White Paper

SIMPLIFYING PUBLIC SECTOR TRANSFORMATION: AN ROI-BASED APPROACH TO CONNECTED GOVERNMENT

Abstract

This white paper states the need for an ROI-based approach to transforming citizen service delivery in the public sector. It outlines the EMC model for connected government, explains how it can be used to simplify transformation, and discusses the core technologies necessary to improve service delivery and reduce time and cost, while increasing productivity and transparency.

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Table of Contents

Executive summary 4
Audience 4
Connected government: abandoning business as usual 5
Connected government in action 5
Building the business case for connected government 6
Putting connected government to work 7
Stage 0: content everywhere 8
Stage 1: capture, store, retrieve 8
Stage 2: automate and manage processes 9
Stage 3: enable constituents 9
Information governance 10
The future of connected government: shared services 10
EMC —enabling the intelligent, connected government infrastructure 11
Conclusion 12
EMC partners with industry experts to simplify public sector transformation 12

Executive summary

This white paper explains the EMC strategy for connected government, which can provide government agency executives with the means to improve citizen service delivery and reduce operating cost and risk while increasing productivity and transparency. Connected government focuses on automating back-end systems and processes to improve the front end of service delivery. It takes a holistic approach to how government works, and enables seamless workstreams across agencies or departments.

EMC offers an infrastructure platform that enables the configuration and development of shared services running on a scalable, secure infrastructure. This simplifies the management and reporting of the environment, and enables compliance.

What connected government can achieve and how fast depends on a realistic assessment of an agency's current situation, and a strategic and tactical approach for improvement. This paper develops the business case for adopting connected government and provides examples of connected government in action. Agencies can use this paper as a strategic reference point and tactical guide for pursuing pragmatic technology transformation.

Audience

This white paper is intended for government executives at all levels who are looking for ROI-based, pragmatic methods for transforming the way their agencies deliver information and services. It is appropriate for elected officials; line-of-business and IT executives in public sector agencies such as social services, justice, and public safety; and consultants and systems integrators who specialize in public sector engagements.

Connected government: abandoning business as usual

Governments all over the world are feeling the heat of high unemployment, shrinking tax revenues, and huge budget deficits. In October 2010, under intense fiscal pressure, the British government announced the most dramatic public spending cuts in more than 60 years, reducing costs in government departments by an average of 19 percent and eliminating an estimated 500,000 public sector jobs.[1]

This pressure is forcing governments at all levels to rethink how technology can be used to reduce process and infrastructure costs, operate more efficiently, and provide better citizen service. This has become more complicated and difficult as economic conditions have also increased demand for services, especially in safety net programs such as unemployment insurance, food assistance, and subsidized healthcare.

Not only is service volume increasing for many programs, but service-level demands are increasing as well. Commercial offerings, such as Google and Amazon, have put the world at consumers' fingertips, and they expect the same from government. That expectation has even driven some agencies into the frontier of social media, using social networks to stay in touch with high-risk teenagers, for example.

Understanding the need to establish a "digital dialogue" with citizens, governments have been trying for at least a decade—and with some notable success—to bring more government online: sometimes referred to as eGovernment. But as recent IDC Government Insights research points out, "eGovernment made great strides in providing information, but it failed to deliver on the most critical promise: using information to improve service delivery for constituents."[2]

Government executives find themselves in a perfect storm of converging fiscal and operating realities. Business as usual no longer works. The new catchphrase for government agencies—risk averse under the best of circumstances—is *pragmatic transformation*. Pragmatic transformation emphasizes return on investment through digitizing information and consolidating, streamlining, and automating operations.

The EMC connected government strategy meets the goals of pragmatic transformation and puts Internet technology models such as shared services and private cloud computing within economically attainable reach. With EMC's connected government model, public sector leaders can fundamentally re-architect the way government works.

Connected government in action

Today, to be considered successful and sustain funding, any technology initiative needs to demonstrate measurable return on investment (ROI). Connected government

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[1] Lyall, Sarah and Alan Cowell. "Britain Plans Deepest Cuts to Spending in 60 Years." *New York Times* (2010): 3. 2010. http://www.nytimes.com/2010/10/21/world/europe/21britain.html.

[2] O'Brien, Adelaide. "Government Citizen Service Delivery Hits a New High — But Transformation Is Beyond 2010." *Government Insights* #GI221688. (2010): 1.

can deliver this because it is more than a strategy; it is a common-sense approach to pragmatic transformation that delivers quantifiable results.

- The U.K. Department for Work and Pensions modernized its technology infrastructure and slashed the processing time for state pension applications from 60 days to 20 minutes.[3]
- Regional and local tax agencies in the U.S. created a shared services delivery capability that improved taxpayer service by eliminating processing backlogs and reduced paper return processing from 30 to 40 days to less than 10.
- A national agency in France improved its service quality by automating the processing of 200 million documents a year.
- A public sector agency in Russia reduced its average document processing time by 65 percent and doubled the processing capability of its mailrooms.
- The State of Michigan was able to reduce its storage chargeback rates by 65 percent.

Moreover, these are not isolated cases. Around the world, government agencies are using connected government technologies to digitize information, create secure online repositories, automate workflows, manage records, and communicate with constituents. They have transformed service delivery by transforming the way they work.

Building the business case for connected government

The greater the organizational scope of connected government efforts, the greater its potential benefits, as well as the strength and focus of executive leadership necessary to implement these efforts. Benefits increase as the scope widens from:

- A single department to …
- Multiple departments (intra-agency) within an agency to …
- Multiple agencies (inter-agency) cooperating across functional boundaries

The most effective approach depends on the specific needs of agencies and their departments. Connected government benefits are widespread and include:

- Reduced cost and risk-—through consolidation of redundant operations via shared services, virtualization of infrastructure, the digitization of paper-based information using intelligent enterprise capture and archiving, and the implementation of appropriate security controls

[3] Feld, Charlie. "How the United Kingdom Delivers Customer-Centric Government Services." CIO Magazine (2009): 1. http://www.cio.com/article/493811/How_the_United_Kingdom_Delivers_Customer_Centric_Government_Services

- Greater productivity and quality—through the use of business process management (BPM) and case management technologies that employ business rules, automation technologies such as data deduplication, and queue management to replace inefficient, ad hoc manual process
- Better citizen service—through accelerating citizen-agency transactions by moving services online , consistent response time with efficient use of capacity, ensuring protection of citizens' personal information, and digitally archiving cultural and political information for citizen access and posterity
- Improved compliance and business continuity— through a virtual environment with compliant record keeping that can operate in the face of catastrophes, litigation, eDiscovery, and other events, as well as data backup and recovery safeguards to keep your business running

Putting connected government to work

EMC and its public sector partners are working with governments at all levels to deliver pragmatic transformation via connected government. The connected government model comprises four stages. Stage zero—*content everywhere*— matches the current state of many agencies. The next three stages describe the incremental deployment of connected government along with the information management technologies that fit each stage.

Agency decision-makers can use this model to assess the current IT maturity of their organizations and to determine the most feasible starting point for connected government initiatives. It is important to remember that consolidation, automation, and implementation of security controls at the infrastructure layer can happen in parallel to the connected government journey. With EMC, the processes and technologies that you adopt at each stage are built on a reliable infrastructure that supports shared services, can scale to accommodate your business, and enables compliance through improved management and reporting.

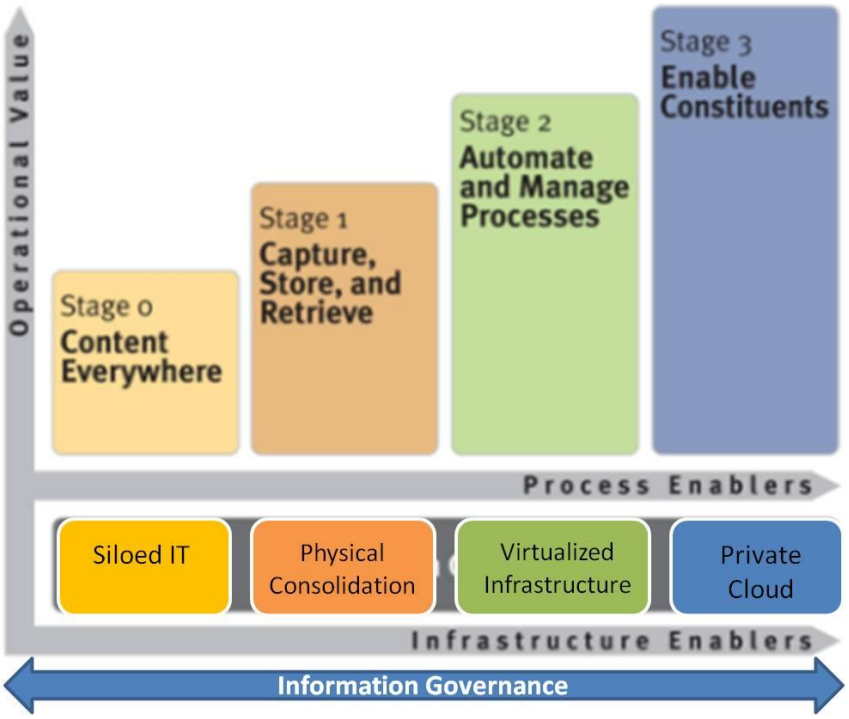

Figure 1. EMC roadmap to connected government

Stage 0: content everywhere

As agency workloads increase and tasks become more complex, paper and paper-based processes throttle effective government. The rapid growth of dedicated operational systems and their digital content silos further complicates matters. Agencies mired in paper-based processes, with distributed IT infrastructure, simply can't meet the expectations of citizens and businesses accustomed to conducting many daily activities online. Executive leadership realizes that business as usual will no longer suffice.

Stage 1: capture, store, retrieve

In Stage 1, digital office technology and the physical consolidation of the enabling hardware lay the foundation for connected government. Intelligent enterprise capture and a centralized, digital content repository replace physical file cabinets and siloed electronic data stores. The digital office reduces the volume of paper, enables more effective management of all data, and assures continuity of operations in the event of a natural disaster or other disruption, since digital content is easier to secure with backup technologies, access controls, and other IT capabilities.

The technology thrust of the digital office is *inside out*, increasing control internally to support more effective citizen service. It aims to gain control of the information an agency already has (like vital records) and convert it to a more usable, digital form—then set up processes that capture new information digitally. Strategically, this is connected government in its most basic form.

Stage 2: automate and manage processes

With Stage 1 building blocks in place, Stage 2 relies on dynamic case management to simplify, streamline, and automate the complex information workflows that have historically impeded effective service delivery. These information flows are common in areas such as licensing and permitting, correspondence management, investigations, and maintaining patient records.

Government agencies and ministries around the world can deploy case management to reduce cycle time, improve responsiveness, lower costs, and comply with regulatory mandates—without maintaining multiple applications and IT systems. Stage 2 relies on a back-office content management infrastructure and a virtualized pool of compute resources that support information and resource sharing among government departments and programs.

The focus of Stage 2 is also *inside out*. Dynamic case management is deployed *inside* an agency or across agencies, but its benefits will be realized *outside,* by the citizens ultimately served.

Stage 3: enable constituents

Supported by automated back-office processing, Stage 3 delivers sophisticated citizen communication capabilities such as the use of self-service portals that let citizens and businesses interact with government agencies openly, securely, and electronically—on demand. This provides convenience to citizens, increases transparency, and improves service levels all while reducing costs. These information flows are common in areas such as licensing and permitting, correspondence management, investigations, and maintaining patient records.

Enabling constituents is a decidedly *outside in* approach to connected government. It starts *outside* the agency with citizen-centric services and simple, intuitive interfaces for those services and funnels everything *inside* to the agency's newly automated back office systems.

EMC's approach to delivering the business of government is to provide a safe transition from the world of physical IT to a simpler, more cost-effective, and agile IT world, commonly referred to as "cloud computing." Cloud computing enables IT to be delivered as an efficient, reliable, and secure service – similar to how other forms of infrastructure like utilities are delivered as services today. With this new model, line-of-business applications within an agency can all draw from the same pool of computing power and realize the scalability, reliability, performance, and security associated with a utility.

At Stage 3 of your infrastructure journey, you will have transformed your operations to utilize pools of technology resources and you will improve transparency as well as simplify management across the comprehensive IT environment.

Information governance

As transactions with citizens and businesses go from inline to online and data collection becomes automated, agencies have an opportunity to capture records based on predefined business rules. These rules govern what is captured, how long it is retained, and what constitutes appropriate use. These concerns are the province of information governance and they must be top of mind in any connected government initiative.

Information governance requires a proactive, policy-driven information management strategy. It integrates agency objectives with information management policies that address security, data privacy, appropriate use, eDiscovery, and regulatory compliance throughout the information lifecycle. Information governance takes into account many things, such as:

- Network management, so you know where and how your information is moving
- Access controls, so you can control who is accessing certain data
- Intelligent archive, so that data is retained for an appropriate period of time

An information governance strategy should simplify the demands and lessen the inherent difficulties of managing information by standardizing and automating processes and policies across line-of-business systems and IT infrastructure.

An EMC best practices architecture for information governance ensures the integrity, security, and accessibility of information. It delivers the ability to manage regulated content via multiple client access points with automated, enforceable retention policies and an integrated content archive that accommodates content of any type.

The future of connected government: shared services

By far, the most ambitious connected government initiatives involve multiple agencies in a shared services environment. Not all services or business processes can be shared across agencies, but, where they can be, the benefits are often dramatic.

In the U.S., the National Association of State Chief Information Officers has ranked consolidation and optimization as the No. 1 IT priority for 2011.[4] Through consolidating the infrastructure, CIOs and other government executives are able to provide connected government services to agencies and citizens in a flexible, cost-effective manner. Shared service models provide standardized ECM capabilities that make application deployment faster and easier while allowing IT resources to be shared across multiple agencies and online delivery platforms. This approach substantially reduces procurement time and delivers the tangible benefits of connected government sooner. When an agency requires content management services, it can "purchase" them from the CIO or an administrative agent using a charge-back model. Rates depend on the bundle of services purchased.

[4] Vaughn, S. "Priority Strategies, Management Processes and Solutions." *State CIO Priorities for 2011.* National Association of State Chief Information Officers (2010):

EMC has helped many state and federal governments to consolidate their infrastructure through both storage and virtualization, enabling them to offer central IT services to their many constituents.

EMC —enabling the intelligent, connected government infrastructure

EMC is an industry leader in IT solutions, and the vendor of choice for government agencies at all levels, because our technologies are built to capture, store, manage, and protect data throughout its entire lifecycle. A few examples of our technologies to carry you on your journey to connected government:

- EMC® unified storage solutions help government customers to consolidate their infrastructure, improve IT efficiencies, and increase collaboration among and between agencies. By storing all public-related data on a single storage infrastructure, public sector organizations can deduplicate information to improve their backup operations. Consolidation also improves scalability, and with EMC Fully Automated Storage Tiering, information is automatically tiered based on business criticality, without monopolizing IT resources, so that governments can improve productivity of their workforce.
- EMC Documentum® xCelerated Composition Platform (xCP) supports the three transformative stages of connected government and provides the foundation for information governance and shared services deployments. It enables the capture, management, and archiving of critical information and processes in a single, integrated, and interoperable content management platform.
- RSA®, The Security Division of EMC, is an industry leader in authentication, access, and rights management, and has provided solutions for all levels of government, to safeguard operations and protect citizen information. Now that governments are starting to offer services online and sharing information back and forth between governments and citizens, the need for a top-tier security solution has never been greater.
- As governments continue to feel the pressure of flat or decreasing budgets, IT directors are looking for ways that technology can help save money. Private cloud has become an attractive technology for governments, because it offers flexibility, scalability, and cost savings. Private cloud has all the benefits of public cloud, but with greater management and security controls. EMC is a leading provider of private cloud solutions, and is able to deliver private clouds built for a customer's specific

EMC has a wide range of technology solutions and industry expertise to help you solve your business challenge no matter where you are on the connected government journey.

Conclusion

EMC partners with industry experts to simplify public sector transformation

The convergence of fiscal and operating realities makes it imperative that government executives abandon business as usual. EMC works continuously with its public sector partners to define, develop, and deliver connected government solutions that enable governments to do more with less. We engage with hundreds of customers at the federal, national, regional, state, and local levels to bring pragmatic transformation to:

- General government
- Welfare, benefits, and social services
- Health care
- Justice and public safety
- Finance and tax
- Transportation and Infrastructure modernization

EMC and its partners bring together the substantial domain expertise and development experience of market leaders. These partnerships provide maximum value in minimum time to agencies struggling to cope with rising operational costs, growing caseloads, and dwindling resources.

References

Connected government case studies

- County of San Diego
- National Health Insurance Fund for Salaried Employees (CNAMTS)
- Swedish Prosecution Authority
- Minnesota Department of Revenue
- San Francisco Department of Public Health
- South African Revenue Services
- Government of Perm Kray

Solution demonstrations

EMC can arrange demonstrations of the following connected government solutions:

- Integrated courts case management
- Inter-agency case manager
- Investigative case management
- Eligibility processing
- Correspondence management
- Grants management