Summary of Key Points

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Strategy

- Understand the underlying business need and ask "Why are we doing this?"
- Negotiate the environment and determine who has stake in this and why.
- Account for existing infrastructure, practices, history, and culture. This is working in the real world.
- Look ahead to keep one eye on the future.
- Devise a clear approach and plan then share it with stakeholders.

Policy

- Information policies guide decisions about how, why, when, and by whom information is used.
- Information policy principles rest on fundamental democratic principles.
- Stewardship encourages policies that regard government information as a public good.
- Usefulness principle promotes policies that encourage the innovative use of government information to improve the quality and lower the cost of government services.
- Policies should ensure good quality and ready availability of data for action.

Data

- Data issues are the biggest challenges to government agencies transitioning from legacy, stovepipe systems to integrated systems.
- Data quality goes beyond 'clean data' to evaluation of data for 'fitness for use'.
- Data that is not used cannot be correct for very long.
- Laws of data quality apply equally to data and meta data.
- Lack of data standards is a significant barrier to information use.
- Meta data is critical when dealing with data quality and data standards.
- Understanding the complex program environments within which the data is used is as important as the quality of the data.

Cost

- Managing relationships with team members, project sponsors, and external stakeholders are hidden costs that must be addressed.
- The greater the different between old and new work processes, the higher the cost.
- Identify the gap between the technologies you have and the technologies you want. Costs will increase with the size of the gap.
- Separating independent tasks into parallel efforts helps control costs.
- Integration is costly. Know what you need to integrate and how much.
- Identify the differences among your data resources. The greater the differences the more it will cost to integrate them.

Skills

- Organizations, like people, are information users.
- Skilled information users define problems, select information, analyze, interpret, and present results.
- Every project involves five kinds of skills: analytical, information management, technical, communication and presentation, and project management.
- There are a number of ways to acquire necessary skills.

Technology

- Technology choices affect an organization's current and future capabilities.
- Technologies become imbedded in every aspect of the organization including processes, user practices, and infrastructure.
- Technology can change the way government does business.
- Technology can improve customer service and streamline administration.
- Technology can help government solve complex problems.