Key Issues for Government, 2010

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Gartner government research will continue to provide advice on IT topics and issues that span discrete technologies, IT management, and the industry solutions that are most relevant to government roles and domains.

ANALYSIS

Government is a broad, diverse industry. It encompasses different tiers (from federal or national, through state or regional, and down to local) and several domains (from revenue to social care, from public safety to justice, from transportation to environment and to defense). Our research shows that government IT management around the world shares many important issues that clearly differentiate it from management in the private sector. In particular, the political context for allocating budgets and resources, the emphasis on process controls and regulations, and the pressures of public scrutiny and oversight are unique challenges for government IT management.

In 2010, IT leaders in government organizations will have to strike the balance between: (1) continuing and, in some cases, increasing budget pressures and calls for greater efficiency; (2) the emergence of new behavioral patterns that characterize how citizens and other stakeholders access, use and create information; and (3) the calls for more-open and participative government.

In our 2010 agenda, we will provide research for government clients, regardless of their geography or domain, on topics including service delivery and operations, IT sourcing, and IT strategy and planning. Some research will refer to specific domains such as tax and revenue, grant management, and public safety, and may extend to further domains later in the year.

1. Government IT Strategy and Planning

Key Issue: What are the best practices in government IT management to improve on government efficiency and public value?

Background and context. Governments continue to be challenged in implementing IT at both the project and enterprise levels. Gartner research will continue to focus on accountability approaches that link IT to public value through more-effective analysis, implementation planning and change management/governance. The environment for plans and strategies is quite different from even a few years ago, expanded by new tools and applications and pressured by severe economic conditions.

Explanation of impact. We will examine pragmatic approaches for value analysis and how to improve linkages between IT planning and institutional strategy. While addressing emerging priorities for IT-enabled business process improvement, we will investigate how governments are responding to skill shortages, baby boomer retirements, and changes in technology and sourcing strategies by placing increasing focus on IT workforce planning and capability development.

Summary of Planned Research

- Implementation planning and project/portfolio management

- IT governance (who, what and how)

- Case studies (with the inside story and insights)

Summary of Relevant Published Research

- "Making an IT Governance Charter Work in Government"

- "Australian Governments Adopt SFIA as Basis for ICT Skill Framework"

Related Key Initiatives

- Strategic Planning

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- IT Governance

Key Issue: How will government IT organizations more efficiently manage and use IT budgets to meet business needs?

Background and context. Government budget shortages are now global, with few exceptions. Government IT departments must combine continuous IT cost optimization and the search for alternative sources to finance operations and innovation with ways to apply IT where it enables government to optimize costs in the business, understanding how this impacts the quality of service and alignment with long-term strategic objectives.

Explanation of impact. We will provide government IT leaders with advice on how to optimize IT costs and analyze opportunities to use IT innovations to optimize business costs. Greater attention will be dedicated to the different impacts of budget cuts across geographies.

Summary of the Planned Research

Case studies will analyze in detail how individual agencies around the globe have tackled budget constraints, and tactical guidelines will recommend good practices that have proved effective in multiple jurisdictions.

Summary of Relevant Published Research

- "Government IT Cost Optimization: What Is Working?"

- "U.K. Government Issues Efficiency Recommendations, but There Are a Few Loose Ends"

Related Key Initiatives

- IT Cost Optimization

2. Government Service Delivery and Operations

Key Issue: How will Government 2.0 and open government initiatives transform service delivery and constituent engagement?

Background and context. During 2009, governments in several jurisdictions focused on how Web 2.0 and other innovations could help revisit government processes as well as the relationships between them and their constituents. High-profile initiatives to open government data and increase constituent participation that were launched in 2009 will provide their first results in 2010.

Explanation of impact. Our research will track risk areas and critical success factors for open government initiatives, and for the development and deployment of social-media strategies aimed at improving communication and engagement. We will examine the balance between the provision of government information and the use of external information. We will also look into the evolution of Government 2.0 from information management to service delivery, as well its impact on cost optimization and sustainability.

Summary of Planned Research

We will follow the evolution of social-media policies and open government initiatives, and develop value frameworks and maturity models for Government 2.0.

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Summary of Relevant Published Research

- "The Future of Government Is No Government"

- "How Government Can Use Social Networks"

Related Key Initiatives

- Enterprise Social Software

- Customer Experience Management

- Portal Strategy

Key Issue: How will COTS applications help government improve operational efficiency and effectiveness?

Background and context. Government agencies will be pressured to extend the useful life of legacy systems to cope with budget constraints; many, however, will decide to replace legacy with enterprise resource planning (ERP), customer relationship management (CRM) and other commercial off-the-shelf (COTS) software. Geographic information system (GIS) programs will have to compete for resources among government leaders.

Explanation of impact. Gartner will provide analysis of domain-specific ERP offerings (e.g., public-sector budgeting). We will also analyze the level of maturity of CRM COTS offerings and their ability to meet new government requirements, such as integration with social networks and software as a service (SaaS) delivery. We will examine some best practices for return-on-investment strategies to be used by GIS managers, including the use of SaaS and the use of data for performance management and transparency.

Summary of Planned Research

Product and vendor reviews will provide a comprehensive background for the selection of COTS. We will update the 2009 MarketScope for government CRM. Case studies and tactical guidelines on cost and return-on-investment strategies will support GIS managers.

Summary of Relevant Published Research

- "MarketScope for Local Government CRM Products"

- "The U.S. Local Government IT Solution Vendor Landscape"

Related Key Initiatives

- Application Governance

- Application Overhaul

- CRM

- ERP

Key Issue: How will enterprise information management transform and improve government service delivery and operations?

Background and context. Governments, despite being huge producers and users of information, have been slow to structure and share data or mine it for "business" intelligence and

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decision making. Today's pressures — in counterterrorism, healthcare, general management and other contexts — are combining with new data and analytics to spawn new investments and innovation.

Explanation of impact. The new capabilities for information collection, sharing and analysis, especially at the enterprise level and above, may offer fundamentally faster, less expensive, and better ways of solving all sorts of operational and strategic problems. In 2010, we will broadly explore how new information and analytic power are interacting with cognitive capabilities and institutional/social relations to change (and in many cases not change) how decisions are made.

Summary of Planned Research

We will examine technologies and methodologies for data sharing and discovery, data mining and decision support, and the migration of evidence-based decisions: from inputs to outputs and outcomes, and from financial control to operations and strategy. Decision frameworks and case studies will address tax collection and law enforcement

Summary of Relevant Published Research

- "Hype Cycle for Government Transformation, 2009"

Related Key Initiatives

- Information Governance

- Business Intelligence Competency Center

3. Government IT Sourcing

Key Issue: How will government successfully implement shared services?

Background and context. Many government agencies around the world have understood, even if not always addressed, the overarching challenges of shared services, such as governance, senior stakeholder buy-in and sourcing. But a few open questions remain concerning the good practices to be applied to specific aspects of the shared-service model, such as funding, service management and workforce transition.

Explanation of impact. In 2010, we will provide focus on some specific aspects of shared services, such as workforce strategy and chargeback models. Cloud computing seems also to be part of many strategic discussions about sourcing that start with shared services; this year's research will position shared services with respect to cloud computing and other delivery models.

Summary of Planned Research

Case studies will drill down on good practices for shared services, while decision frameworks will support sourcing managers that have to select among different delivery models.

Summary of Relevant Published Research

- "How Governments Are Addressing the IT Consolidation Conundrum"

- "Case Study: The National Business Center Reduced Costs and Improved Services in Multitower Shared Services"

Related Key Initiatives

- Cloud Computing

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- Virtualization

Key Issue: How will government benefit from cloud computing and other emerging alternatives in IT sourcing models?

Background and context. While government IT organizations are showing an increasing interest in cloud computing as a means to reduce IT costs, they are also concerned about risks in areas such as data privacy, access and security. Some of these risks can be managed in the context of the current offering by cloud-computing vendors, but others imply more-stringent requirements that call for alternative models or the establishment of private clouds.

Explanation of impact. We will follow developments of nationwide initiatives in different regions, and look at how agencies and local authorities should adopt cloud-based services at different levels of the technology stack, as well as review different deployment models (e.g., public versus private). We will also examine specific cases where cloud computing has been in use for some time to derive lessons learned. Finally, we will track cases where government or other public-sector organizations become providers of cloud-based services.

Summary of Planned Research

Case studies and decision frameworks will study cloud deployments and progress reports on governmentwide developments in selected countries.

Summary of Relevant Published Research

- "Cloud Computing in Government: Private, Public, Both or None?"

- "Government in the Cloud: Much More Than Computing"

Related Key Initiatives

- Cloud Computing

- Data Center Modernization and Consolidation

4. Government Domains

Key Issue: What technologies and IT management issues will have the greatest impact on homeland security, public safety and criminal justice?

Background and context. Criminal justice government IT organizations are showing an increasing interest in improving homeland security and situational awareness by using video surveillance and screening technologies, as well as improving information sharing with XML technologies and investing in case management and computer-aided-dispatch products.

Explanation of impact. We will examine the pros and cons of video surveillance integration approaches, airport screening technologies, and XML technologies for information-sharing purposes, as well as track new software product releases in the areas of investigative case management and computer-aided dispatching and how they can better improve data entry and data analysis.

Summary of Planned Research

We will provide guidelines for compliance with the FBI's Law Enforcement National Data Exchange and track developments on industry offerings for video integration approaches and airport screening technologies.

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Summary of Relevant Published Research

- "Where to Invest for Future Port Security"
- "National Information Exchange Model: A New Kind of Vocabulary"

Related Key Initiatives

- Data Management and Integration Maturity
- Service-Oriented Architecture and Application Architecture

Key Issue: How will packages and vendors help support government-specific processes?

Background and context. Tax legacy system modernization initiatives will be few, but of large size. The urgency to improve revenue collection will drive procurement of tax compliance systems based on business intelligence tools. A stronger accent on public spending transparency and accountability will make modernization of both grantor and grantee management systems urgent.

Explanation of impact. We will update the analysis conducted in 2008 on integrated tax system solutions and also start to analyze the offerings of tax compliance vendors. We will investigate the progress of grant management COTS products, by updating 2009 extensive research in this area, in particular to describe key functional developments and customer uptake.

Summary of the Planned Research

Critical capabilities notes and more generic product notes will be published to analyze and rate domain-specific COTS offerings.

Summary of Relevant Published Research

- "Critical Capabilities for Grantor Management Software"
- "Uncoordinated Initiatives Will Impact the Future of Grants.gov"

Related Key Initiatives

- Application Governance
- Application Overhaul

RECOMMENDED READING

Government IT Strategy and Planning

Key Issue: What are the best practices in government IT management to improve on government efficiency and public value?

"IT Strategy: A CIO Success Kit"

"Getting Started With an Effective IT Strategic Planning Process"

Key Issue: How will government IT organizations more efficiently manage and use IT budgets to meet business needs?

"Financial Crisis and Recession: Survey Shows Top Concerns for Government IT Organizations"

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"Managing in a Downturn: Focus on Cost Optimization Will Linger"

Government Service Delivery and Operations

Key Issue: How will Government 2.0 and open government initiatives transform service delivery and constituent engagement?

"Toolkit: Employing a Purpose Road Map to Build and Execute a Social-Media Strategy"

"Using Social Network Analysis to Inform a Pattern-Based Strategy"

Key Issue: How will COTS applications help government improve operational efficiency and effectiveness?

"Hype Cycle for ERP,2009"

"The Gartner CRM Vendor Guide, 2009"

Key Issue: How will enterprise information management transform and improve government service delivery and operations?

"Gartner's Business Intelligence, Analytics and Performance Management Framework"

"Gartner's Information Management Grand Challenges: Opportunities for Resolution"

Government IT Sourcing

Key Issue: How will government successfully implement shared services?

"Guidelines for Understanding and Formulating Decision Frameworks for Shared-Service Centers"

"Sourcing Strategy: Deciding Between Outsourcing or Insourcing Business Process Shared Services"

Key Issue: How will government benefit from cloud computing and other emerging alternatives in IT sourcing models?

"Cloud Computing Services: A Model for Categorizing and Characterizing Capabilities Delivered From the Cloud"

"The What, Why and When of Cloud Computing"

Government Domains

Key Issue: What technologies and IT management issues will have the greatest impact on homeland security, public safety and criminal justice?

"Hype Cycle for Government Transformation, 2009"

"XML Standards in the Context of Information Infrastructure"

Key Issue: How will packages and vendors help support government-specific processes?

"The Principles of Application Consolidation"

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