

# Digital Government Will Move at the Speed of Civic Moments

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Digital civic moments will be a central feature of digital government. This research introduces the civic moment and provides government CIOs with a scenario demonstrating how such moments can disrupt and transform government service delivery and business models.

## Key Findings

- Government leaders miss the synergistic value of mobile, information (data analytics), cloud and social technologies when these capabilities are deployed as point solutions only.
- The end-to-end digitalization of government processes and operations makes it possible for multiple organizations — government, private and nonprofit — to participate seamlessly in the same value stream.
- An event that triggers a series of cascading actions and data exchange across a network of people, businesses and organizations, and things to achieve a singular objective can be expressed in government as a "civic moment."
- Over the next decade, government business processes with the most public value will be engineered to support digital civic moment use cases.

## Recommendations

Government CIOs and agency executives:

- Formulate an agencywide digital business strategy. In addition, develop leadership capabilities in digital information and technology architectures, bimodal IT services, and digital value chain development.
- Inspire and engage stakeholders from different tiers of government and sectors of the economy by using civic moment scenarios. These scenarios promote the co-creation and design thinking required for success in the emerging digital industrial economy.

- Secure executive sponsorship and financing to implement the long-range digital business strategy, and a midrange IT investment road map that delivers value within budget and election cycles.
- Integrate civic moments into business processes by developing use cases in which data is exchanged in real time across physical and virtual boundaries. This will help to anticipate situational needs, determine optimal objectives and predict probable outcomes.

## Analysis

### Digital Government Takes the Shape of Civic Moments

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The convergence of people, businesses and organizations, and increasingly smarter things is driving the creation of new business models as the boundaries between the digital and physical worlds become ever more porous. Nearly every industry and IT organization will be challenged by the full-scale digitalization of their business processes and in the world at large (see Note 1).

For government, the end-to-end digitalization of business operations and the digital data generated by those operations will create a new class of public services that are orchestrated and delivered by numerous public, private and nonprofit organizations. This is digital government. Gartner defines "digital government" as government designed and operated to take advantage of digital data in optimizing, transforming and creating government services (see "Digital Government Is a Journey Toward Digital Business").

Digital government also includes the concept of "civic moments," which are made possible by the Nexus of Forces of mobile, social, cloud and information (data analytics) technologies — and supplemented by the Internet of Things, where applicable.

Gartner defines a civic moment as an event that triggers a series of cascading actions and data exchange across a network of people, businesses and organizations, and things to achieve a singular objective.

Civic moments are mutable across government — they are designed and developed according to the requirements of any given domain, program or service use case. Not every government service rises to the level of a civic moment. Determining which cross-domain or multisector value streams can be feasibly combined to radically improve service delivery and citizen experience is key to constructing a civic moment that can be supported by a solid business case.

Digital government and digital civic moments present government CIOs, agency administrators and elected public officials with an aspirational vision of what is possible over the next 10 years — the first truly "digital decade" — when digital technology will move to the forefront of finding new sources of value for citizens, as well as presenting new threats to business and government enterprises (see "Three Fundamental Ways Strategy Is Changing in the First Digital Decade, and How CIOs Should Respond").

Citizens have grown accustomed to having many of their individual wants and needs satisfied quickly in the course of everyday transactions. A high degree of service coordination and personalized response is now the baseline against which the performance of government is being measured (see "2014 CIO Agenda: A Government Perspective"). Civic moments can be used to visualize future-state service delivery models based on what *should* happen, and can generate excitement among stakeholders and concentrate their efforts to solve seemingly intractable problems.

#### *Recommendations:*

- Formulate an agencywide digital business strategy. In addition, develop leadership capabilities in digital information and technology architectures, bimodal IT services, and digital value chain development.
- Inspire and engage stakeholders from different tiers of government and sectors of the economy by using civic moment scenarios. These scenarios promote the co-creation and design thinking required for success in the emerging digital industrial economy.
- Secure executive sponsorship and financing to implement the long-range digital business strategy, and a midrange IT investment road map that delivers value within budget and election cycles.
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### Focus on Outcomes When Designing a Civic Moment

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Imagine this familiar situation: A newly acquired company significantly reduces the size of its local workforce and transfers much of the work to the corporate offices of the parent company.

For many of the individuals losing their jobs, this disruption in income and daily routine may be a temporary setback, an opportunity in disguise, or the beginning of a frustrating cycle of unemployment or underemployment (see Note 2). Many variables — some personal and some circumstantial, such as the health of regional labor markets or rules driven by government labor policies — can combine in numerous ways to determine how long a person's unemployment may last.

In today's world, anticipating how those variables influence the eventual length of unemployment, for an individual or in the aggregate, remains uncertain and unpredictable. It doesn't have to be that way.

Now, imagine a situation where the loss of employment immediately sets into motion a series of observe, orient, decide and act (OODA) loop sequences and data-driven activities designed exclusively to reduce the impact of lost income through the swift return to a suitable job. This is the sole objective and singular outcome of the job loss civic moment.

What does it look like when a series of interrelated processes and services are coordinated and delivered by multiple government, nonprofit and commercial business organizations? Let's see how a fully digitalized civic moment — enabled by context-sensitive data integration and exchange among mobile, big data analytics, cloud, social media and the Internet of Things — can help a newly unemployed individual named Abe return to work as quickly as possible.

## Example: Loss of Employment Triggers the Immediate Creation of a Customized Return-to-Work Plan

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When the small but rapidly growing medical manufacturing firm he joined after graduating from college 14 months ago was acquired by a global company, Abe heard rumors that a layoff was likely. Some positions would undoubtedly be transferred to the corporate headquarters of the parent company, but Abe isn't worried. After all, he is a widely praised associate who consistently met his quarterly sales targets. Abe is devastated when, along with other junior members of the sales team, he receives news of his termination, effective immediately. This is not at all what he expected.

As Abe grapples with the initial shock of losing his position, he is unaware that a network of people, businesses and organizations, and things are already moving quickly and quietly on his behalf across multiple industries and ecosystems to alleviate the adverse financial and psychological impacts of being unemployed.

When he was hired, Abe agreed to let his employer share specific elements of his employment history and job performance with the regional government's employment department. Now, as Abe's former employer notifies the employment department of the impending workforce reduction, this data is proving invaluable.

The employment department immediately begins to build a career profile for each of the laid-off individuals. These profiles are anonymized and transmitted to a data intelligence company, Careerdian, that specializes in human capital analytics as a service.

To stay current with a dynamic job market and educational offerings, Careerdian has contracts in place with regional and national employers, social networks that connect job-seeking professionals, and nearby academic institutions. These data sources supplement the huge sets of aggregated demographic and financial data obtained from its payroll processing line of business. Careerdian's extensive collection of job seeker profiles and proprietary algorithms enable the company to evaluate hundreds of alternative paths to re-employment for Abe and select those that have the greatest probability of success.

Simultaneously, the employment department has calculated Abe's total amount of unemployment insurance benefits. Careerdian transmits Abe's anonymized profile to the employment department, which then associates it with his benefits and sends an encrypted notice of employment assistance to Abe's mobile device.

Thirty minutes have passed since Abe received the unwelcome news of his termination. He is sitting on a curb near the building of his former employer. Beside Abe is the box of personal items he hastily removed from his desk. His growing sense of isolation is interrupted by the chime of his

smartphone. Abe reads through the employment department's initial notice of assistance with information about his unemployment benefits and current job opportunities. Abe's optimism grows. The notice highlights suitable jobs within a 10-mile radius of his former employer's location, ranked according to how well they match Abe's professional skills and career aspirations. The employment department (as flagged by CareerDian) has determined that it can achieve even greater precision about Abe's job prospects if he is willing to provide a little more information about himself. Attached to the notice of assistance are links to a short survey and a consent form to allow additional information to be factored into his profile. Based on what he's seen so far, Abe gladly completes the survey, signs the consent form, and returns them, along with his permission to have his benefits payment direct-deposited into his bank account.

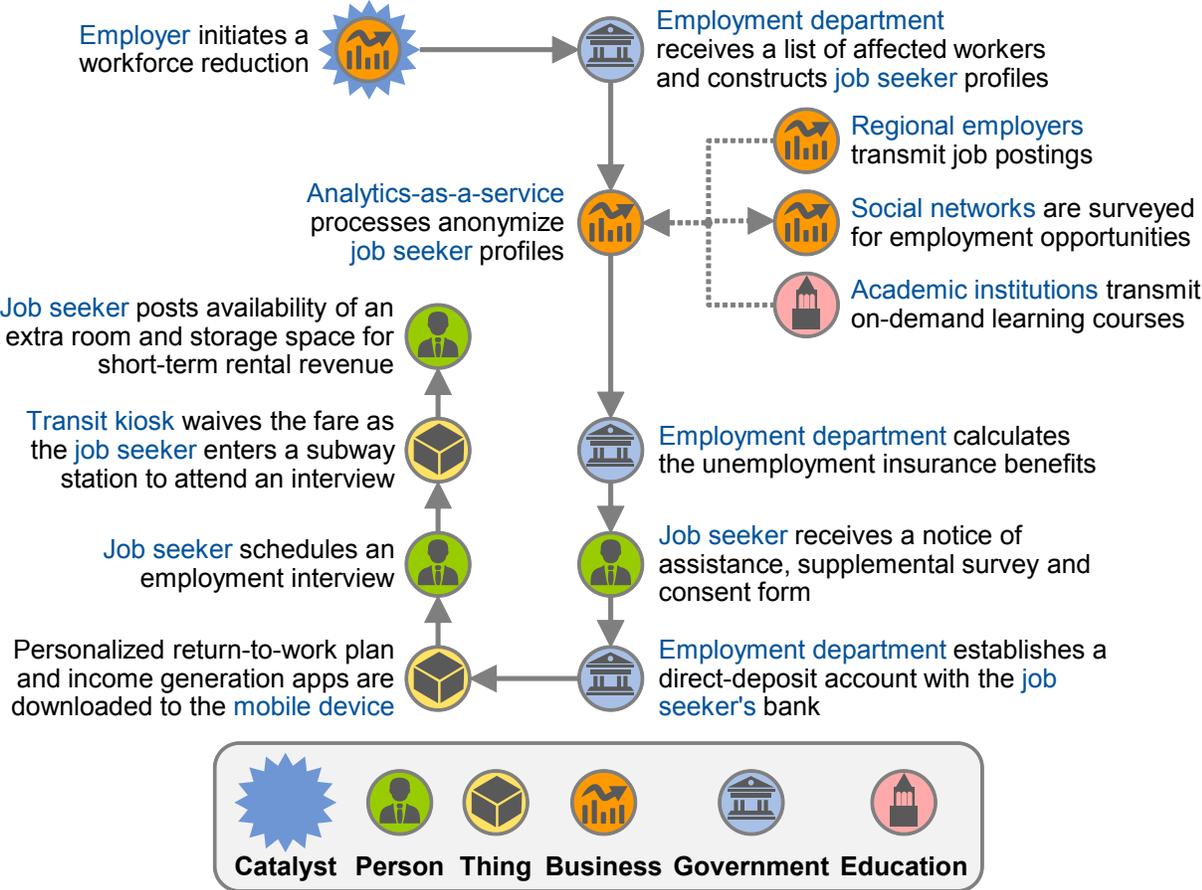
Abe is even more amazed that his personalized return-to-work plan includes links to companies that provide him with opportunities to earn income through his underutilized assets, such as renting his spare room for brief intervals to tourists.

Within five minutes of returning his survey and consent form, Abe receives a second, revised return-to-work plan that has even more employment options than those he saw on the initial notice of assistance. Abe reviews the list of top job opportunities and schedules an interview with his first choice for later that afternoon.

Feeling confident and in charge, Abe spends the next hour at a coffee shop updating his online curriculum vitae. Abe wants to make the right first impression and plans to arrive a few minutes before the scheduled interview. He leaves the coffee shop and heads to the subway. As he approaches the turnstile, Abe's smartphone identifies him as an active job seeker. The transit fare is waived, and Abe rides the subway to his destination at no charge. Along the way, Abe registers with a social media rental service as a host who is willing to let out his extra house space for added income during this spell of unemployment.

This civic moment is not as far-fetched as it may seem. The building blocks have been in place for a number of years. Governments just haven't managed to combine mobile, information, cloud and social technologies in the way we've described for this job loss scenario. Figure 1 represents a process diagram that captures the highlights of this civic moment and shows the interactions between people, businesses and organizations, and things.

Figure 1. Value Stream Process of the Job Loss Civic Moment



Source: Gartner (May 2014)

Table 1 identifies the key players in this civic moment and our estimation of key requirements.

Table 1. Organizations and Requirements of the Job Loss Civic Moment

Organization or Industry	Information Flow	Critical Infrastructure, Business Process or Technology Requirements
Employer	<ul style="list-style-type: none"> <li>■ Demographic attributes</li> <li>■ Current job title and responsibilities</li> <li>■ Position advancement history</li> <li>■ Performance ratings</li> </ul>	<ul style="list-style-type: none"> <li>■ Human capital management system</li> <li>■ Standard business-to-government reporting</li> </ul>
Employment department	<ul style="list-style-type: none"> <li>■ Longitudinal job history</li> <li>■ Ancillary government service utilization</li> <li>■ Outcome measures</li> </ul>	<ul style="list-style-type: none"> <li>■ Consent and privacy management</li> <li>■ Social media management</li> <li>■ Cloud brokerage services</li> <li>■ Mobile app development</li> <li>■ Performance management</li> </ul>
Data intelligence and analytics	<ul style="list-style-type: none"> <li>■ Employment opportunity postings</li> <li>■ Job data on social media</li> <li>■ College course offerings</li> </ul>	<ul style="list-style-type: none"> <li>■ Big data analytics</li> <li>■ Predictive and prescriptive algorithms</li> </ul>
Transit authority	<ul style="list-style-type: none"> <li>■ Employment department account information</li> </ul>	<ul style="list-style-type: none"> <li>■ Interagency chargeback agreement</li> <li>■ Machine-to-machine communication</li> <li>■ Cognizant computing</li> </ul>

Source: Gartner (May 2014)

## Implications of This Civic Moment

This civic moment illustrates the attainable possibilities and players that encompass an event as common as the loss of employment. In this moment, we see the following high-level implications as the exchange between people, businesses and organizations, and things unfolds:

- **Ownership and control** — Who owns this moment? Is it the citizen, the regional employment department or an employer's HR department? If multiple government agencies contribute resources to fulfill a civic moment, which one is the designated owner? Who will manage information flow among different participants? How persistent will the data be?
- **Value** — How is value created in this moment, and how much value could be created? Should the moment be owned by a single entity, or by an ecosystem of participating parties that will be assembled opportunistically under well-defined roles, responsibilities and ways to monetize

their contributions? What new business models are possible? How will risks be shared, and what kind of quality metrics and financial incentives can be applied to attain improved outcomes? (See "Digital Government Key Initiative Overview.")

- **People and society** — Abe quickly passes through the stages of emotional distress that often attend the loss of employment. Abe's value as a productive member of society is affirmed as government seeks to shorten the duration (and the cost) of an extended episode of unemployment and lost productivity. The swift return to suitable employment and income is achieved, because things become involved, and all players in the process are coordinated in an ecosystem. While things and systems may make recommendations, Abe is always in control of a disruptive personal event.
- **Business** — In this example, coordination between the employment department and employers is essential. There are also opportunities to create new citizen services or experiences that can drive engagement and shorten spans of dependency. However, there is also a disruptive nature to this moment for traditional business models and incumbent players, such as job search firms, career counselors or even among employers, should the turnover rates of employees be influenced by improved employment analytics.
- **Things** — The things in this particular scenario (mobile devices and subway kiosks) don't play significant roles. In future research, we will present other civic moments that require the greater involvement of things. However, existing technologies — such as big data analytics, cloud, social and mobile — when used in combination with people, businesses and organizations to achieve a singular objective, make the job loss civic moment feasible today.

A number of other questions must also be addressed when designing a civic moment. Some of these questions are:

- **Legal and governance** — Are there legal or policy barriers that need to be addressed? Is enabling legislation required? How is the civic moment initially financed, and how will operating costs be shared?
- **Consent and privacy** — What kind of voluntary disclosure or permission needs to be obtained from a citizen? Which type of citizen consent model is most effective — opt-in, opt-out, opt-in with exceptions, no consent (notice only) or a blend? How will consent be managed and to what degree of granularity? Who is liable if privacy or confidentiality is breached? (See "Privacy Key Initiative Overview.")
- **Competitive dynamics and incentives** — What other government agencies, commercial employment outplacement firms or nonprofit organizations could disrupt or add greater value to this civic moment? How are current business models of these entities threatened? What performance and outcome measures are needed? Will incentive payments be distributed when targeted goals are met or exceeded? Will penalties apply? What analysis is needed to calculate these financial incentives?
- **Security and risk** — What are the risks of this civic moment? To Abe? To Careeridian? To the employment department or the future employer? How do you test a system like this that has so many possibilities for different scenarios? What happens to security and privacy as more

information about people's lives is exposed? Should retailers offer discounts or variable prices based on a citizen's employment status?

- **Integration** — This civic moment contains several levels of interoperability — from communications integration and semantic integration, to integration between different industries that have not cooperated before — as well as integration among people, policies and business processes. While this is not an insurmountable problem, how will integration and standardization of messages and interoperability be handled? Who will determine which standards will be used?
- **Process** — With the civic moment as the catalyst, what action is needed next? What sequence of actions (along that value stream model) will need to happen? Who "owns" or at least executes those actions? What insight is gained from the moment itself to lead to alternative next actions? Can the employment department work with the private sector and education to anticipate needed workforce skills much more accurately than is possible today?
- **Technology** — What communications standards, technology infrastructure, appliances and applications need to be created to enable this moment? Are they already here? The job loss civic moment is highly feasible now and could certainly be operating by 2016.
- **Workforce skills** — What type of talent or training is needed by government agencies, partners, industries and various entities involved in this moment to make it a reality?

This research is a part of a series that highlights different business moments across a variety of organizations, industries and situations. As more civic moments are created for government, Gartner will be connecting them, and drawing out patterns and even more questions. In the meantime, government CIOs, IT leaders and business leaders should consider the possibilities for their agencies and programs.

## Gartner Recommended Reading

*Some documents may not be available as part of your current Gartner subscription.*

"Digital Government Is a Journey Toward Digital Business"

"Three Fundamental Ways Strategy Is Changing in the First Digital Decade, and How CIOs Should Respond"

"2014 CIO Agenda: A Government Perspective"

"Digital Government Key Initiative Overview"

"Privacy Key Initiative Overview"

### Note 1 The Digitalization of Business Increases Citizen Expectations of Government

Gartner defines "digital business" as the creation of new business designs by blurring the digital and physical worlds (see "Agenda Overview for Digital Business, 2014"). Digital business will break down traditional barriers between industries and sectors of the economy — including the public sector — to create entirely new value chains and business opportunities that may not be filled by incumbent players. Due to its inherently disruptive nature, digital business will also challenge the dominance of leading industry players and change the nature of how goods and services are created and delivered.

In a digital society, government programs will be evaluated and funded based on overall citizen experience, including performance outcomes produced by retail-grade multichannel access to government services and the immediacy of accurate, personalized responses.

### Note 2 Employment Agencies and the Move From E-Government to Digital Government

Employment agencies were among the earliest in government to bring e-government capabilities to their existing business processes, such as online unemployment claims filing, electronic benefits transfer, and self-service job search and application kiosks. Some forward-leaning employment departments are now moving many of these services to mobile apps. While mobile provides job seekers with another channel through which to access services, the underlying operational model remains little changed. With a record of early adoption and innovation, employment programs are positioned to take full advantage of existing Nexus of Forces technologies to support a multitude of employment-centric civic moment use cases (see "The Nexus Effect and How the Nexus of Forces Alters Established Architecture Models").

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