

# Innovative Experiences on Effective Public Management

OAS Seminar, Panama City, Panama

March 13-14, 2014



Institute on  
Governance

LEADING EXPERTISE

Institut sur  
la gouvernance

EXPERTISE DE POINTE

# About the Institute on Governance

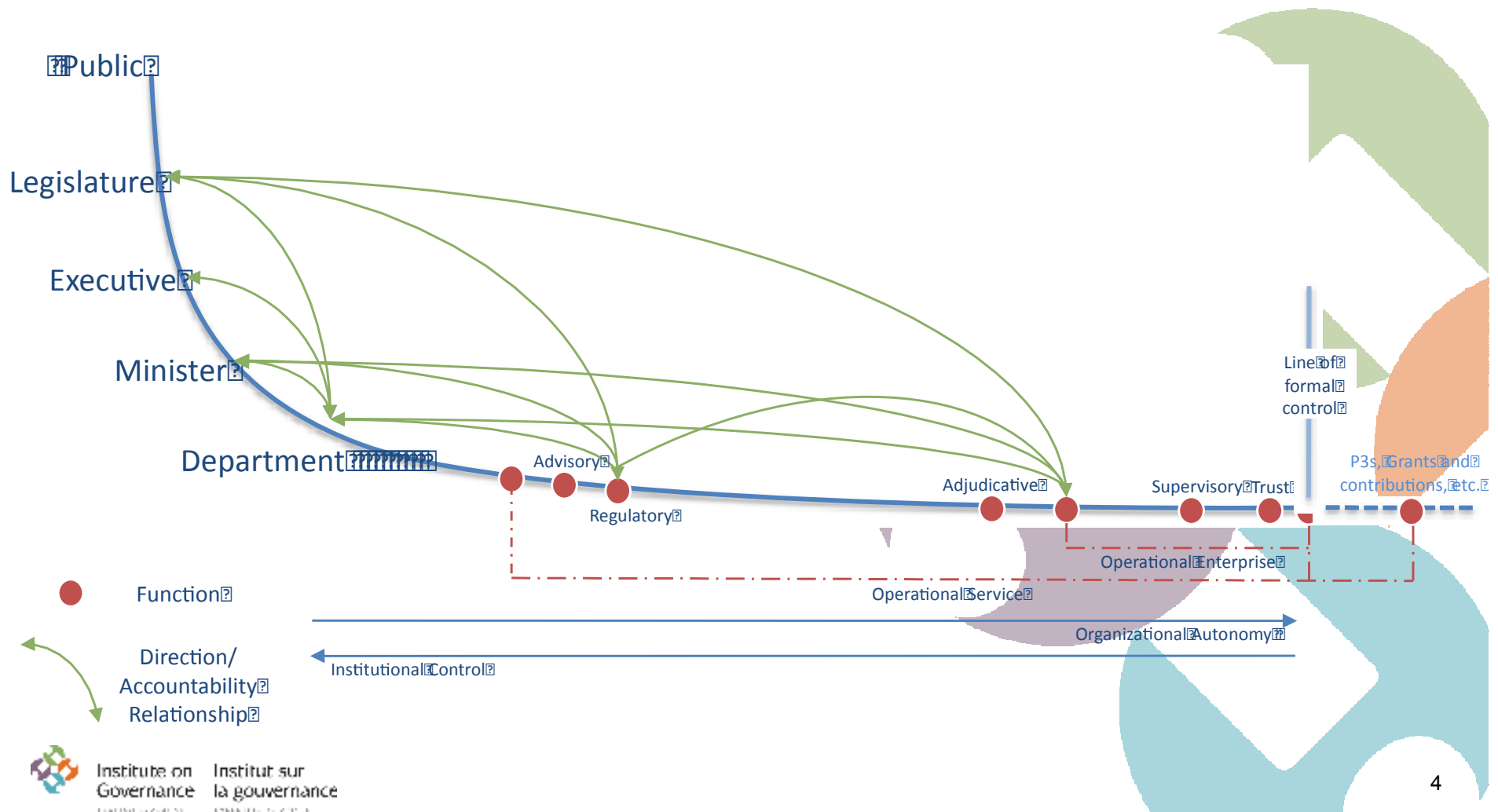
- Canadian, Independent, Not-for-profit
- Mission: Advancing better governance in the public interest
- Explores, develops and promotes good governance in the public sphere, both in Canada and abroad
- Collaborates with foreign and domestic governments, aboriginal peoples and organizations, and the non-governmental and volunteer sectors in Canada and internationally
- Key areas of focus: modernizing government, public governance, not-for-profit governance, indigenous governance, learning laboratory

# Defining Governance

- Who has power
- Who has a voice in decision-making
- Who is accountable



# Trends in Governance – Distributed Governance



# Trends in Governance: From Industrial Age to Digital Age

Technological connectedness challenges:

- Slow pace of government
- Disconnectedness across organizations
- Internal hierarchies
- Exclusion of citizens from
  - Policy making
  - Government data
- Government-centeredness
  - Focus on government institutions and processes (“silos”)
  - One-size-fits-all programs

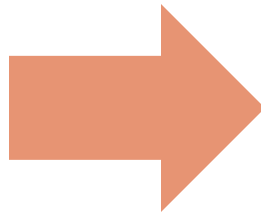
# Trends in Governance: From Industrial Age to Digital Age

Governments will need to:

- Work and respond faster
- Collaborate better with citizens and external organizations
- Work across boundaries, within government and out
- Use information more effectively across government while protecting privacy
- Make more information available, faster
- Accept the consequences: Citizens may beat governments at their own game

# Trends in Governance: From Industrial Age to Digital Age

- Paper
- Silos
- Multi-level
- Few channels
- Passive
- Mass



- Digitized
- Single window
- Integrated
- “Any” channel
- Engaged
- Customized

# Accountable Government: Reforming Accountability and Transparency





# Accountable Government: Canadian Reforms

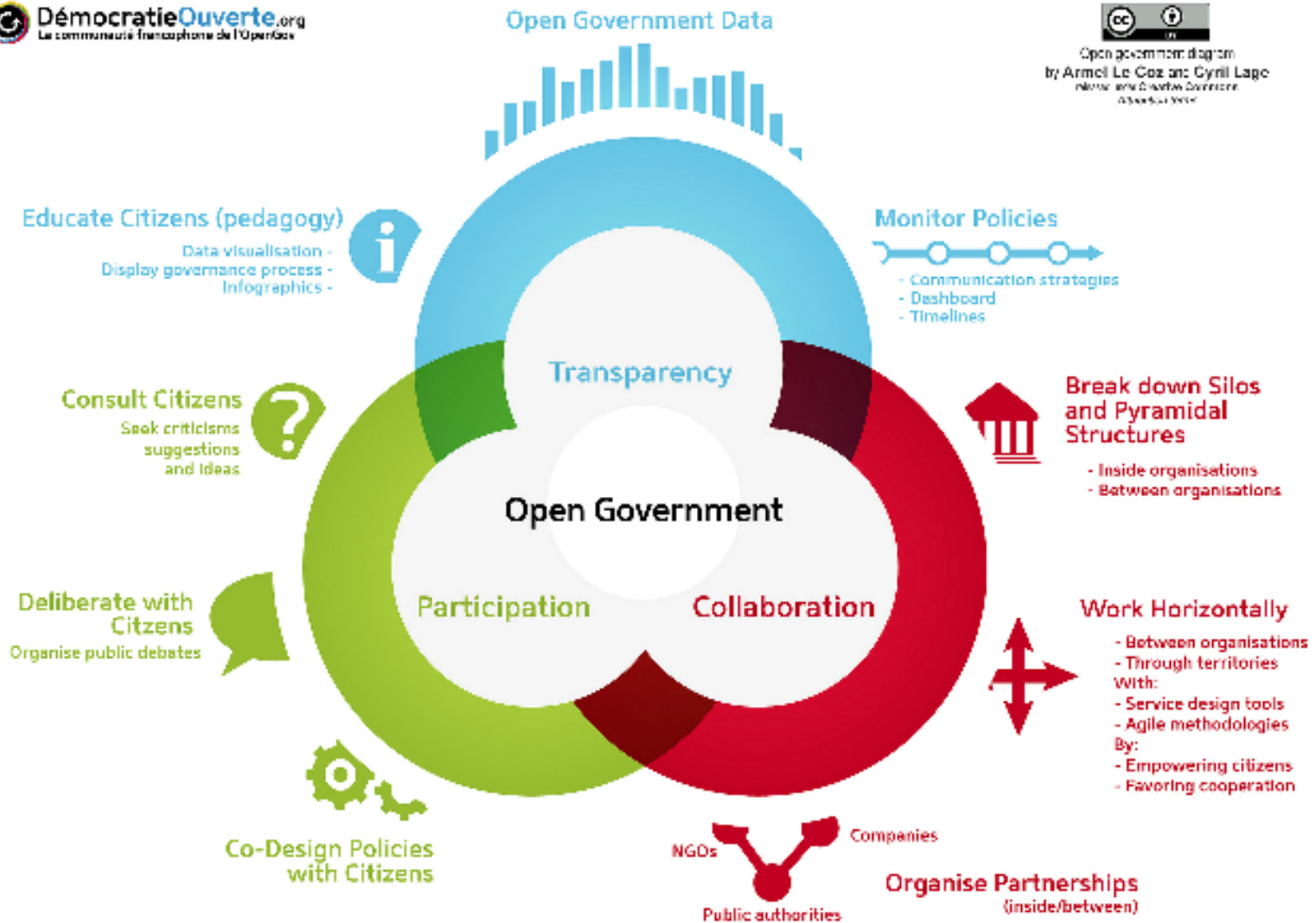
## *Federal Accountability Act:*

- More official public guardians (Agents of Parliament, Ombudspersons)
- Tighter conflict of interest and post-employment rules
- Tighter procurement rules
- More powers to auditors, comptrollers
- Support for whistle-blowing

## Missed opportunity:

- Large & costly appliance apparatus: more watchers, fewer doers
- Web of rules: hierarchy, approvals processes and delay
- “Gotcha” environment = more risk aversion

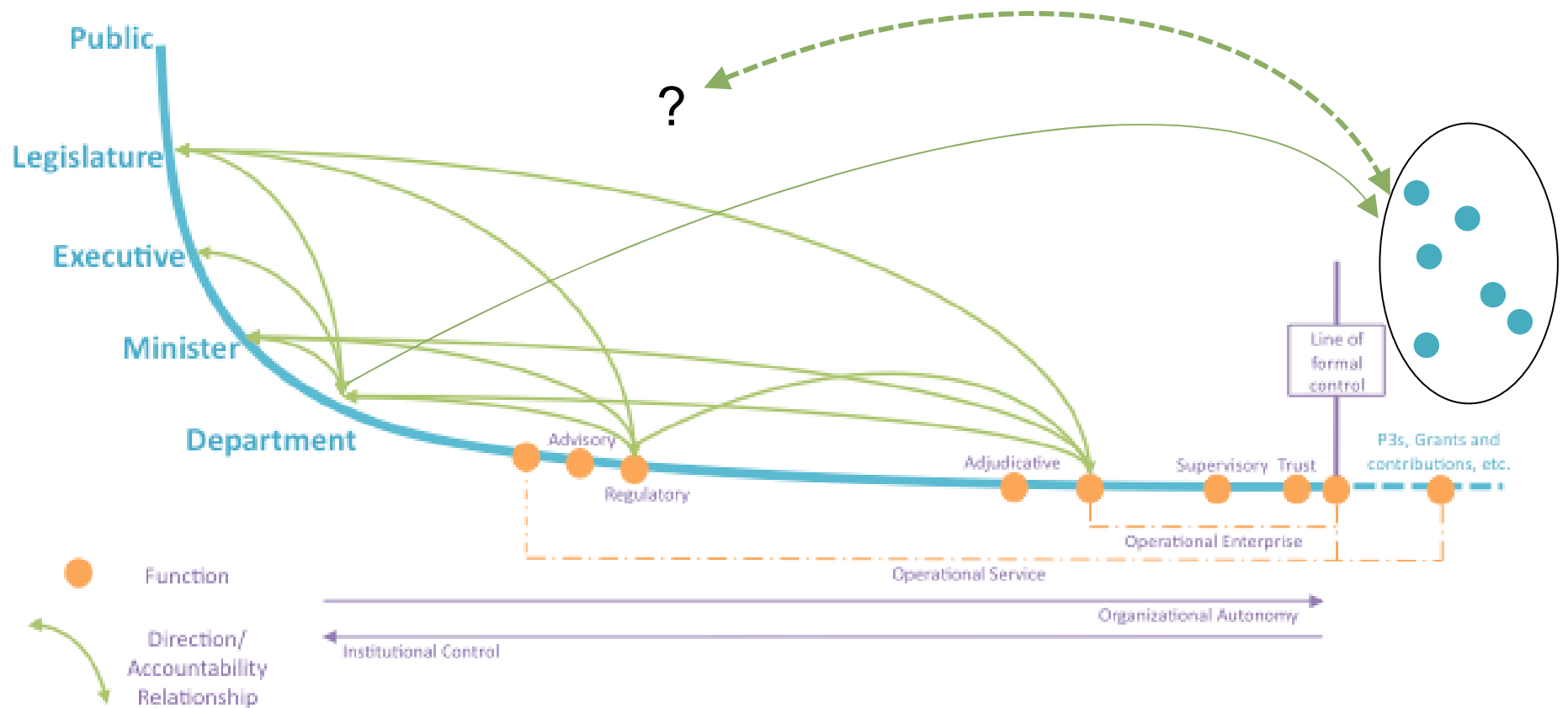
# Open Government: a working definition



# Open Government Principles

- Bias to disclosure: Not “Why does the public need this?” but “Why is it essential for this to be withheld?”
- Government data *proactively* disseminated in open, accessible, re-usable form
- Free or minimal cost
- Supported by data structures to assist in
  - Discovery
  - Understanding
  - interpretation

# Open Government will redefine the relationship between the public and government



# Impacts of Open Government on the Governance Ecosystem

- Leadership: It will filter out resistance. Will force leaders to bring about cultural change.
- Expertise: It will create a need for new for new types of expertise and skills including technology, management of big data, managing of partners.
- Partnerships: Clearer (conventional) governance with citizens, NGOs, private sector.
- Information management: Update regulatory regime around information management, including privacy and intellectual property.
- Citizens: Their role is changing.

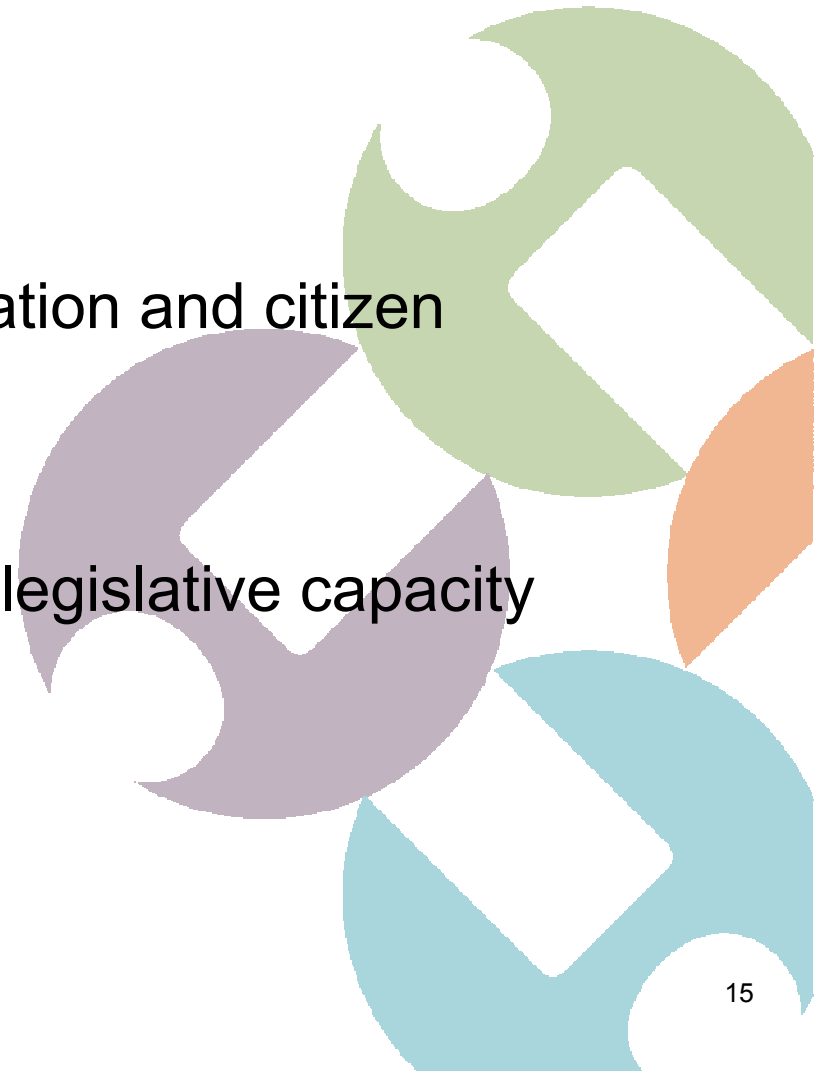
# We are at a crossroads...

- Open Government can:
  - Engage citizens and meet their expectations
  - Restructure government organizations and processes – no more silos
  - Develop more holistic solutions

***Our job is to help live up to the promise.***

# How can you harness the potential?

- Cede and lead
- Collaboration
- Increased focus on implementation and citizen needs
- Leadership development
- Build technical and modernize legislative capacity



# Some Challenges

## Citizens and businesses have found government complex, fragmented and frustrating...

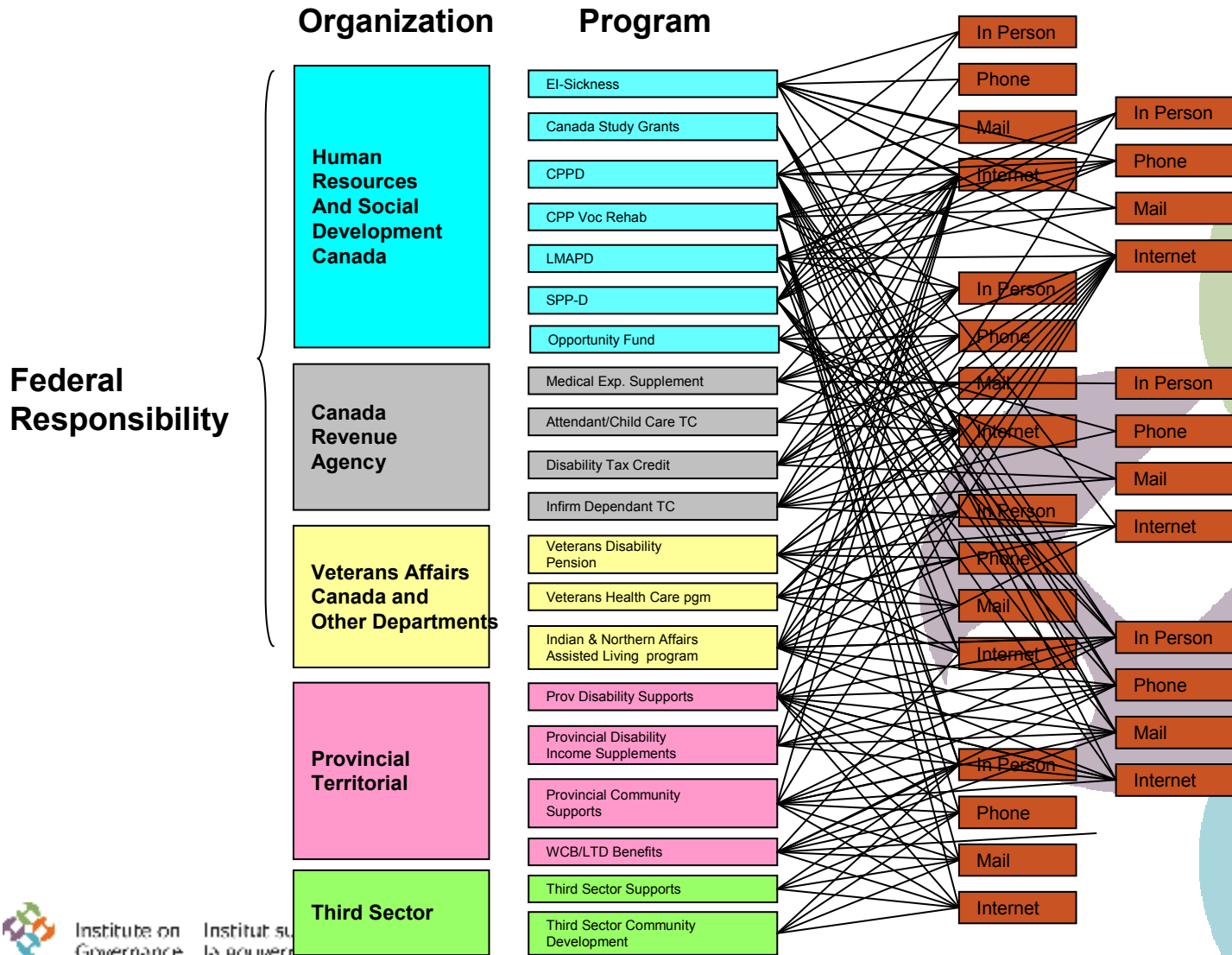
- The focus has not been on the citizen
- Clients face complex and redundant reporting and evidentiary requirements
- In 2008, satisfaction rating for private sector service was 80% compared to approximately 65% for public sector
- Business also faces a significant federal compliance burden at great cost to them
- Declining confidence in the accountability and capability of Government

## Service delivery has not been managed on a government-wide basis...

- Expensive and difficult for the government to manage an aging and “silo’d” service infrastructure



# Finding government programs and services for people with disabilities



# Service Expectations

## What Citizens Want...

- Service from government that is **personal**, as **simple** as possible, **fair** and **equitable**, and that keeps information **private**
- Service developed in **partnership** with them and others

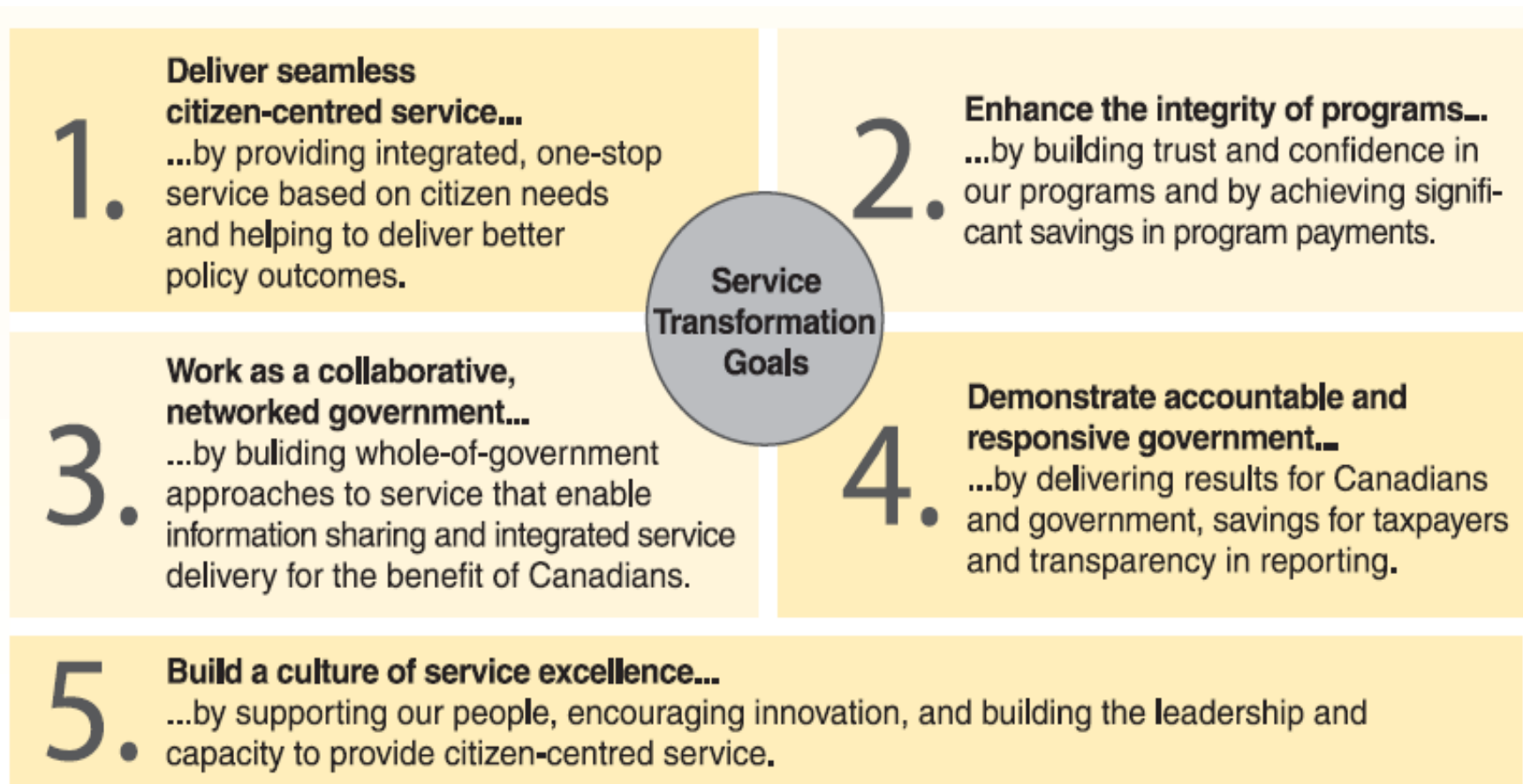
## What Citizens are Saying...

- We embrace new services that make it **simpler** or more **convenient**
- We will **consent to sharing information** if it is more convenient to access service and benefits and risks are managed
- Our **trust** in government is influenced by our day-to-day experience in obtaining benefits and service

# The Opportunity – For Government

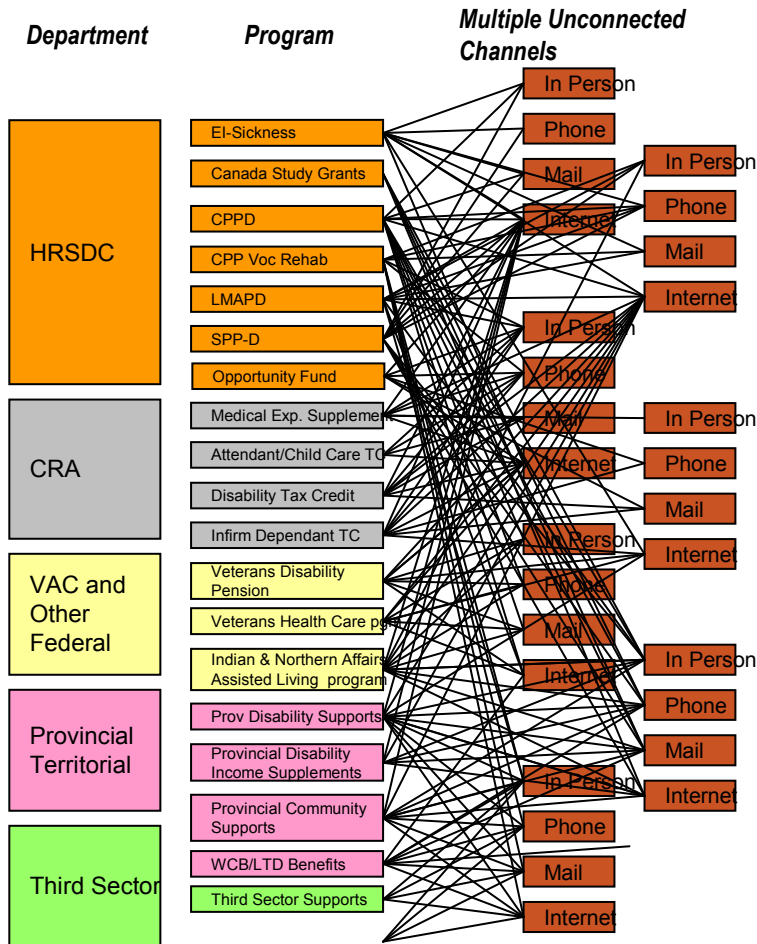
- To leverage investments across multiple agencies, levels of government, and non-governmental partners
- To build more collaborative models of governance in keeping with the technological potential
- To rebuild an implicit trust with a more connected population that can inform policy and delivery for better outcomes

# Service Canada: 5 goals of the service transformation

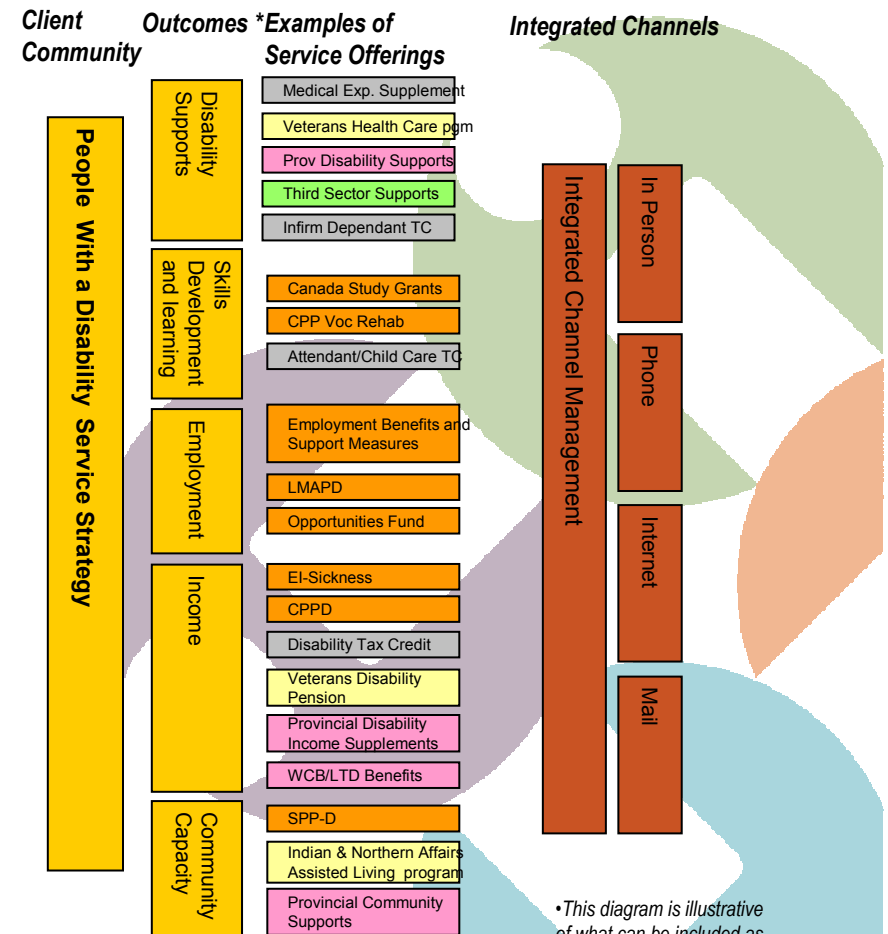


# A Citizen Centered Service Strategy for People with Disabilities

## Today



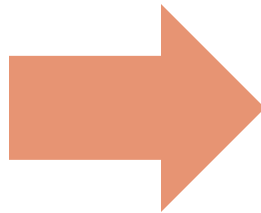
## Future



*• This diagram is illustrative of what can be included as outcomes for people with disabilities*

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# Benefits of Modernizing Service Delivery

- Benefits to Citizens:
  - More effective, efficient and fair program delivery
  - Easier access to services
  - Easier to do business with government
  - Greater government and accountability
- Benefits to Government:
  - Cost reduction through economies of scale
  - Operational improvements
  - Addresses issues created by silos
  - Capacity building for smaller government entities
  - Better engaged with industry
  - Transformation / increased role for the IT community itself



# Challenges for Leadership

Establishing a Sense of Urgency

Forming a Powerful Guiding Coalition

Creating Vision

Communicating the Vision

Empowering Others to Act on the Vision

Planning for and Creating Short-Term Victories

Consolidating Improvements to Build More Change

Institutionalizing New Approaches



# The Citizen Today



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# For more information:

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