



**“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

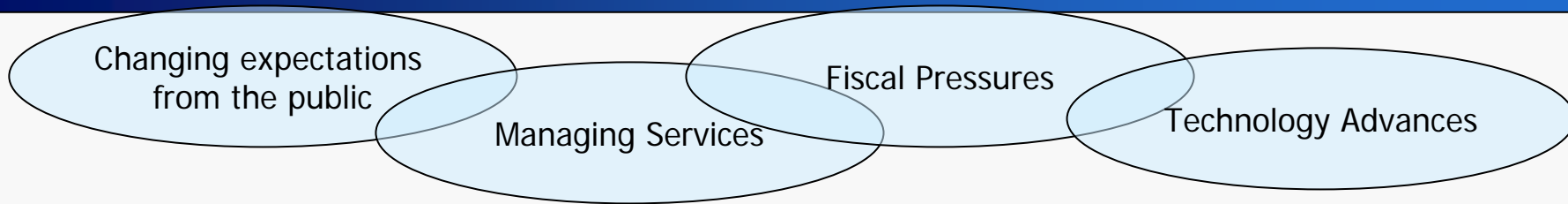
Why the emphasis on business?



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

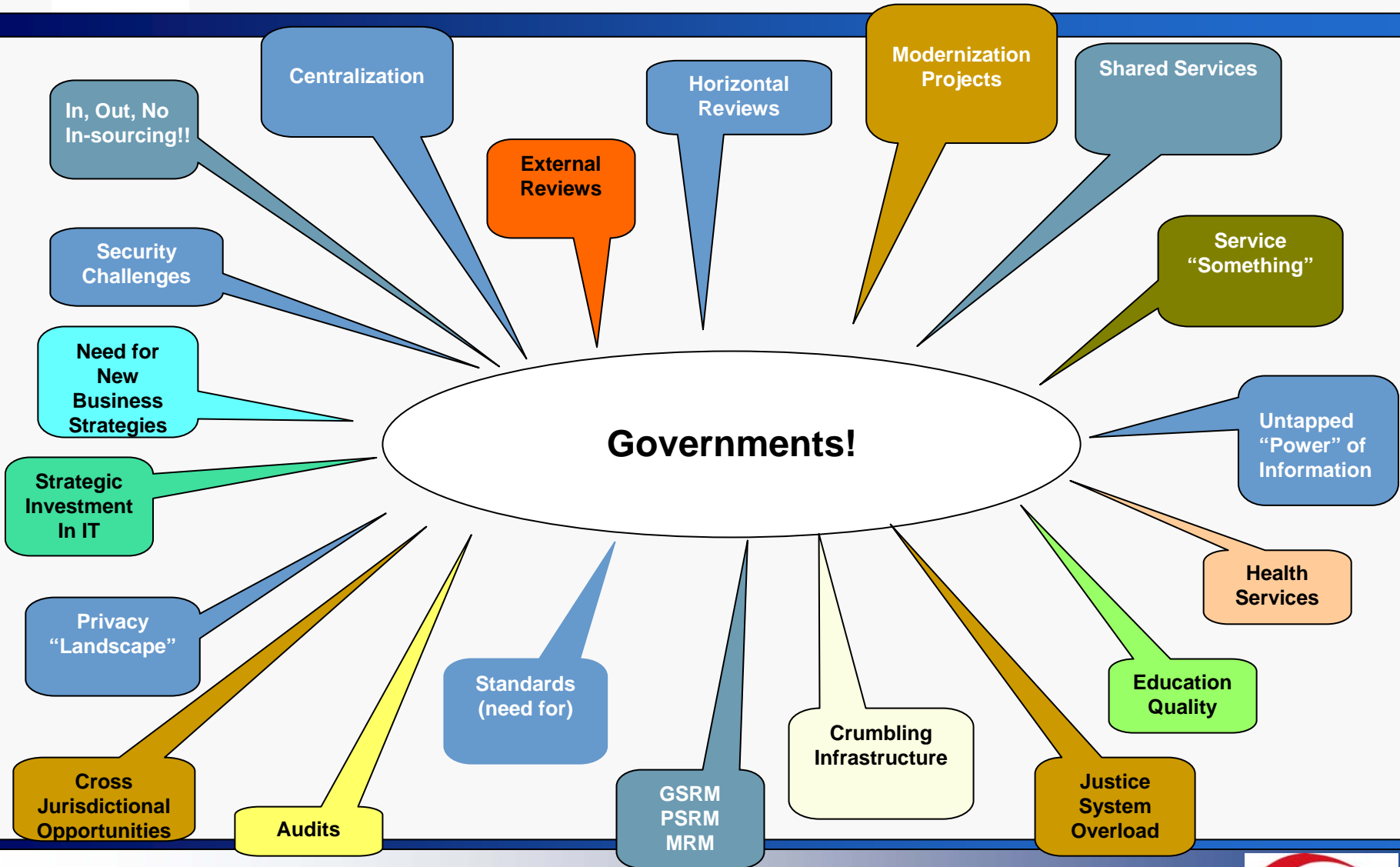
Invisibility



Transparency



Some of the Changes Going On in Government

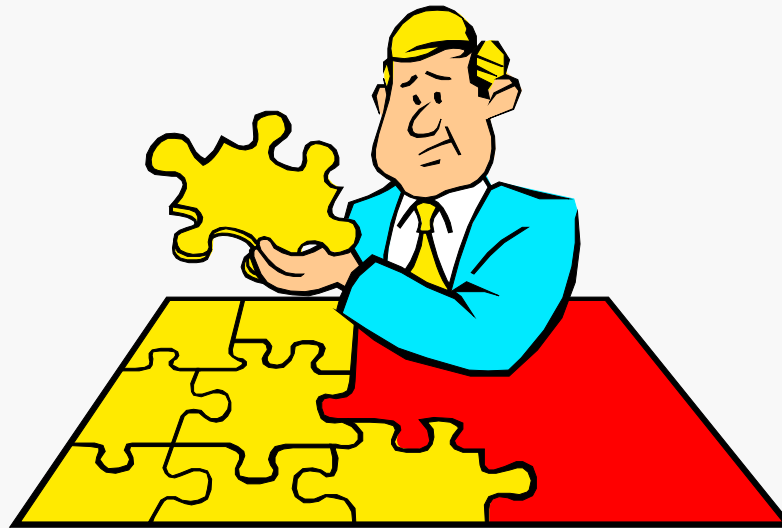




A Simplified View of Government is Essential to Get the Big Picture and to Focus on the Client...

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

It's too complex!!





Business Design Overview

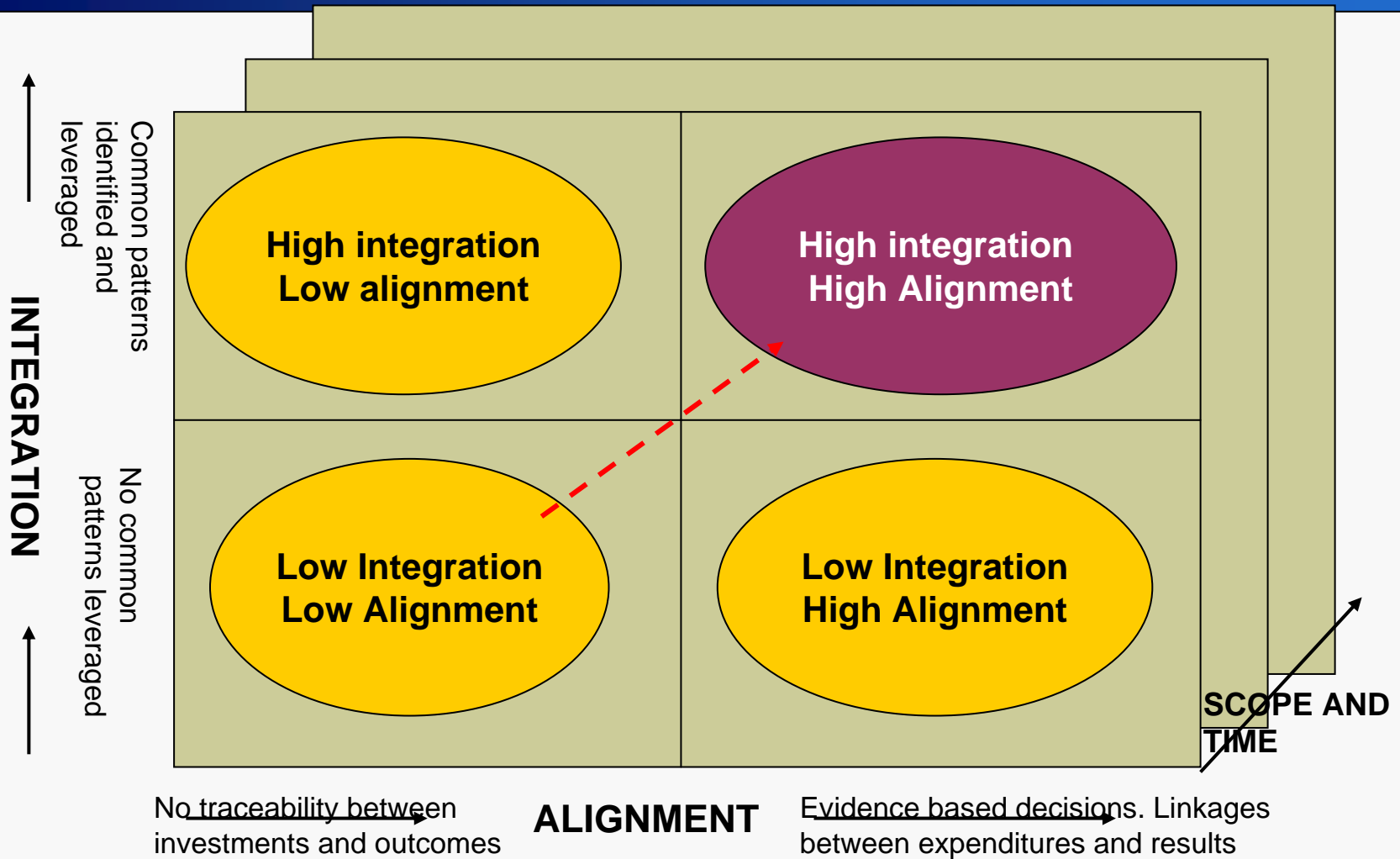


What is a Business Design

- 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?



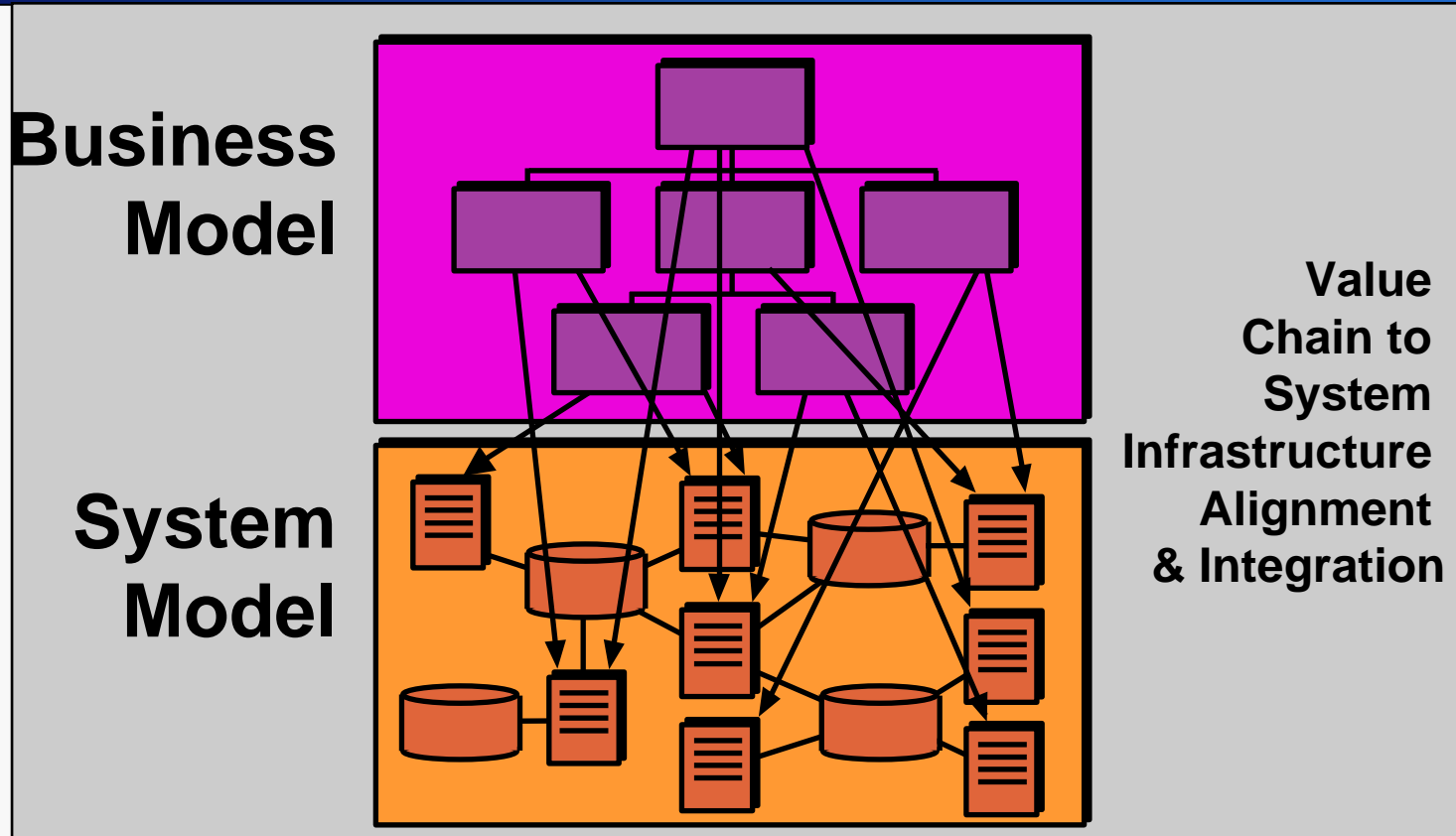
Why is a Formal Business Design Needed?

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



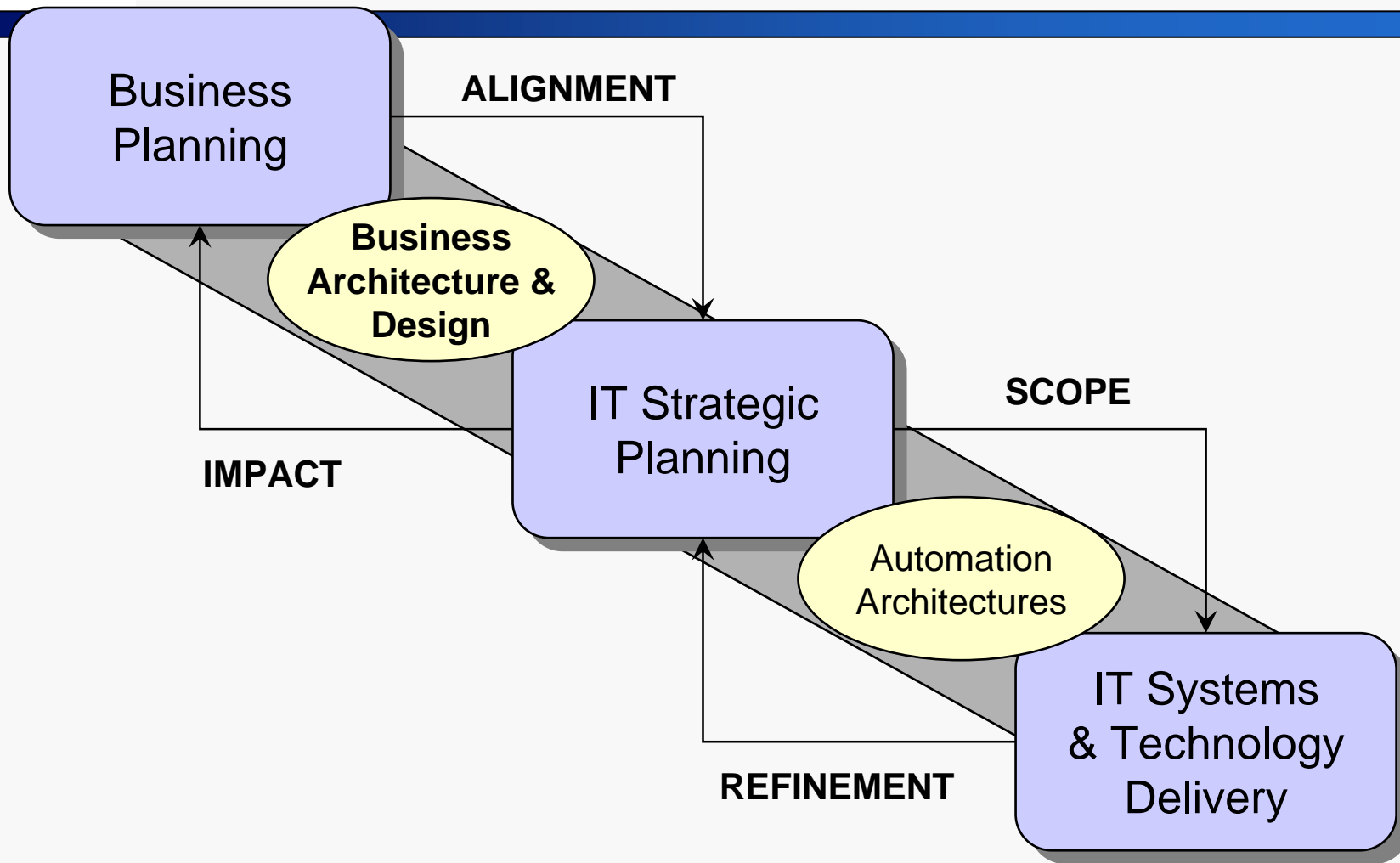
Business transformation dilemma



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”

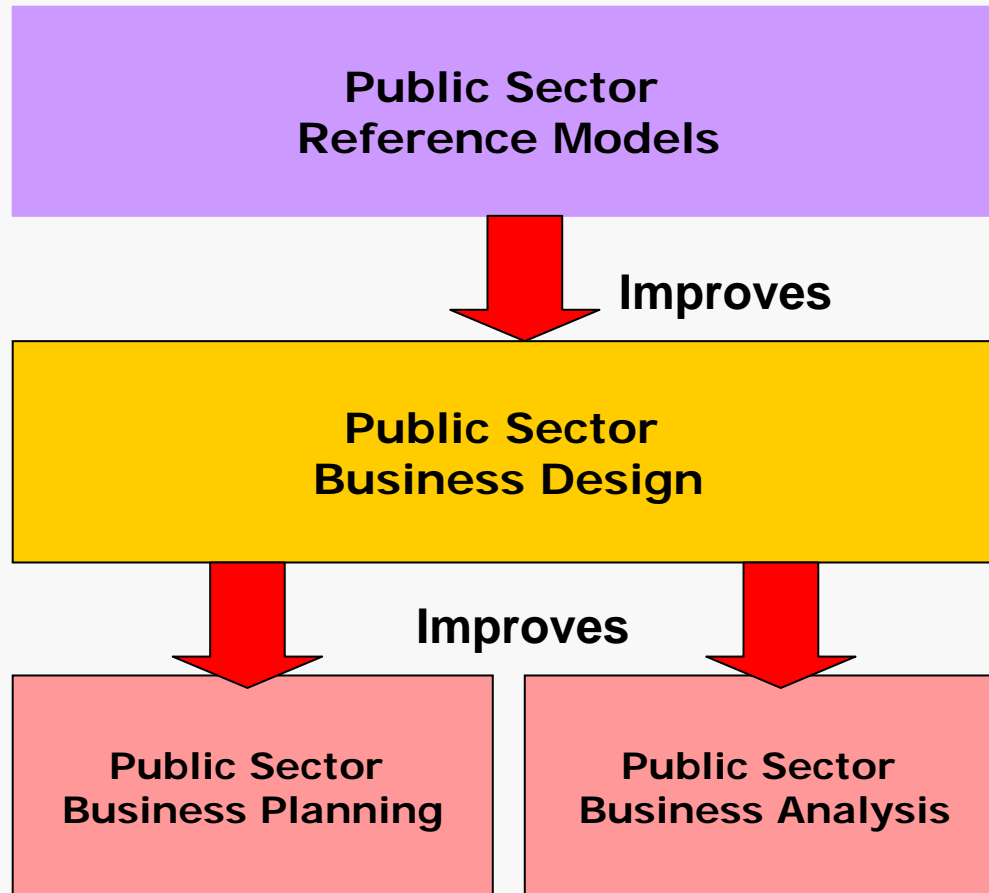
- Legacy transformation practices are analogous to a software patch
- A patch makes a change to fix a symptom and acknowledges a ‘lack of understanding’ of the underlining system
- Business patching is risky, adds complexity

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

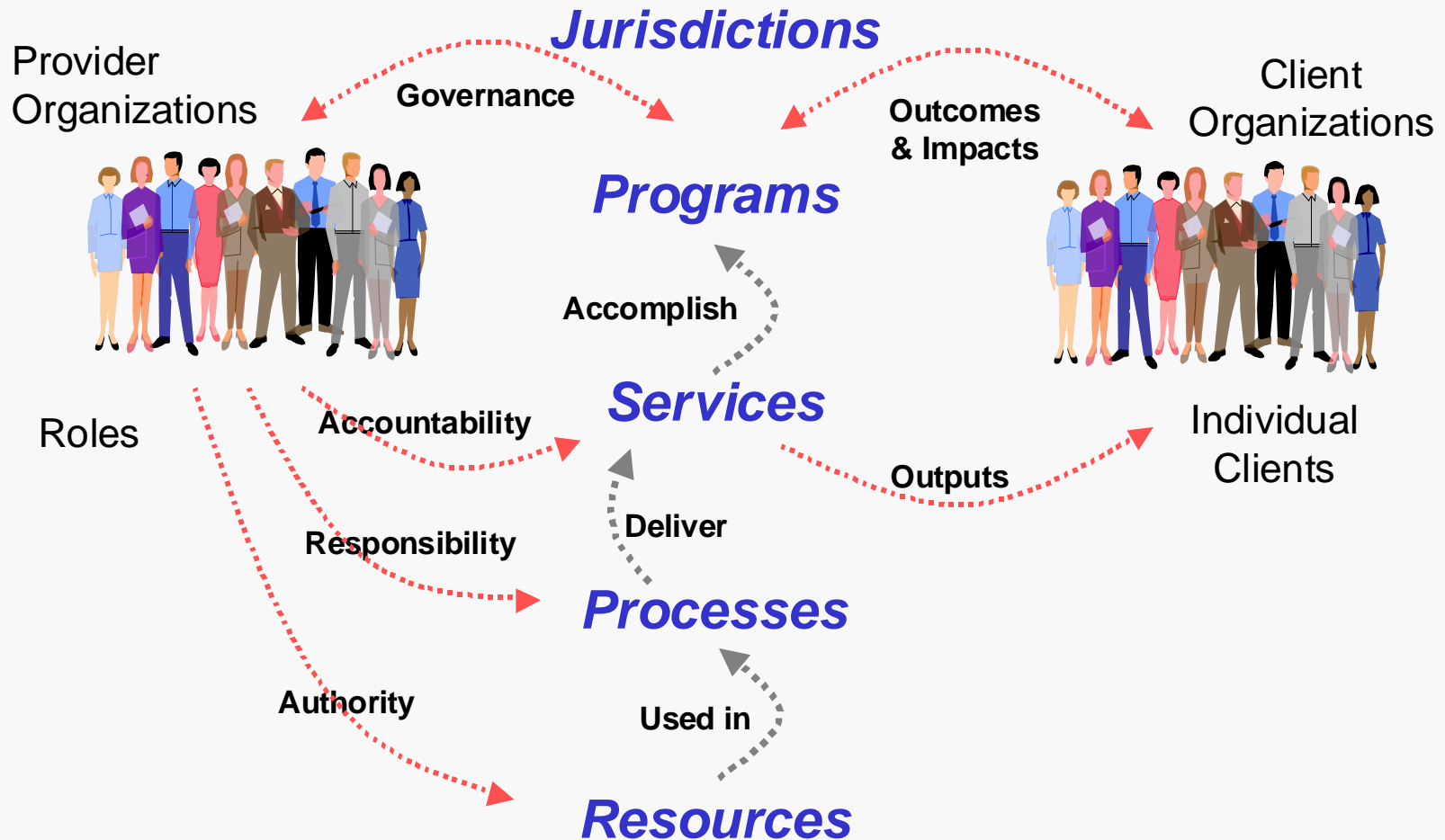
- A contractor's blueprint is used to:
 - Set the specification for what is to be built
 - Estimate the cost of the building
 - Organize and plan the work
 - Track the status of the work against the plan and design
 - Assess impact of any changes to design on work
 - Ensure alignment between the detailed 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

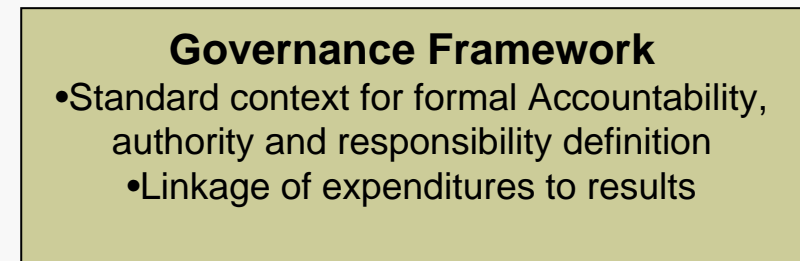
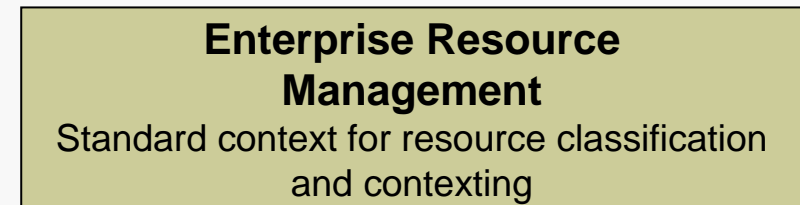
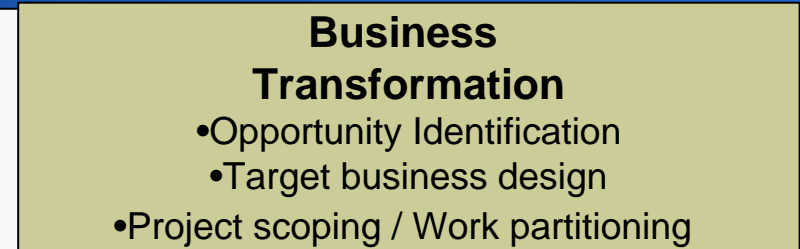
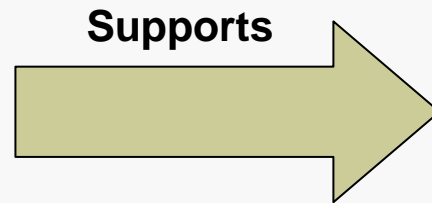
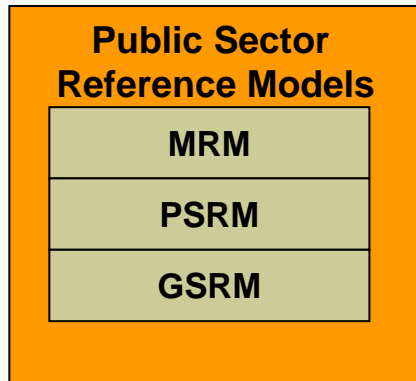
Public Programs & Services

The Public





Public Sector Reference Model Applications

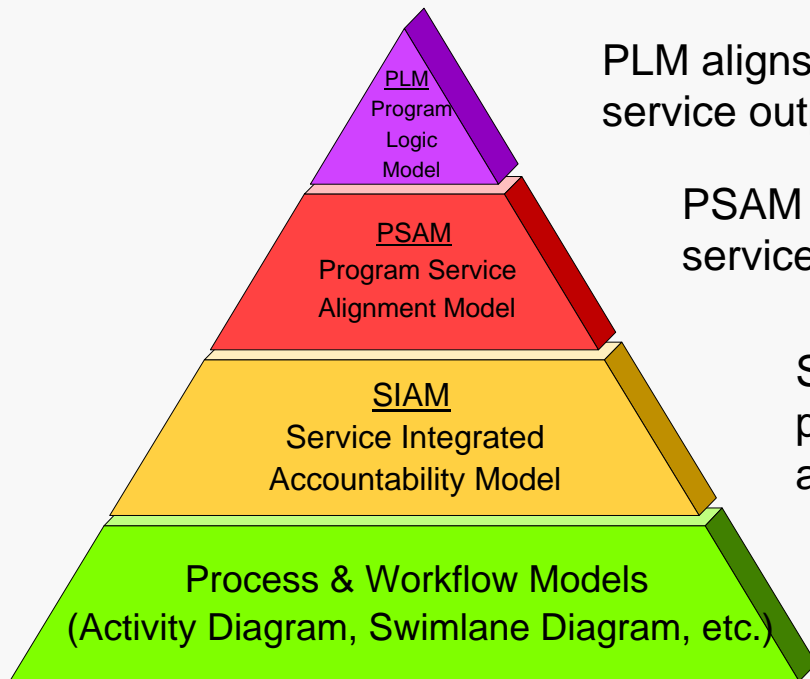


Use of common public sector reference models supports multi-jurisdictional collaboration and design



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)

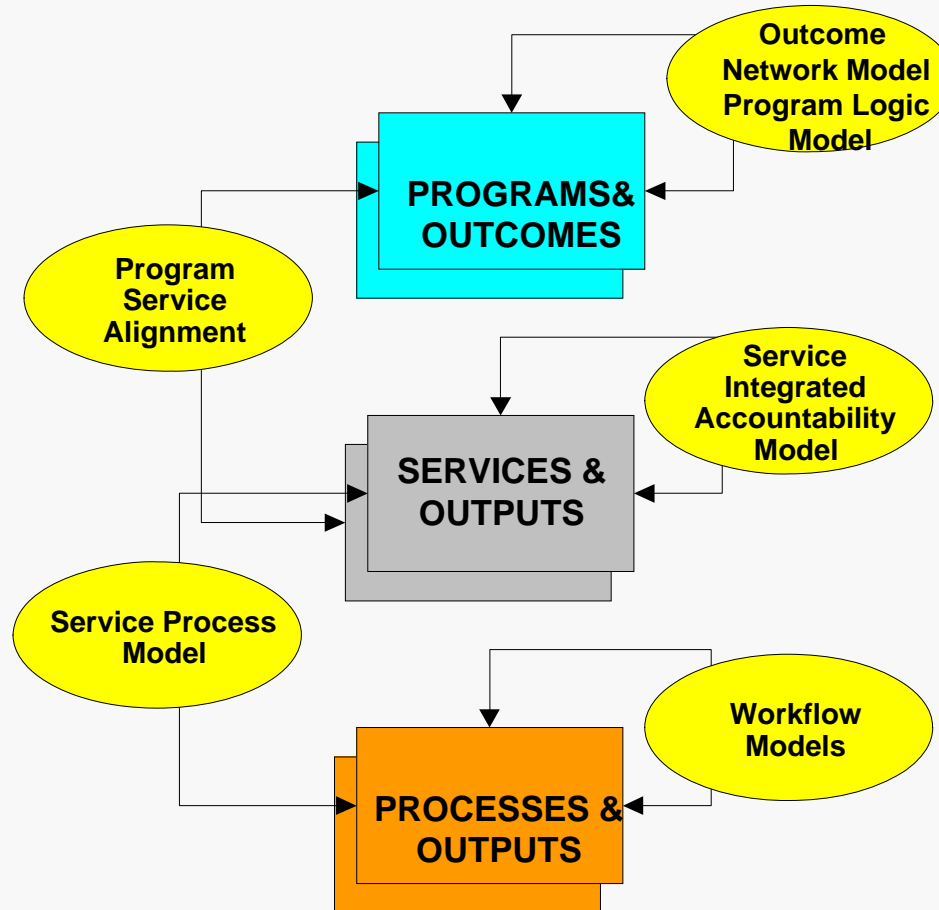
SIAM aligns service outputs with public and provider services (horizontal accountability) and processes

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

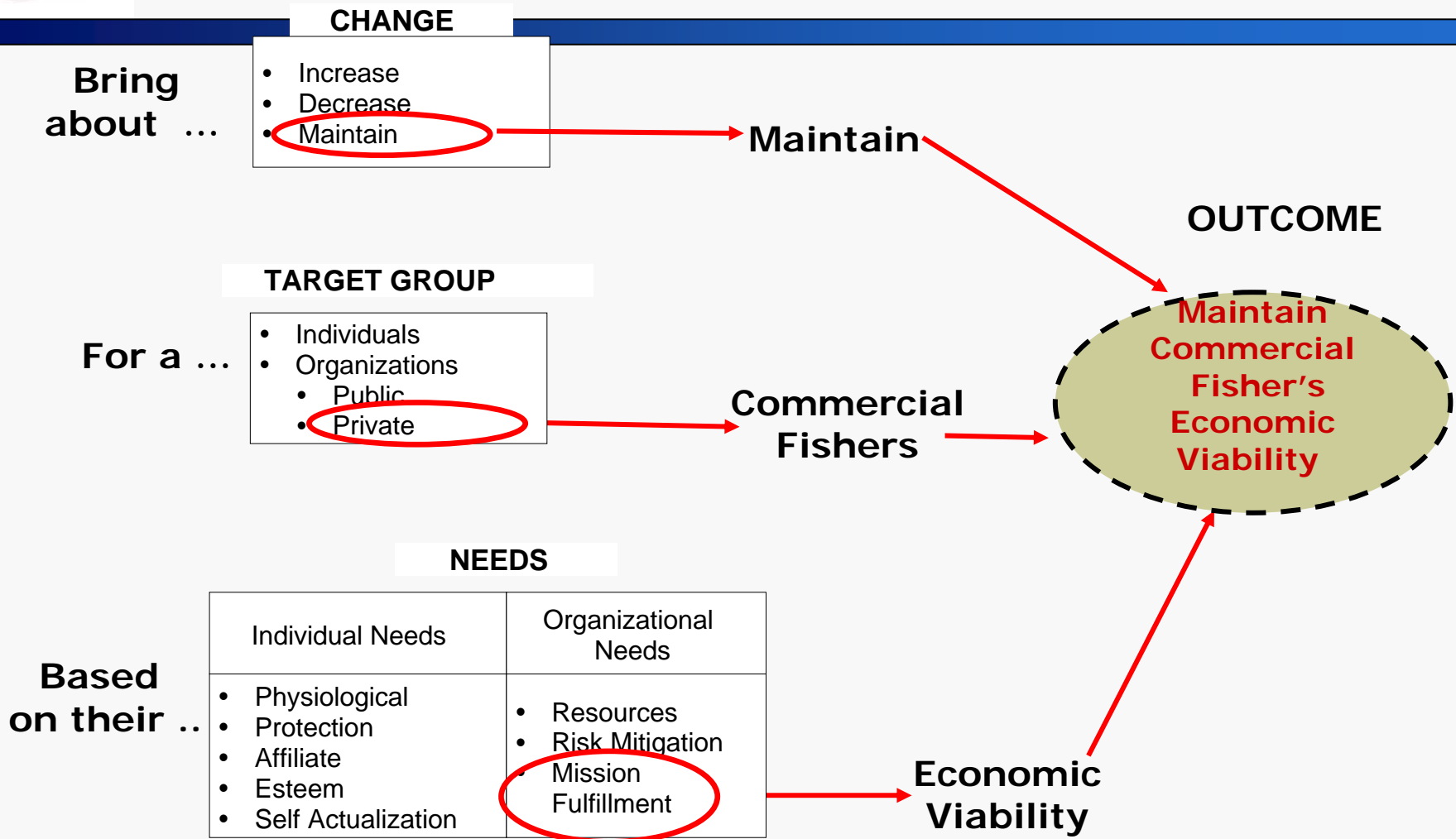


Program Outcome Definition

- 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”

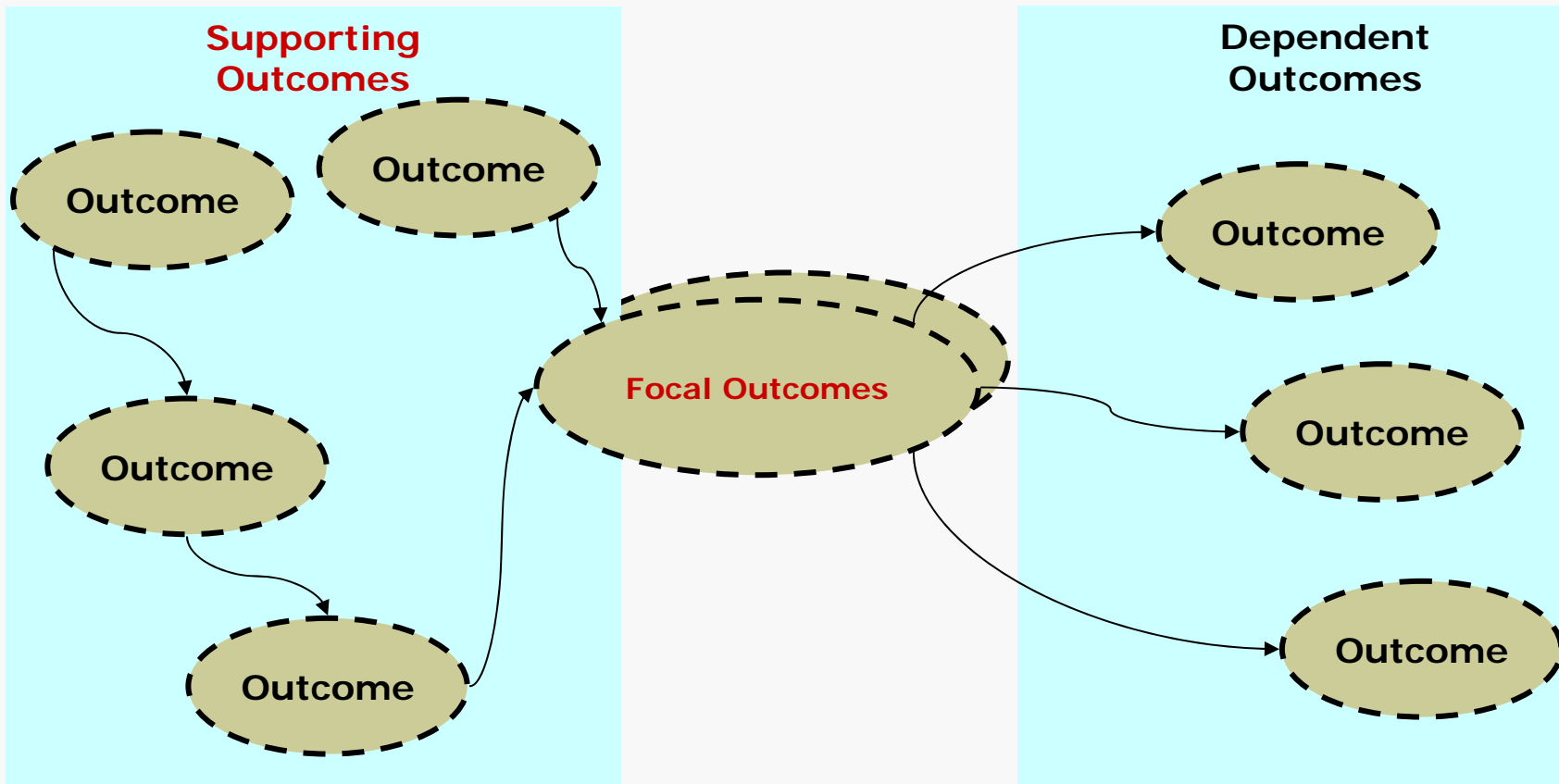
Target group	Recognized need	Desired Trend
<i>Canadian health researchers</i>	<i>International recognition</i>	<i>Increase</i>
<i>Canadian health researchers</i>	<i>Compliance with ethical standards</i>	<i>Increase</i>
<i>Canadian public</i>	<i>Health research responsiveness</i>	<i>Increase</i>

- 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

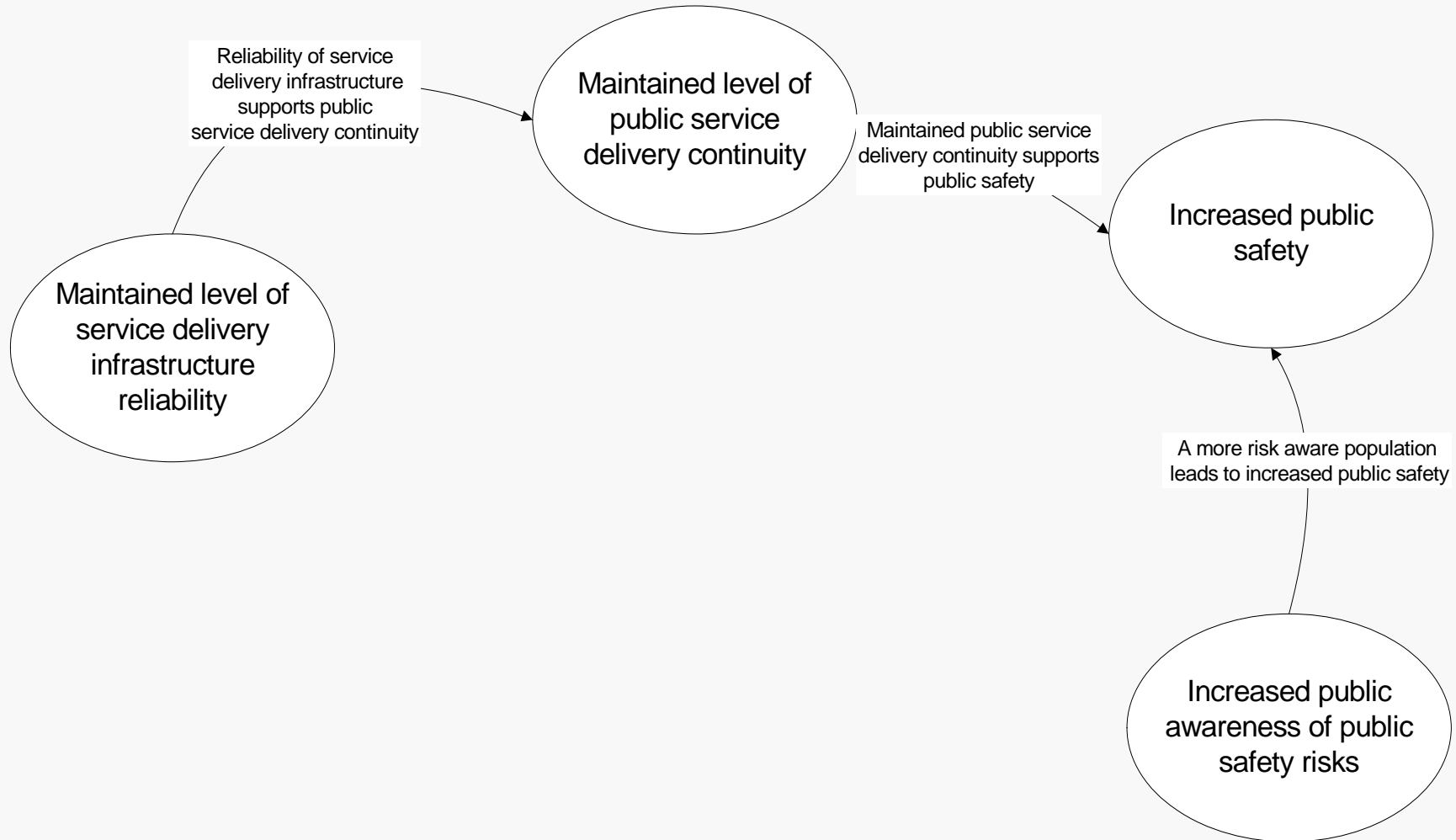


Which outcomes support focal outcome? Which program owner is accountable for them? How can they help?

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

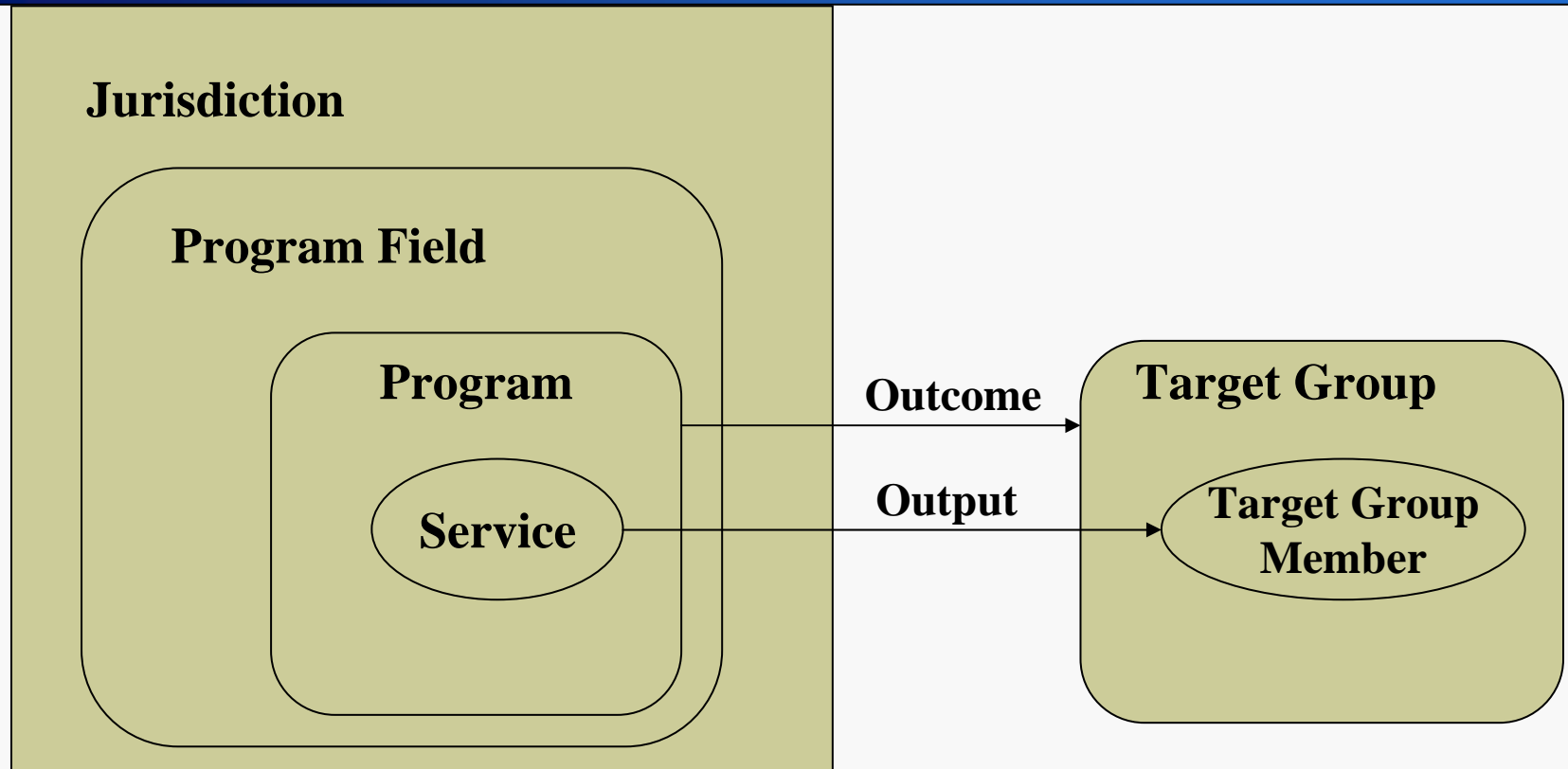
		Supply capacity to act	Enhance capability to act				Service Output Types Facilitate & influence action					Regulation action			Core									
		Funds	Units of Resource	New Knowledge	Care & Rehabilitation Encounters	Educational & Training Encounters	Recreational & Cultural Encounters	Movements	Advisory 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				
Program Fields	(Socio-)Economic Development	F	M	R								M	P	F	M	R	M				F			
	Science and Knowledge Development																							
	Natural Resources Development			R																				
	Environmental Protection			R																				
	Public Health			R																				
	Legal, Collective, Democratic & Human Rights Protection	P																					F	
	Social Development	F	M	R																			R	
	Cultural Development																							
	Educational Development																							
	Public Safety	P	M	R																			F	
	Justice	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																					
Information Management & Technology Services																								
Supply Chain Management Services																								
Administrative Services																								
Facilities and Assets Management Services																								
Professional Services																								

Program Fields





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)

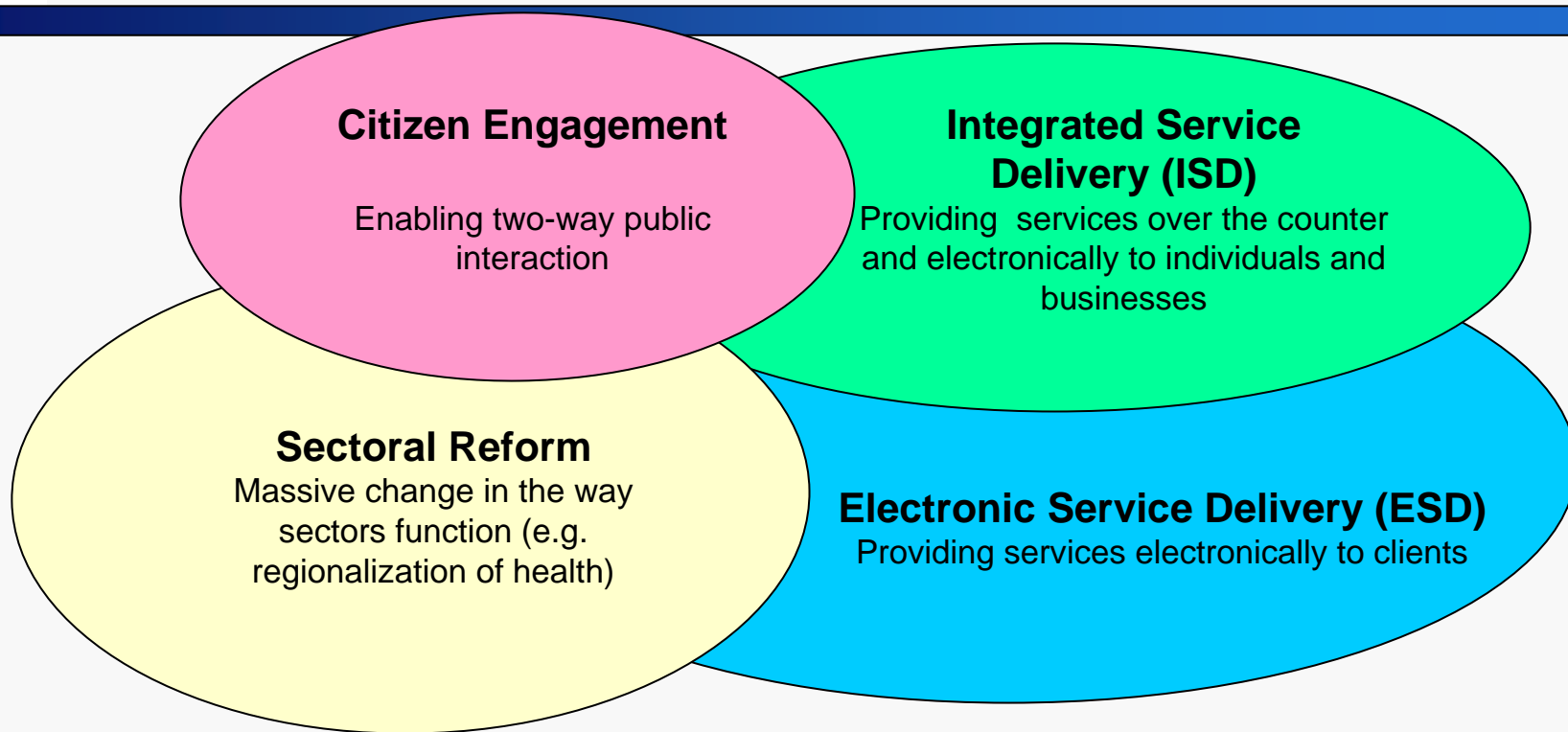


Planned Agenda – Part 2

- 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
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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

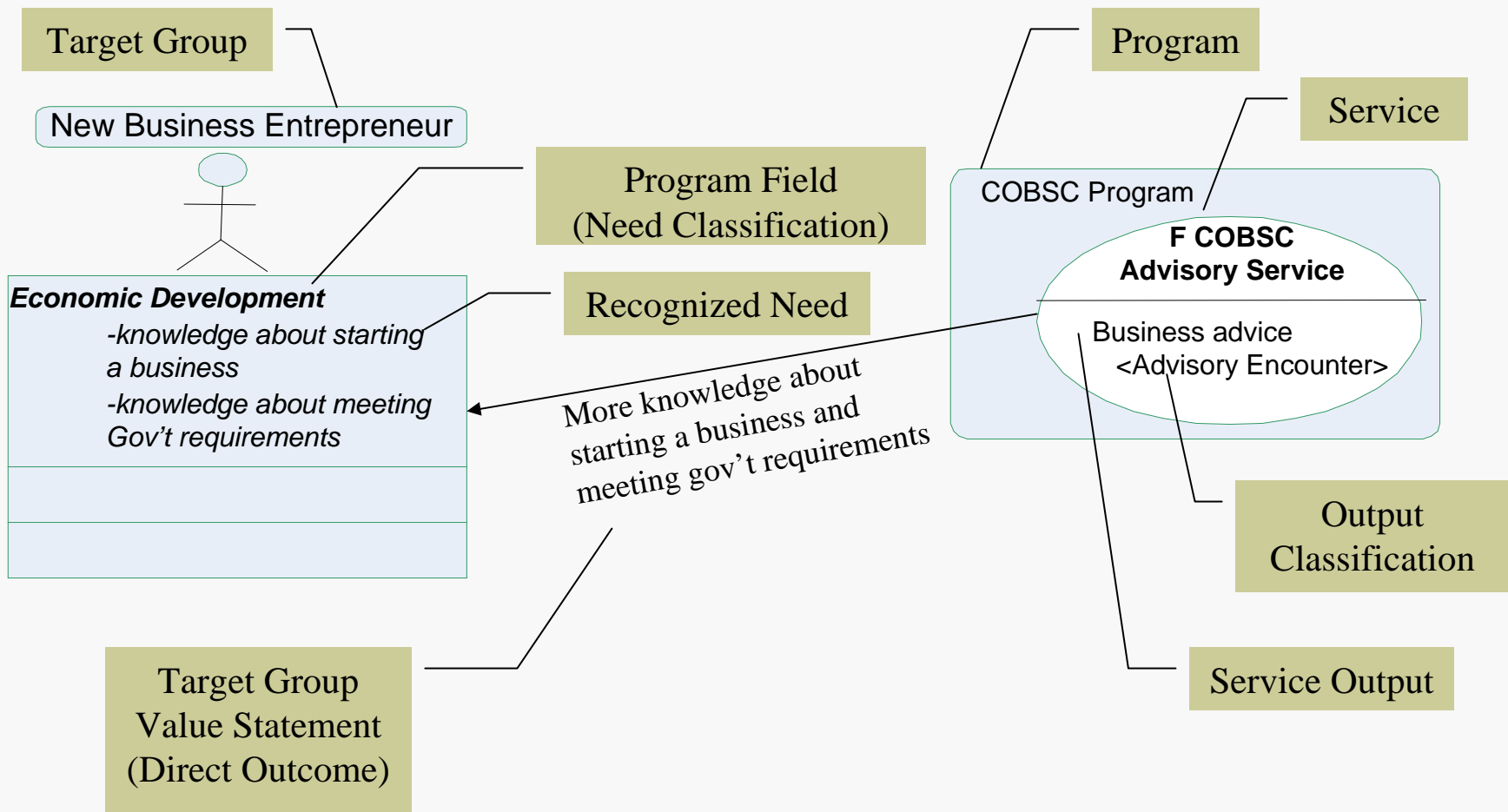


Program Service Alignment Model (PSAM)

- 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

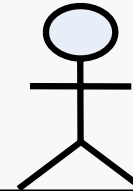




Target Groups and Recognized Needs

- 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

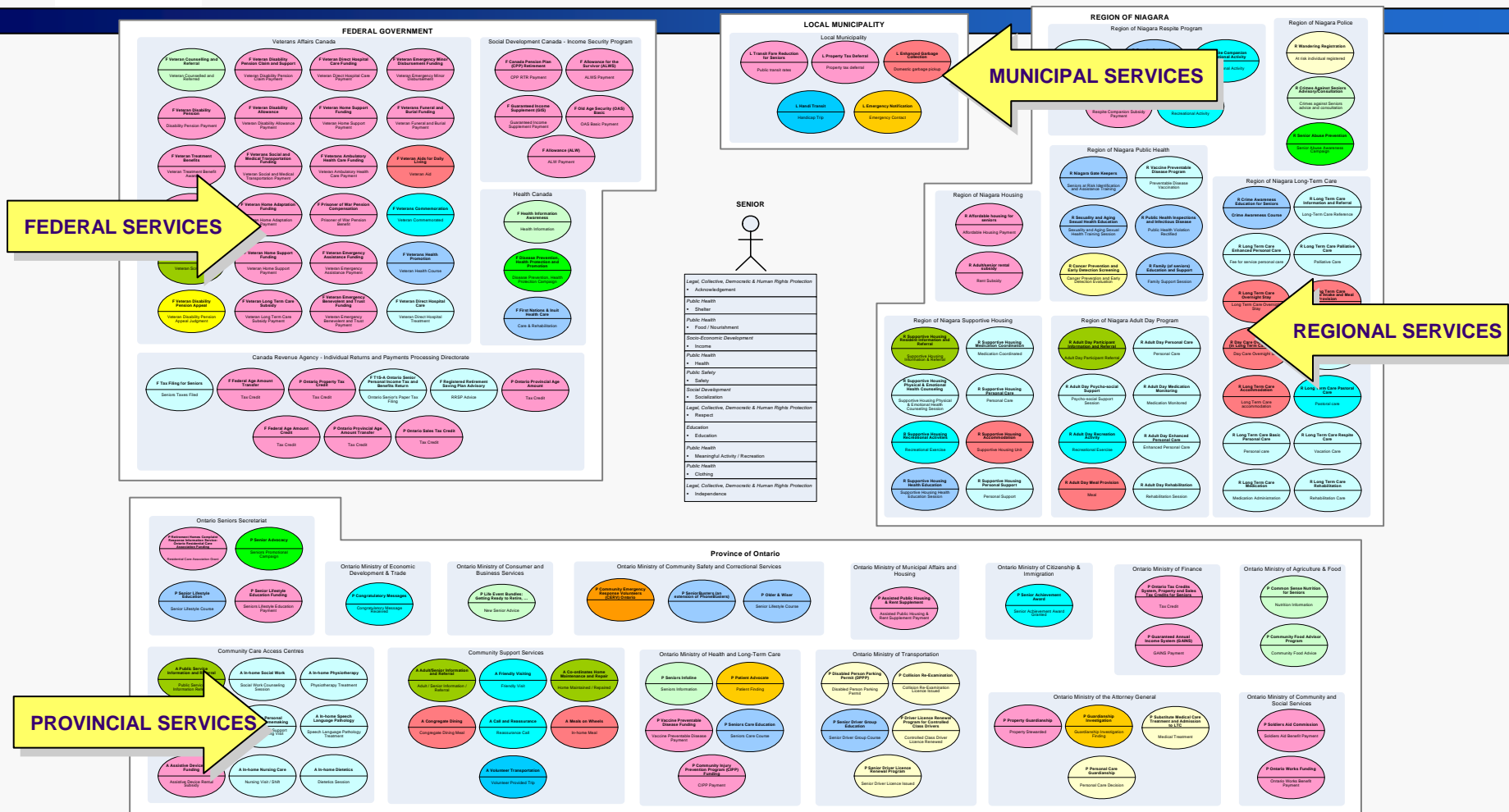


Recognized Needs

- 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



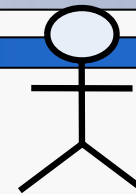
Program Service Alignment Model Seniors Services by Jurisdiction / Senior's Needs





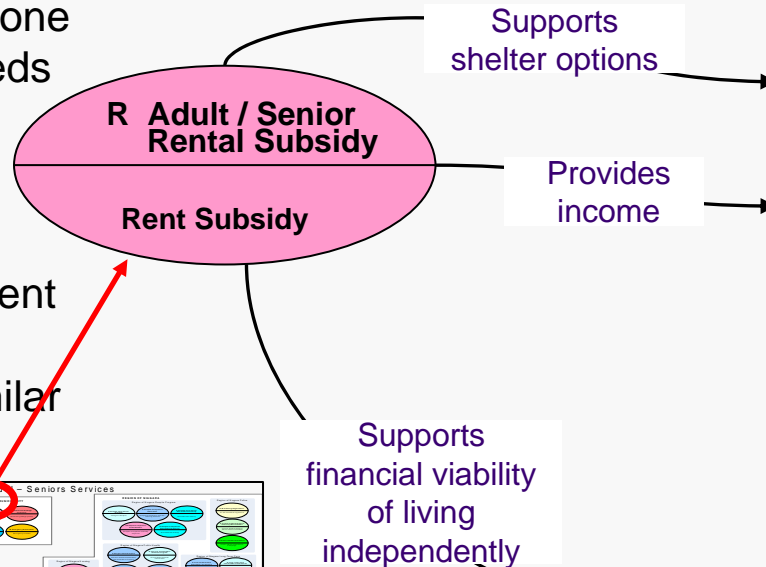
Program and Service Alignment Diagram

SENIOR

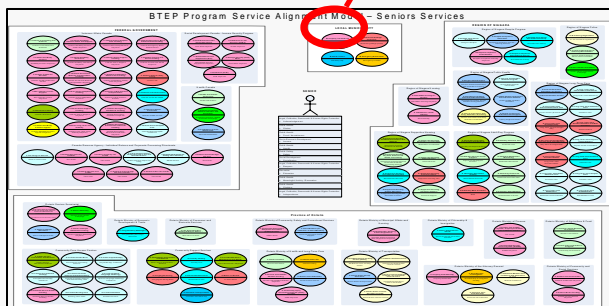


Explicitly identifies all programs & service directly satisfying one target group's needs

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

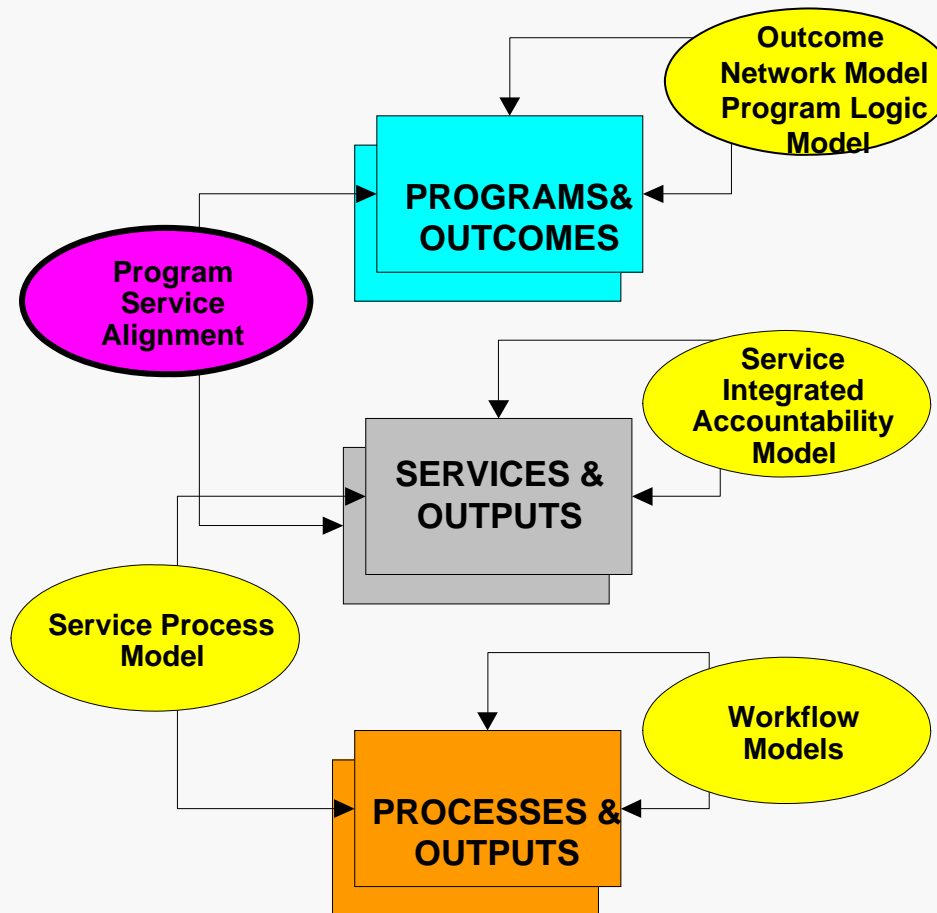


Acknowledgement
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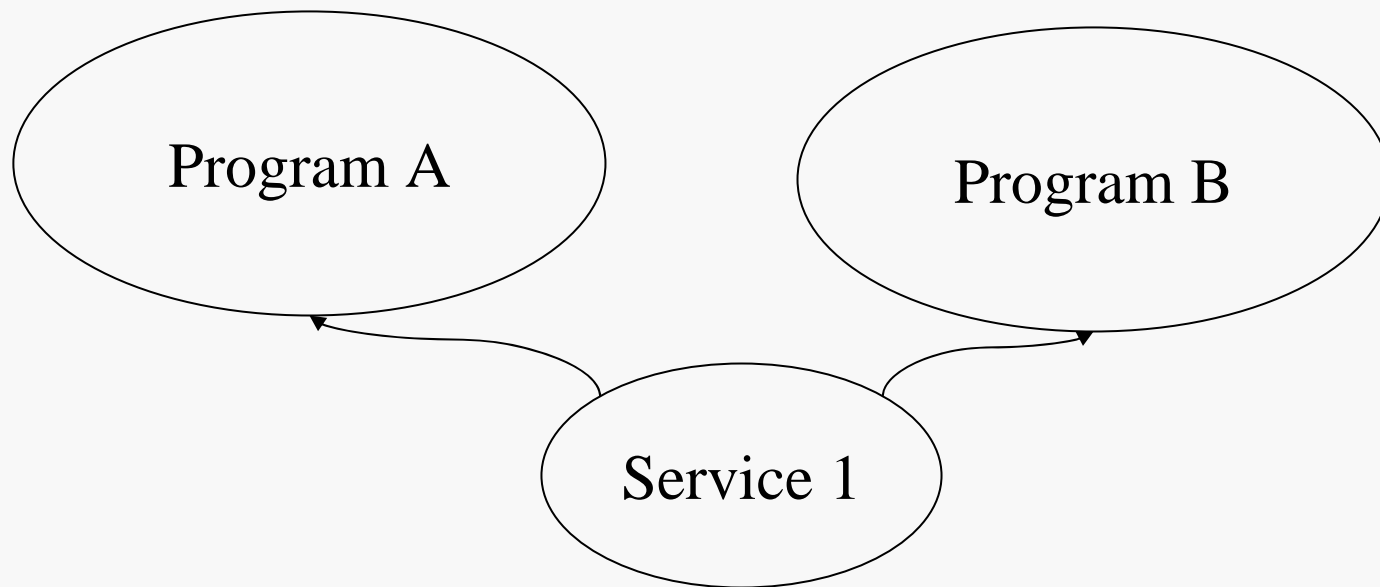


Program Service Alignment Model Mapped to GSRM components (recap)





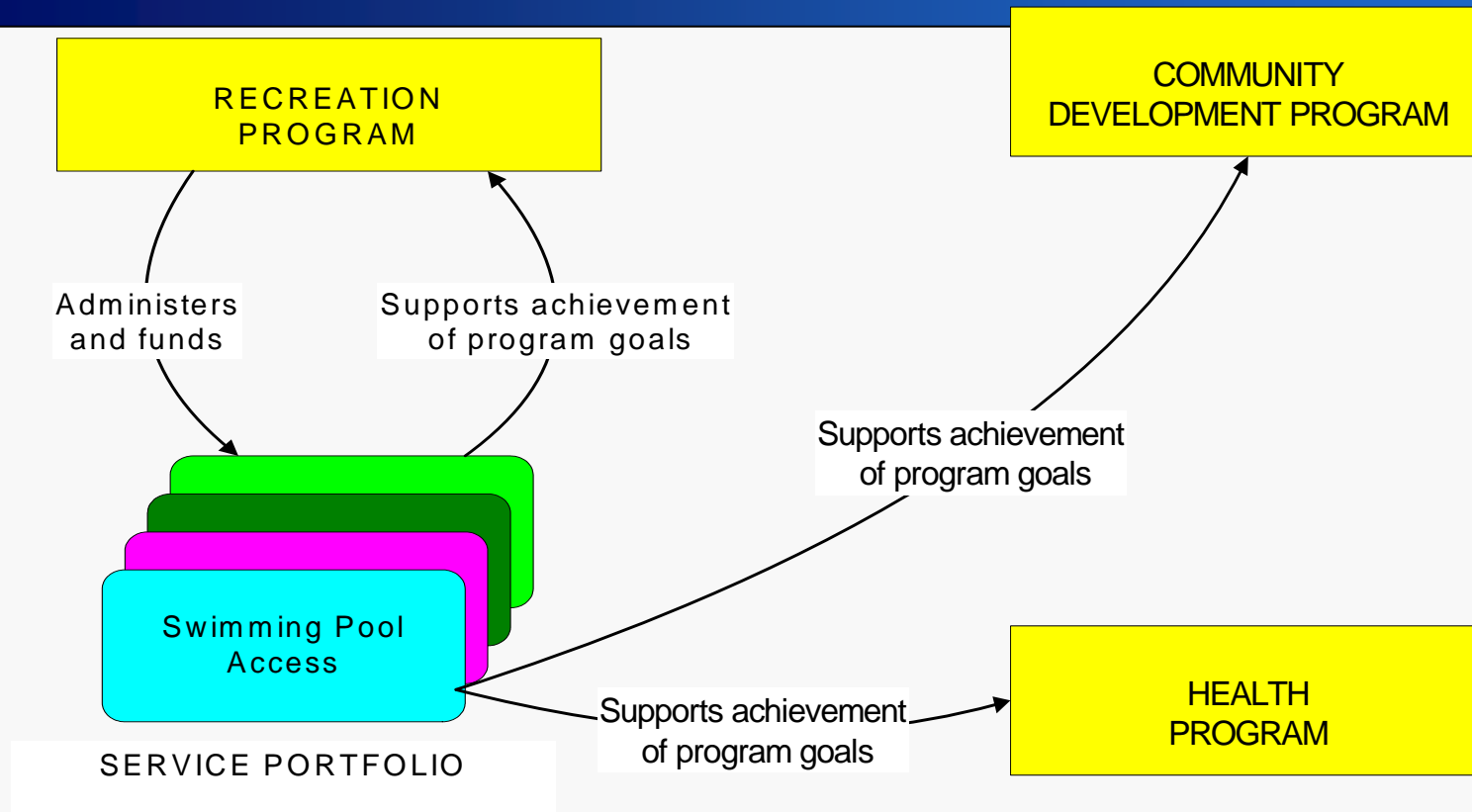
Program and Service Relationships



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

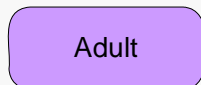
Senior's state's and transitions

The project focused on 5 "Undesirable" States:

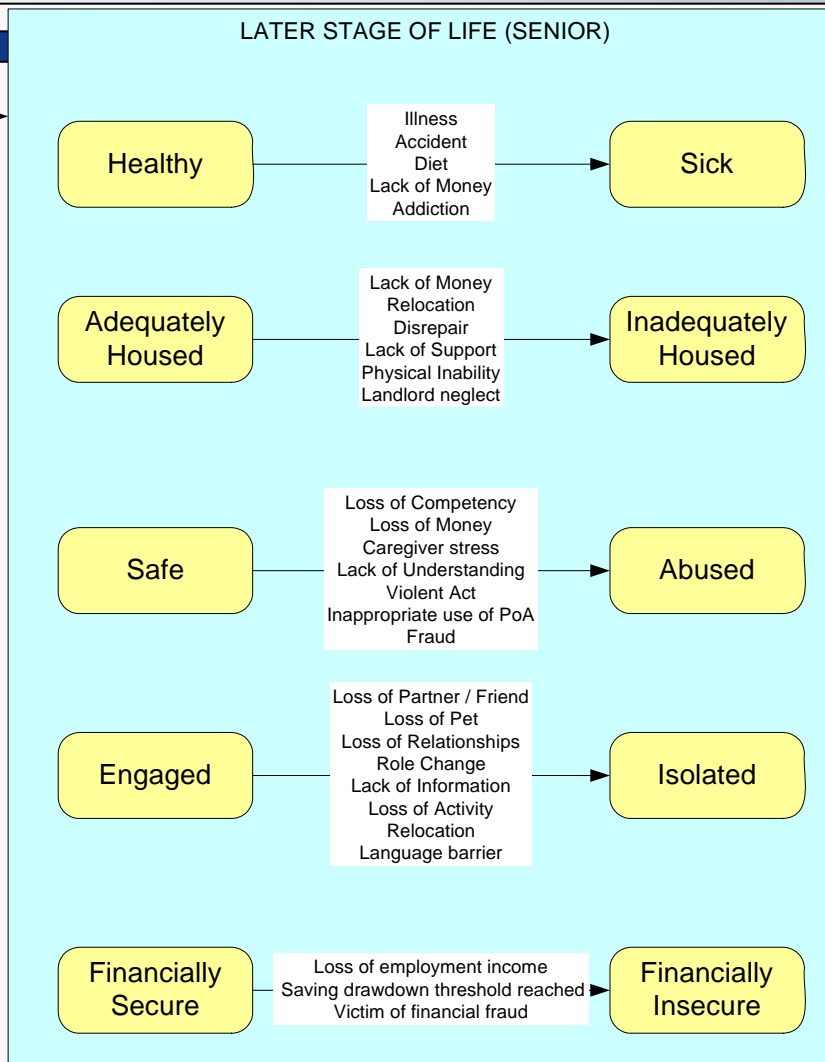
-Sick, Inadequately housed, Abused, Isolated and Financially Insecure.

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



Senior Criterion Met →





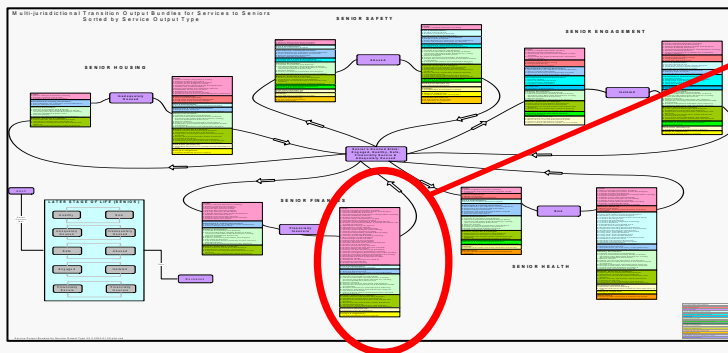
Transition Output Bundle

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 Falls Walkers
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

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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.

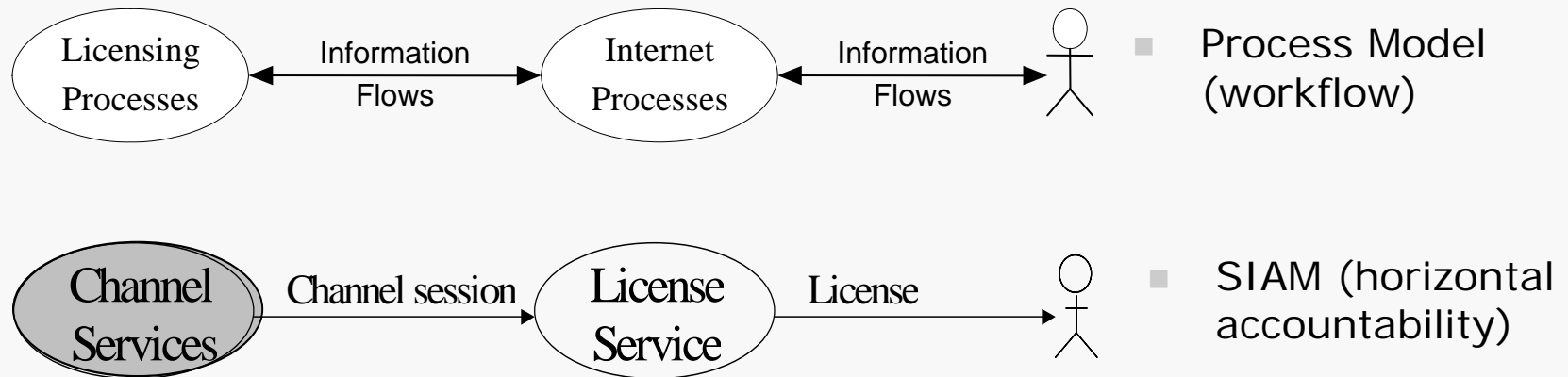


Service Integrated Accountability Model

- 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



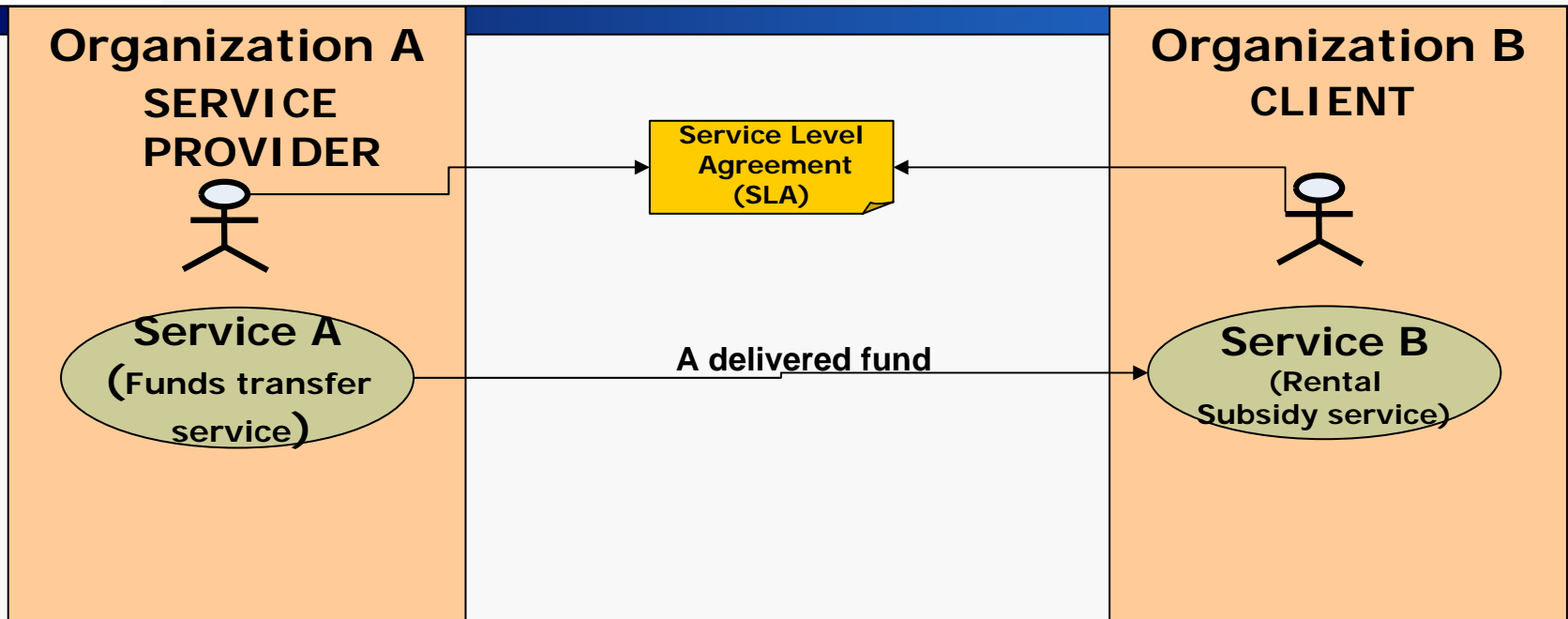
Service Integrated Accountability Model (SIAM)



- 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



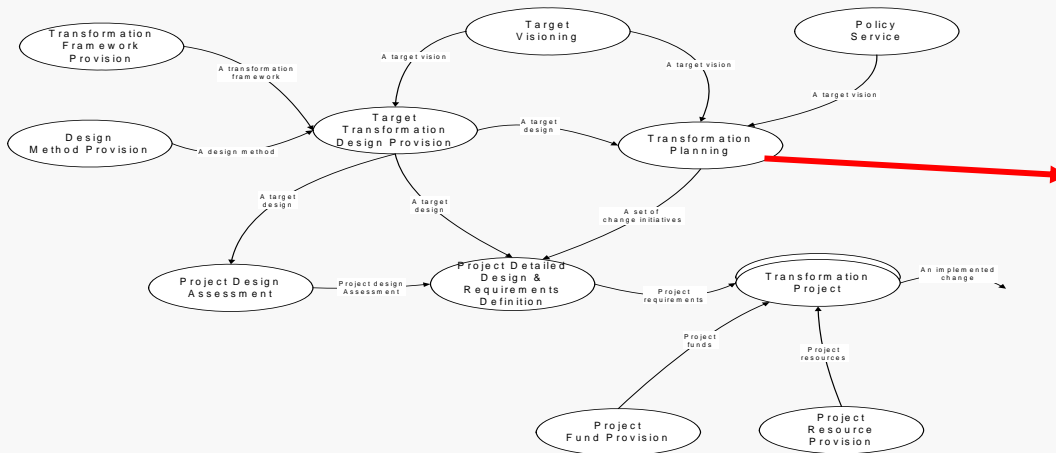
SIAM model sets context for horizontal SLAs



- 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



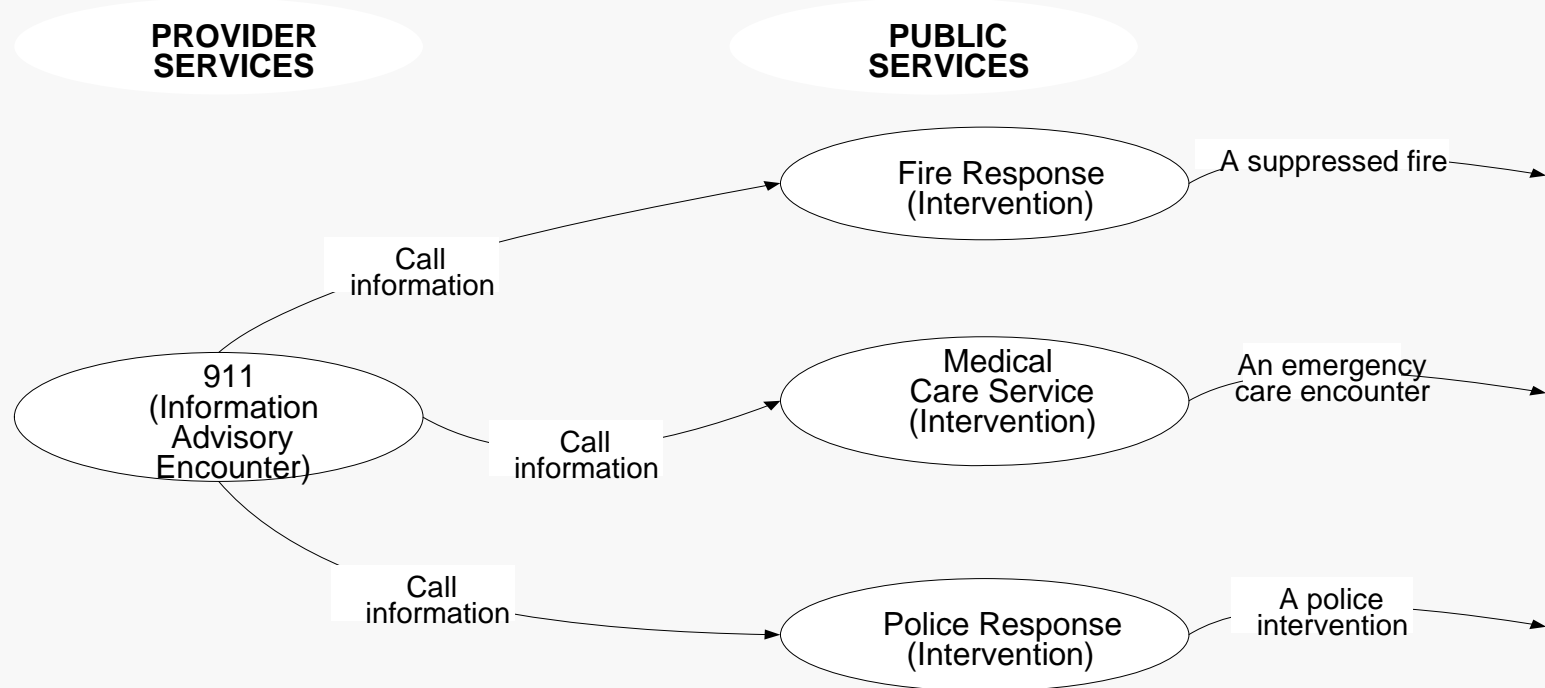
Each service can be “opened up” to reveal the supporting processes

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.



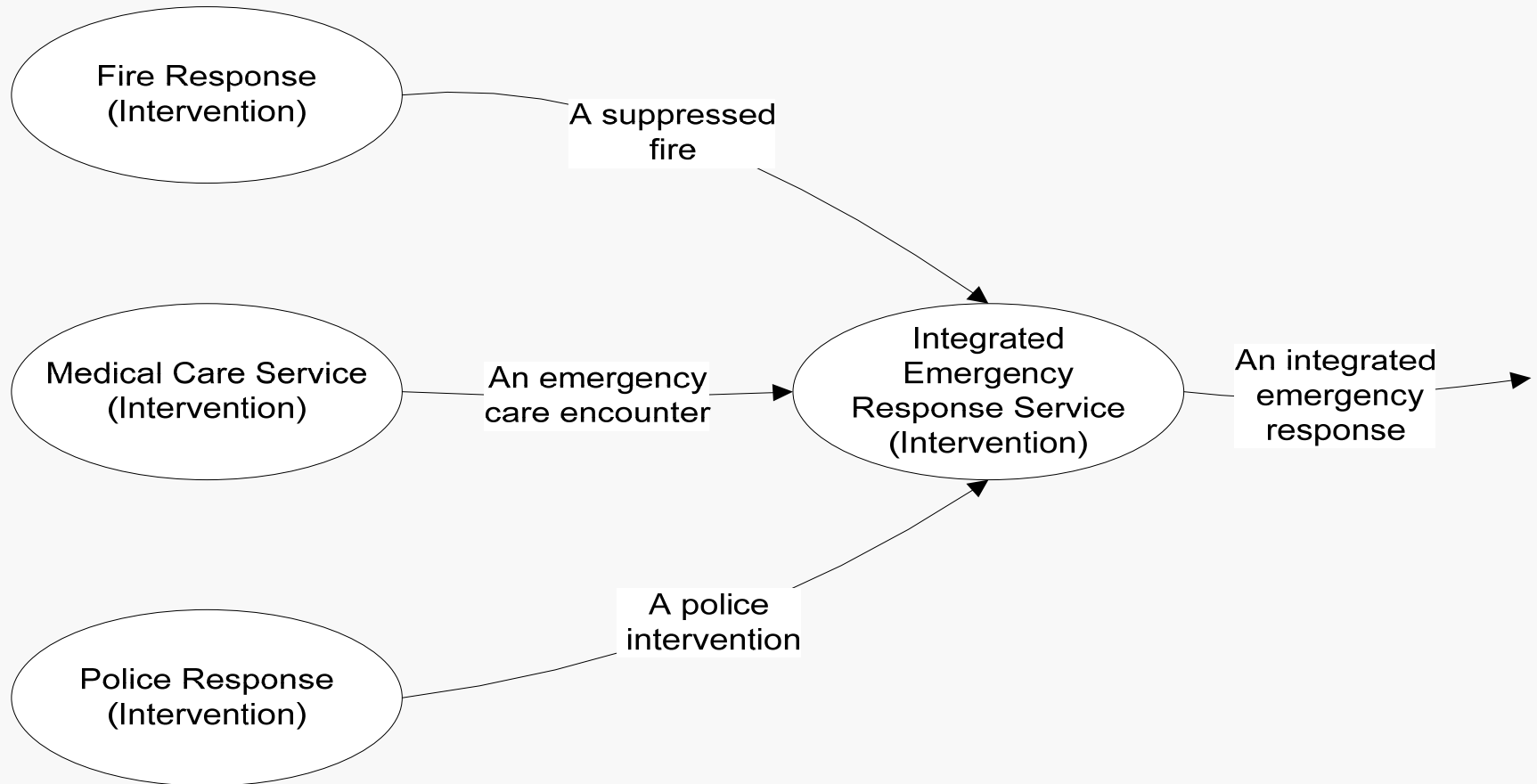
Example - 911 Program SIAM



- 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**

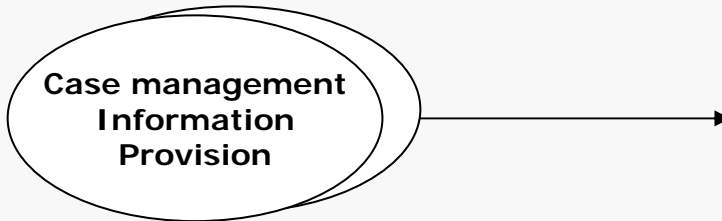
Organization A

**ORGANIZATION
A IS ACCOUNTABLE
FOR SERVICE**



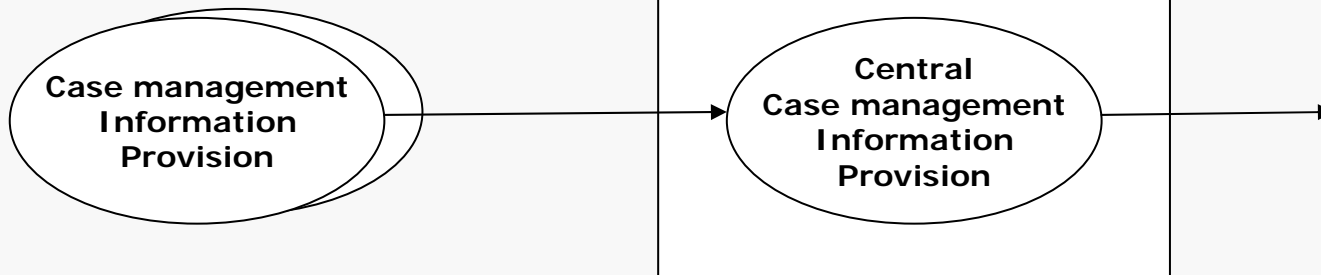
Service Design Option Using SIAM

As-Is Model



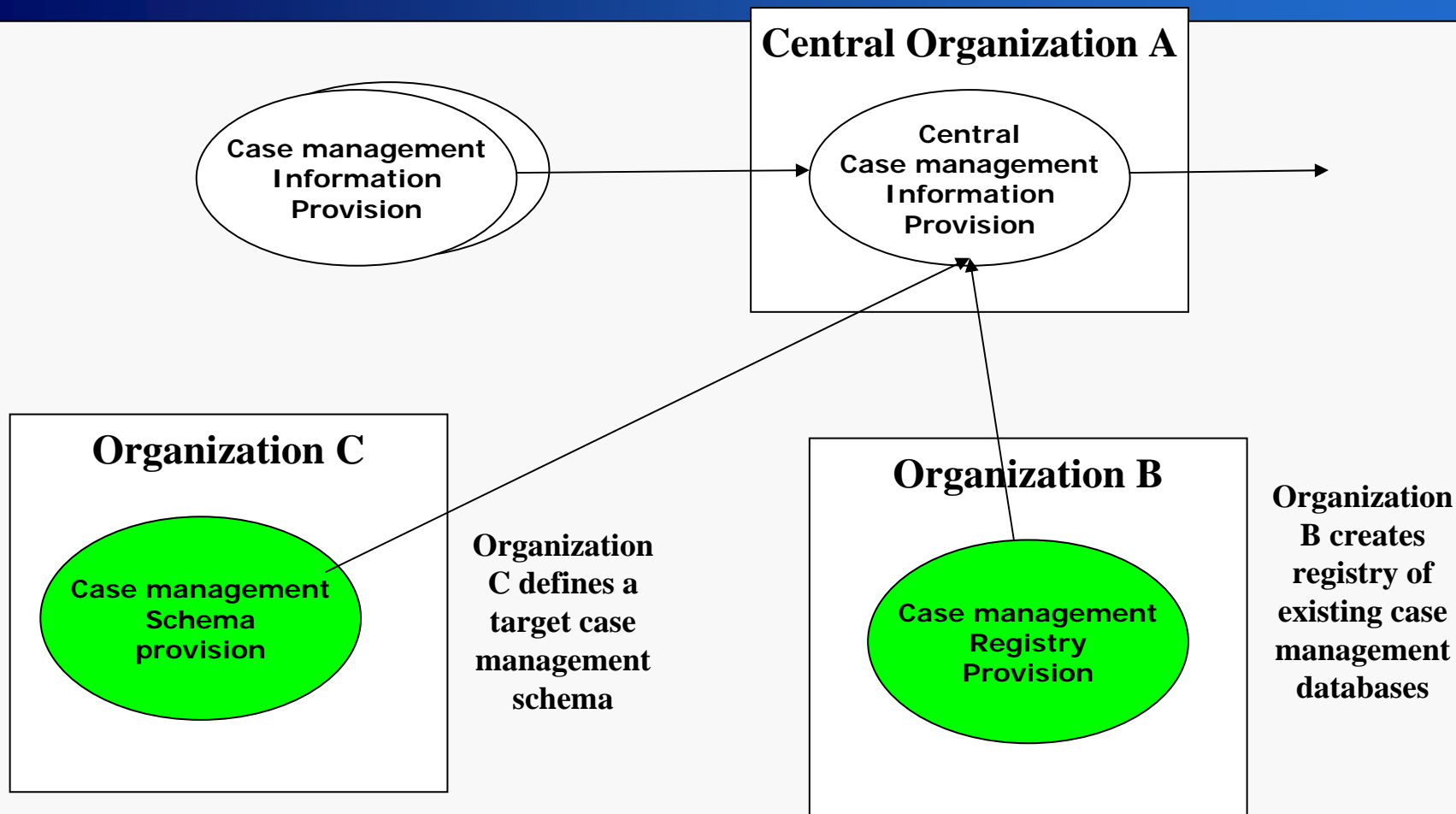
As-Is model has a large variety of case management service providers

To-be Model introduces central provider of case management information



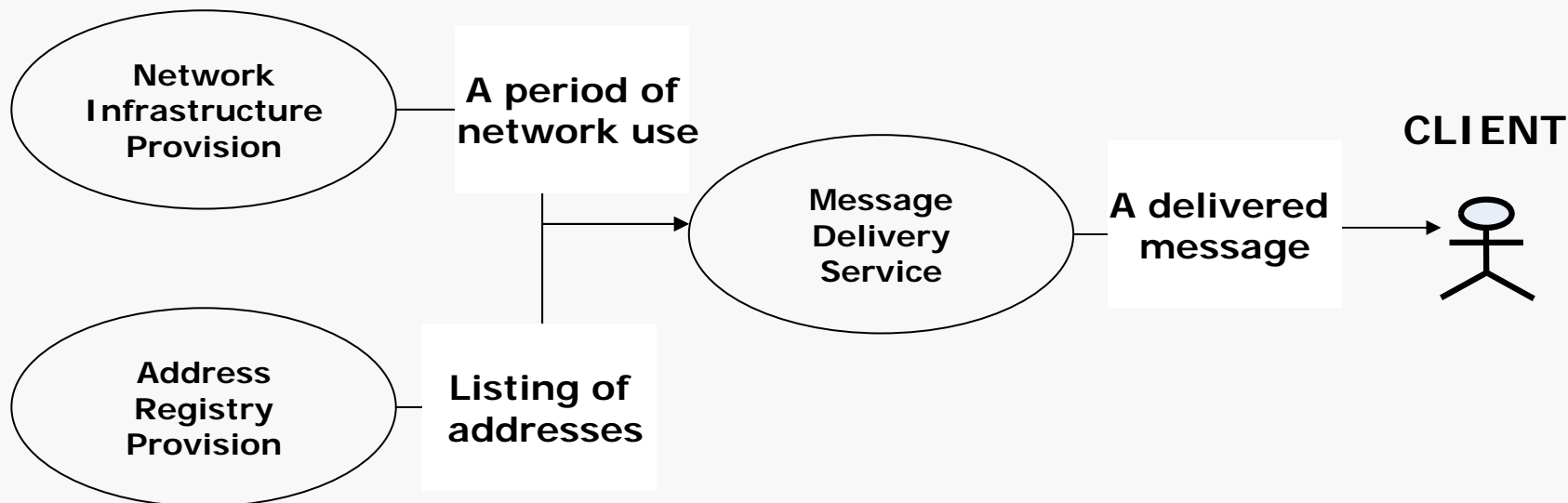
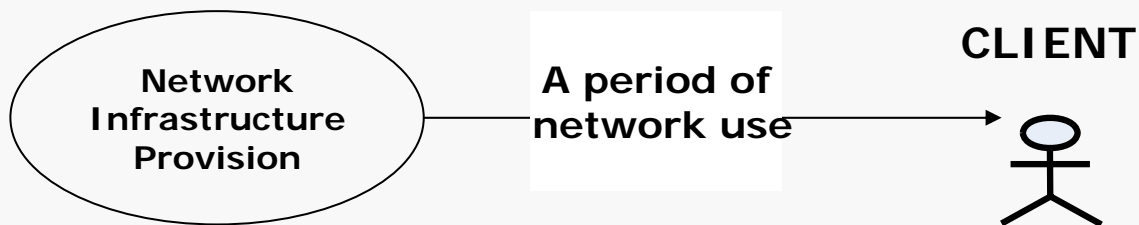


Additional Services Introduced to Support Transition to Target Service Design



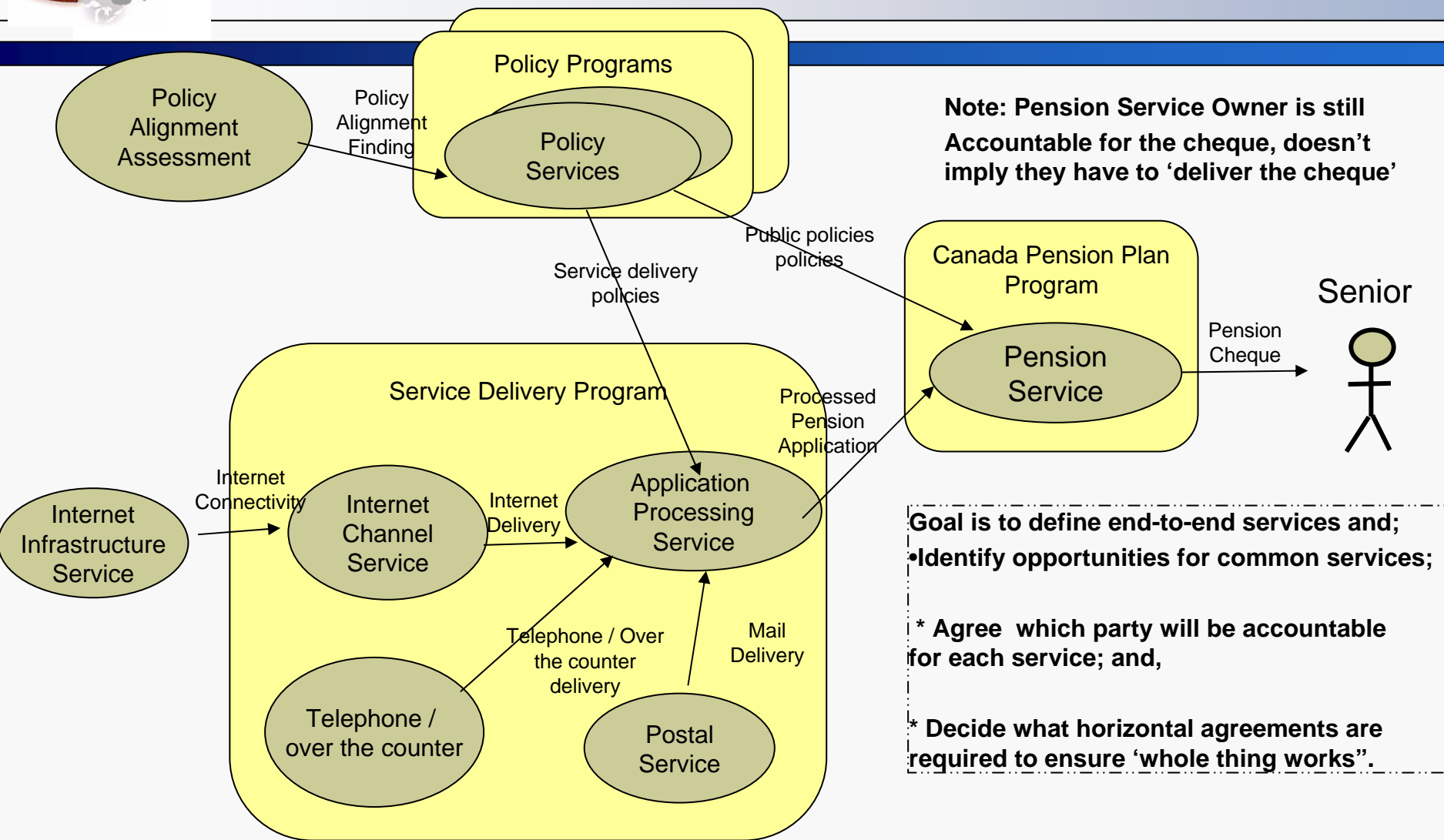


Two Contrasting Horizontal Service Designs





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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