

# Common goals and bureaucratic obstacles for interoperability

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# Policies for Public Sector

# Societal perspective

- Political question
  - What kind of society do we want to have
  - Well organised public sector
  - Private services
  - Public services
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- Better services to citizens and businesses
  - Move resources from administration to service provision

# Societal perspective, public documents

- EU's Lisbon-strategy claims that a well organised public sector represents a competitive advantage for businesses
  - EU's Lisbon-strategy in a Norwegian perspective, NHD 2007
- An efficient, effective and value adding public sector is of crucial importance for society
  - Report to the Storting, no 19 (2008-2009) 'A public administration for democracy and spirit of community'
- One element is better electronic collaboration across sectors and different levels of public administration
  - Report to the Storting, no 17 (2006-2007) 'An information society for all'

# National budget 2010

## The Government emphasises:

- *To modernise public sector*
  - Services of good quality are vital for the acceptance and support of public service solutions
  - Public service production needs to be more efficient due to ageing of the population and the ability to meet increased demands and expectations to public services
  
- To support innovation in businesses and public sector
  
- *Simplification of public law and regulations*
  - Simplification and electronic services contributes to the reduction of administrative costs, to increased predictability for the users and to more efficient execution of public activities

# Auditor general main conclusions 2008

- **Insufficient follow up of the ICT-effort in the health services – Document no. 3:7 (2007-2008)**
- **The potential for electronic information exchange is poorly utilised - Document no. 3:12 (2007-2008)**
- **The efforts of the ministries have not, to a sufficient degree, contributed to the development of cross-sector solutions in public administration**

# Interoperability, short status

- The lack of collaboration implies that ICT-solutions and registers are being developed in each department, where the primary aim is to satisfy own needs. The functionality of the solutions/registers are not adapted to the needs of other departments. The lack of collaboration implies that the distribution of tasks between the departments becomes unclear, and the users are not ensured equal treatment.
  - Auditor general report on the yearly revision and control for the fiscal year 2008, doc 1 (2009-2010)



# Goal for public sector

An important goal is to provide a public sector which is

- Open
- Transparent
- Accessible
- Accountable
- User-friendly
- Service-oriented
- Efficient and effective
- Innovative
- Interoperable
- Adaptable to change
- Satisfies rule of law principles

# Strategies and Letter of instruction

# Public sector strategies

- About **Openness**:
  - The organisation should be the preferred source for information; The organisation must protect privacy.
- About **Innovation**:
  - The organisation should provide Better services for citizens and businesses.
- About a **User friendly public sector**:
  - The organisation must take the initiative and take part in cross-sector service development
  - The organisation should contribute to service developments in other sectors.

# Public sector strategies

- About **Quality culture**:
  - The organisation should improve existing services
  - The organisation should work more effective and efficient.
- About **Competence culture**:
  - The organisation should develop competence in a systematic way
  - The organisation should transform individual knowledge to common knowledge
  - The organisation should build, use and share knowledge

# Letter of instruction

Typical requirements to a public service organisation

- It must provide accountable and efficient governance of large amount of information.
- It must provide better communication with users as a result of new ICT.
- It must position itself to support increased demand and need for collaboration with other public entities.
- It must position itself to increased quality demands on services and products.
- It must position itself to increased demand on competence and management.
- It must position itself to increased demand and requirements for rules developments.

# Obstacles for collaboration

## Examples of barriers (1)

1. Leadership failures.
2. Financial inhibitors.
3. Digital divides and choices.
4. Poor coordination.
5. Workplace and organizational inflexibility.
6. Lack of trust.
7. (Poor technical design.)

Rebecca Eynon, Helen Margetts, *Organisational Solutions for Overcoming Barriers to eGovernment*, in: *European Journal of ePractice*, No. 1, 2007, P. 1-13

## Examples of barriers (2)

1. **Administrative** interoperability, containing conflicting, exclusive or overlapping jurisdictions and accountability.
2. **Legal** interoperability, meaning different legal regimes with conflicting rights and obligations, e.g. in relation to privacy and safety regulations.
3. **Operational** interoperability, i.e. different working processes and information processing, routines and procedures.
4. **Cultural** interoperability, addressing conflicting organizational norms and values, communication patterns, and grown practices.
5. Etc.

Beckers, V., 2007. The governance of back-office integration. Organizing co-operation between information domains. *Public Management Review*, Vol. 9, No. 3, P. 377-400



# Semicolon findings

1. Competency gap.
2. Lack of measurables
3. Money talks
4. The absence of national joint efforts
5. Archipelago of small uncoordinated project islands
6. Disharmony in legislation
7. Anaemic arenas
8. Invisible best practice
9. People and their leaders; some people do not want to cooperate
10. Ubiquitous heterogeneity; unequal levels of competency in general and digital literacy in particular

*Riitta Hellman: [Organizational Barriers to Interoperability: Norwegian Case Study](#). H. J. Scholl, M. Janssen, R. Traunmüller, M. A. Wimmer (Eds.): *Electronic Government: Proceedings of ongoing research and projects of EGOV 09. 8th International Conference, EGOV 2009*. Trauner Druck: Linz, Schriftenreihe Informatik # 30, 2009. Pp. 182-189*

# 1. Competency gaps (!)

- Knowledge of own or others' business processes is low.  
Modelling of business processes has not taken place.
- ICT suppliers' knowledge of the business processes in public organizations is truly poor.
- Digital illiteracy and resistance against new applications of ICTs reduce the ICT potential including interoperability.



## 2. Lack of “measurables”

- Instruments for measuring organizational interoperability are missing.  
(This has negative impact on both planning, execution and evaluation of organizational interoperability.)
- Economic indicators which describe the effects of successful interoperability are missing.



### 3. Money talks (!)

- Governmental departments and agencies operate according to a strict fiscal sector principle without interoperability considerations.
- The letters of allocation from the government to the sector departments do not instruct the departments or the governmental agencies to spend money on interoperability actions.
- Costs of initiatives for increased collaboration are placed in one department or agency, and if the immediate benefits appear in another.



# Cure (examples)

- Competency measures within process modelling and uses of ICTs.
- Development of indicators and barometers for measuring organisational interoperability.
- Fiscal measures for dedicated funding of interoperability projects.
- Establishment of large ICT-projects with cross sector participation.
- Catalogue/database on previous and current ICT-projects and appointment of coordinating project officer(s).
- Catalogue/database on best practice within formal contracts, project management, design of interoperable systems and services.
- Actions for organisational alignment (organisation development projects).
- Governmentally organized and financed innovation projects.
- Financial support for interoperability actions (governmental financing).

**Thank you for your attention.**