Single-Window Government:
Using the new generation of e-government to transform government operations

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Business solutions through information technology™

TABLE OF CONTENTS

Governments are experiencing new pressure levels, and need to find an immediate way to manage through insufficient resources while keeping pace with constituent demands. Single-Window Government is a proven solution to overcome these challenges, creating more service-oriented governments while achieving significant operational efficiencies and savings.

The call to restructure service delivery

Global forces are reshaping the way our world operates. Worldwide competition and the arrival of the Internet have intensified pressure on the private sector to become more efficient. Companies have responded with aggressive competitive tactics; first downsizing their organizations, more recently accelerating merger and acquisition activity. As the private sector has shed jobs and benefits, an even heavier burden for services has been placed on the public sector—all leading to spiraling government costs. Add overcoming budget deficits and dealing with social security and healthcare crises, and these overwhelming challenges appear to have governments on the verge of "breaking" within the next 10-20 years.

Governments at all levels and in every location are feeling the same pressure: constituents are demanding better access to government services at a time when government resources are dwindling.

Yet, information has never been so richly available. New technologies combined with an unprecedented abundance of available information is leading to a resurgence of self-reliance in people around the world. We live in a self-service society, where we pump our own gas, check ourselves out at the local store and retrieve boarding passes at an airport kiosk. People like being in control of transactions that affect their lives.

Recognizing this trend, the U.S. federal government has labeled its electronic government initiative "My Government, My Terms." Yet old-style bureaucracy has centered services around working practices rather than constituent needs. Combined with constrained resources, this impedes the public's ability to access and transact with government in a timely and cost-efficient manner.

These developments have culminated in the need to find an immediate way to manage through insufficient resources while keeping pace with constituent demands. Since most public officials believe that raising taxes is not an option, many government leaders are looking for creative ways to reduce costs and streamline operations—while preparing government to meet the information and service demands of the twenty-first century.

The public sector no longer has the luxury of waiting to find and implement solutions to these challenges. To help governments address the urgent need of becoming more efficient and responsive, this paper delivers the benefits and requirements for enabling government transformation and modernization through effective e-government programs. It examines CGI's Single-Window Government approach, which delivers all information-based services that constituents expect on a single platform. As highlighted through real-world successes, the rapidly-deployed SWG program is creating more service-oriented governments, achieving significant savings, and controlling financial and operational risks.

Getting to next-generation e-government

At this point, most government organizations have implemented variations of e-government Web sites and portals. These first-generation portals—entry points through which the public accesses online services—have been met with various levels of success, both functionally and financially. They've been characterized as thin Web entry points serving as a narrow "lid" stretched to cover multiple government stovepipes, and are viewed as stand-alone e-government initiatives, where moving government services online is a distinct and separate activity. Content and systems are agency-centric, with investment in Web sites, services, transactions and infrastructure duplicated throughout the government enterprise.

While the business model used for these sites may have been appropriate for their time, more recent events—such as the rising use of emerging technologies and increased demands on government organizations—have changed the view of the Internet and its uses. While the first generation of e-government has delivered a new access point for public services, it stops short of achieving a more complete vision for government transformation.

Single-window government provides the public with multi-channeled access to integrated services on a one-stop-shop basis across the whole of government. This represents a transformational shift in how government operates. Silos are broken down, giving way to information enterprise architecture that allows for the consolidation of the government infrastructure.

And now this transformation has become a necessity. Rising service demands, narrowing constraints and new technology enablers demand a new approach to the application of technology to public sector missions. This approach understands that Web technologies are ubiquitous throughout all government initiatives, and that the next-generation e-government portal is the gateway to modernization and transformation.

Characteristics of next-generation e-government

With next-generation e-government, governments can become citizen/constituent-centric and service-based, and can achieve unprecedented operational improvements.

- Fully integrated front- and back-office processes
- Electronic processing from end-to-end
- Services that span government agencies and jurisdictions
- Improved and more accessible business management information

Key to these improvements is how next-generation e-government embraces existing workflows, business rules and legacy systems, leveraging and making use of current investments.

Next-generation e-government, therefore, allows government to make needed operational changes that benefit the public, and the next-generation portal is the enabler of this transformation. These portals are built using repeatable frameworks or architectures to reduce risk and support low-cost, rapid deployment, leading to deeper process improvements and quicker efficiency gains across all contact points—walk-in centers, phone support, traditional mail and online. Each of these touch points can now move from a process to a service orientation.

The choice, then, facing governments is whether or not they choose to implement the first of the new generation of e-government portals.

Keep in mind, however, that while Internet portal architecture can act as the catalyst for cost savings and service improvements—such as drawing customer traffic away from traditional service channels to less expensive ones—it cannot achieve these benefits simply by its existence alone. The efficiencies are found in correspondingly reforming the front- and back-office business processes of government's long-established service delivery channels. In this way, the portal is the driver for transformation, but transformation itself comes from "joining up" services and pushing them across the whole of government.

Establishing single-window service delivery

Governments are under pressure to "join-up" or link together the services they offer through different departments and at different levels. This not only achieves cost savings and efficiency gains, but provides citizens and businesses with better access to government services from all levels of government and from one place, whether at a physical location or electronically. In this manner, governments must offer the public a single point of access or the "single window" that provides for complete services that can now represent "life events," such as a child's first day at school or the opening of a small business.

While there are many challenges to establishing single-window service delivery, the value demonstrates the need to move to this platform—enhanced access to government services, better data for government decision making and greater efficiencies for government and constituents. In fact, the challenge is not about introducing a new type of service, but about reinventing the old. All governments basically perform the same functions as they have for decades; the issue is how to best perform these functions in the electronic age.

CGI's Single-Window Government (SWG) approach puts the public at the center of the service delivery experience so that delivery excellence and customer satisfaction become the overriding concern of all government agencies. Service excellence, therefore, drives the public's uptake and use of more efficient channels of service delivery, allowing governments to drive efficiencies and realize savings.

As the next section of the paper demonstrates, CGI's SWG approach delivers all services constituents expect on a single platform, while enabling true government modernization and transformation.

Citizens engaging with government
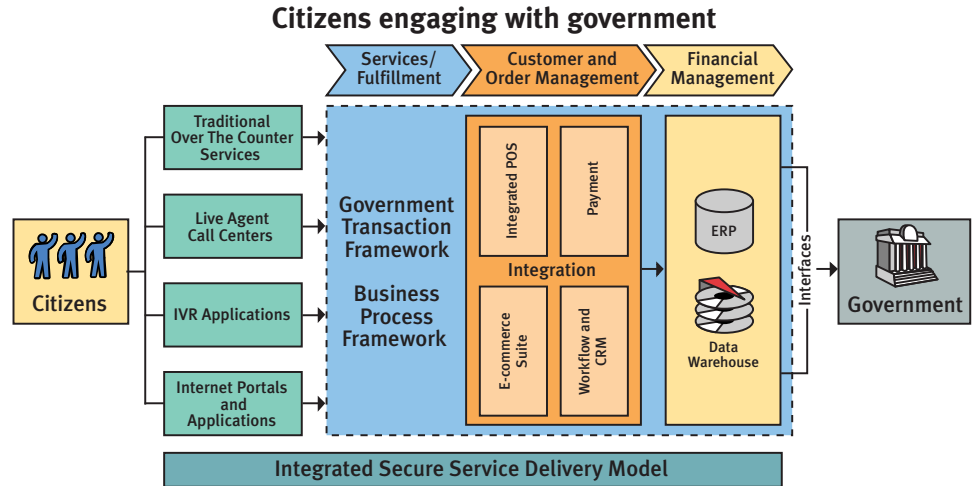
Next-generation e-government allows the public to interact with government at their convenience. This presents a profound shift in how government structures its services. Citizens can now engage with government in the manner of their choosing. CGI's Business Process Framework is the strategy and change management "glue" that holds together and drives forward the SWG framework, while through CGI's Government Transaction Framework—the technology driving the SWG approach—back-office systems are integrated through a consistent and secure service delivery model that drives one integrated channel. This means that the public—whether they enter an electronic or physical "doorway" to government services—has the same experience no matter their channel preference. From home, in the call center and in the physical office, all users view the same screen. In this model, all access channels lead to unified back-office processes without disruption of legacy systems.

The strategy to restructure and streamline government

Simply put, single-window government is about enabling governments to provide citizens and businesses with multi-channeled access to integrated government services on a one-stop-shop basis across the whole of government. While this sounds simple, it represents a transformational shift in how government operates. Silos can now be broken down, giving way to information enterprise architecture that allows for the consolidation of the government infrastructure.

The transformation process is one of evolution, not revolution. To generate valuable next-generation e-government initiatives, governments must address cultural and policy changes in addition to applying the appropriate technology tools and business process improvements.

Rather than beginning with deep back-end changes to the organization, CGI starts at the citizen facing side of the enterprise. Improvements are driven by the way the public conducts business and are gradually incorporated into the e-government business process. Through a rapidly deployed and repeatable framework, the SWG solution achieves lower cost while providing dramatic increases in customer satisfaction.

The key to successful transformation

Single-window service delivery is modernizing the structure of government, creating new and greater efficiencies. Like any significant cultural change, strong leadership is key to successful transformation. Done well, leadership balances the interest of the enterprise with the interest of agencies, fosters collaboration and creativity, and supports decision-making and dispute resolution. Single-window government requires as much investment in people as it does in technology.

Properly training and equipping staff is vitally important. Having people within the organization with the requisite experience and knowledge, leads to productivity gains and service enhancements. It also ensures that constituent experiences are positive and value-added.

With strong leadership and well-informed staff in place, the objective of service excellence can be placed at the forefront. If an e-government initiative is turned primarily into a cost-saving endeavor, it will almost certainly fail. Providing excellent customer service is the key factor in guaranteeing success—the cost savings will follow.

To achieve a high level of customer satisfaction, governments must become service-oriented as opposed to process-oriented. They must integrate their services and establish and maintain high service-level standards. This requires the appropriate mindset—and an empowered staff—to develop and apply new and integrated processes and procedures using modern tools and technologies.

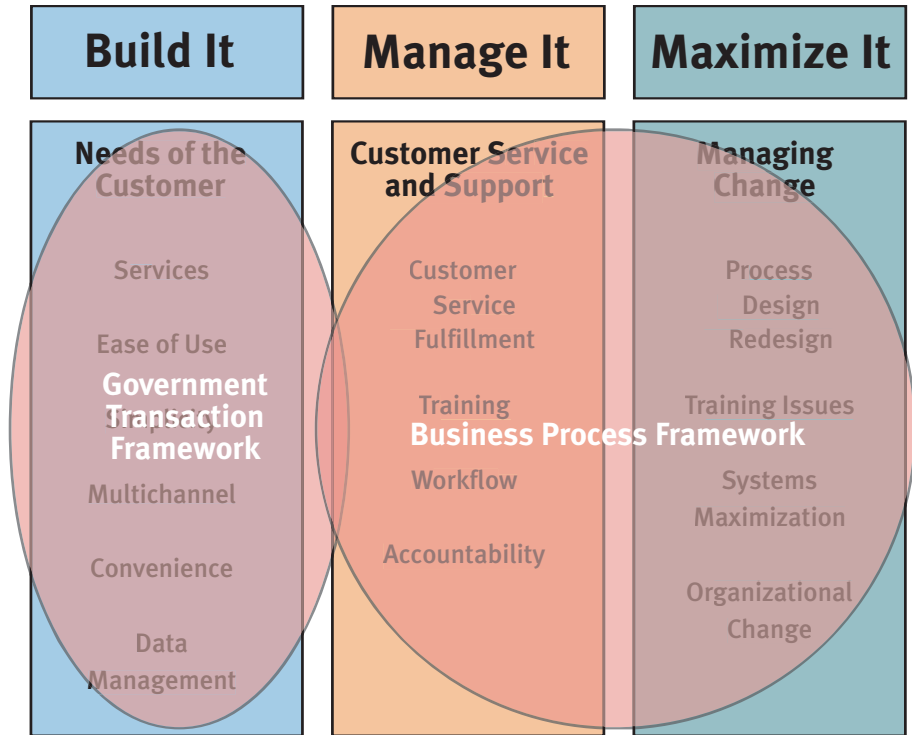### CGI's Single-Window Government solution

With the appropriate mindset adopted, governments are ready to implement the business processes and integrate the technology tools that achieve transformation. Yet single-window initiatives are broad in scope, and governments must be careful not to become bogged down in long and involved "custom build" exercises, and costly, undirected and poorly focused projects.

CGI's SWG approach provides governments with a solution to overcome these challenges. Through a repeatable and proven framework, the approach achieves dramatic increases in customer satisfaction and measurable process improvements. It leverages past investments through the reuse of components, allowing the SWG platform to be deployed rapidly and at a lower cost.

Rather than beginning a project by making deep back-end changes to the organization, CGI starts at the citizen facing side of the enterprise. Improvements are driven by the way the public conducts business, and through the approach's rapid deployment, are gradually incorporated into the new e-government business process. Drawing upon this approach and its experience in developing the SWG platform, CGI has learned that government modernization is accomplished through three levels of transformation:

1. *Build service delivery*—Create a new service delivery paradigm to change the government/citizen relationship.
2. *Manage service delivery*—Transform the way government does business by transferring control of service to the citizen.
3. *Maximize efficiencies*—Change the way citizens conduct business with government, enabling government itself to change how it conducts business.

CGI's Single-Window Government

Build It	Manage It	Maximize It
Needs of the Customer	Customer Service and Support	Managing Change
Services	Customer Service Fulfillment	Process Design Redesign
Ease of Use		Training Issues
Government Transaction Framework	Training	
	Business Process Framework	Systems Maximization
Multichannel	Workflow	
Convenience	Accountability	Organizational Change
Data Management		

This graphic depicts a key differentiation in how CGI approaches government modernization—begin with the needs of the citizen, create high user satisfaction, and then restructure the organization to match.

The essence of the SWG approach is multi-channeled, customer friendly, one-stop service delivery across the entirety of government.

- Strategy and technology shifts power from government to citizens
- Software renders transactions for service over-the-counter, by telephone or via the Internet
- Common frameworks rapidly deploy applications and streamline business processes
- Modern architecture incorporates existing business rules and interfaces with legacy systems
- Organizational change improves delivery while lowering costs, allowing savings to be reinvested in additional technology and business process improvements

The SWG approach centers on five main focus areas: strategy, organization, people, business process, and systems and technology, and is delivered through a methodology called Pathways®, which is comprised of the Government Transaction Framework (GTF) and the Business Process Framework (BPF). These frameworks together provide for the rapid deployment of technology, process redesign and the organizational change required to drive lasting change in the way governments provide and deliver services. GTF, the technology component, provides a common architecture and infrastructure for online applications, including business rules and workflow, as well as the platform for integrating agency-specific requirements. BPF, the business process component, goes beyond the technology to create the true and dramatic restructuring of the service delivery process.
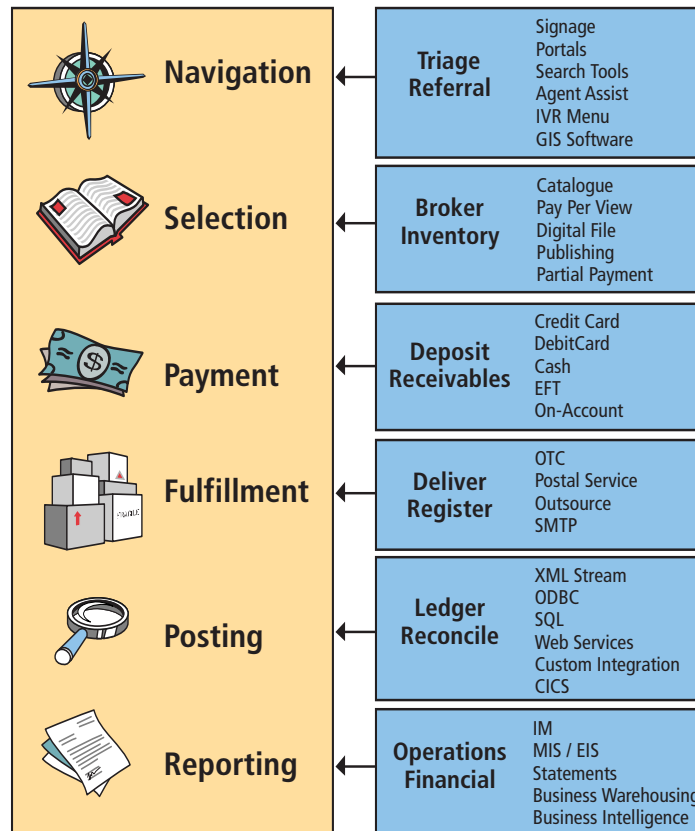
Government Transaction Framework

GTF toolsets are based on the commonality of government transactions resulting in faster, less expensive rollouts of services in a single-window environment. Containing basic elements that can apply to any service—tax, law enforcement, motor vehicle and so on—GTF can be customized to the look and feel of the government entity; however, the method of service delivery remains consistent. Many points of service can now be collapsed in a rapid manner, and governments can focus on managing transactions rather than spending excessive resources on building applications.

The events that form the basis of the GTF include:

- *Navigation*—This event is the method through which the government customer finds what they want. Navigation tools include authentication, search engines, IVR menus and signs posted in a one-stop-shop center.
- *Selection*—Now that the customer has found what they want—for example, a service with entitlements or a catalog item—this event helps procure it.
- *Payment*—This event involves either making or receiving a payment.
- *Fulfillment*—The customer receives the requested item.
- *Posting*—Once a transaction has occurred, it is posted to a journal, registry database and so on, within legacy systems, new systems or both.
- *Reporting*—This event includes management, financial, legislative and other types of reporting.

About the GTF

Navigation	Triage Referral	Signage, Portals, Search Tools, Agent Assist, IVR Menu, GIS Software
Selection	Broker Inventory	Catalogue, Pay Per View, Digital File, Publishing, Partial Payment
Payment	Deposit Receivables	Credit Card, DebitCard, Cash, EFT, On-Account
Fulfillment	Deliver Register	OTC, Postal Service, Outsource, SMTP
Posting	Ledger Reconcile	XML Stream, ODBC, SQL, Web Services, Custom Integration, CICS
Reporting	Operations Financial	IM, MIS / EIS, Statements, Business Warehousing, Business Intelligence

GTF is a standardized IT infrastructure that integrates back-office operations with a common, controlled point of access. It adopts functional architectural frameworks that accept the fact that systems across government are not integrated and won't be for some time.

CGI's SWG methodology has been developed from extensive experience with leading e-government initiatives in North America and Europe, demonstrating that transformation can be achieved in a rapid and cost-effective manner.

Business Process Framework

BPF fast-tracks all government change that influence the strategy, organization, people, and systems and technology behind the next-generation e-government initiative. The framework eliminates traditional barriers that limit effective collaboration, innovation and consensus.

BPF uses 12 innovative models, methods and tools to increase the speed, knowledge transfer and success rate of transformation and performance improvement initiatives. Each one presents a top-level view of the future that can be easily understood by executives, staff and partners alike. Together, the 12 models form a "collaboration capability" that promotes synergy and effective decision-making between experts with different perspectives.

About the BPF

Organizational activity	BPF models created
Business strategy alignment	• Vision alignment • Objective business case • Service release strategy
Organizational alignment	• Business process service level agreements • Partnership delivery model
Human resources alignment	• Customer outcome model • Service package model • Business process operations model • Reuse opportunities model
Technology alignment	• Component architecture model and component interface specifications • Component deployment model • Proof of concept

BPF is the glue that holds the five SWG focus areas together—strategy, organization, people, business process, and systems and technology—and ensures fast-track business process automation.

Single-Window Government in action

CGI's SWG approach allows governments to transform the way they provide services to their constituents through tools and technologies that are in production now. Citizens and businesses can have transactions and queries resolved and answered during a single visit or contact. Here are examples of how the SWG platform is achieving results for two clients.

New Brunswick, Canada

Over the past decade, CGI has helped the Government of New Brunswick pioneer the "one-stop shop" model for online access to government services. Through the development of Service New Brunswick (SNB), the delivery of government services has been fully integrated. In a report by IDC Canada, which examined the e-government benefits delivered by SNB, the research firm estimated an annual benefit to the province equal to .72 percent of GDP (in this case, $140 million CDN annually).

With the CGI SWG approach, governments can move from a process to a service orientation, raising the satisfaction levels of government constituents and achieving efficiency gains that allow savings to be reinvested to make services even richer.

Other highlights of the SNB success include:

- More than 4 million transactions a year
- Collection of hundreds of million of dollars on behalf of 16 departments and more than 40 municipalities
- Hundreds of different web-based services
- Forty-two percent of transactions conducted through electronic channels
- Satisfaction levels nearly doubled, from 54–92 percent

Of particular note, the use of different channels has shifted over the past several years. For instance, from 1999 to 2003, Web use grew from 6–32 percent, while over-the-counter service decreased from 86–60 percent. This clearly demonstrates how the general public is adopting the use of technology into everyday life. Service delivery channels that were once considered pioneering are now viewed as essential.

Suffolk, United Kingdom
Drawing heavily on the experience of delivering customer-oriented services in New Brunswick, CGI is replicating its success in other locations. For example, through a partnership between Suffolk County Council, Mid Suffolk District Council and BT, CGI is helping transform Suffolk's local government services.

CGI designed, built and implemented the Internet portal platform; established a call center; and opened a one-stop-shop, over-the-counter service center in a rapid six months. The behind-the-scenes services integration has provided citizens with access to an initial 172 services, with an additional 500 services planned to launch in the coming year. Already, the project has designed an average of 20 percent savings in delivery costs for each of the services across all three channels.

Summary

Government must adapt to the forces that are shaping society and creating our economy. Expensive bureaucracies need to give way to more efficient organizations that exploit technology to deliver service at lower cost. Agencies can not go it alone—the government enterprise requires an approach and strategy that streamlines operations and provides greater efficiency. These changes and improvements can be delivered through CGI's SWG approach.

Single-window architectures create value and broker value. They help governments evolve from administrative organizations to service entities. Governments that have achieved single-window service delivery have been able to make significant changes to their organizational structures while benefiting the public.

Through the development of next-generation e-government portals, governments are able to be more responsive to constituent needs while streamlining and restructuring government services. CGI's SWG approach delivers numerous benefits:

- Constituents can access government services through the channel of their choice—over the counter, Internet and call center
- The public receives faster and more accurate service
- Government is more efficient and saves valuable resources, allowing savings to be reinvested to make services even richer
- Public employees are able to shift time spent on routine tasks to more strategic endeavors
- Satisfaction levels are greatly increased for all government constituents—citizens, businesses, legislators, employees and service providers

About CGI's Single-Window Government practice

The CGI SWG vision is to enable consolidated service delivery across multiple channels and platforms to provide excellent customer service, regardless of the channel chosen. Through the experiences of the long-time partnership with Service New Brunswick, we have developed a center of expertise that encompasses the methodologies, best practices, architectural framework and software tools to support any SWG initiative. These repeatable frameworks lead to rapid deployment, increased customer satisfaction, measurable process improvements and cost savings.

CGI is a world-class leader in IT and business process services. Through our focused industry expertise in financial services, government, healthcare, telecommunications, utilities, manufacturing and retail and distribution, we offer end-to-end services including systems integration, strategic consulting, business solutions and the full management of IT and business functions. CGI has extensive experience in working across public and private sector organizations to develop online environments that have high adoption rates and deliver high value.

To explore the SWG topic and how we can help, contact Brian Freeman, vice president of CGI's Single-Window Government initiatives, at brian.freeman@cgi.com.