

# Leveraging “Info-lytics” to Drive Government Transparency & Performance

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# Who *Doesn't* Need Performance Information in Your Agency?



**Business Process Analyst:**

*"I need data mining and OLAP"*



And how happy are they when they CAN'T get the information they need?

**Strategic Planner**  
*"I need analytics and predictive models"*

*our response time has changed"*



# Key Issue: IT-Enabled Innovation – Using Information and IT to Drive



- Efficiency (lower cost/service, less paper and paperwork)
- Effectiveness (more and better services)
- Ease of use (of govt services)
- Transparency
- New services and alternate delivery mechanisms
- Better “visibility,” management and measurement
- Increased constituent participation
- Improved cooperation with the business community

# Performance, Analytics and Enterprise Change are All at Top of Government CIO Agendas

## What are the top priorities in 2009 for Government CIOs?

### Top 10 Business Priorities 2009

Please select the top five business priorities for your enterprise/business unit in 2009?

|  |    |
|--|----|
| Improving business processes   | 1  |
| Cutting enterprise costs   | 2  |
| Improving enterprise workforce effectiveness                                       | 3  |
| Supporting regulation, reporting and compliance requirements                       | 4  |
| Managing enterprise change initiatives   | 5  |
| Increasing the use of information technology in decision making                    | 6  |
| Consolidating business operations  | 7  |
| Managing your environmental footprint (Green IT, Carbon Footprint)                 | 8  |
| Creating new products or services (innovation)                                     | 9  |
| Targeting customers and markets more effectively (more effective service delivery) | 10 |

Source: Gartner Global CIO Survey, 2009

# Trends and Directions: Government BI/PM

- **Lots of evidence:** *organizational, process and control inefficiencies = poor performance.*
- **Focus:** *operational efficiencies and non-financial performance management.*
- **Enterprise performance becoming center of attention:** *Chief Performance Officers (CPOs) gain visibility, but not hegemony.*
- **Technology skills and core line-of-business skills:** *essential for improving agency performance.*
- **Optimize/tune and standardize data:** *then prepare for new solutions — more about culture change than software applications.*



**Executive/political views of performance**

**Operational views of performance**

**Citizen views of performance**

# Government BI is Not an Oxymoron!

**Gain Access to Critical or Multidimensional Data**

- Australian Bureau of Statistics
- Colorado Dept. of Human Services
- Belgian National Employment Office
- U.S. Census Bureau

**Aggregate Information, Monitor and Report**

- City of Ottawa
- NY City Office of Payroll Administration
- Richmond Police
- Tasmania Police

**Improve Data Gathering, Analysis and Response**

- Palm Beach County School District
- CDC Procurement and Grants Office
- Broward County
- Michigan Dept. Of Human Services
- Food and Drug Administration

**Improve Policy and Decision Making**

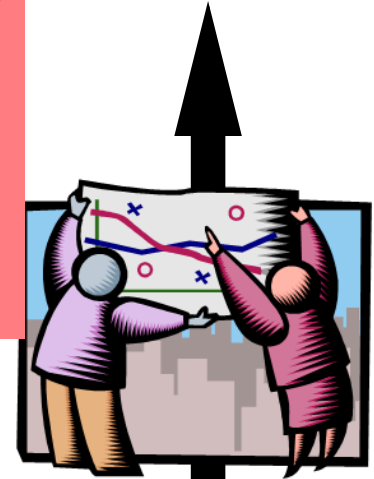
- CMS
- U.S. State Department
- DC Court Services
- US Fish and Wildlife

**Provide Public Data Access and Support E-government**

- Danish National Board of Health
- City of Albuquerque
- U.S. Environmental Protection Agency
- DC Government

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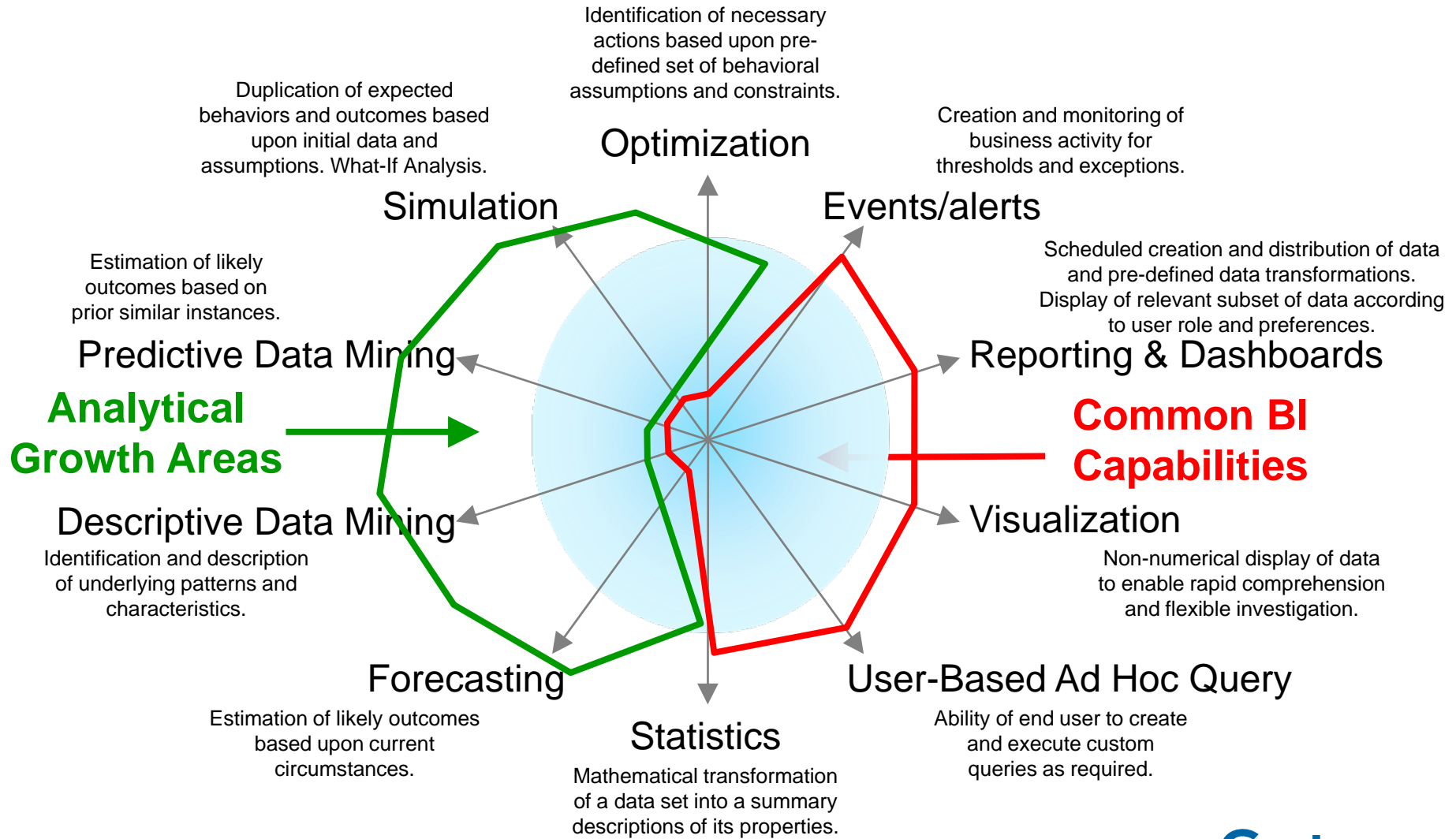
**Tactical**



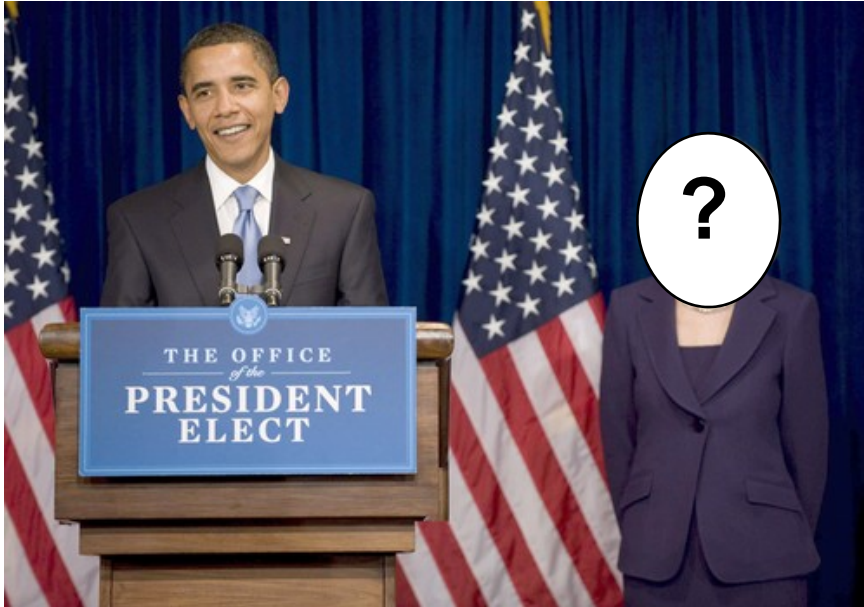
**Strategic**

**Horizontal**

# The Continued Movement of Government Into Performance Analysis



# New Directions Bringing New Expectations



## A Chief Performance Officer?

The chief performance officer is used in some large companies, tasked with managing — what else — corporate performance, regulatory compliance, business intelligence, and data governance.

**A collector, consolidator, condenser and communicator.**

Business-side  
expertise/experience

+  
Technologist  
+  
Interpreter

**Who is your PIO?**

OMB-M-08-06  
Exec Order 13450

# But Performance Management Challenges Persist

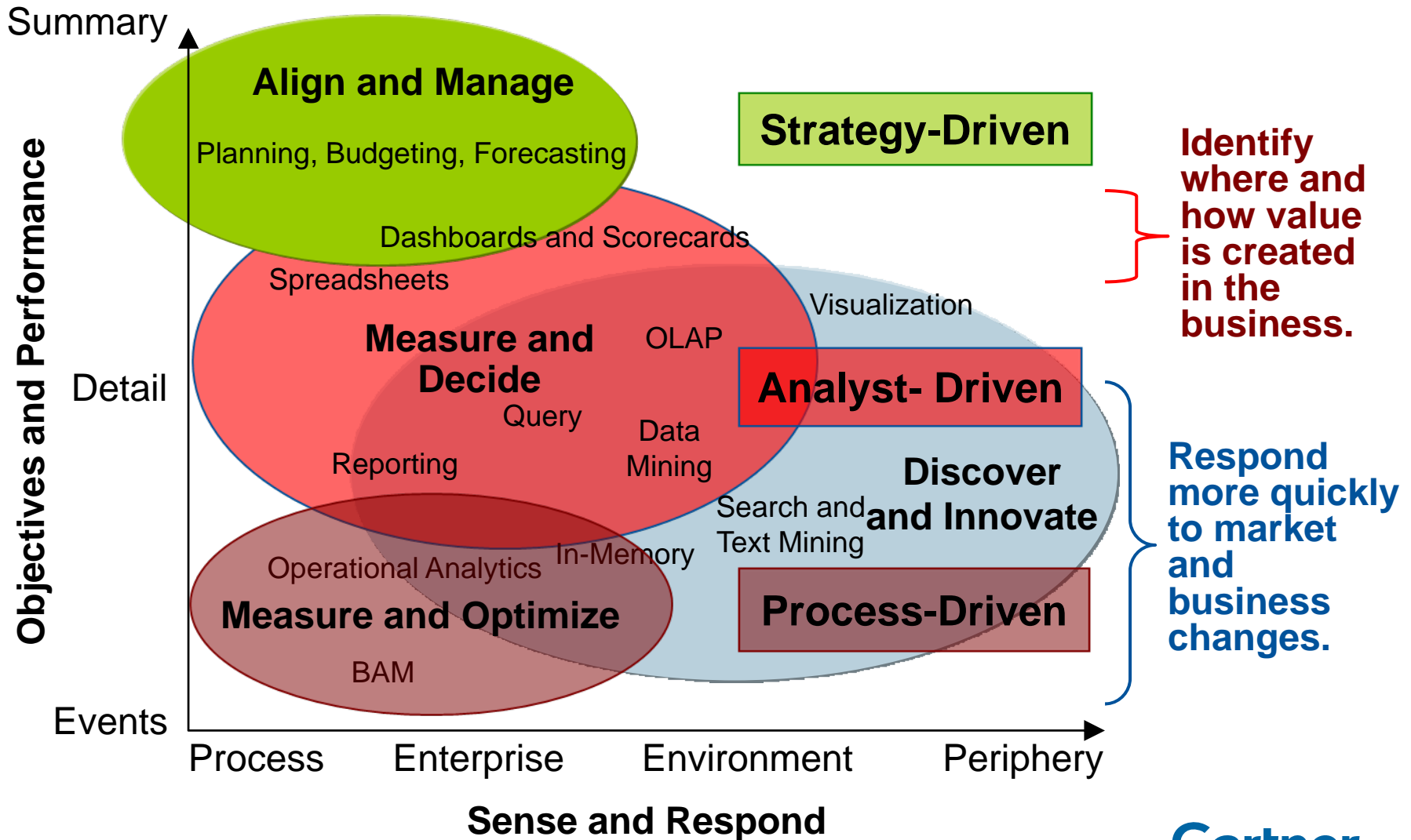
- ✓ What You Need
- ✓ Where You Need It
- ✓ How You Need It
- ✓ When You Need It



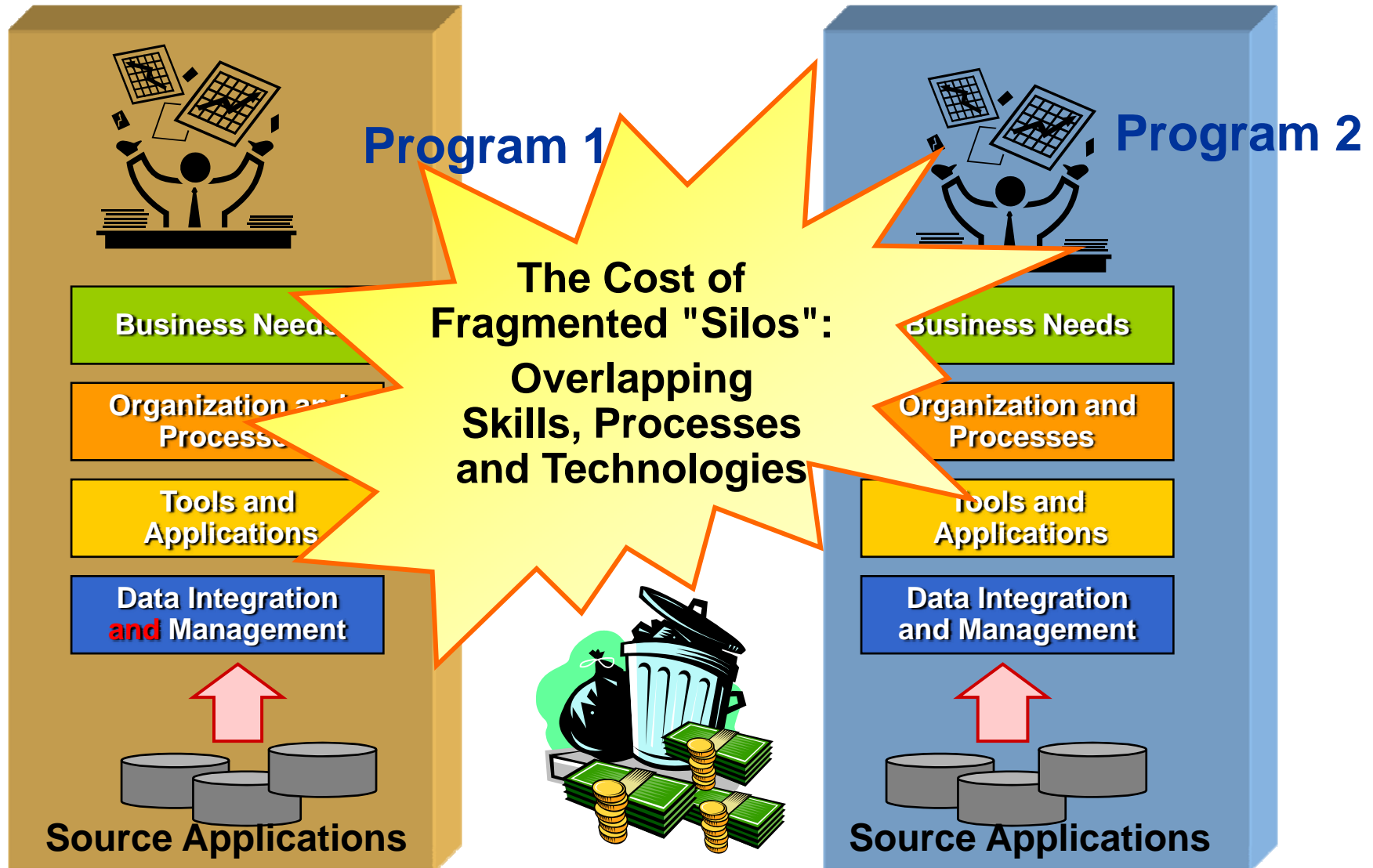
## Biggest Issues Confronted With Government Performance Information

- **Most measures are not useful: paperwork compliance and lag rather than lead indicators.**
- **Measures are not meaningful to the public and external agency clients.**

# Putting it all Together



# Multiple BI Deployments Highlight Organizational Barriers



# The Consequence is Inconsistent Results, Agency Turmoil and Inefficiencies

**Flaw: Results May be *Accurate*, but NOT *Consistent*, *Timely* or *Relevant* to Each Other**



Limited use of insight  
Limited impact on performance  
Reduced perception of impact/results

# Government CIOs Cannot Unilaterally Drive BI/PM

## Business expectations not properly set

- Underestimate of resources and time needed for process change.
- Lack of process governance
- IT's role is not clear to all stakeholders.

## Accountability blurred

- By default IT becomes accountable for process and performance mechanisms.
- Lack of distinction between critical performance and support processes.
- Leadership of performance and analytical specialists unresolved.

## IT lacks line of business and process competencies

- IT's own processes not well managed lowering IT's credibility.
- IT has insufficient line of business skills and understanding.
- Lack of mechanism to link analytical needs to technical requirements.

- Ensuring executive sponsorship.
- Focus on the information (content/data) and value chain.
- Educating as well as engaging the business side to address needs.
- Involving business owners with knowledge in training.



## Business Intelligence Challenges

- CIOs and IT accept more outcome risk than is warranted since they don't own the business processes searching for better use of data.

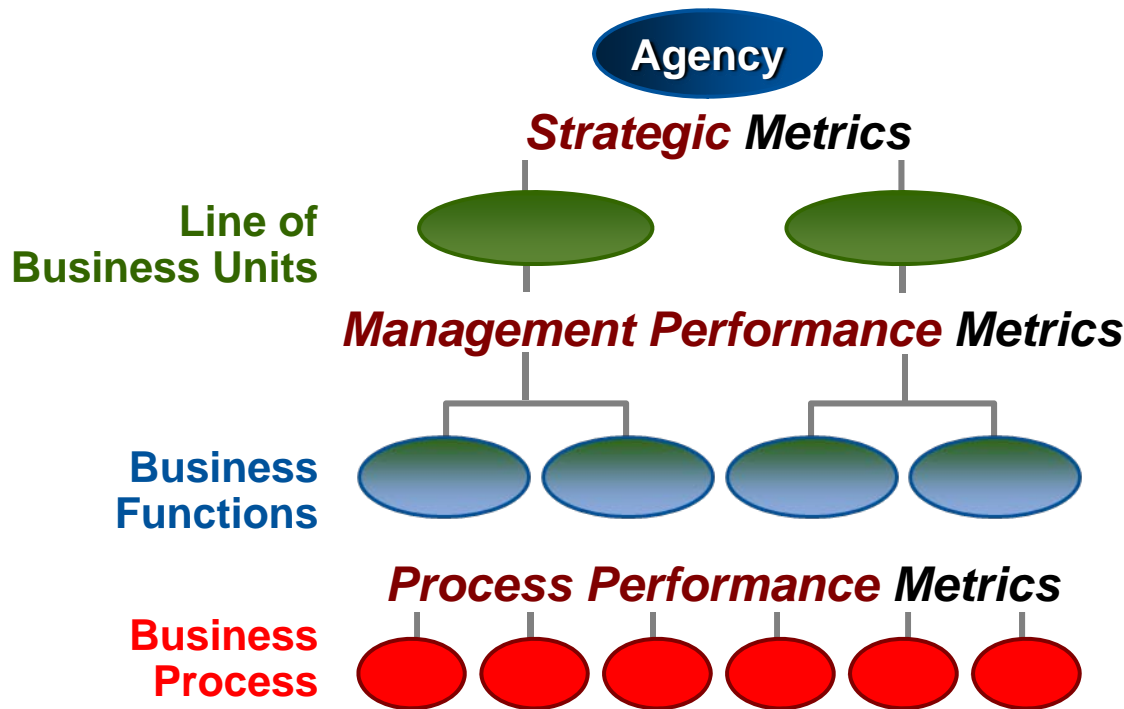
Avoided by

# Cornerstones of a BI/PM Strategy

Enterprise Strategy Defined: Goals, Plans, Stakeholders



Metrics: Key Performance Indicators



**Public value: Alignment of multiple business-like processes with strategic agency objectives using quantifiable performance metrics**

# Vendor Consolidation ... The Game Keeps Changing

- **Top BI Vendor Market Shares**

- Business Objects/SAP, Cognos/IBM, SAS Institute
- All are strong in government

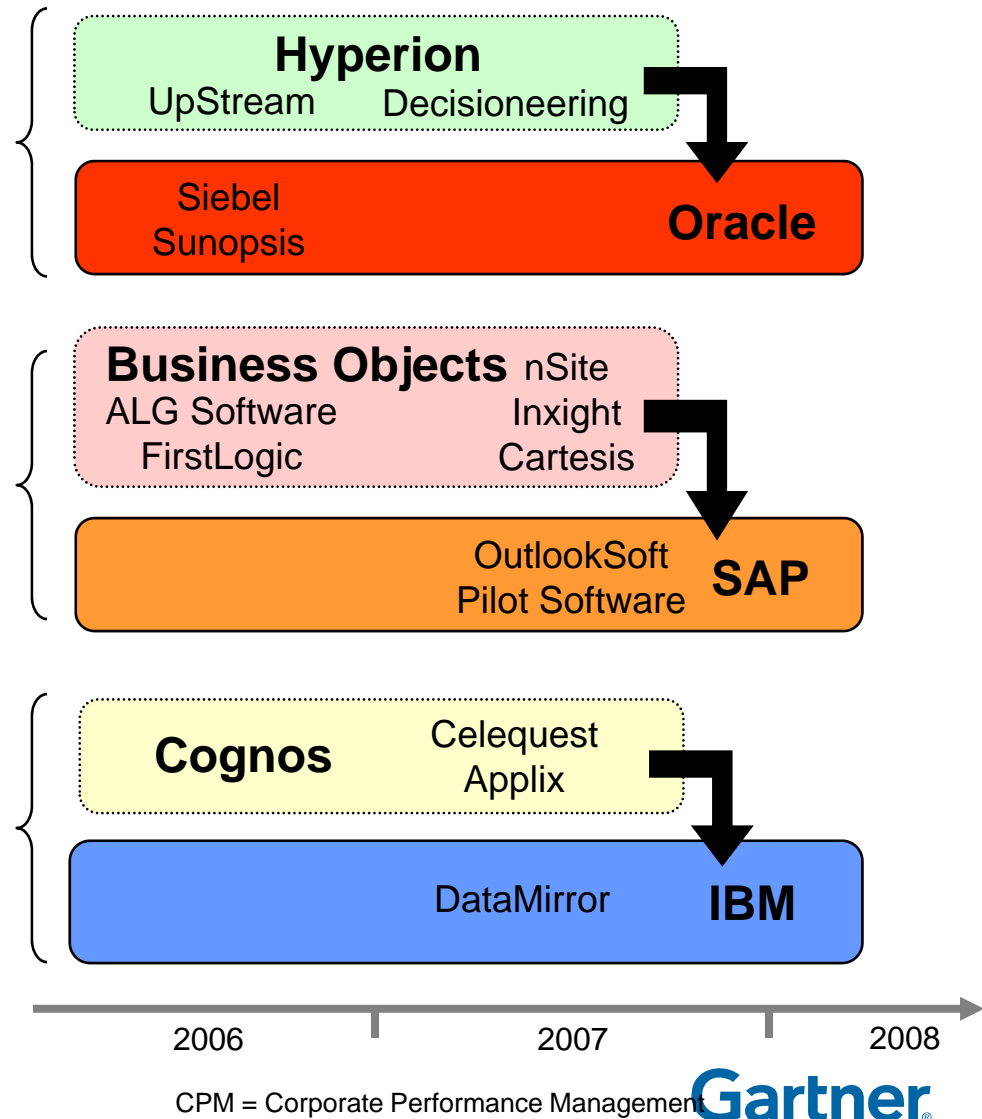
- **Growing Convergence**

- Long under way, but 2007/2008 was a "mega" year.
- Biggest: IBM, Oracle, SAP
- Also, BI and CPM vendors

- **The 'Non-Converged'**

- SAS, SPSS, MicroStrategy, Microsoft, InfoBuilders
- Niche providers
- Open Source

**Balance "best-of-breed" choices against desire or need for standardization**



# Payback From, Risks to and Changes Needed for Successful BI Implementations

## BENEFIT REALIZATION

Better alignment: strategy, operations, performance analytics and measurement

Movement toward self-service BI broadens use and helps shift the agency culture toward fact-based decision making.

Increased effectiveness; standardized "views" and information.

Greater efficiencies; report results as tangible changes in your agency outcomes rather than as IT activities.

## RISKS



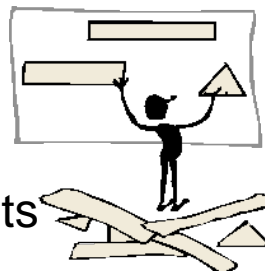
Fear of transparency

Silos of BI activity



Redundant tools

Inability to manage changing requirements and needs.



## CHANGES

- With more eyes, material risks and conditions are identified early.
- Appropriate access to key data and can proactively address bottlenecks and problems.

Identify the *cost* of silos to business strategy and management. Address problems created by multiple BI project and application silos.

Connect BI applications on an operational and strategic level. Control the proliferation of nonstandard tools.

Monitor the proliferation of data marts  
Ensure consistency of tools and data standards when such deployments are justified.

# Recommendations

- ✓ Performance and transparency are priorities. Align BI efforts with critical agency initiatives. Determine where analytical needs and performance pain points lie.
- ✓ Address the normal barriers to BI in agencies and seek ways to achieve better enterprise results with BI approaches and solutions. Without the right skills, organization and processes, efforts can fail quickly.
- ✓ Despite the early stage pains, demonstrate the payback! BI efforts exist to fuel strategy and the performance improvements related to it.
- ✓ Match requirements to evolving BI market offerings. BI tools are NOT one size fits all.