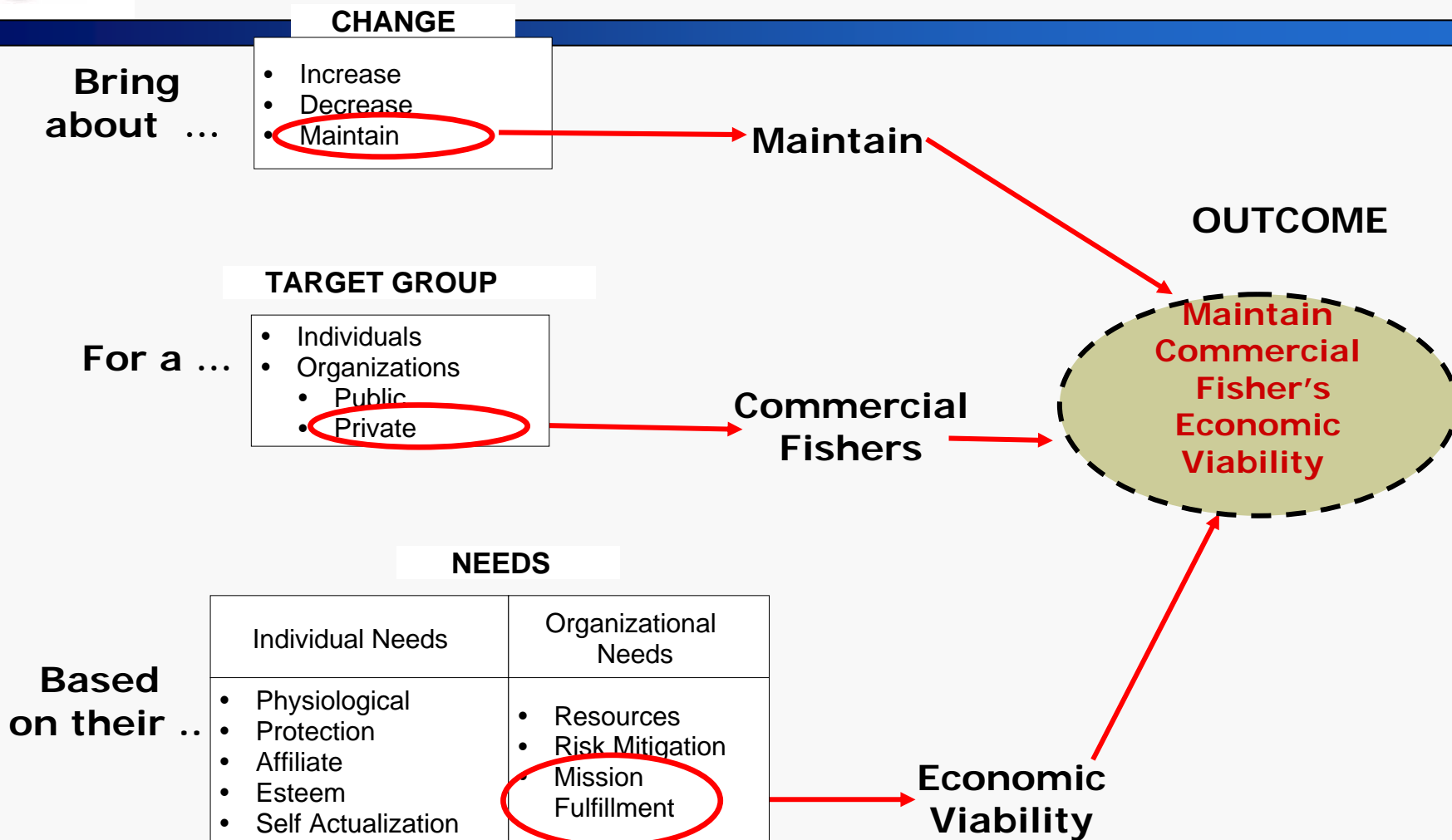


Program Outcome Definition

- A program outcome definition is the nucleus of ‘program definition’ - ‘highest point of alignment’
- GSRM standard ensures statement of program outcome is “well-formed” - traceable back to client needs
- Standardizing and formalizing program outcome definition supports:
 - Consistent program evaluation
 - Identification of opportunities across program boundaries, within and across jurisdictions
 - Basis for effective integration and analysis of performance information
 - Required for all alignment of business design



Example of GSRM formal program outcome statement





Formal program outcome statements can be related logically

- Current Strategic Outcome for Health Research Institutes: “Outstanding, ethical and responsive Canadian health research”

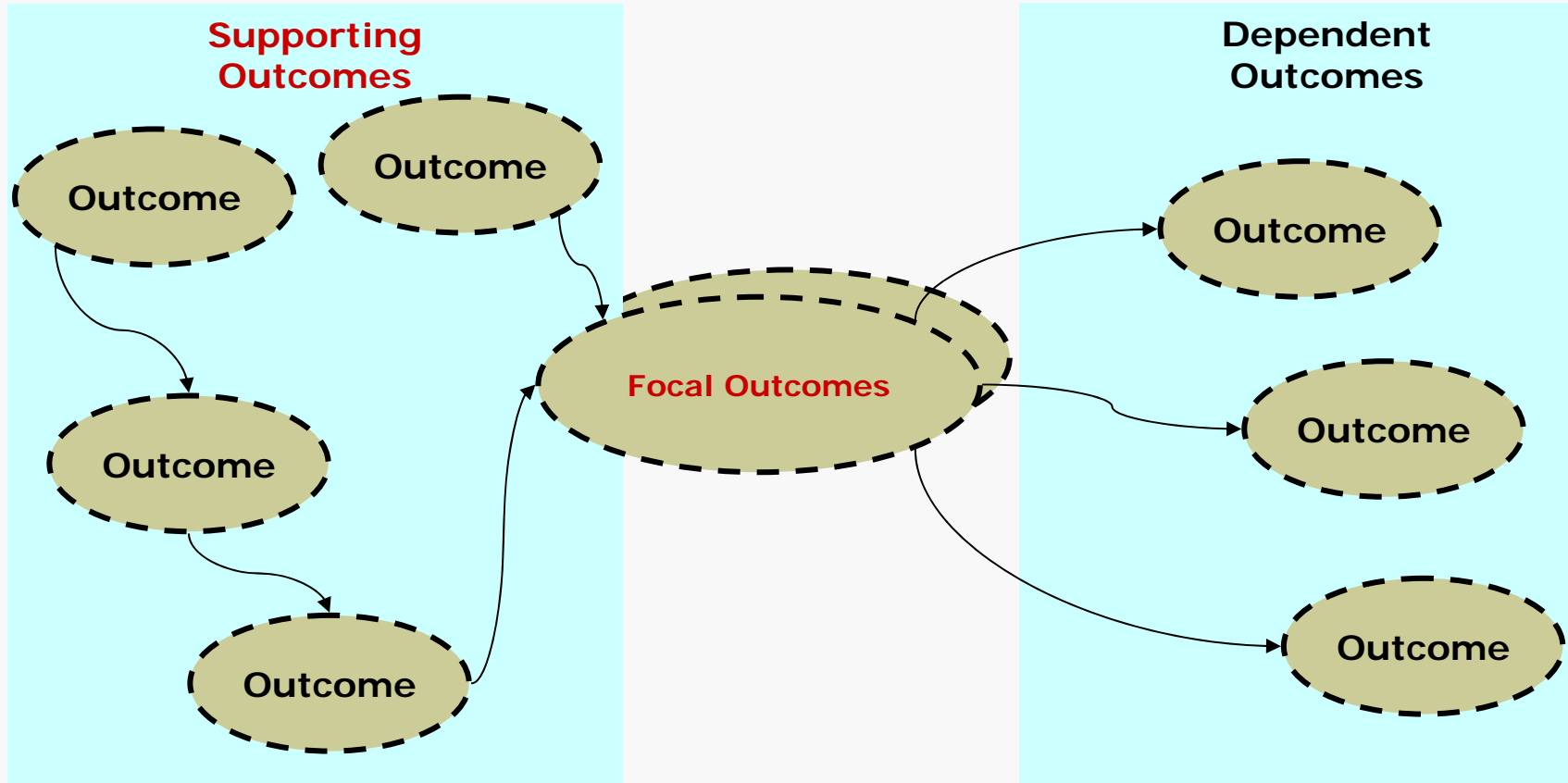
| Target group | Recognized need | Desired Trend |
|------------------------------------|--|-----------------|
| <i>Canadian health researchers</i> | <i>International recognition</i> | <i>Increase</i> |
| <i>Canadian health researchers</i> | <i>Compliance with ethical standards</i> | <i>Increase</i> |
| <i>Canadian public</i> | <i>Health research responsiveness</i> | <i>Increase</i> |

- Current SO for HRDC: “The opportunity to fully participate in the workplace and community”

| Target group | Recognized need | Desired Trend |
|---------------------------|----------------------------|-----------------|
| <i>Working population</i> | <i>Opportunity to work</i> | <i>Increase</i> |
| <i>Working population</i> | <i>Meaningful work</i> | <i>Increase</i> |



Formal Program outcomes can be compared to identify opportunities for collaboration, define program boundaries

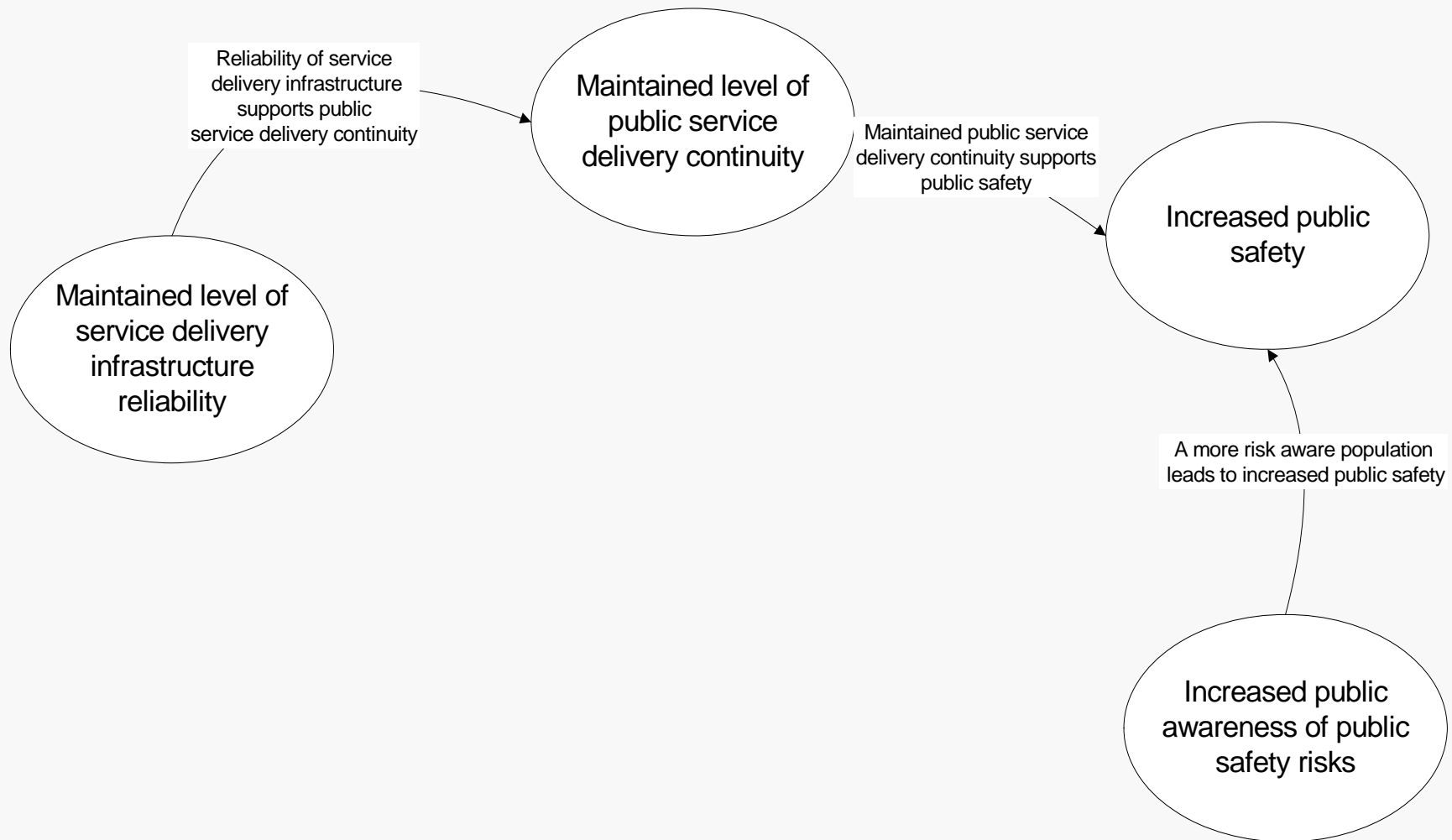


Which outcomes support focal outcome? Which program owner is accountable for them? How can they help?

Which outcomes are supported by focal outcome? Which program owner is accountable for them? How can they help?



Outcomes can be logically related and used as program analysis tool





GSRM Public Program Fields – A standard basis to classify government outcomes based on needs

| Public Program Fields | Recognized Public Needs |
|---|---|
| (Socio-)Economic Development | Need to organize, work, trade and prosper Need for protection from economic crimes |
| Science and Knowledge Development | Need for new knowledge |
| Natural Resources | Need to use/consume natural resources Need to sustain/renew natural resources |
| Environmental Protection | Need to enjoy and rely on the natural environment |
| Public Health | Need for protection from illness and disease |
| Legal, Collective, Democratic & Human Rights Protection | Need for recognition and protection of legal, collective, human, and democratic rights and freedoms |
| Social Development | Need to overcome disadvantages Need to help others and share prosperity and community |
| Cultural Development | Need for preservation of identity, history, tradition, values |
| Educational Development | Need to develop human capabilities |
| Public Safety | Need for protection from natural and built hazards Need for protection from violent crime |
| Justice | Need for fair and just treatment Need to sanction (punish) law-breakers |
| National Security & Defence | Need for protection from insurrection, terrorism, international threats and defence of freedom |



GSRM Provider Program Fields - continued

| Provider Program Fields | Recognized Provider Needs |
|--|--|
| Public Policy, Planning and Management Services | Need to address public needs and accomplish public goals |
| Corporate Policy, Planning & Management Services | Need to shape the enterprise to accomplish public goals |
| Integrated Delivery Services | Need to integrate service delivery from different program fields |
| Communications Management Services | Need to communicate with the public and with providers including the government |
| Human Resources Management Services | Need to deploy and steward the government's human resources |
| Financial Management Services | Need to deploy and steward the government's financial resources |
| Information Management & Technology Services | Need to deploy and steward the government's information |
| Supply Chain Management Services | Need to ensure supply and conserve the government's resource expenditures |
| Administrative Services | Need to deploy and use the government's resources, facilities and assets |
| Facilities and Assets Management Services | Need to maintain & steward facilities & assets entrusted to the care of government |
| Professional Services | Need to comply with laws, regulations and best practices as an enterprise |

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Service Definition

- Programs define the outcomes! Service outputs achieve the outcomes!
- A service is a means to create desirable change in target group needs of one or more programs by managing delivery of valuable outputs
- Service definition is a key bridge between work/policy design and work design
- Services are not a work functional concept, but a value concept!
Supports 'results-based management
- Services deliver measurable discrete units of value to clients to meet recognized needs
- A program "service portfolio" is aligned over time to ensure alignment to program outcomes and best use of resources



19 GSRM Service Types - A standard way to classify government services (introduction)

1. Provide funds
2. Provide resources
3. Provide transport
4. Provide advisory encounters
5. Provide matches, referrals and linkages
6. Provide new knowledge
7. Provide promotional encounters
8. Provide recreational and cultural encounters
9. Provide educational and training encounters
10. Provide care and rehabilitation encounters
11. Provide periods of agreement
12. Provide periods of permission
13. Provide periods of protection
14. Provide findings
15. Provide interventions
16. Provide rulings & judgments
17. Provide penalties and periods of sanction
18. Provide rules
19. Provide implemented changes

Each service pattern contains a set of standard processes and performance metrics




GSRM "Top Model"

Government of Canada on One Page

Governments of Canada Strategic
Reference Model (GSRM)

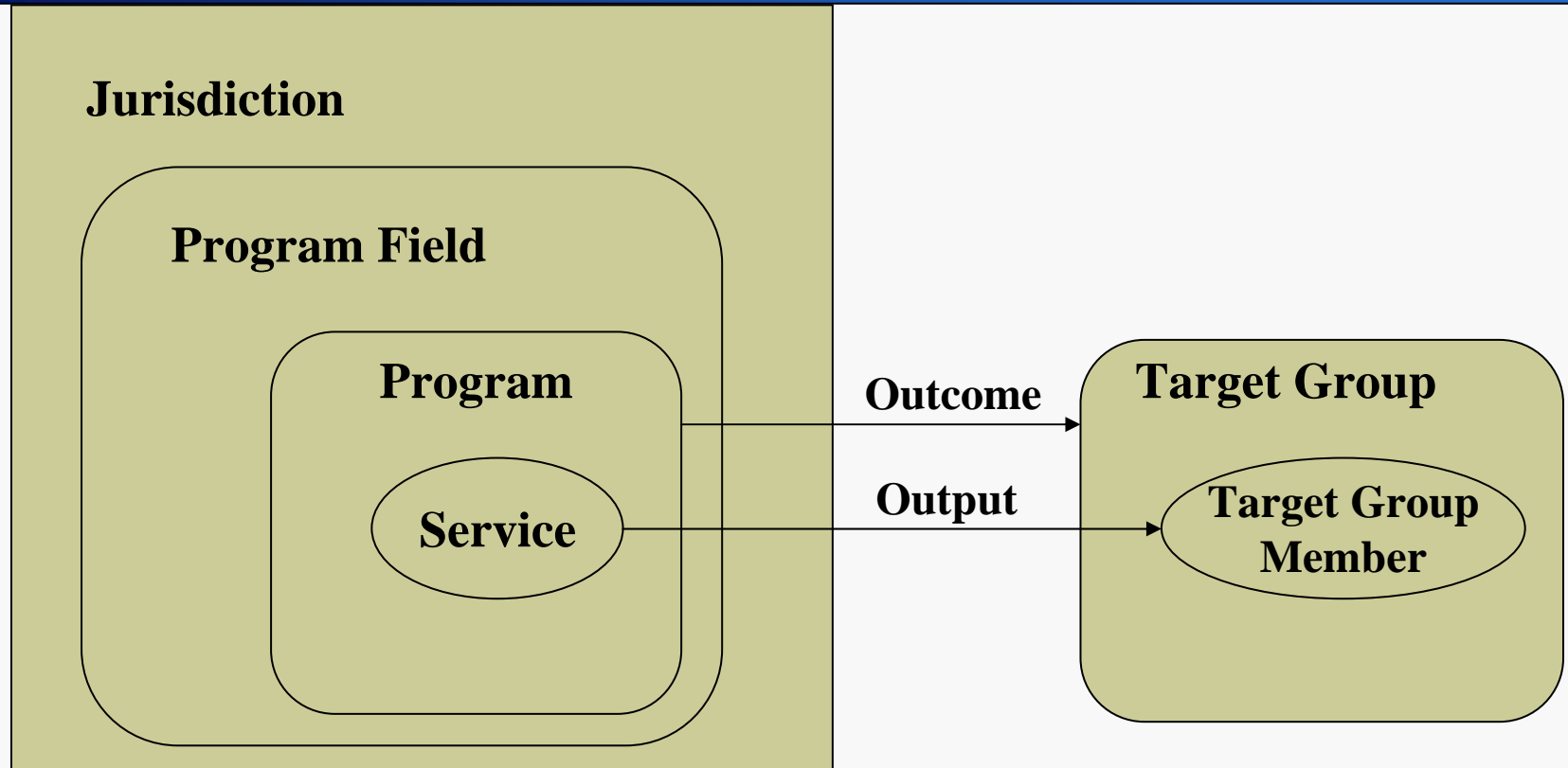
Service Output Types

Program Fields

| <div></div> <div>G₂oC Top Model Mapping for Multi-jurisdictional Services to New Business Startups (Restaurants)</div> | | | Service Output Types | | | | | | | | | | | | | | | | | | Core | |
|--|---|--|------------------------|-------------------|---------------|----------------------------------|-----------------------------------|------------------------------------|-----------|-------------------------------|-------------------------------|-------------------------------------|----------------------|-----------------------|----------|----------------------|---------------------------------|-----------------------|---------------|---|---------------------|---|
| | | | Supply capacity to act | | | Enhance capability to act | | | | Facilitate & influence action | | | | Regulation action | | | | | | | | |
| Program Fields | | | Funds | Units of Resource | New Knowledge | Care & Rehabilitation Encounters | Educational & Training Encounters | Recreational & Cultural Encounters | Movements | Advisory Encounters | Matches, Referrals & Linkages | Advocacy and Promotional Encounters | Periods of Agreement | Periods of Permission | Findings | Rulings & Judgements | Penalties & Periods of Sanction | Periods of Protection | Interventions | Rules (laws, policies, strategies, plans,...) | Implemented changes | |
| Public Program Fields | (Socio-)Economic Development | | F | P | R | | P | R | | P | P | P | R | P | M | P | P | M | M | M | F | |
| | Science and Knowledge Development | | | | | | | | | | | | | | | | | | | | | |
| | Natural Resources Development | | | | R | | | | | | R | | | | | | | | | | | |
| | Environmental Protection | | | | R | | | | | | R | | | | M | R | | R | | | | |
| | Public Health | | | | R | | R | | | | R | | | | M | R | M | R | | R | | F |
| | Legal, Collective, Democratic & Human Rights Protection | | P | | | | R | | | | R | | | | | | | | | | | |
| | Social Development | | | F | M | R | | | | | R | | | | P | M | | R | M | | | R |
| | Cultural Development | | | | | | | | | | | | | | | | | | | | | |
| | Educational Development | | | | | | | | | | | | | | | | | | | | | |
| | Public Safety | | P | | M | R | | R | | | | | | | M | P | R | M | R | | | F |
| Provider Program Fields | Justice | | P | | | | | | | | | | | P | P | P | | | | | | |
| | National Security & Defense | | | | | | | | | | | | | | | | | | | | | |
| | Public Policy, Planning and Management Services | | | | | | | | | | | | | | | | | | | | | |
| | Corporate Policy, Planning and Management Services | | | | | | | | | | | | | | | | | | | | | |
| | Integrated Delivery Services | | | | | | | | | | | | | | | | | | | | | |
| | Communications Management Services | | | | | | | | | | | | | | | | | | | | | |
| | Human Resources Management Services | | | | | | | | | | | | | | | | | | | | | |
| | Financial Management Services | | M | P | F | | | | | | | | | M | M | P | F | M | | | | |
| | Information Management & Technology Services | | | | | | | | | | | | | | | | | | | | | |
| | Supply Chain Management Services | | | | | | | | | | | | | | | | | | | | | |
| Administrative Services | | | | | | | | | | | | | | | | | | | | | | |
| Facilities and Assets Management Services | | | | | | | | | | | | | | | | | | | | | | |
| Professional Services | | | | | | | | | | | | | | | | | | | | | | |



Public Sector Business Context

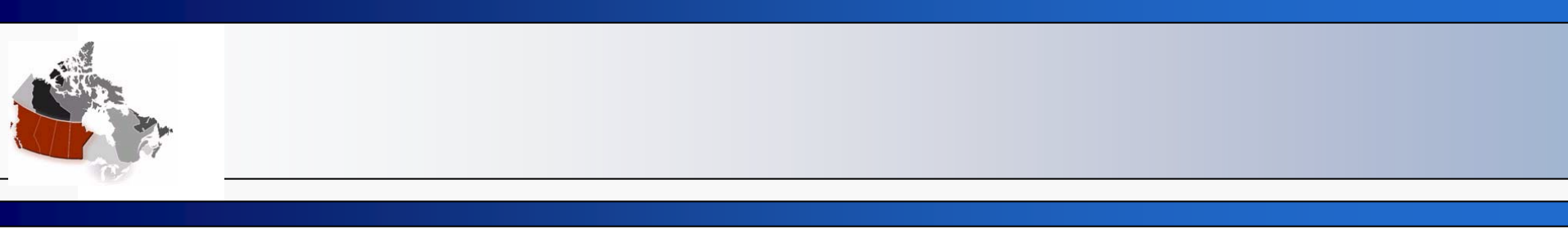


- Defines context, scope and boundaries for a program and its services.



Program Performance Models Align Performance Indicators to Outcomes

| | | Efficiency Measures | Quality Measures | Effectiveness Measures |
|----------------|--------------------------|--------------------------------|--------------------------|---|
| | | <u>Outputs</u> Inputs | Comparison to Standards | Contribution to Goals |
| Program level | Environmental Protection | Catchment area cost per capita | Public perception | Environmental water quality trends |
| Service level | Waste Water Treatment | Total service cost per MgL | Final effluent quality | Receiving water quality |
| Process level | Primary Treatment | Primary treatment cost per MgL | Primary effluent quality | Primary treatment fitness to requirements |
| Resource level | Digesters | Digester cost per MgL | Digester reliability | Digester fitness to requirements |



The Building Blocks of Business Design (2)

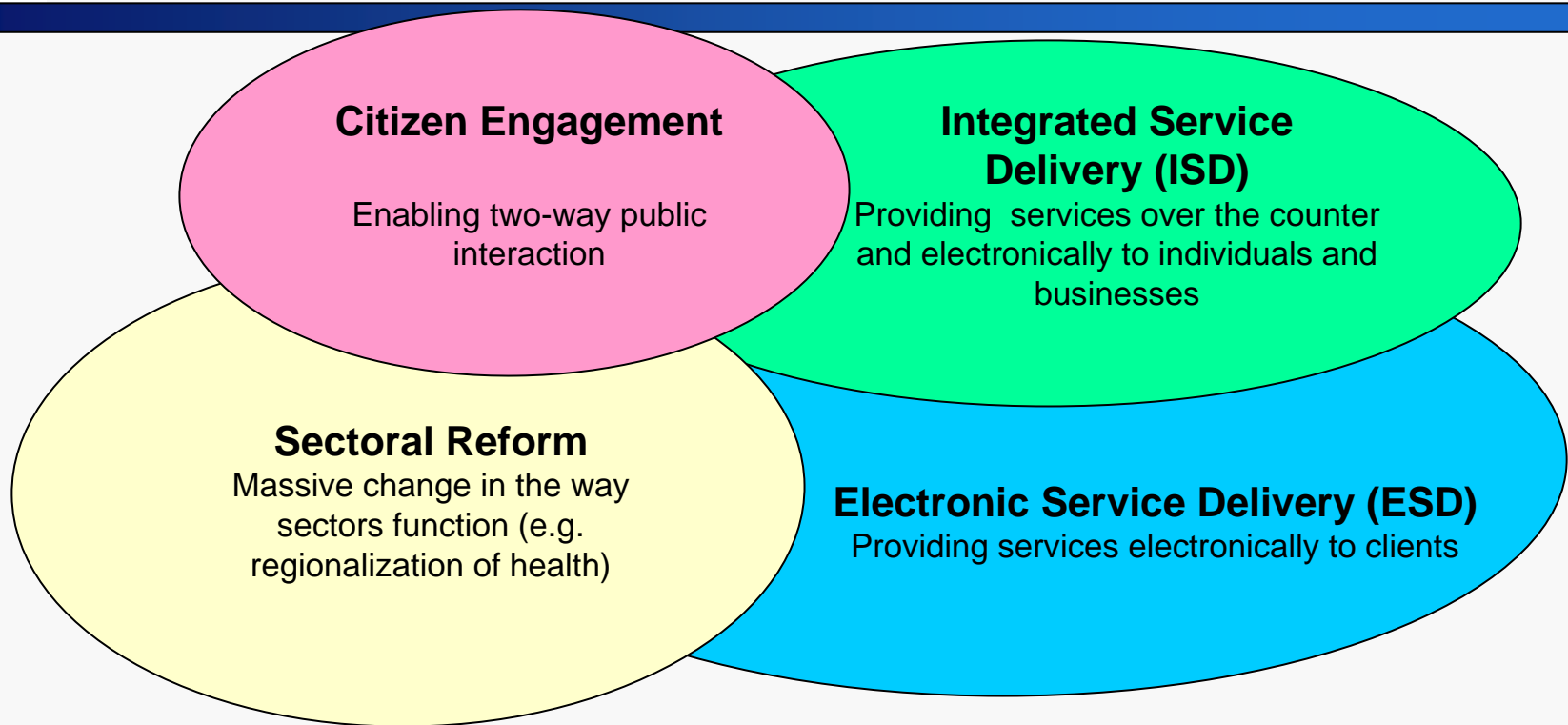


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The New Demands of Horizontal Government



Need for “Seamless Government”



It All Comes Down to Citizen-Centric Services

- Everything we do needs to be based on the citizen
- Even “provider services” need to be examined for their value based on what they contribute to the end product (service output) to the citizen
- Today we examine the service outputs and how to integrate services across a government or governments to fulfill citizen needs
- In essence, we will be looking to integrate and align accountabilities to meet these needs

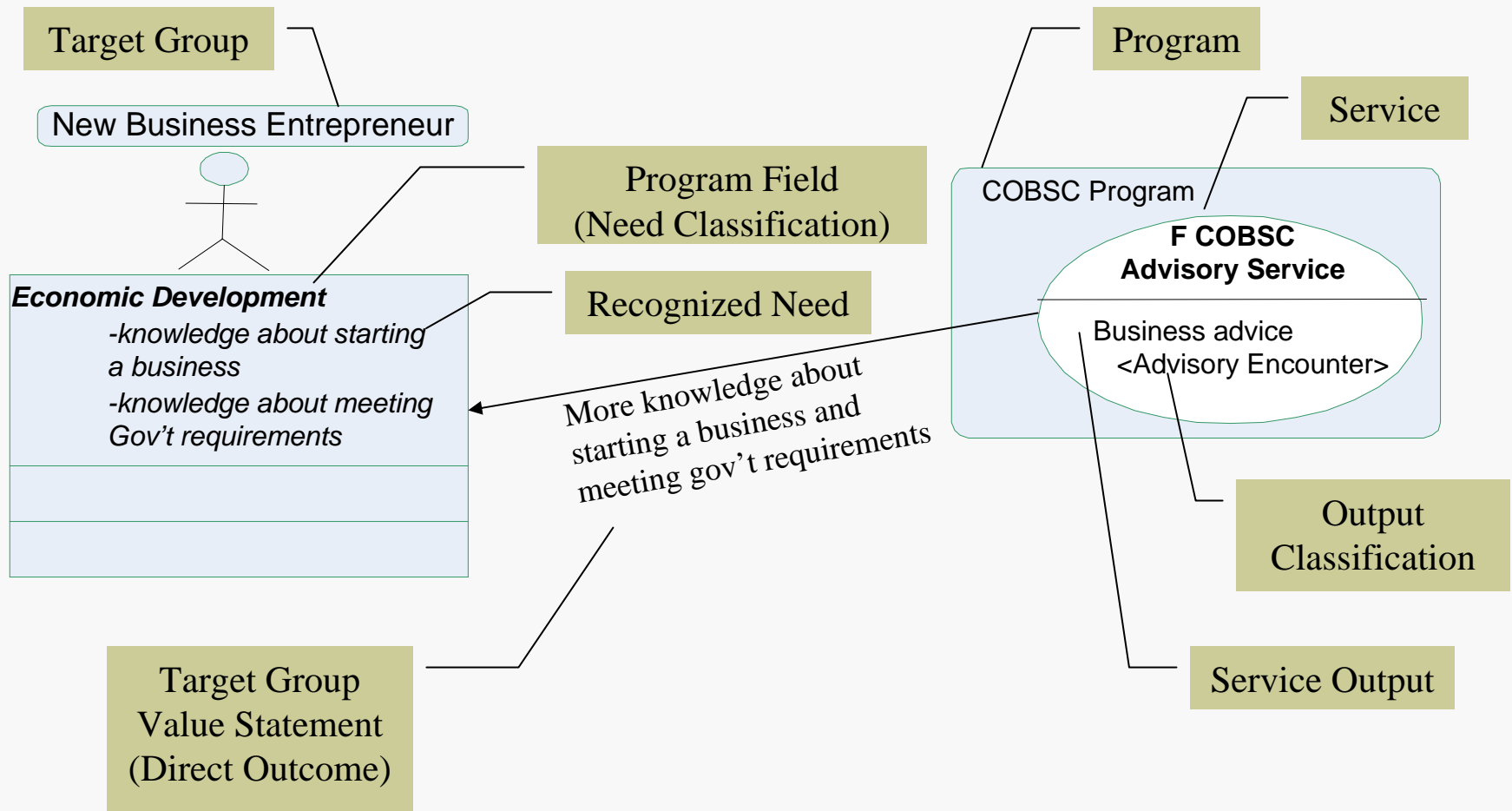


Program Service Alignment Model (PSAM)

- Powerful analytic tool to:
 - Assess the alignment of services to program outcomes through target groups and needs
 - Identify opportunities for improving alignment of service portfolio
 - Set context for linking expenditures to results
 - Identification of ‘client facing services’.
 - These services drive investments and service levels of supporting services



Program Service Alignment Model (PSAM) ensures explicit and consistent definition of relationships

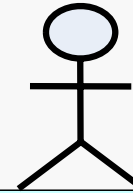




Target Groups and Recognized Needs

- A target group is a population of individuals or collectives (e.g. organizations, families, tour groups, etc.) identifiable through intrinsic and extrinsic characteristics.
- A recognized need is a target group condition or circumstance which a program must address by consequence of its mandate
- Programs may recognize one or more needs in one or more target groups i.e. senior's health and safety program.

SENIORS

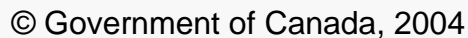


| |
|----------------------------------|
| Acknowledgement |
| Shelter |
| Food / Nourishment |
| Income |
| Health |
| Safety |
| Socialization |
| Respect |
| Education |
| Meaningful Activity / Recreation |
| Independence |



Recognized Needs

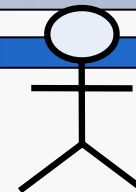
- A need is an innate requirement of an individual person or organization
- A recognized need is a need or an expression of a need that the government acknowledges a duty to address (has a mandate)
- Needs are distinct from requirements. Requirements relate to the response to the need, not need itself.
- Individual Need Types (Maslow's hierarchy)
 - Physiological
 - Security
 - Belonging
 - Esteem
 - Self-Actualization
- Organizational Need Types
 - Mission Fulfillment
 - Risk Mitigation
 - Resources





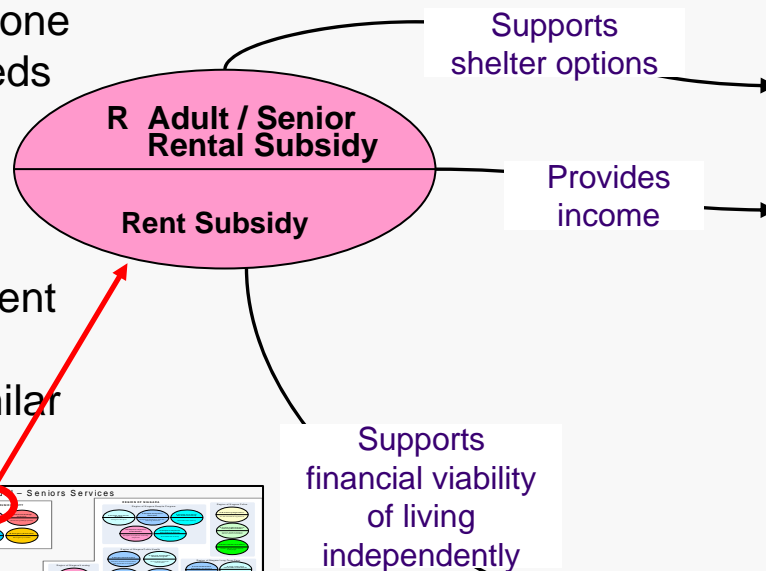
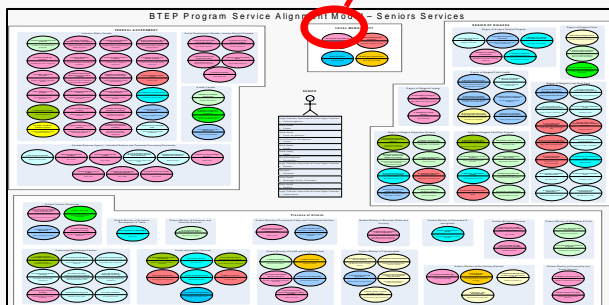
Program and Service Alignment Diagram

SENIOR



Explicitly identifies all programs & service directly satisfying one target group's needs

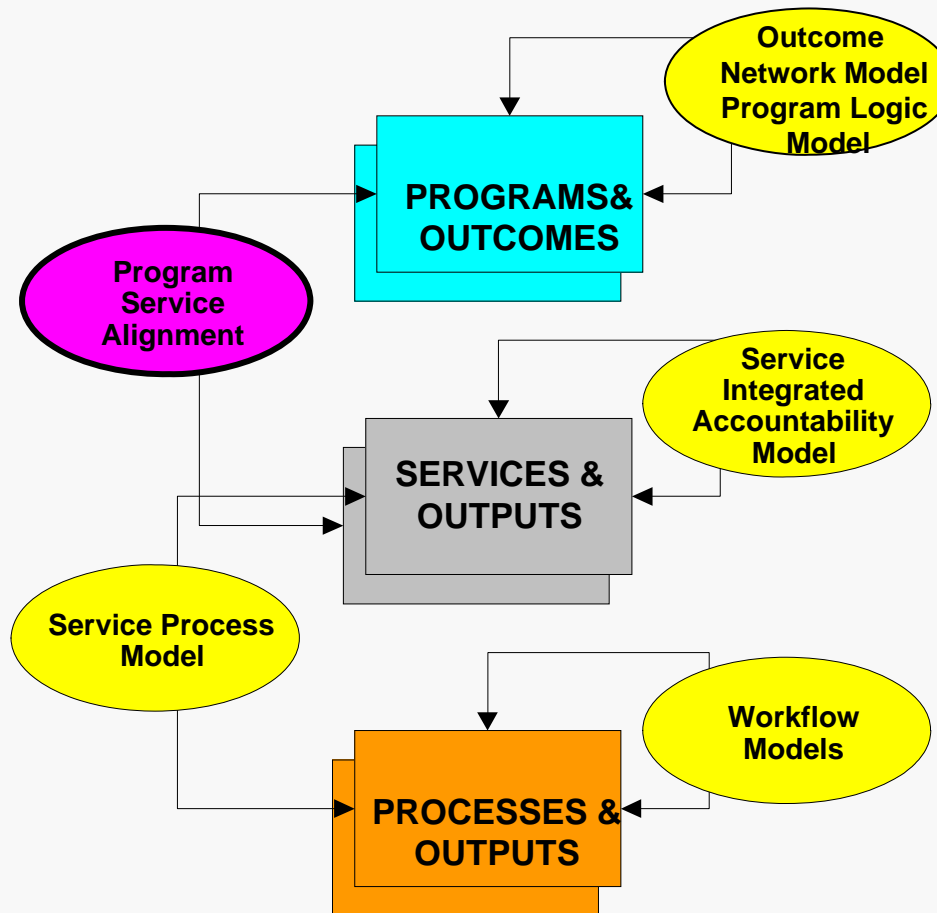
Identifies opportunities for service improvement e.g. where similar services meet similar needs



| |
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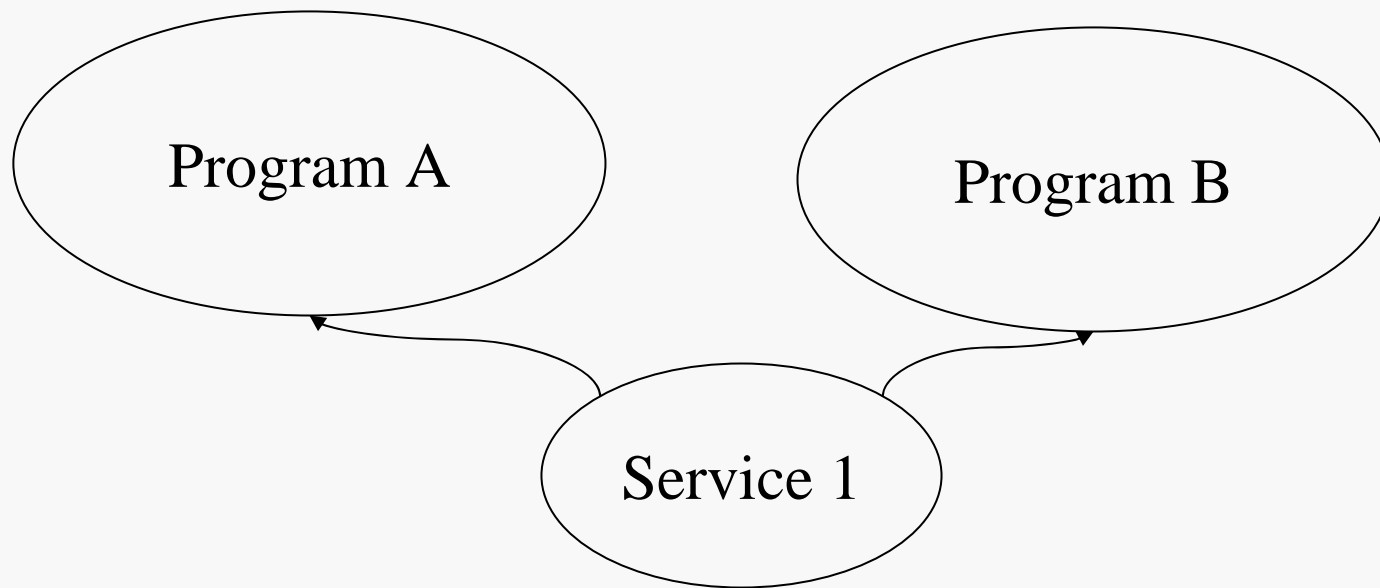


Program Service Alignment Model Mapped to GSRM components (recap)





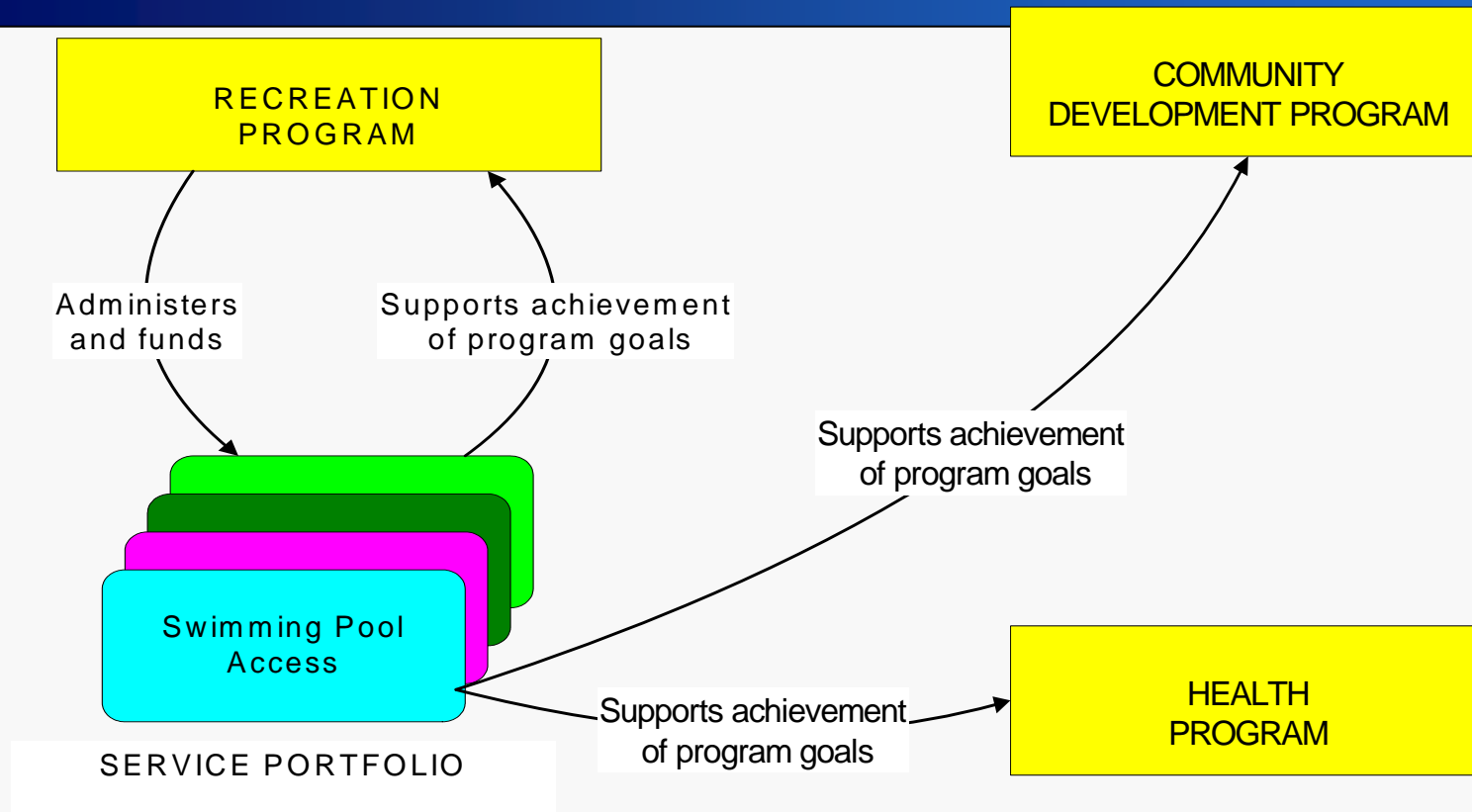
Program and Service Relationships



A service contributes to a program's goals by providing a valuable output to eligible members of the program's recognized target group, meeting a recognized need. Well-designed services meet multiple needs of multiple target groups in multiple programs.



Services May Provide Value to Multiple Programs



- What is the relative contribution to the other programs?
- What opportunities exist for co-funding?
- How does this influence the “real value” of the service?



Target Group State Transition Model

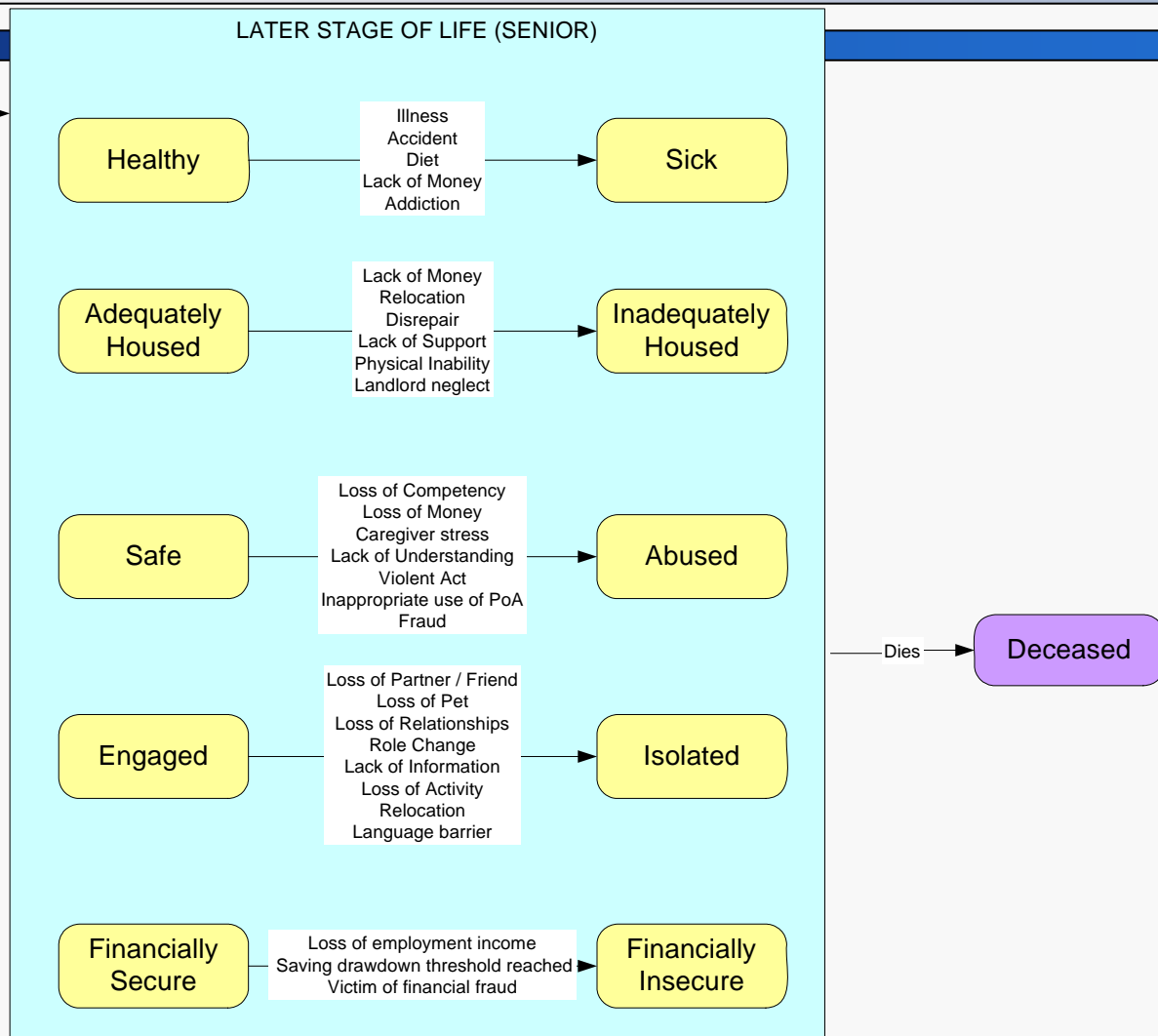
Senior's state's and transitions

The project focused on 5
"Undesirable" States:

*-Sick, Inadequately housed,
Abused, Isolated and
Financially Insecure.*

Various services are needed
at different times to help the
senior move to preferred
states and to inhibit the
senior from moving to less
desired states

A senior could be in one or
more of these states at any
one time





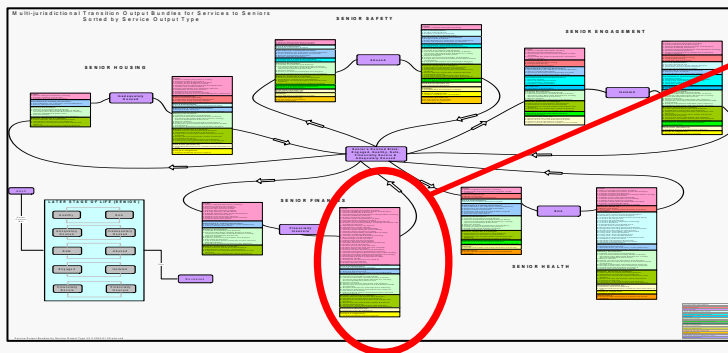
Transition Output Bundle

Define “bundles” by identifying services that either support or inhibit transitions

Sets context for co-ordination of efforts and aligning performance across providers

Shows services by type or jurisdiction that must “fit together” to make a difference for the target group

Identifies opportunities for common or standardized processes to “join up” services in the bundle



Sick

Healthy

| |
|---|
| Funds: Senior Lifestyle Education Funding Veteran Disability Pension Claim and Support Veteran Disability Allowance Veterans Social and Medical Transportation Funding Veteran Disability Pension Veteran Long Term Care Subsidy Veteran Direct Hospital Care Funding Veteran Home Support Funding Veterans Ambulatory Health Care Funding Veteran Treatment Benefits Vaccine Preventable Disease Funding |
| Resource (Units of): Adult Day Meal Provision Congregate Dining Meals on Wheels Long Term Care Nutritional Intake and Meal Provision |
| Care & Rehabilitation: Long Term Care Psycho-social Support Adult Day Psycho-social Support In-home Personal Support and Homemaking In-home Nursing Care In-home Physiotherapy In-home Speech Language Pathology In-home Dietetics First Nations & Inuit Health Care Veteran Direct Hospital Care Alzheimers Diagnosis & Treatment Supportive Housing Personal Support Supportive Housing Medication Coordination Supportive Housing Personal Care Long Term Care Basic Personal Care Long Term Care Medication Long Term Care Palliative Care Long Term Care Rehabilitation Long Term Care Enhanced Personal Care Adult Day Personal Care Adult Day Medication Monitoring Adult Day Enhanced Personal Care Adult Day Rehabilitation |
| Educational & Training Encounters: Older & Wiser SeniorBusters (an extension of PhoneBusters) Supportive Housing Health Education |
| Movements: Niagara Emergency Medical Service Ambulance |
| Advisory Encounters: Veteran Counselling and Referral Life Event Bundles: Getting Ready to Retire, Pursuing Life's Best After Retirement, Finding Seniors HealthCare Resources Seniors Infoline Family (of seniors) Education and Support Supportive Housing Physical & Emotional Health Counseling Respite Companion Individual Care Planning Caregiver Education and Information Support Common Sense Nutrition for Seniors Community Food Advisor Program |
| Matches, Referrals & Linkages: Public Service Information and Referral Adult/Senior Information and Referral Supportive Housing Resident Information and Referral Senior Service Information Intake & Referral Veterans Screening Long Term Care Information and Referral Adult Day Participant Information and Referral |
| Advocacy & Promotional Encounters: Seniors Month A Guide to Programs and Services for Seniors in Ontario Niagara Gatekeepers |
| Permission (Periods of): Personal Care Guardianship Substitute Medical Care Treatment and Admission to LTC |
| Rulings & Judgments: Veteran Disability Pension Appeal |
| Interventions: Public Health Inspection & Infectious Disease Program |

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19 GSRM Service Types - A standard way to classify government government services

1. Provide funds
2. Provide resources
3. Provide transport
4. Provide advisory encounters
5. Provide matches, referrals and linkages
6. Provide new knowledge
7. Provide promotional encounters
8. Provide recreational and cultural encounters
9. Provide educational and training encounters
10. Provide care and rehabilitation encounters
11. Provide periods of agreement
12. Provide periods of permission
13. Provide periods of protection
14. Provide findings
15. Provide interventions
16. Provide rulings & judgments
17. Provide penalties and periods of sanction
18. Provide rules
19. Provide implemented changes

Each service pattern contains a set of standard processes and performance metrics



What is Service Accountability?

- A focus on results! Not the work itself!
- Service output performance metrics can be reported in three categories (EQE)
 - Efficiency - value of the output compared with costs of its inputs
 - Quality – comparison of a measure or dimension of the output to an established standard
 - Effectiveness – contribution of the output to an *outcome* (“desirable trend in the level of a client group’s need”)
- Service owners are:
 - Vertically accountable to their program owner for efficiency and effectiveness metrics
 - Horizontally accountable to their clients for quality metrics



Service Efficiency Indicator Examples

| Efficiency indicator Type | Examples Description |
|---------------------------|--|
| Average unit cost. | <p>Value (sometimes price) of one service output compared with the Unit cost of the resources to produce and deliver it.</p> <p>This indicator is equivalent to Unit cost per service recipient. Many variations on this indicator are possible.</p> |
| Average per-capita cost. | <p>Total cost of producing all service outputs per time period, compared with the total number of service recipients targeted in that time period, whether served or not.</p> <p>This indicator is equivalent to the investment in meeting target group needs, and many variations are possible.</p> |



Service Quality Indicator Examples

| Quality indicator Type | Description |
|------------------------|--|
| Responsiveness | Refers to the responsiveness of the service to a request where applicable in relation to a rule. |
| Accuracy | Refers to the correctness of the output in relation to a rule where applicable, e.g. is the information or advice provided by the service correct? |
| Availability | Refers to the availability of the service according to a scheduling rule. |
| Compliance | Refers to the number of failures or departures from a constraint imposed for legal or policy reason, or due to an approved standard. |
| Reliability | Compares the reliability of the service's production and delivery of an output to a rule, e.g. error rate. |
| Capacity | Measures the capacity of the service to respond to fluctuations in demand and contingencies without compromising other metrics in terms of a rule. |



Service Effectiveness Indicator Examples

| Effectiveness indicator Type | Description |
|------------------------------|---|
| Outcome achievement | Refers to the degree to which the direct outcomes of the program(s), which the service contributes to, are achieved. A direct outcome is defined as a desirable trend in the level of a recognized target group need. |
| Takeup Rate | Refers to the rate at which service demand rises (or falls as appropriate) in a reference time period and is a proxy indicator for meeting a predicted level of need. |

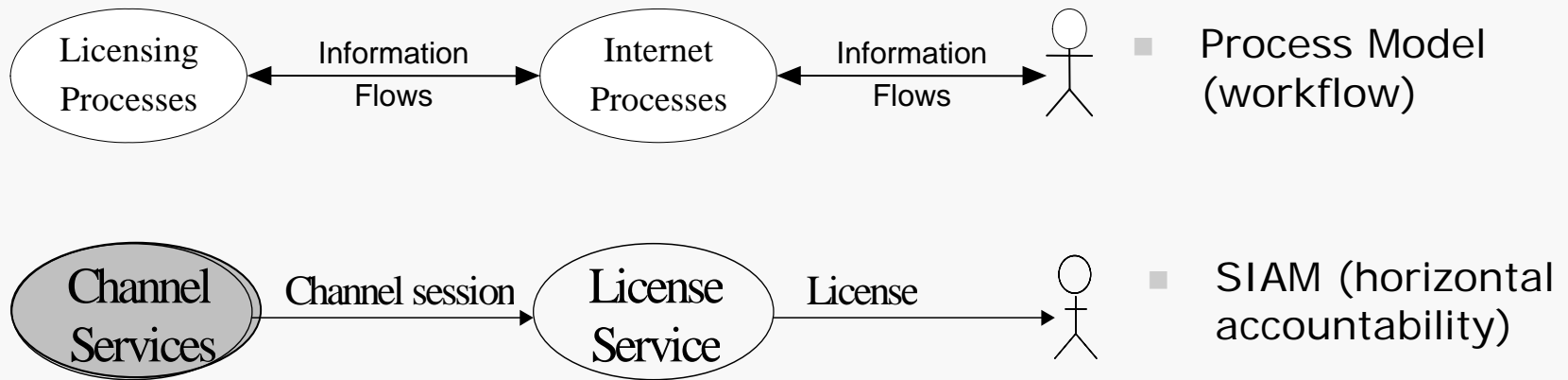


Service Integrated Accountability Model

- Powerful analytic tool to:
 - Represent horizontal accountabilities and linkages between service providers across organizations
 - Set context for SLA definition
 - Depict, assess and evaluate various service delivery options and strategies
 - Common and shared services
 - Cost models
 - Linked to incentive models, organizational management control points
- Provides strategic top-level view for decision makers



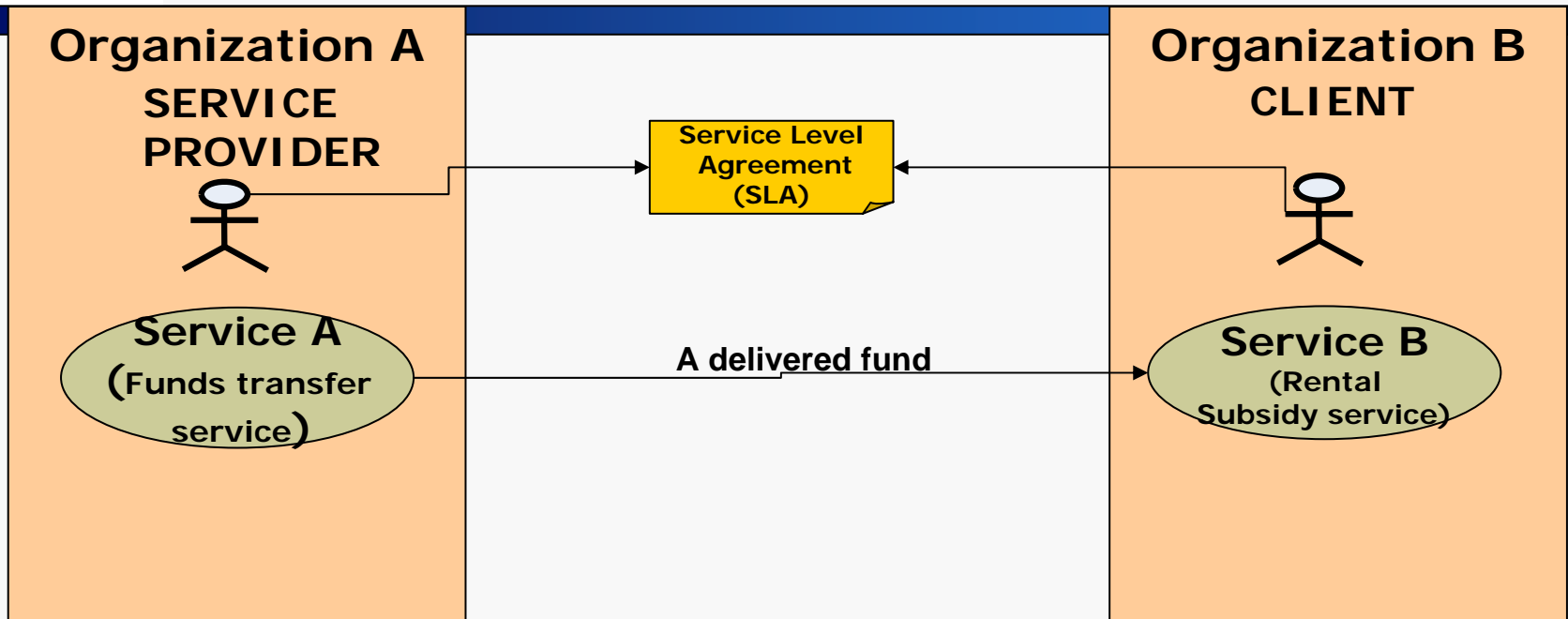
Service Integrated Accountability Model (SIAM)



- An ellipse stands for a service and the arrow stands for the output of the service.
- The arrow represents an agreement related to an output, not a flow
- The recipient of the arrow is viewed as a 'client' who procures the service output as needed to support their own service delivery



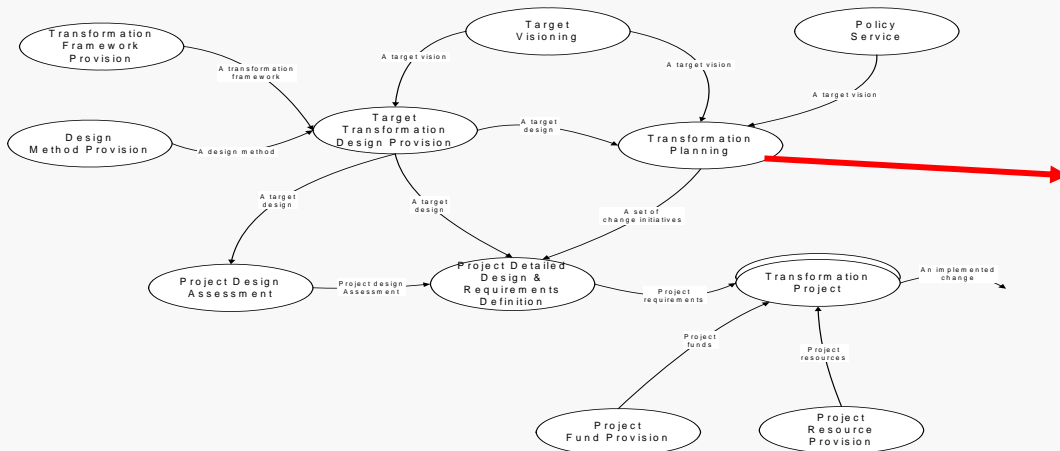
SIAM model sets context for horizontal SLAs



- Service provider in Organization A has a horizontal accountability to a client in Organization B for a Service Output (A delivered fund).
- A Service Level Agreement includes service performance indicators and performance targets associated with service output



Service Process Model



Shows processes required to support services

Planning Processes

Set performance targets
Estimate resource requirements
Forecast demand etc.

Provisioning Processes

Acquire resources
Deploy resources
Monitor risks etc.

Delivery Processes

Register and qualify requests
Set schedule
Deliver outputs
Process exceptions etc.

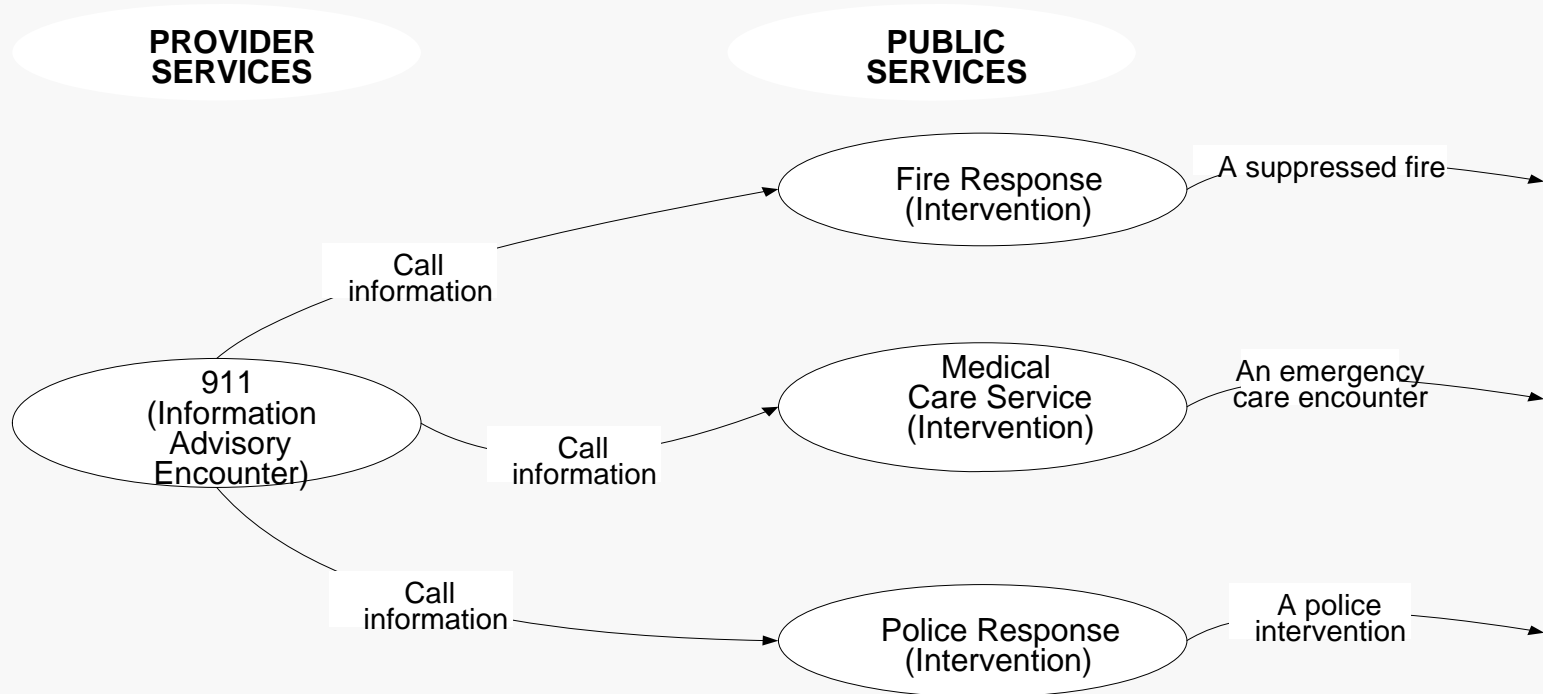
Decommissioning

Decommission service providers
Decommission resources etc.

Each service can be “opened up” to reveal the supporting processes



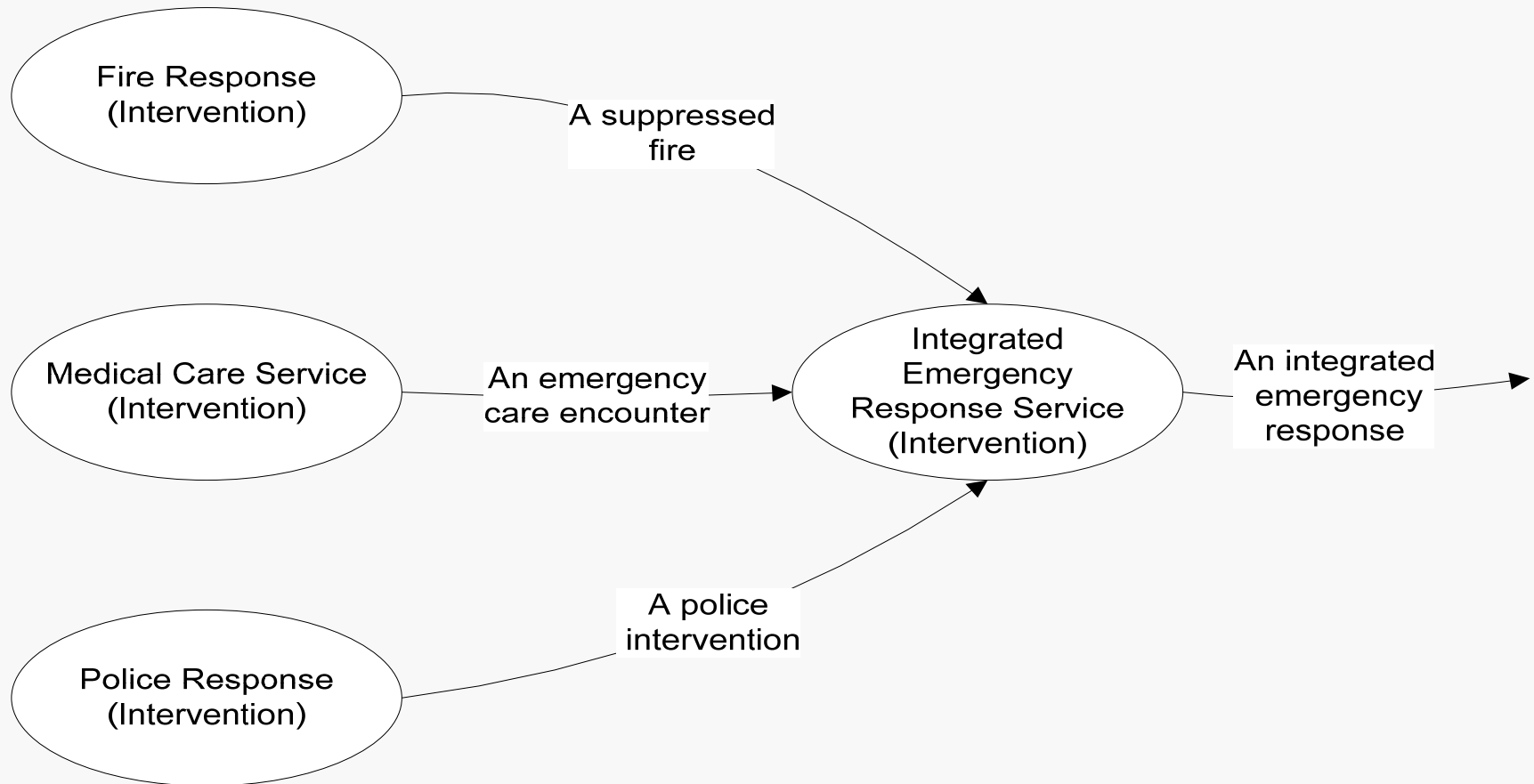
Example - 911 Program SIAM



- The 911 service has “outsourced” or “hollowed out” the *call-taking* and *dispatch* processes of the emergency services; this is what provider services typically do!



Strong Integrated Emergency Response Service Design





Extended SIAM Notation Supports Strategic Design Alternatives

**SINGLE
SERVICE
IMPLEMENTATION**

**MULTIPLE
SERVICE
IMPLEMENTATIONS**

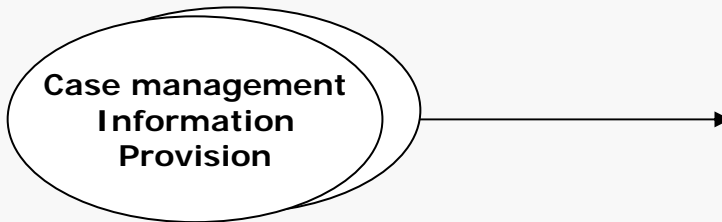
Organization A

**ORGANIZATION
A IS ACCOUNTABLE
FOR SERVICE**



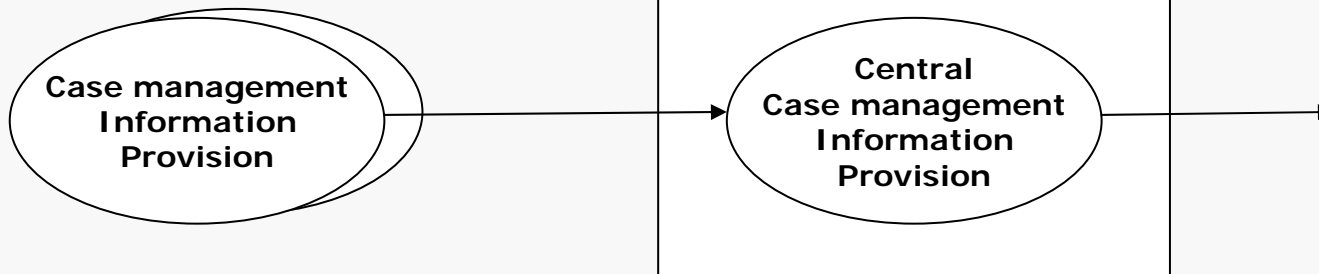
Service Design Option Using SIAM

As-Is Model



As-Is model has a large variety of case management service providers

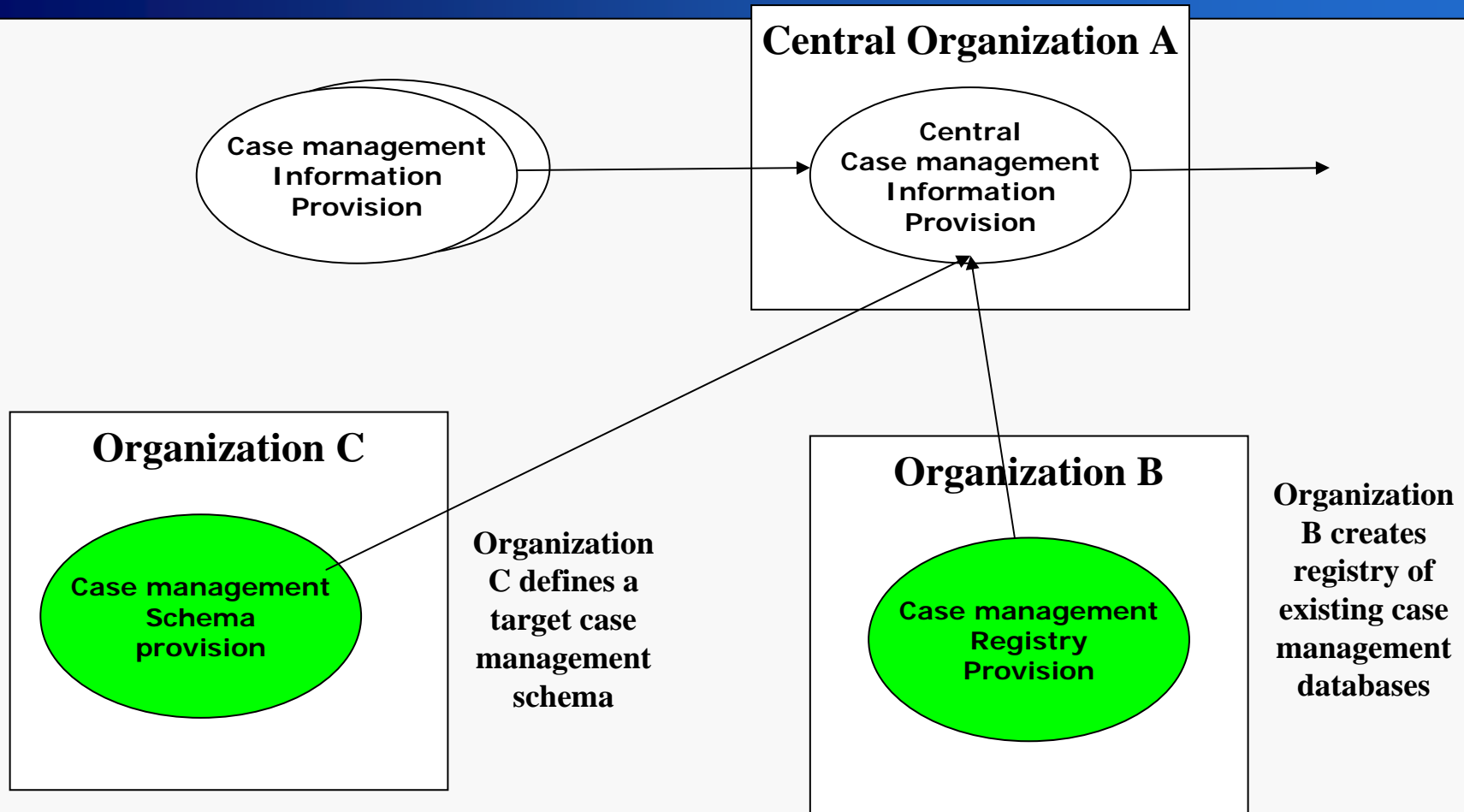
To-be Model introduces central provider of case management information



To-Be Model

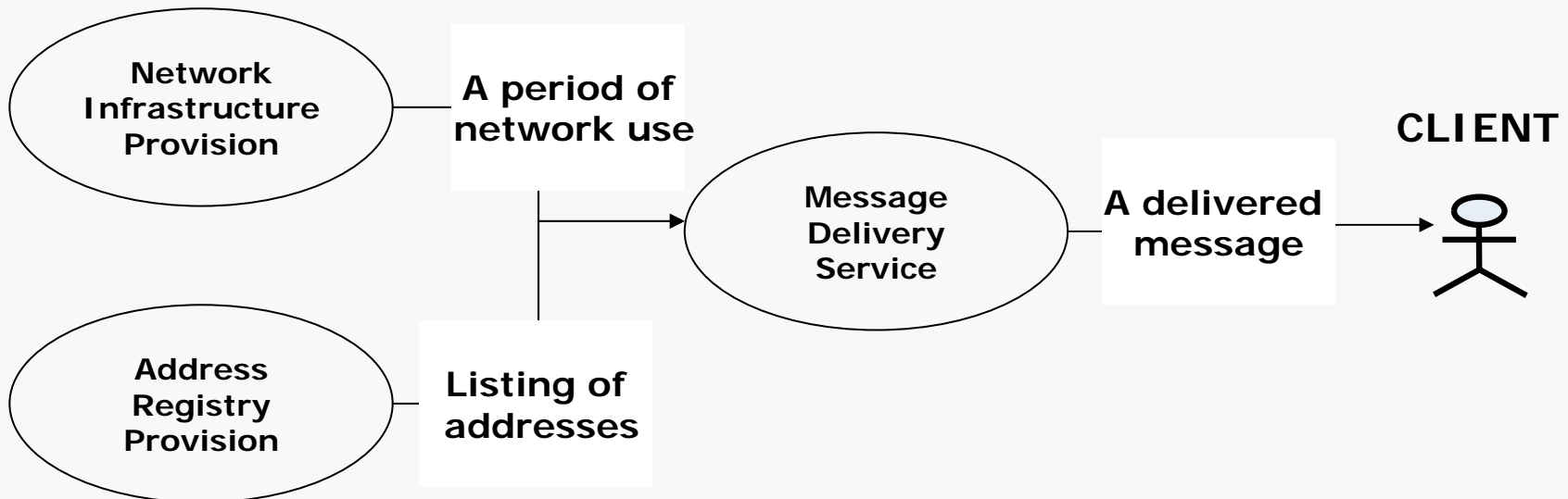
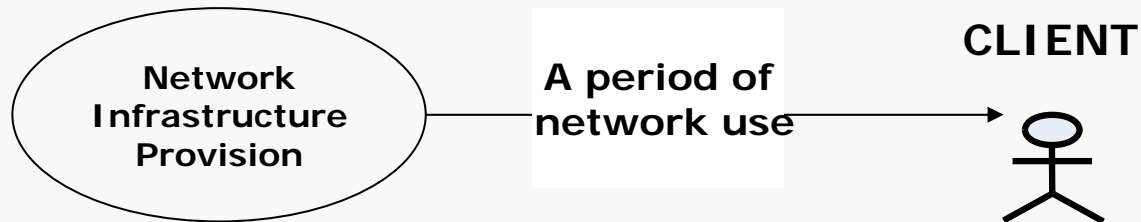


Additional Services Introduced to Support Transition to Target Service Design



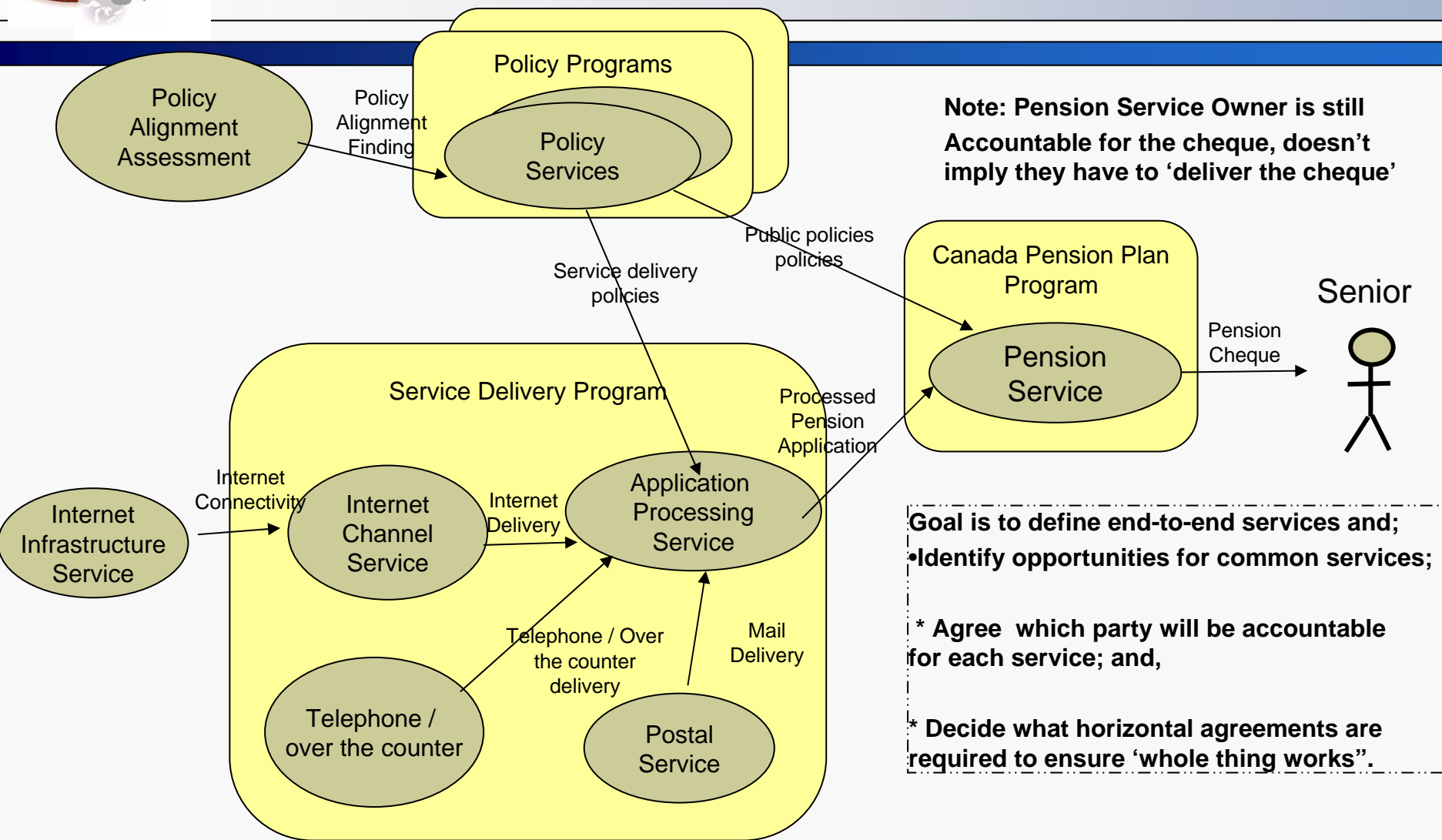


Two Contrasting Horizontal Service Designs





Integrated Service Delivery SIAM Example





Public Sector Business Design Challenges and Opportunities

- Public sector organizations are under greater pressure to:
 - Do more with less (i.e. expenditure review)
 - Low hanging fruit is gone
 - Serve higher public expectations and achieve client outcomes
- Business and technology change continues at an accelerated rate
- Key emerging opportunities:
 - Common service delivery
 - E-government/E-services
 - Cross-jurisdictional collaboration



Public Sector Reference Model Key Trends

- Development of Pan-Canadian standard
- Through line between business design and systems design
- Use of reference models as foundation to knowledge and information
- Greater integration of reference models, business design and traditional business analysis and planning
- Increased harvesting and re-use of business designs across jurisdictions
- Shift away from IT to business as key 'buyers'
- Increased formality of business design governance
- Increased government investment in capability and capacity development



Planned Objectives for Session (Part 1 and 2)

- Overview and discuss the nature of the challenges facing governments
- Outline how proper business design helps meet these challenges
- Gain a common understanding of “building blocks” of business design and public sector reference models
- Overview and discuss the new reality of horizontal government
- Focus on the Government of Canada Strategic Model (GSRM), supporting models, real life examples
- Look ahead at opportunities



Summary and Wrap Up

- Tremendous amount of change going on in government
- The reality is this is not going to slow down but accelerate
- There are new demands of horizontal government
- Using the GSRM simplifies the complexity of government and focuses on the citizen
- Understanding the “building blocks” of design ensures that we design services with the citizen in mind – client facing and provider services
- There are many opportunities to use Public Sector Reference Models and these are increasing
- Pan Canadian Standard – GSRM and government “knowledge ownership” will be key trends



Resources on GSRM

- White-papers / documents / presentations
 - Federal government of Canada website
 - www.tbs-sct.gc.ca/btep-pto
 - Chartwell Inc. website
 - www.Chartwell-group.com
- CDI, Canada's largest corporate training provider to government provides a series of courses on:
 - Public sector business design using GSRM
 - Business design and IT alignment
 - www.cdilearn.com/public/en-ca



Thank you!

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