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Digital Transformation and Public Value

A Primer for Government Leaders

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The Center for Technology in Government (CTG UAlbany) is a university-wide research institute at the University at Albany, State University of New York (SUNY). CTG UAlbany is recognized throughout the world as a leader in digital government research and for expert translation of that research to practice. CTG UAlbany's engagements with international organizations, national, state, and local governments have generated both theoretical insights and practical guidance about the interdependence of innovations in policy, management and technology. As a first-of-its kind innovation lab based on public/private government partnerships, CTG UAlbany has collaborated with hundreds of government leaders as they work to generate public value through digital transformation. CTG UAlbany has pioneered and continues to refine an innovative approach that emphasizes attention to context as a key enabler of digital transformation. This approach underlies our research and strategic consulting as well as our formal academic and professional development programs.

Executive Summary

Digital transformation — increasingly recognized as central to the efforts of government leaders to meet their obligations to society — is the use of digital technologies to innovate and change how organizations create value and prepare for the future. Creating public value through digital transformation requires that government leaders recognize that capability to create sustainable public value is a function of context. More specifically, research and practice clearly tells us that no one size fits all when it comes to creating sustainable transformation. Government leaders therefore, must recognize the importance of building understanding of the transformation context and commit to using that new understanding to guide both digital transformation policy and practice decision making. By definition, context interpretations are amorphous, adaptable; almost like living and breathing organisms. Such interpretations, to be useful in informing government leaders, must capture nuances of context and provide insight into how those nuances interplay with innovation characteristics. To be successful, government leadership must support the development of a sophisticated understanding of capability across a wide range of both societal and organizational dimensions. Attention to context and capability is more critical than ever as governments around the world increasingly face wicked problems and unprecedented complex and dynamic crises such as COVID-19, cybersecurity risks and climate change. Building and using understanding of context as part of digital transformation initiatives is an “ask” to the whole organization. It requires a “whole of government” commitment that engages leaders across the c-suite — not just technology leadership — to appreciate not just the *how* of digital transformation, but *what is takes* to succeed in and through digital transformation.

The Challenge Ahead

The challenge ahead for government leaders is first, to understand *how* digital transformation might create value, and second, and more importantly, *what it takes* to successfully achieve the envisioned digital transformation.

Understanding Context is Key to Adaptation and Transformation

Government leaders, specifically elected officials and other policy makers, are uniquely positioned to ensure that digital transformation investment decision-making, in both normal times and in times of crisis, is informed by an understanding of context. Those who understand the importance of context and who are prepared to adapt quickly to changing context can translate that preparation into value generating digital transformation.

Many problems with digital transformation initiatives can be traced to skipping upfront investments in building understanding of the issue or opportunity, the issue or opportunity context and the capabilities required to effect sustainable change within that context. More recently, a focus on context perspective is recognized as central to success and operationalized through design thinking initiatives and innovation labs, among others. A primer for government leaders looking to create value through digital transformation and four digital transformation tools providing systematic approaches to building understanding of context and using that understanding to inform decisions about digital transformation value are presented.

Four Essential Ideas for Building Public Value through Digital Transformation in Context

1. Digital transformation requires policy, management and technology innovation
2. Capability for innovation is a function of both internal and external context and is complementary and multidimensional
3. Understanding the characteristics of an envisioned digital transformation and of the characteristics of the transformation context are precursors to judgements about whether relevant capability exists
4. Creating public value through digital transformation requires leadership commitment to an iterative process of systematic analysis of context and context-specific decision making

Four Essential Tools for Building Public Value through Digital Transformation in Context

- An Enabler-Based Digital Government Maturity Framework and Assessment Process
- An Information Sharing Capability Assessment Toolkit
- Public Value Assessment Tool
- Making Smart IT Choices

Creating Public Value through Digital Transformation

Digital transformation refers to the use of digital technologies to innovate and change how organizations create value and prepare for the future. Digital transformation is increasingly recognized as central to the efforts of government leaders to create public value and meet their obligations to society. One of the challenges to their efforts is that when creating value through digital transformation, “*no one size fits all.*” This means that when seeking to create public value through digital transformation, government leaders must recognize the need to understand the context within which they are operating and then build understanding of that context to guide digital transformation policy and program decision making.

Attention to context is more critical than ever as governments around the world face unprecedented complex and dynamic crises such as the COVID-19 pandemic and climate change, among others, and work to mitigate and respond to both the crises themselves, and the short and long term societal consequences. These problems, the crises and the short and long terms consequences, represent what are known as “wicked problems.” Increasing demands for police reform¹, for policy responses to inequities in public health access² and for closing the digital divide³, for example, are wicked problems requiring innovative and context-specific responses. Digital transformation can contribute to solving these and other wicked problems, but such transformations must be informed by knowledge of context.

Digital Transformation

Digital transformation is the use of digital technologies to innovate and change how organizations create value and prepare for the future.

Ten Characteristics of Wicked Problems

1. Wicked problems are difficult to define. There is no definite formulation.
2. Wicked problems have no stopping rule.
3. Solutions to wicked problems are not true or false, but good or bad.
4. There is no immediate or ultimate test for solutions
5. All attempts to solutions have effects that may not be reversible or forgettable.
6. These problems have no clear solution, and perhaps not even a set of possible solutions.
7. Every wicked problem is essentially unique.
8. Every wicked problem may be a symptom of another problem.
9. There are multiple explanations for the wicked problem.
10. The planner (policy-maker) has no right to be wrong.

Source: Rittel and Weber, 1973

¹ <https://www2.tompkinscountyny.gov/ctyadmin/reimaginepublicsafety>

² www.albany.edu/mhd

³ <https://www.naco.org/resources/press/national-association-counties-forms-broadband-task-force-bridge-digital-divide>

For the second time since the turn of the century, significant funds are being made available to support responses to such wicked problems. The American Response and Recovery Act of 2009 is credited with bringing the economy back from the brink. Today, the American Rescue Plan Act of 2021 (ARPA), just one of numerous federal programs being made available as part of the concerted recovery agenda, is designed to provide much needed relief and investment funds for U.S., state and local governments navigating both increasing demands on public services and reduced tax revenue. The ARPA funds, in particular, are being made available to address infrastructure gaps and weaknesses made obvious by the transition to remote work and education, and the disparities in access to necessary public services, including public health and education that were exacerbated by the pandemic. Access to and use of these funds has the potential to transform state, city and municipal governments. Fully leveraging the available funds to address prioritized gaps and weaknesses in public programs and services will include, in many, and maybe even in most cases, some form of digital transformation. To do so requires significant and ongoing consideration of context.

This *Primer for Government Leaders* presents four essential ideas for government leaders looking to digital transformation to meet their obligations to society and four tools designed to provide systematic approaches to building understanding of context and using that understanding to inform executive decisions about digital transformation and sustainable public value creation.

American Rescue Plan Act 2021

- Support urgent COVID-19 response efforts to continue to decrease spread of the virus and bring the pandemic under control
- Replace lost revenue for eligible state, local, territorial, and tribal governments to strengthen support for vital public services and help retain jobs
- Support immediate economic stabilization for households and businesses
- Address systemic public health and economic challenges that have contributed to the inequal impact of the pandemic.

Source: <https://home.treasury.gov/policy-issues/coronavirus/assistance-for-state-local-and-tribal-governments/state-and-local-fiscal-recovery-funds>

One Size Doesn't Fit All

Context matters. The statement is simple, but building understanding of context and using that understanding to take action that leads to sustainable digital transformation is complex. Such complexity is a function of the social, economic and policy context within which the policy or program decision maker is operating and the technological, organizational and institutional innovations required for sustainable digital transformation within that context. The importance of context is increasingly recognized by scholars and practitioners alike, with new expressions of support for investments in building understanding of context coming from many quarters including, the international development community and leading digital government and smart city scholars and practitioners.

A useful idea from smart city space, city leaders have begun to focus not just on what it means for a city to be smart and are expanding their efforts to include building understanding of what it takes for a city to be smart. The challenge ahead for government leaders at all levels is first, to understand how a digital transformation might create value within a specific context, and second, and more importantly, what it takes to create public value through the envisioned digital transformation. Answers to these questions require deep understanding of context.

Context is...

...the *interrelated* conditions in which something exists or occurs”

Merriam Webster

A Whole of Government Approach

A whole-of-government and whole-of-society approach is needed to bridge the digital divide and ensure that digital transformations benefit everyone and address the needs of the most vulnerable in society. National and local governments, public institutions, the international community, United Nations entities, the private sector, academia, STI or scientific community, civil society organizations, representatives and members of marginalized and disadvantaged groups, and philanthropic and religious organizations, among others, need to work together, each bringing their specific perspectives, expertise and capabilities to the table. By co-designing and co-creating policies with marginalized and vulnerable groups, governments can better identify and address their situation- and context-specific vulnerabilities and needs. Such multi-stakeholder partnerships are also important for fostering innovative and agile solutions to address the complex and evolving needs of vulnerable groups, notably in emergency situations as posed by the COVID-19 pandemic.

Source: <https://www.un.org/development/desa/dpad/publication/un-desa-policy-brief-92-leveraging-digital-technologies-for-social-inclusion/>

Government leaders, specifically elected officials and other policy makers, are uniquely positioned to ensure that digital transformation investment decision-making, in both normal times and in times of crisis, are informed by an understanding of context. By definition, context interpretations are amorphous, adaptable, almost like living and breathing organisms. Such interpretations, to be useful in informing leadership decisions about digital transformation, must capture nuances of context, including culture. They must allow for systematic mapping and modeling of staffing policies and practices, decision and workflow processes, workforce and customer demographics, available relevant capacity, level of initial and ongoing resource commitment, existing hierarchies and architectures, formal and informal practices and underlying and implicit assumptions, and so much more. All of these characteristics interact with innovation characteristics. In order to be successful, government leadership must support the development of a sophisticated understanding of those interactions and what they tell us about what capabilities are needed across a wide range of both societal and organizational dimensions for a particular transformation initiative to generate expected public value within that context.

Technical advances make digital transformation possible, but technical expertise is not enough to ensure public value creation. Research and experience tell us that most information technology innovation teams fail to critically assess the range of policy, management and technology capabilities that are required for success. Failures often occur due to assumptions about capability and through the adoption of what are known as “universal patterns”. Organizations, including governments, look to their peers for ideas and innovations. They study the technical innovation, but often do not study the policy and management innovations that were necessary for success in that context. Nor do they consider the complementary innovations that are necessary for success within their own context.

In the early days of the Obama Administration, many governments in the U.S. and around the world began investing in open data portals. While many governments created value for both themselves and their citizens through their portals, many others did not. Those who succeeded had the capability required to work with stakeholders to find out what data could and would be used to increase transparency and engagement and what technical architecture, policy frameworks and workforce skills would be required to support the development of accessible and usable data portals. Many discovered they did not have the required capabilities to be successful and so actively invested in building — and in some cases — buying necessary, but missing capabilities.

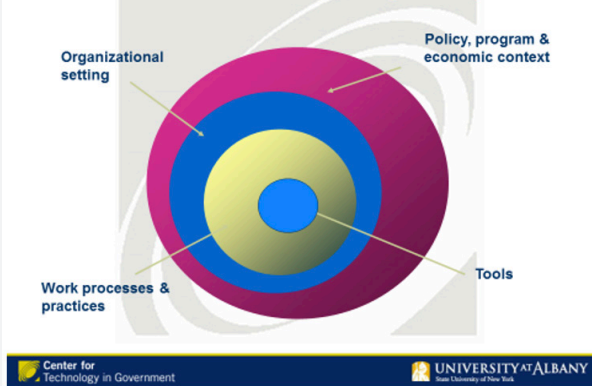
Public Value and Context

Creating public value through digital transformation requires government leaders to recognize that capability to create sustainable public value is a function of context.

Interplay between Context and Innovation Defines Action in Smart Cities

Examinations of the interplay between context and innovation allow for the identification of smart city investments and strategies that are uniquely relevant to a particular context, of actions that must be taken within that context to create public value, and an understanding of the unique risks of that particular set of actions within that specific context.

Context and Complexity



Examples of delays and complications, or worse, failure, in digital transformation initiatives abound due to unrecognized gaps in capability. Creating end-to-end service integration for human services or public health, for example, is a priority for many governments and requires significant internal collaboration and data sharing. Unfortunately, in the context of the COVID-19 pandemic, lack of attention to context specific conditions and unrecognized gaps in capability contributed to delays in the transition to fully online programs and vaccine registration and online schooling. Such enterprise-wide change, in “normal times” requires leadership at the highest levels to understand the context within which they are operating and the capabilities required for successful digital transformation.⁴ This need is amplified in times of crisis. A deep understanding of capability⁵ helps government

leaders avoid the trap of universal patterns by taking into account the importance of context and recognizing that capability is a function of context. Capability can be understood in terms of the following:

- Capability is multidimensional — it comprises a variety of essential attributes – leadership, readiness, governance, policies, data assets, technical knowledge, and more. All these contribute to overall capability.
- Capability is complementary — high or low overall levels of capability can result from different combinations of factors, high levels in some dimensions can often compensate for lower levels in others.
- Capability is dynamic — it can increase or diminish due to changing conditions within an initiative or in its external environment.
- Capability is specific to its setting — some elements of capability apply to all settings, but capability for any particular project must be assessed relative to its own specific objectives and environment.

Building Public Value through Digital Transformation in Context: Four Essential Ideas

CTG UAlbany has been recognized for more than 25 years as a leader in digital government research and for expert translation of that research to practice. Throughout our history, we have focused on building new understanding of how the societal context and institutional character of governments interact with technologies and shape the capabilities of those governments to create public value through digital transformation. Building and using understanding of context as part of digital transformation initiatives is an “ask” to the whole organization. It requires, at the very least, deep knowledge of the policy, program and economic context within which a government is operating, deep knowledge of the problem itself and who is impacted by this problem and who would be served by various solutions to the problem. Building and using understanding of context is a “whole of government” commitment that requires government leaders across the c-suite, not just technology leadership, to make a commitment to understanding not just the *how* of digital transformation, but *what it takes* to succeed. Recent efforts by governments and other societal institutions to respond to the COVID-19 pandemic draw attention to the importance of government leaders understanding the interplay of context and innovation characteristics and how that interplay defines risk and determines the value-creating potential of digital transformation initiatives.

A timeless lesson that underlies our work is that investing in what we call *Phase Zero* or the *Before the Beginning Analysis* is absolutely necessary. Phase Zero starts by identifying and listening to stakeholders, by gathering basic descriptive and quantitative information about the situation, and investigating at least a few existing approaches taken by others to solve this problem. This preliminary information sets the stage for learning about what capability different approaches require to be successful in a few different contexts and what relevant capability, if any, exists and is available for use. Our work supports this view, but often the pressure to act limits the opportunity for before the beginning analysis. The perspective that context matters is increasingly recognized and key to success and operationalized through design thinking tools and techniques and as the foundational principle underlying innovation labs.

⁴ <https://www.ctg.albany.edu/publications/smartmegacities/>

⁵ https://www.ctg.albany.edu/publications/capability_innovation/

Four essential ideas, grounded in this perspective, are presented to guide government leaders looking to digital transformation to help meet their obligations to society and create public value.

1. Digital transformation requires policy, management and technology innovation
2. Capability for innovation is a function of both internal and external context and is complementary and multidimensional
3. Understanding the characteristics of an envisioned innovation and of the characteristics of the innovation context are precursors to judgements about whether relevant innovation capability exists
4. Creating public value through digital transformation requires leadership commitment to an iterative process of systematic analysis of context and context-specific decision making

Building Public Value through Digital Transformation: Four Tools

To center context in digital transformation, government leaders and other public officials must commit to the use of systematic approaches to understanding context and to use that understanding to create context-specific digital transformation. This section presents a set of tools developed by CTG UAlbany for this purpose. Each provides a systematic approach that has stood the test of time in advancing efforts to build understanding of context, to use that understanding to reduce risk, and to make informed policy and program decisions about digital transformation that create public value. The first two provide frameworks for systematic consideration of capability within context. The third supports public value assessments by providing a stakeholder-based approach to exploring the relative value creating potential of digital transformation initiatives in context. The fourth provides a suite of analytical tools and techniques that form the basis for an iterative approach to design thinking required to fully understand both context and required capabilities for digital transformation.

Center for Technology in Government (CTG UAlbany) Building Public Value through Digital Transformation: Four Tools	
TOOL	DESCRIPTION
An Enabler-Based Digital Government Maturity Framework and Assessment Process	Provides a framework and process for a systematic assessment of digital government capability within a specific context
An Information Sharing Capability Assessment Toolkit	Provides a framework and process for systematic assessment of information sharing capability assessment within a specific context
Public Value Assessment Tool	Supports public value assessments by providing a stakeholder-based approach to exploring the relative value creating potential of digital transformation initiatives in context
Making Smart IT Choices	Provides a suite of analytical tools and techniques that form the basis for an iterative approach to design thinking required to fully understand both context and required capabilities for digital transformation

An Enabler-Based Digital Government Maturity Framework and Assessment Process

A Digital Government Maturity Assessment (DGMA) is foundational to the preparation or refinement of a Digital Government Strategy and Action Plan. A DGMA makes it possible for a government to identify actions to improve:

- The quality of digital processes
- Effectiveness in supporting digital services and programs
- Ability to understanding the degree goals and expectations for services innovation and governmental transformation are being met

A DGMA is fundamentally a planning and decision-support process designed to inform decision making about where investments are needed to increase capability to lead and innovate in digital government. The Digital Government Maturity Model Framework (DGMMF) is the main tool for the DGMA process and the results are used to determine the level of capability across a set of seven dimensions of digital government maturity. The DGMMF is a set of dimensions that are the key factors in determining performance of a Digital Government Strategy.

Enablers as Theories of Change

A theory of change is a model that explains how an intervention will lead to improved performance in a specific domain. Enablers, as theories of change, represent what is needed to improve organizational capabilities for digital government.

Source: Renteria, Cesar, J. Ramon Gil-Garcia and Theresa Pardo (2019) Toward an Enabler-Based Digital Government Maturity framework: A preliminary Proposal Based on Theories of Change

Stage or maturity models have long been used by organizations to help create clarity about capability and to inform investments in new capability. The DGMMF is focused on enablers, rather than stages or results.⁶ It specifies a direction (a desired performance or outcome) and implies the inputs and activities needed to attain the desired direction. Because of this “enabler” focus, each of the dimensions of the DGMMF represent a theory of change related to the key enabling factors in terms of capabilities that contribute to a mature digital government.

A DGMA is designed to help government leaders identify their level of maturity for key organizational and technological enablers for improvement of digital government. DGMA results identify areas of low maturity or capability which can help identify risks to digital government strategies, inform risk mitigation strategies, and provide a roadmap for a successful digital government transformation. Once completed, results from a DGMA can inform conclusions about where high maturity exists and decisions about actions that might be taken to create new capability to innovate and lead through a more digital government.

⁶Cesar Renteria University at Albany et al. 2019. Toward an Enabler-Based Digital Government Maturity Framework: A Preliminary Proposal Based on Theories of Change. (April 2019). Retrieved July 16, 2020 from <https://dl.acm.org/doi/abs/10.1145/3326365.3326419>

Table 1

Seven Dimensions of the Digital Government Maturity Model Framework

DIMENSION	DEFINITION
Leadership	Leaders are the stewards of digital transformation efforts. They must engage, motivate, build commitment, and mobilize resources for the successful implementation of a digital strategy. Leaders must also craft the plans to achieve the organizational goals, as well as its communication to stakeholders and monitoring its progress.
Strategy	Strategic plans help to execute the transformation agenda. A digital transformation strategy contains the actions to be taken to pursue the digital transformation goals.
Governance	The organizational capacity, decision-making rules and managerial actions developed to overcome potential barriers in implementing the digital strategy across agencies and departments. Good governance must be aligned with strategic goals, as well as legal frameworks.
Legal	The legislation, administrative regulations, guidelines and standards that a department or agency must comply with in transforming digital services.
Technology	The technologies that directly and indirectly contribute to the delivery of programs and services through digital platforms.
Cybersecurity	Cybersecurity is increasingly important for digital government. With more services being made available online, there is a need to increase security mechanisms to ensure protections to sensitive information, including private citizen information.
Specific Technologies and New Trends	Emergent technologies and new trends bring promising opportunities for governments to transform their digital services and leapfrog in terms of citizen satisfaction.

Public Value Assessment Tool

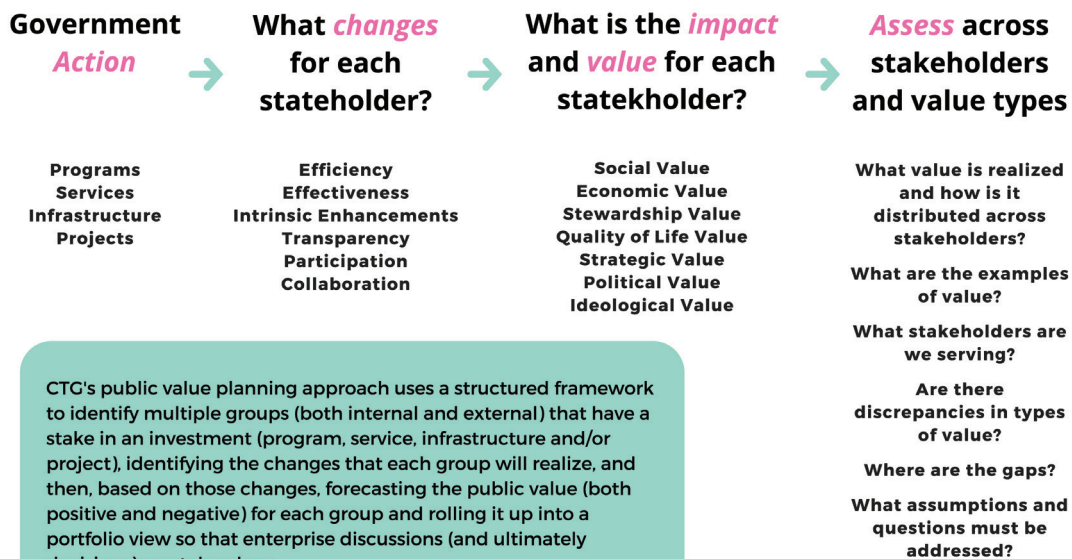
Public value focuses attention on the collective and societal interests that are served by particular institutional arrangements and actions of government. CTG UAlbany’s public value framework helps to determine the value of actions from multiple stakeholder perspectives. It is used to take into account how public value can change, both positively and negatively, across the many interests of citizens and groups in interacting with each other and with government. It also requires the specification of the value generators, e.g. increases in efficiency, increases in effectiveness, enablement and intrinsic enhancements.

CTG UAlbany’s Public Value Assessment Tool (PVAT) helps stakeholders work across boundaries to develop shared understanding of the potential value of any particular action or actions. The tool takes agencies through a review of existing and proposed plans to ensure that resources are being used on initiatives with the greatest promise in terms of public value. The information generated from using this tool reveals the expected value for each stakeholder, the value generators and helps inform specific design decisions and determinations of capabilities required to deliver expected value to different stakeholder groups.

Public Value Assessments Inform Government Leaders

“Since the inception of DOT’s [US Department of Transportation] open government efforts, the Department has approached the development of its Open Government Plan in creative ways. In 2010, the Department focused on the many policy, cultural and technology barriers that needed to be overcome to lay the groundwork for increasing transparency, participation and collaboration in our daily work. The process we used to develop the [2012 Plan](#) was focused on looking at the public value of our Open Government related activities. To do this, we used a planning approach called the Public Value Assessment Tool (PVAT), created by the Center for Technology in Government (CTG) at the University at Albany, SUNY.”

CTG UAlbany’s Public Value Logic Model



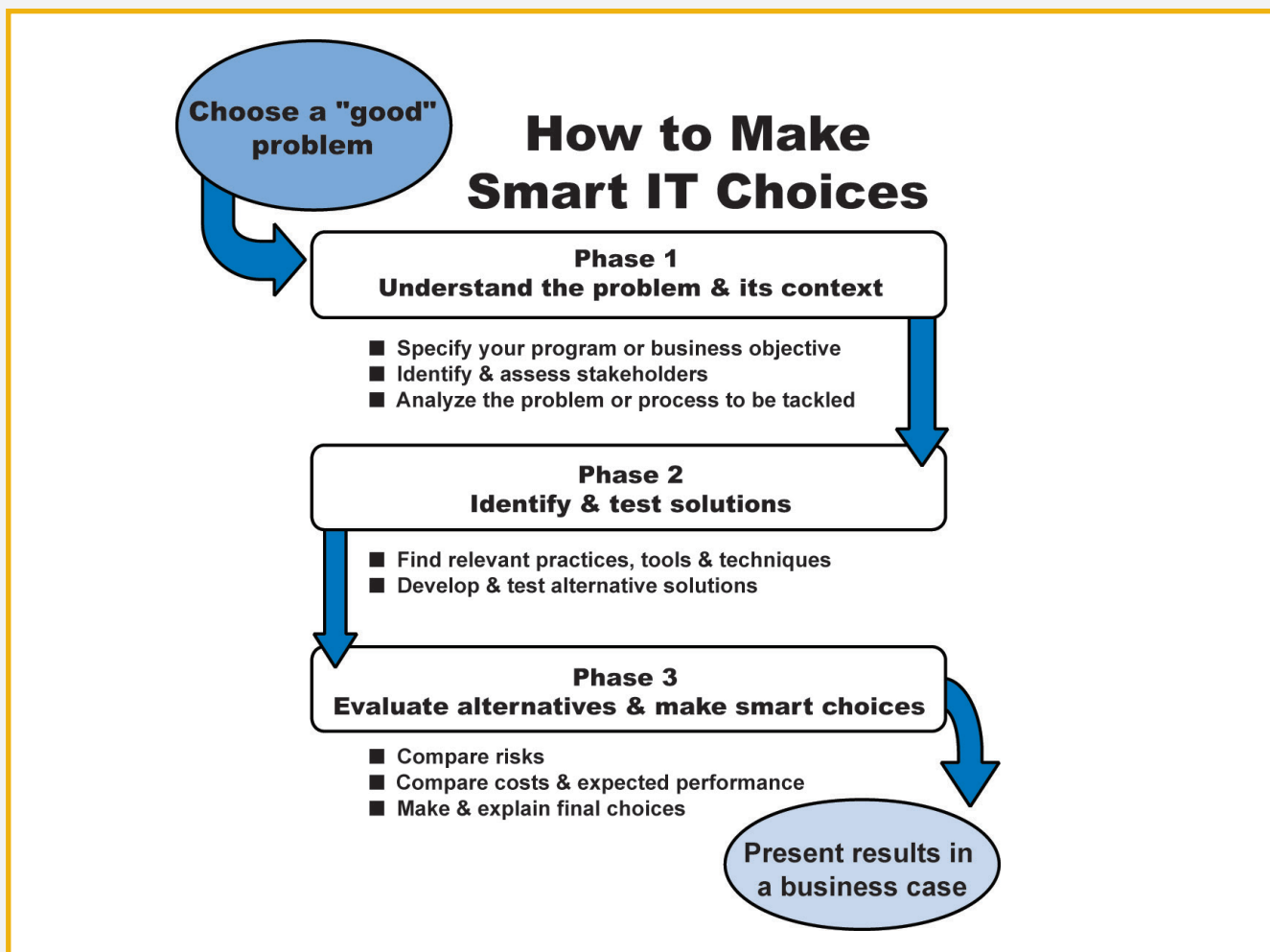
Making Smart IT Choices

Information technology (IT) Investments are typically the most complex and expensive decisions government leaders will make, but they are also often coupled with pressure to provide quick solutions. When the pressure to act exceeds the ability to understand the consequences of action, the potential risks of failure soar. Taking time to build knowledge and understanding of the problem and the potential solutions through careful analysis of the goals, the larger environment, the specific situation, the likely risks, and the reasonable alternatives are shown to lower the risk of failure. Through understanding the context of the problem, government leaders can raise useful questions, engage partners, challenge old models, garner support, assess policies, identify risks, consider contingencies, and result in more successful innovation.

Making Smart IT Choices is a set of tools designed to assist government leaders to make more informed decisions about when and how to invest in IT by understanding the issues and opportunities and to build a business case for investing in a particular path. The tools in *Making Smart IT Choices* offer guidance in:

- Thoroughly understanding the problem to be solved and its context
- Identifying and testing possible solutions to the problem
- Evaluating the results of those tests against the service and performance goals

This is the phase of the IT investment process known as “before the beginning.” It is necessary before the first design meeting, before an RFP is written, before the budget is developed. Spending time in identifying, documenting, and discussing the context of a problem and evaluating potential technical and process solutions will be time well spent as IT investments often have a significant and direct impact on the public.



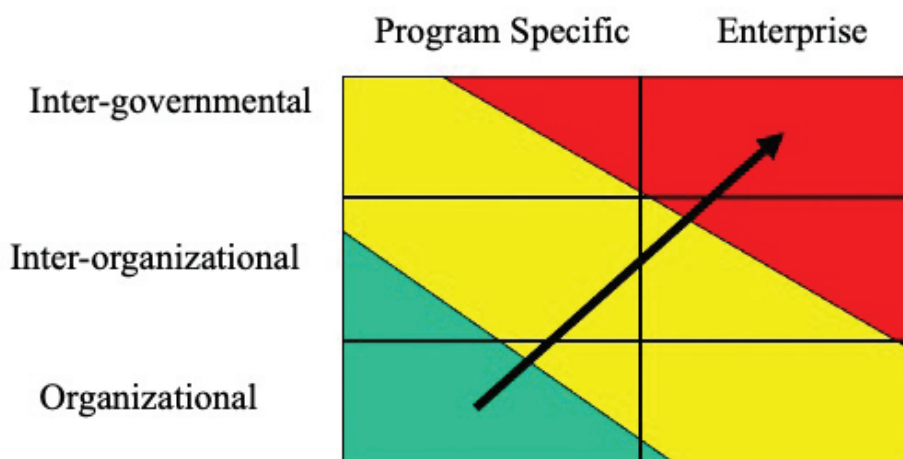
Government Information Sharing: A Planning Toolkit

Governments face many problems that can be addressed more successfully when information is shared across organizational boundaries. The solutions to these problems differ widely in terms of complexity, based in part on purpose and context. For example, linking multiple databases and case management processes in a single human services agency where organizational units operate under one executive leader working toward a common goal, presents one set of challenges (The bottom left of the Complexity Matrix). An initiative designed to create an enterprise-level information resource, such as a statewide public health information exchange or emergency response network, consisting of many different entities at several levels of government as well as private and nonprofit entities, engaged in diverse but overlapping business processes using similar, if not identical, information represents a very different level of complexity (*The top right of the Complexity Matrix*).

The inter-organizational nature of most efforts in information sharing suggests two guiding ideas for related capability assessments. First, the success of an information sharing initiative depends on the combination of capabilities that exist among the sharing partners. Not all organizations need the same capability profile. Instead, the combination of capability profiles across a set of entities sharing information determines the effectiveness of an initiative. Second, the knowledge and experience required for effective information sharing assessment of relevant capabilities can be found in the people working on the effort from across the many partners. The necessary combinations of knowledge and experience may not exist in a single organization, but may be available as a result of a joining of forces across the multiple organizations involved in a cross-boundary sharing initiative.

Initiatives that depend on information sharing are typically complex, difficult and prone to failure. They are more likely to succeed when they include a comprehensive and systematic assessment of both organizational and technical information sharing capabilities. Such an assessment identifies the strengths and weaknesses of all participants, points out risks and risk mitigation strategies and therefore leads to better planning and execution of cross-boundary programs and services.

Information Integration Complexity Matrix

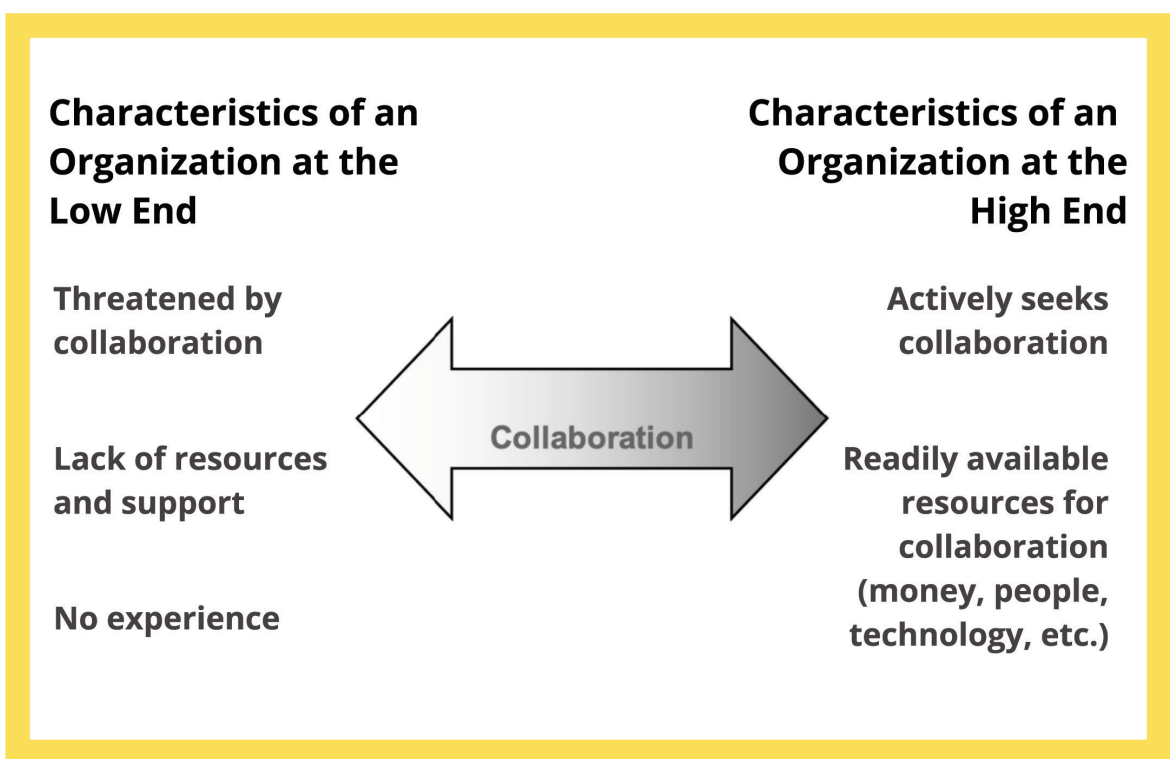


Projects that focus on sharing information to solve a specific problem within a particular governmental unit are the most simple. As the focus of integration evolves beyond a specific problem within a single governmental unit to a class of problems across an enterprise, the complexity of the effort necessitates changes in the environment that are only possible through legislated and executive action.

Dimensions of Information Sharing Capability

- Business model and architecture
- Collaboration ready
- Data assets and requirements
- Governance
- Information policies
- Leaders and champions
- Organizational compatibility
- Performance evaluation
- Project management
- Resources
- Secure environment
- Stakeholder identification
- Strategic planning
- Technology acceptance
- Technology compatibility
- Technology knowledge

Through an extensive field analysis of justice agencies and program initiatives, we identified 16 major dimensions of information sharing capability. Taken together, these dimensions capture the interacting influences of organization, policy and technology on information-sharing initiatives in any government domain. Capability assessment consists of rating an initiative (or some part of it) along these dimensions, treating each as a continuum from high to low. For example, an organization is not simply ready for collaboration or not; instead, it falls somewhere on a continuum from not at all ready to fully ready. The figure below shows how the dimension of collaboration readiness can be characterized from high to low. These characterizations of high and low capability are the starting point for assessment. To be most useful, capability ratings should be based on evidence, discussed among the participants and weighted for importance.



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Digital Transformation and Public Value

A Primer for
Government
Leaders

