

META Trends 2000/01

Electronic Government Strategies

1. Pressure from elected officials and Internet-savvy constituents will force CIOs to dramatically accelerate the movement to e-government during 2001/02. By 2002/03, planning for constituent-facing and supply-side delivery will dramatically accelerate comprehensive implementations for leading government organizations.
2. The politics of public sector information — charging, information sharing, privacy, and equal access — will move beyond the CIO to a policy domain effecting the legal and administrative changes required for e-government implementation. Governance processes that resolve “silo” program delivery models will yield to cohesive strategies in 2003/04 for leading jurisdictions.
3. Constituent relationship management will dramatically change the current support models and architecture for call centers. By 2003/04, more than 40% of government IT organizations will develop architectures for direct constituent call center services, moving beyond traditional application and network support models.
4. During 2000/01, e-government services via customizable portals will increasingly cut across three components’ jurisdictions: employee services, suppliers, and constituents. By 2002/03, perceived re-election advantages will force elected officials to push enablement of a “portal of choice” strategy for cross-jurisdictional services.
5. The initial move to e-government by public sector organizations will occur for employee self-service applications leveraging existing ERP implementations. During 2000-02, 35%-45% of government CIOs will negotiate with policy and central budget organizations to appropriate some cost savings from such deployments to fund the infrastructure required for delivering e-government.
6. During 2000/01, IT governance will command increasing attention at senior executive levels, as IT becomes *the* critical enabler for emerging policy issues. By 2002-04, CIOs will lose influence and autonomy, as information management issues (e.g., privacy and information access policies) and execution of critical program initiatives move to chief elected officials.
7. During 2000/01, public sector IT organizations will increasingly use scorecards to monitor IT performance and align IT/program goals. By 2003/04, IT funding and resourcing will evolve in 50%+ of jurisdictions, clearly linking program results (e.g., information management — charging and access) to IT funding.
8. E-government will result in consistent data definitions, including business rules, to ensure the accessibility and comprehensibility of information required to deliver cross-jurisdictional programs (e.g., welfare, transportation, employment services, motor vehicle, environmental). State and local jurisdictions will have a window to collaboratively develop these definitions until 2003/04, when the federal government will begin to impose standards on programs with a federal funding component.
9. The IT labor shortage, coupled with workforce constraints (age, skill sets, and retention), will force 90% of government CIOs to deploy alternative sourcing strategies for IT functions and critical skills. During 2000-03, CIOs will increasingly augment traditional procurement with program management offices to provide specialized skills for effective alternative sourcing.
10. By 2002/03, leading government organizations (i.e., the top 10%) will adopt component-based approaches to implement solutions quickly for public programs, especially cross-government program delivery. Components (from infrastructure to applications) will initially be acquired externally to enable predictable delivery, skill availability, and costs matched to usage. Initially, application service providers and other outsourcers will be preferred, to reduce upfront expenditures. Rapid component adoption will occur during 2004/05 for nearly 70% of government organizations.
11. During 2000-02, public sector sourcing strategies will increasingly augment the traditional RFP model with partnership and incentive contracting, exploiting initial successes. By 2003/04, 30%+ of public sector agencies will deploy strategies incorporating shared risk and benefit models, enabling faster deployment, effective contract incentives, reduced risk, and viable funding strategies.

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12. Increasing demands by government executives for efficiency will mandate measurement of IT investment by CIOs. By 2002/03, 80% of CIOs will execute measurement strategies for internal and external IT effectiveness.