Carol Kelly, Vice-President, Government Strategies,
Meta Group Canada Inc., October 17, 2002

1   CAROL KELLY PRESENTATION

2   VICE-PRESIDENT, GOVERNMENT STRATEGIES

3   META GROUP CANADA INC.

4   October 17, 2002

5   Strategies for Public Sector Transformation 2002

6   Thanks. We'll see how well the remote mike

7   is working for us. So, basically, as you can tell from

8   that introduction, I'm a mutt. I don't know what else

9   to say. Now, Greg Vanderlee (PHONETIC) is in the back

10 of the room. Greg is -- there he is, with his hand

11 raised, is passing out the presentation, and also some

12 research notes that are attached to it. So if you

13 don't have them for any reason, raise a hand and Greg

14 will come around and make sure you get one. The other

15 thing is, Greg is here locally, local support for Meta

16 Group, along with four other staff within the office.

17 So, as part of the whole conference theme on change

18 management, in doing this presentation we're going to

19 fast forward it, because we went through several

20 reiterations of how long I was going to have to do the

21 presentation. So this really is about a two and a half

22 hour presentation when I've done it, so -- no, it's a

23 beautiful day, and the Canadian dollar compared to the

24 U.S. dollar is a beautiful thing, and I plan on leaving

25 some money in this economy. So, no, it is not.

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1   So what I really want to do is focus on some of

2   the critical public sector issues that we see. Some of

3   the first slides talk a little bit about how we view

4   best practices in terms of on-line government within

5   the service, and before I do that, I'm going to go

6   through a couple of the research notes that were handed

7   out. Remember if these were issues that you -- that

8   are burning in your organization and you want to talk

9   to us about it, you know, feel free to let Greg know

10   and we can set up a teleconference or we can talk after

11   the -- after the conference as well.

12   Within our government practice, just a little bit,

13   we do very tailored research for our public sector

14   clients. The unfortunate thing, at least for me

15   personally, since September 11th is I am spending a lot

16   of time on homeland security, on local emergency

17   services, and GIS systems, all very integral. And when

18   you talk about government cross collaboration across

19   countries, across the United States, adding that as an

20   additional business driver is just a tremendous issue,

21   tremendous problem in terms of how we do that, how we

22   share information and how we deal with privacy. So

23   that is kind of, you know, one of -- one of the new

24   ones that I've been spending a lot of time on.

25   So what I want to do first is really talk a little

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1   bit about how we see some of the public sector issues.

2   And the very first one is, of course, on-line

3   government. And when you talk about change management

4   and you talk about how online government looks today,

5   basically this is an evolutionary process. A portal is

6   not static. There's changes over time. This device is

7   not the only point of interaction with the government,

8   it is and one of the things that we talk about

9   extensively and we're adamant about is portal design

10 teams need to include more than this. It could be

11 getting basic information on a wireless device, when

12 you talk about bridging digital divide and it could be

13 basic telephony which we have used extensively for a

14 very long period of time. We're very good at that

15 within the public sector, for tax, for unemployment

16 insurance, for basic government information. So when

17 we talk a little bit about online services, we want to

18 talk where we are in terms of death, breath, cross

19 collaboration.

20   Then we really start, and we see this among our

21 leading edge clients, within your packet you will see

22 two research notes on E-democracy. And basically these

23 -- these research notes were done at the request of

24 Singapore and if you look at where Singapore is in

25 terms of their evolution of -- of E-government,

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1   relatively advanced, pretty much everybody in the

2   country uses it, so they're now trying to say, okay,

3   we're going to take that next leap and that next leap

4   for us is going to be how we're going to get more

5   citizen participation. We want to move from a

6   transactional based government environment, where

7   people are just dealing with elected officials or

8   dealing with a -- a strategic issue occasionally to a

9   much more interactive model. Now at least for us in

10 the U.S. in democracy that has some implications, but

11 we're really starting to see a lot of interest in that

12 at the local level.

13   Then when we talk and you look at everybody --

14 anybody here not seen the Accenture Study that raided

15 all the countries? Canada number one for federal

16 government initiatives. Why was Canada number one?

17 Because they've at least in government online thought

18 about CRM. And when you think about where we're at

19 today in the CRM environment, and the fact that we've

20 got help desks, we've got application support centers,

21 and basically what have they done, they've served the

22 government employee who is providing services to the

23 citizen.

24   Now the whole thing is going to be turned on its

25 head and redesigned so that we can provide services

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1 directly from a call center to a citizen. Fundamental

2 shifts in terms of how we deliver services.

3 Fundamental changes depending on the program. We have

4 very few clients in terms of CRM that are taking the

5 very intense transaction kinds of environments, a.k.a.

6 welfare payments, and beginning to make those citizen

7 facing. And we see leaders in that in terms of Centre

8 Link in Australia. The State of Utah recently awarded

9 a bid for welfare that does just that, to try and move

10 the whole welfare eligibility, child welfare, all the

11 health that is intended with that to an online

12 environment. So that's kind of when you talk about the

13 next leaps and you think about how important CRM is as

14 an imperative to that, it's going to have some profound

15 changes.

16   Personalization and privacy. Huge issues. We're

17 starting to see a lot of our clients focus on privacy

18 and then security across perams and across the

19 organization. Particularly when you get to healthcare,

20 security and now, of course, with homeland security as

21 well and really saying, you know, I need a security

22 officer at the highest level in the CIO's office that

23 is dealing with all these legal types, you know, folks

24 that love to read all those regulations, and I'm going

25 to be needing to deal with regulatory reform in order

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1 to begin to look at how IT can continually enable

2 security across the environment, across the

3 jurisdiction. Hugh issue, a lot of time, a lot of

4 money, lots of thought going into that.

5   And then the next thing, we heard a lot this

6 morning, yesterday about measurement and value, and we

7 have done some research, it's not in your packet, but I

8 certainly can get it to you, about measurement, moving

9 forward to value. Now here is the problem. If you

10 think about how we budget in the public sector, we have

11 to show costs savings, efficiencies and then we get our

12 money from finance and then we get to implement our

13 program. The problem when you get to online government

14 is you really need to build in some other metrics. If

15 an individual isn't driving to a location, they're

16 being able to do a transaction from home. There are

17 environmental factors that are, you know, quote

18 unquote, "for the good of government" that need to be

19 measured. There's savings of time and savings of

20 productivity as well. Now Treasury Board, and I don't

21 have the site with me, is actually doing some work to

22 try and make that happen and to build in some of the

23 societal indicators. And we're seeing that in the

24 U.S., we're seeing that in terms of beginning to build

25 in some of those factors in project planning as well.

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1   And then there's not a place where we go that

2 human capital management is not important. You will

3 see a research note in there on human capital

4 management that I did a while ago. It has an outline

5 kind of a balanced score card, for lack of a better

6 term, on human capital management. We have to know our

7 skills, we have to inventory our skills, we have to

8 look at the age of the workforce, we have to glue that

9 to our sourcing strategies so we can decide if we need

10 point sourcing strategies, or more global SI kinds of

11 sourcing. And then we also have to build that into

12 campaigns for recruitment. So that is becoming a very

13 huge issue and a very huge issue in the U.S., where the

14 average age of the labour force in the public sector is

15 forty-eight. And there's -- when you get to critical

16 skills, like security C++, HTML, we're having major

17 problems with that.

18   So what I'm going to do first, and like I said, I

19 know I'm not going to get through this whole thing, so,

20 I want to talk a little bit about some of the E-

21 government rating. The reason that Canada did so well

22 is Accenture changed their rating formula this year.

23 It's not just the depth of services, they also added a

24 thirty percent CRM component, so depth and breadth was

25 rated seventy percent, CRM was rated thirty percent.

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1   So you'll see that as you look through those ratings.

2   And then, you can go to the CAPS Gemini in Y Study,

3   which admittedly was just Europe, but all they did was

4   rate twenty services. So the point of bringing this up

5   is, bear in mind, as you look through these and you

6   look for best practices, think about the different

7   ratings, think about the applicability to your own

8   culture and your own environment, and the issues that

9   you're trying to solve before saying, gee, I want to

10 get to be number one. And I will just -- the reason

11 that we have this slide in here, and I'm just going to

12 point out a few things about a couple of the countries,

13 is as you go through these and you read, you know, what

14 some of these countries did, you know, well. Jot down

15 notes that are relevant to your environment. You've

16 got one the UN did, you've got CAPS Gemini, you've got

17 PWC, I mean, we pick a -- we can -- you know, the

18 world's littered with these, but there really are some

19 good environmental scans that can be done. One I want

20 to highlight, U.S., the only reason I want to highlight

21 U.S. is for E-procurement, they're doing E-procurement

22 aggregation now based on a lot of work that the GSA has

23 done, and from what we see in our environmental scan,

24 that looks like pretty much the best practice. Finland

25 I want to talk about, because when we get into digital

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1 opportunities, they have done some very interesting

2 things. Not that you need to know this, I am actually

3 Finnish, I can't speak a word of it, so my mother is

4 not real happy about that, but there is a virtual

5 village in Finland that I cannot pronounce, where they

6 are doing some experimentation because in Finland the

7 wireless device is considered an extension of the hand,

8 and there's actually a Finnish phrase for that and if

9 you've been to Finland, it's pretty easy to see that.

10 They're doing in this remote area, text based messaging

11 in very simply government programs with a wireless

12 device as a different point of interaction.

13   Then another part of addressing digital divide or

14 digital opportunities is if you think about the

15 elderly, there's no way my mother would touch a PC.

16 The university systems over there are, if you're in

17 information technology, one of the things that you have

18 to do is train an elderly person, help provide training

19 in how to use PCs so they increase penetration. So

20 that's another digital opportunity.

21   So as you do these scans, look for things like

22 that. Another one -- because I read through about a

23 couple hundred pages of some of the major initiatives

24 to think about it is, look at the City of Chicago and

25 what they did with their civic net program and what

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1   they've done, in that Telco bid is, basically and sent

2   Telcos to do drops in inner-cities so that businesses,

3   if they relocate to these inner-city areas, are

4   basically getting IT infrastructure for free. So there

5   are some practices out there in terms of how to deal

6   with some of these as well.

7   The purpose of this slide, is to stop, okay, the

8   purpose of this slide is really to say, you know, as we

9   see all these transformational things and it's, you

10   know, we see, particularly with welfare, no wrong door,

11   we want to make sure that at intake everybody gets

12   processed for the services that they need. When you

13   really look at these, you know, X percent of services

14   online by, you know, pick a place. We see that all

15   over the place. What does that mean? What types of

16   services? Is it information, is it a breadth of

17   services, what kind of depth of services? To really

18   begin to take these policy kinds of statements and

19   drill them down until what do they mean for my own

20   organization. So you can have dialogue with policy

21   makers, particularly as elected officials change

22   frequently, rapidly, so you can begin to drill up to a

23   policy level in terms of what you're to going do for

24   transformation.

25   Now I'm going to, like I said, I'm going to be

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1   skipping some of these. I wanted to put up this slide

2   on connecting Canadians and service Canada. One of the

3   things that personally I like about connecting

4   Canadians in service Canada is, I understand that

5   connecting Canadians as a sound byte is all the

6   infrastructure, whether you agree or not, whether

7   everybody in Canada should have a PKI certificate, we

8   can debate that for a long time, but I like the way

9   that connecting Canadians really is the infrastructure

10 and service Canada is every application that rides on

11 top of it. And the purpose of these charts is, when

12 you really think about your interface systems, your

13 portals, your infrastructure and what goes in between,

14 and then the organization that has to deal with super

15 structure, all the legislative, all the regulatory

16 environment kinds of things, that these charts are

17 really nice, simple ways and we have these in research

18 notes, on how to present to a policy maker, since a

19 picture is worth a thousand words, what is really going

20 on? What are some of the components? And this is not

21 meant to be all of them for the customer facing the

22 delivery, or the structure, but just to give you a feel

23 of how you can use tools like this every day as you're

24 continuing to develop and implement your IT strategy

25 and plan.

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1   And then from the first one we start drilling into

2   on this one on what some of the technologies are going

3   to really make that happen. In terms of legislation,

4   one of the things that we see among our customer base

5   as we move things online is, this is like the '70's.

6   We taking existing processes, we're moving them to

7   online government and we're not re-architecting them at

8   all. We're not looking at should we be changing

9   legislation, changing the way we do business, in order

10   to provide better customer service. And the State of

11   Arizona actually did, my home State, did a very good

12   job in that. They actually put people in field

13   offices, they interviewed folks, at DMV, so when you're

14   registering a vehicle, you're getting your driver's

15   licence, they said what do you like about the process,

16   what don't you like about the process. They put a

17   legislative package together extending renewal from

18   four years to six years, changing some of the driver's

19   licence renewal parameters, cut their cost per

20   transaction from ten fifty to four fifty, but they also

21   did that basic fundamental change. So as you keep

22   going through the next reiterative processes, one of

23   the things you're going to need to think about are some

24   of those fundamental changes as well.

25   Just putting up -- one of the things that I like

1 about this Arkansas slide is if you look at the first

2 thing it says here, it says, "welcome to the latest

3 edition'. Latest edition. Right? Ongoing change.

4 They revised this and they look at the side, they look

5 at the hips, the look at the navigation about every

6 four to six weeks. So again, that whole change

7 management is part of the ongoing portal environment.

8   And I'm going to go -- skip through the next

9 couple of slides. When we talk about some of the

10 options here, the next four slides, we talk about

11 extending service offerings, enhancing service

12 offerings, doing new ones. The idea here of this set

13 of four slides, is that you can take these questions,

14 look at the services that you're currently providing,

15 and say, what can I start to do to enhance what I'm

16 offering, to change what I'm offering, and to continue

17 the whole concept of extension of service. An

18 extension of service so it gets to the point where

19 there's a lot of cross collaboration as well.

20   And when we talk about one of the awards last

21 night, when we talk about one of the extensions, we

22 talked a little bit about economic development, well,

23 one of the best practices, we heard last night about

24 some of the processes that go with that. The next

25 extension of that award last night would be, I'm going

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1   to take senseless data, I'm going to integrate that so

2   I know the skills of the labour force in the area, I'm

3   going to take information on property, so if I'm going

4   to open a manufacturing plant in Victoria, I know the

5   cost of land, I'm going to look at the cost of housing,

6   so I have a whole package for business to be able to

7   decide, do I want to relocate. So some of those things

8   when you think about you've done, starting to look at

9   some of those extensions and moving forward.

10   E-democracy, there's two research notes in your

11 handouts on E-democracy. The major focus here, and

12 we'll see a lot of it at the local level, is moving

13 from a transactional based interaction with government

14 to more ongoing participatory environment, a more

15 ongoing participatory environment, and then really

16 enabling citizens to start to participate in terms of

17 what we're going to be spending money on as well.

18   And you will see in the research note, one of the

19 research notes, that discusses the phases of E-

20 democracy. Also there is a security infrastructure

21 when you get to E-voting in terms of really knowing who

22 you are, being able just to vote once, all the non-

23 repetition requirements that go with that as well.

24 Like I said, this is a really quick tour.

25   CRM. Basically think about, and our vendor

1 clients don't like to hear this, think about what

2 you're doing in terms of operational CRM. Your help

3 desk, your hand-offs to application services, how

4 they're crafted now, what kind of SLA's you have in

5 place, so you can begin to look at that architection,

6 you can look across a department at the, you know,

7 typically ten application help desks in a large agency

8 and start to say, where's some commonality, how am I

9 going to begin to glue these together. So you can

10 begin to develop the foundation to move CRM forward.

11 So you begin to think of CRM as a shared service layer

12 across a department. And then, beyond that,

13 potentially across several government agencies that are

14 delivering the same process. It's a tough one. Most

15 of our clients right now are focussed on that

16 operational component and trying to get that portion

17 straight. But if you think about efficiency, you think

18 about effectiveness, and you think about all of the

19 things we've already done, datason or consolidation, I

20 mean, you've done network, you've done most of the

21 infrastructure kinds of stuff, now it's time to take

22 to, you know, ratchet that up a notch, and in

23 ratcheting that up a notch, we get to CRM, we get to

24 some server consolidation if you haven't done that, we

25 get to the tough stuff, the applications and the cross

1 polaritive applications across government. And we

2 fundamentally believe you're going to see more of that

3 because tax revenues are down, the economy is not

4 exactly in the most wonderful position right now, so

5 that driving efficiency by greater collaboration,

6 greater sharing, really is a good of government kind of

7 thing. So when you get five provinces using the same

8 travel and expense claim system, or you get five states

9 in the U.S. using the same system for youth and adult

10 corrections in the west, and sharing that and setting

11 up the government structures to make those happen, you

12 really need to think in those terms to ensure that that

13 occurs.

14   When you talk about applying CRM to all program

15 models, we have a model that we work on a lot, it's

16 called Engaged Transact Fulfil and Service. For each

17 customer type, an employee, a business, a government-

18 to-government relationship, how you do that service is

19 going to change, so you basically have to begin to map

20 those strategies so you can really think about how

21 you're going to improve those strategies to citizens.

22 Again, it's buy-in from the top and I want to do one --

23 a couple of examples pretty quickly.

24   You know, when you look at the information, the

25 value drivers here, you say, who are my most valued

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1   customers? We have a captive audience, right? We

2   don't have valued customers. Yes -- yes, we do. Let

3   me give you tax example from the State of California.

4   When they went through call centre re-architecture, and

5   we were working with them on this, we said, okay, lots

6   of debates, who is our most valued customer? Our most

7   valued customer is the individual taxpayer who pays

8   their taxes on time with a hundred percent, ninety

9   percent, you know, some degree of accuracy that we

10 never need to talk to. In our CRM strategy as we look

11 at how we're going to engage and do transaction with --

12 with them, we want to ensure we increase that

13 penetration, because guess what, that increases our

14 efficiency and lets us deal with some of those cases

15 that are more difficult. Same thing on the business

16 side. They have the same kind of answer. So you

17 really have to think about that, there are valued

18 customers within government. It's just changing the

19 mindset to what that means within -- within our

20 context.

21   I am really sorry to have to do this guy this

22 fast. So, here's -- here's a couple -- there's two

23 examples in here of the -- of the CRM Engaged Transact

24 Fulfil and Service. This one was done by a State that

25 was redoing their entire DMV processes, and you notice

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1   they added two to the top, and I think this is really

2   significant, product development includes legislative

3   and regulatory changes. Sometimes we think that, well,

4   we got to keep it the way it is. That, you know, that

5   we're -- we and IT are separate from public policy, but

6   we also have the obligation of taking the step and

7   really linking that a lot closer with public policy.

8   And then doing the market research, going out to a

9   field office and say, is this application easy to use?

10   Can you use it online? How do we need to change it?

11   Doing that kind of market research. What would make

12   you want to use the application online more? UK does

13   that by in statute, they have ten thousand folks

14   throughout the country, different social, economic

15   characteristics, that look at applications and really

16   end up doing some of that market research since they

17   have to have, I think, it's eighty percent of their

18   transactions online by the end of 2004, citizen facing.

19   And this is another example for the E-employee.

20   Okay, when you talk about measurement and performance,

21   these are kind of all the buzz words we hear about in

22   measurement and performance. Any of you that have

23   looked at what's going on in the U.S. right now in

24   terms of performance measurement, I would probably not

25   look there for a role model right now. Very much at

1 the initial stages of doing assessments with agencies,

2 getting, you know, cost accounting issues right,

3 dealing with general accounting reports on, you know,

4 we still have DOD that still can't close its books and

5 hasn't been able to for four years. And that's --

6 that's kind of a fun story, but not if you're there.

7 So, anyway, we're -- we're really still focussed on

8 very, very fundamental efficiency measures. So when

9 you start looking at, you know, are we going to include

10 societal measurements. Kansas actually -- Kansas and

11 Iowa have pretty good models for including societal

12 measurements. The State of Florida, you know, a

13 strategic plan is a strategic plan, well, this is one

14 worth taking a look at. The reason it's worth taking a

15 look at is for everything they're going to do, it could

16 be service consolidation, it could be doing something

17 to do more network consolidation, it could be a new

18 application. They have one to two, one to two, no

19 more, measurements that they're going to track in terms

20 of how effective it is. What the Governor does with

21 those is very interesting. Because they create

22 efficiency and because we float bonds in government, he

23 actually, Governor Bush, actually uses those for bond

24 ratings. So from that sense I think it's a much more,

25 you know, that's kind of an innovative strategic plan.

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1   So that's what I'm saying, you've got to kind of, you

2   know, do environmental scans, look everywhere, those

3   are things that we certainly can help you with.

4   Taxpayer accountability. State of Idaho, potato

5   state, well, they have the concept that every citizen

6   is a shareholder in the state and they're trying to put

7   together a -- a metric of what is, these are also

8   interesting discussions, what is that shareholder value

9   to be a citizen in the States. And I was amazed when I

10 came up on Horizon Air and Governor Kempthorne is very

11 active in IT. He -- he would have a group like this in

12 a room for two days and we would be talking, I've

13 spoken at these panels many times, with legislative

14 staff, with legislators, on how we're going to move the

15 state forward. Well, Horizon Air had a whole, you

16 know, fifteen, twenty pages on what Idaho was doing in

17 terms of economic development and you can clearly see,

18 or I can from that involvement, on how that's reflected

19 in IT policy as well. So there's -- there's all kinds

20 of, as you -- as you look at, you know, these are not

21 just buzz words, these are things that we have to

22 implement and have to look -- look at doing as well.

23   And I'm going to skip some of the -- I know that

24 I'm like running out of time. I want to spend, before

25 I conclude, a little bit of time on cross government

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1   collaboration and a little bit on business

2   intelligence, data warehousing, that kind of thing.

3   With the mandates for cross government collaboration,

4   one of the things that we really need to do when you

5   look at the lowest level of the chart, you look at

6   data, you look at simple reporting, is offload, look at

7   how we're going to take this -- this information and

8   these processes and get these rationalized so we can

9   spend time and move up the food chain and move to the

10 higher value stuff. And I'll give you an example.

11 With the unfortunate events in Maryland, Virginia,

12 D.C., they have looked at and they've been working

13 together on some process issues across law enforcement

14 and emergency services. They've look at how they can

15 begin to routinize that more so they can move up that

16 food chain so that they can -- so they really, when

17 they really need the intelligence that's required of an

18 individual that's got to analyze, you know, all this

19 information, that they can really focus on those higher

20 level issues. Like right now, integrating information

21 from the national bullet database registry system is

22 one example. And we're going to see a lot more of that

23 cross collaborational, a lot more of that drive to move

24 to higher levels of information, taking ourselves out

25 of that process in the public sector so that we can

1 really begin to do that higher level analysis.

2   I'll just give you one more example, criminal

3 justice. We know the prison population, we tend to

4 know rates of recidivism, we know from census data who

5 is moving into an area, a little bit about the

6 demographics of the individuals moving into the area,

7 so from that, when you look at the prison capital

8 outlay budget cycle, it's a two or three year cycle.

9 If I can take that information, if I can take that

10 data, begin to move to some modelling integration, I

11 can begin to predict the types of prison population I'm

12 going to have over time, I can begin to look at my

13 capital outlay budgeting for prisons, and do a much

14 better job of knowing how many max or minimum security

15 prisons I might need. So we're starting to see our

16 clients beginning to work in those areas, and when they

17 get the first piece done and they get to like an

18 enhanced initiative, okay now, what's that next piece

19 of data? How am I going to start to integrate that in

20 so I can begin to take this and move this up the chain

21 and increase the velocity, increase the -- the rapid

22 response, and add greater value to information.

23   Okay, so the bottom line here, there's a lot of

24 capability for government transformation. I think it's

25 really exciting how close public policy and IT are

Carol Kelly, Vice-President, Government Strategies,
Meta Group Canada Inc., October 17, 2002

1   getting glued together. We've got thirty-six states in

2   the United States. We're going to have new governors

3   after November. That means transition teams, that

4   means revisions in public policy. For the first time

5   in history, we've never had that many. We've got a new

6   Office of Homeland Security that's going to combine

7   twenty -- parts of twenty-eight different federal

8   agencies and here's -- here's ERP Nirvona, combine a

9   hundred and three various federal fund sources.

10 Tremendous impact on what's going to happen. Every

11 time we have an election, every time there is a change

12 in public policy. We do -- we do the trend

13 teleconference on this and we called it transition

14 planning. You really need to say that, public policy

15 change, it could be economic development, it could be a

16 greater educated workforce, India is an example of a

17 country that does score-carding on greater education in

18 the labour force and what it means to gross domestic

19 product. Every time we make those changes we have an

20 opportunity to be engaged with the policy makers and

21 say, how does this affect information technology? How

22 do I need to change my categorical funding sources, my

23 -- my funding across shared services. So it's a --

24 it's a fundamentally great time to be involved and to

25 be engaged in those. And it's going to be ongoing.

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Meta Group Canada Inc., October 17, 2002

1   This is not, you know, I certainly remember the '70's

2   and, you know, code on systems and thrown over the

3   wall. We've got this perfect IT system for you and,

4   you know, excuse me, but don't bother us for another

5   three or four years, just use it as it is, you'll love

6   it. That's -- that's -- we've got this ongoing

7   transformation, this ongoing change. The good news is,

8   the software can do it. That's not the tough part.

9   It's the government's models, it's the engaging with

10 the public policy makers that is the tough part that we

11 need to deal with. And then we're going to see

12 measurement, effective measurement, partially because

13 of budget pressure, partially because finance is so out

14 of sync with public policy at this point in terms of

15 how elected officials are looking at online government.

16 So we're going to see some fundamental shifts in how

17 funding is going to change and how funding is going to

18 get glued together. And again, you know, the bottom

19 line, the toughest, you have to think change. There's

20 going to be a culture of change within your

21 organization at a velocity never before and what you

22 have to do -- the bottom line on that one is, there was

23 a phrase that I used to hear in government a lot, it's

24 like, we'll be here when you be gone. So those are the

25 folks that you have to address and with that I'll turn

Carol Kelly, Vice-President, Government Strategies,
Meta Group Canada Inc., October 17, 2002

1   it back over.

2

3   (END OF PRESENTATION)

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