2006 Publications (26)

Guides (1)

Using XML for Web Site Management: Getting Started Guide
Sep 2006

Despite the clear advantages of XML, government confronts many obstacles to the adoption and implementation of XML-based Web site management. By using the guide, government agencies can gain new insights into how they can benefit from XML and develop strategies to address the technical and organizational issues to get started.

Online Tools (1)

The XML Toolkit
Apr 2006

The XML Toolkit is a Web site product of CTG’s Web Site Management Using XML: A Testbed Project, which served to assist New York State agencies in examining the benefits as well as the challenges of Web site management using the emerging technology of XML. It contains a library of XML resources and is intended to grow over time and benefit from the contributions of the online community.

Reports (11)

New York State Information Technology Workforce Skills Assessment Statewide Survey Results
Dec 2006
Information technology (IT) workforce issues have been a concern in New York State since the 1980s and were designated high priority areas in the 2004 and 2005 New York State Enterprise Information Technology Strategic Plans. As a result, in early 2005, the CIO Council HR Committee organized a partnership of state agencies, labor unions, and the Center for Technology in Government (CTG) to help design and administer two surveys. This report provides the key findings of the IT workforce skills assessment surveys administered during March and April 2006; involving nearly 5,000 IT professionals employed in state agencies, authorities, and boards.

Setting the Stage for an Electronic Health Record: A Business Analysis for the New York State Department of Correctional Services
Dec 2006
This document reports on a project conducted by CTG on behalf of the New York State Department of Correctional Services (NYS DOCS) to explore the likely benefits and associated costs of an Electronic Health Record (EHR) for NYS DOCS. The project, moving towards an electronic health record for NYS DOCS, was initiated in the summer of 2005 by the former New York State Department of Correctional Services Commissioner, Glenn Goord.

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Advancing Return on Investment Analysis for Government IT: A Public Value Framework
Oct 2006
This white paper provides an analysis process that starts with a high level view of the IT investment and then drills down through successive steps to identify the specific measures and methods that will reveal and document public value. The assessment can be tailored to the size and nature of a particular investment decision. The framework is broad in scope so that it can be applied to virtually any government IT investment – from simple Web sites to government-wide information systems and architectures.

Service New Brunswick (Case Study)
Sep 2006
Service New Brunswick was launched in a time of high pressure from citizens in New Brunswick, Canada for improved service delivery. Today it serves the province through its award winning service delivery model, and also and maybe more importantly in the long run, through its innovations in economic development.

The Austrian Federal Budgeting and Bookkeeping System (Case Study)
Sep 2006
The goal of the Austrian Federal Budgeting and Bookkeeping System project was to redesign and integrate the electronic workflow of the federal government’s budget and bookkeeping processes. The strategy they chose was to implement a single Enterprise Resource Planning (ERP) software standard throughout the federal government, along with the adoption of necessary legal authority.

The Commonwealth of Pennsylvania’s Integrated Enterprise System (Case Study)
Sep 2006
The Commonwealth of Pennsylvania’s Integrated Enterprise System Enterprise Resource Planning (ERP) software implementation put in place the technical infrastructure and enterprise standards for core government administrative functions with improved public value.

The Government of Israel’s Merkava Project (Case Study)
Sep 2006
The Government of Israel’s Merkava Project is an effort to restructure the financial, logistics, and human resource components of government-wide administration into an integrated Enterprise Resource Planning (ERP) system. Merkava is also part of a comprehensive eGovernment initiative that includes five layers of new technologies and operational systems for enhanced internal operations and improved benefits and services to citizens.

The Washington State Digital Archives (Case Study)
Sep 2006
Washington State’s investment in digital archiving for government records provides a highly focused and successful example of pursuing public value through information technology.

July 2006
This report provides a baseline for state government digital information preservation capabilities and activities. It includes an analysis of the results across states and territories and presents several observations on the current digital preservation environment based on CTG’s 2006 State Government Digital Information Preservation Survey.

State Government Digital Preservation Profiles
Jul 2006
This Web-based resource provides profiles of state government digital information preservation efforts within the United States based on the information collected from the 2006 State Government Digital Information Preservation Survey. The profiles are organized by state or territory and the library, archives, and records management units that were represented in the survey response.

Journal Articles and Conference Papers (11)

Challenges And Strategies for Conducting International Public Management Research
Cross-cultural management research is a valuable but complex and error-prone endeavor. The main challenges the authors encountered in conducting a multinational research project included nonequivalence of key concepts, cultural stereotypes, assumptions of universality, and difficulties in comparative analysis. The authors identified crucial questions that need to be asked at each stage of the research for it to be both reliable and valid. These questions address such pitfalls as the importance of focusing on culture as an independent variable, the cultural dynamics of the research team, and the importance of translation and of finding culturally equivalent definitions of key concepts.
Measuring Return on Government IT Investments

Based on findings from CTG's Advancing Return on Investment Analysis for Government IT project this paper discusses the similarities and differences of approaches, models, and methodologies developed and utilized for measuring ROI in IT investment, particularly in the public sector. The paper also provides a descriptive data analysis of trends in IT investments in the United States.

Multi-method approaches to understanding the complexity of e-government
International Journal on Computers, Systems and Signals, Volume 7, Number 2, Oct 2006, pp. 3-17

Electronic government is a complex phenomenon which involves technical, organizational, institutional and environmental aspects. Researchers from different disciplines are increasingly finding that using multiple methods can help to deal with complexity and obtain more comprehensive explanations. This paper argues that multi-method approaches can be useful for egovernment research. A set of advantages and challenges to multi-method approaches are introduced and then used to frame a case analysis. Two case studies involving multi-method approaches to e-government research are presented to illustrate strategies for responding to implementation challenges in both large-scale and small-scale projects. This case analysis contributes to the discussion about multi-method research designs and their role in digital government research. Insights into management strategies specifically designed to respond to the digital government context and the adoption of relevant methodologies drawn from the experiences of the authors are provided.

Building response capacity through cross-boundary information sharing: The critical role of trust

Governments around the world are increasingly turning to information sharing and integration to help solve problems in a wide range of programs and policy areas. These complex interorganizational efforts face not only the technical challenges of many information technology initiatives, but also the difficulties derived from interacting among multiple and diverse organizations. Trust has been identified as one the most important organizational factors for cross-boundary information sharing and integration. However, more research is needed regarding the determinants of trust building in this multi-organizational contexts. This paper highlights the relevant role of trust in cross-boundary information sharing initiatives and provides evidence about three of its most important determinants.

The Effect of Organizational/ Technological Factors and the Nature of Knowledge on Knowledge Sharing

This study investigates the dynamics of a knowledge sharing effort in New York State government that involved multiple organizations, divisions, and geographically separated offices in the development of the Multi-Purpose Access for Customer Relations & Operational Support System.

Can Government be a Good eBayer? The Use of Online Auctions in the Sale of Surplus Property

E-commerce, and online auctions in particular, represent important examples of how information and communication technologies have been employed by public organizations to gain benefits in both efficiency and effectiveness. In this article, we discuss the three-year experience gained by New York State in the use of online auctions for the sale of surplus inventory and property.
Challenges of Treating Information as a Public Resource: The Case of Parcel Data

Land parcels are the foundation for many aspects of public and community life. This report presents the findings of a study of information about land parcels in New York State. It identifies stakeholders and their interests as well as the needs and issues associated with the uses of parcel data in the public, private, and nonprofit sectors.

Enacting State Websites: A Mixed Method Study Exploring E-Government Success in Multi-Organizational Settings

E-government is increasingly been used for government administrative reform. In fact, spending in e-government initiatives continues to rise and, among these projects, Internet-based applications are increasingly important. Using a nested research design, this study explores the complex relationships among the relative success of state websites and certain organizational, institutional, and contextual factors.

Learning about Interoperability for Emergency Response: Geographic Information Technologies and the World Trade Center Crisis

Using structuration theory, this paper argues that the World Trade Center crisis was a catalyst for a change in the conceptualization of GIT for emergency response and, consequently, much was learned about interoperability and inter-organizational geographic information systems.

Building a state government digital preservation community: Lessons on interorganizational collaboration.
Proceedings of the 7th Annual International Conference on Digital Government Research, USA, 277-284, Jan 2006, Eight pages

Based on the findings of 2005 Library of Congress workshops and previous efforts on digital preservation, this paper discusses the challenges and opportunities regarding interorganizational collaboration and community building for digital preservation of state government information.

Multi-Method Approaches to Digital Government Research: Value Lessons and Implementation Challenges

Digital government is a complex organizational and social phenomenon. It involves technical, organizational, and policy elements, as well as their complex and recursive interactions. Multi-method approaches have been shown as capable of presenting more comprehensive explanations of complex situations. This paper argues that multi-method approaches are valuable alternatives for e-government research.

Book Chapters (1)
Managing and Preserving State Government Digital Information

All signs point to continued growth in the volume and complexity of “born digital” government information. However, most states are hampered in their efforts to respond to this growth by a combination of technology, policy, political, and management issues, complicated by fragmented organizational roles and responsibilities for managing and preserving digital information. While traditional information and records custodians agree that not all digital information produced by government is worth saving, all agree that a small portion of this material is of permanent legal, legislative, or cultural value. In addition, a much larger portion has short and medium term value to CIOs, state and local agencies, the private sector, and citizens for purposes of e-government, e-commerce, and day-to-day government administration. To address these challenges, traditional information and records custodians and other key stakeholders, such as chief information officers (CIOs), need to reorient strategies toward sharing information and assets and understanding commonalities rather than emphasizing differences. It is time to move beyond debates over terminology and start treating digital information as a “public asset” with multiple values to both government and society.