

Accelerating Government Shared Services Success with EA Modeling



Contents

- 3 Introduction
- 4 Shared Services Strategy for Government
- 5 Identifying the Shared Services
- 6 Defining the Technical Implementation
- 7 Coordinating Between Involved Parties
- 8 Investing in an EA Platform Accelerates Success



Introduction

In recent years, governmental agencies have come to face several difficult challenges. Reduced revenues, increasing pension commitments and heightened demands on services have all contributed to a squeeze on budgets.

Whether they are state or local governments in the USA, NHS Trusts, hospitals, police and fire departments or county councils in the UK, or similar organizations elsewhere in the world, government agencies are being challenged to do more, with less, and to rationalize spending for technology investments.

One initiative government and public sector organizations have adopted is to move to a shared services model. This can be where different governmental bodies agree to share backend systems to provide the same business or IT service in the two different jurisdictions; alternatively, a higher-level body such as a US state may offer their infrastructure and/or systems to more local bodies (such as a US county).

In the UK, the government's Shared Services Strategy for Government was created to address government agencies working in technical isolation. The Shared Services Strategy will bring together core functions of a business into a single simplified center to save time, cut back-office red tape and offer taxpayers better value for money. It will provide one operation that is simpler and smarter.

Shared Services Strategy for Government

While not every public agency has a formal mandate like the UK, most share a desire for these outcomes. And it may be a necessity for public sector agencies with limited budgets and legacy systems that are already aging and out-of-date.

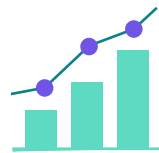
Achieving such a shared services model requires a strong understanding of boundaries and impacts to ensure a successful implementation. In this paper, we examine how using Enterprise Architecture modeling techniques can be essential in ensuring a successful rollout



The UK's approach helps the government



Deliver value for money by moving to cloud-based services.



Enable insight-driven decisions from accurate and accessible corporate data through data convergence.



Support process convergence and transformation to enable automation, interoperability, and improvements.



Improve quality and performance, where a common framework and core set of KPIs will allow comparison across government, and where continuous improvement and best practice will encourage maximum efficiency.

Identifying the Shared Services

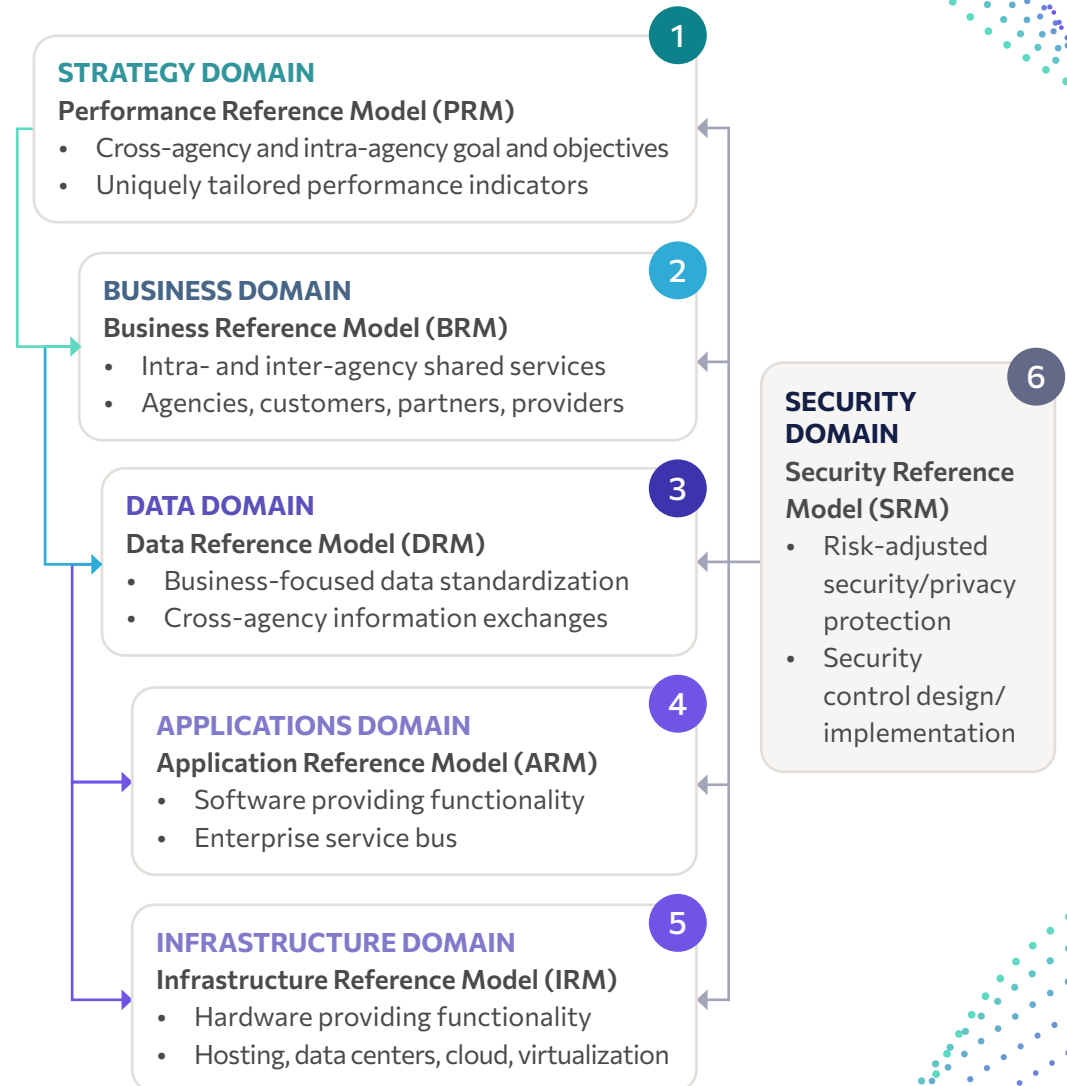
The first step in implementing shared services between organizations is to identify which services exist and which can be shared. The starting point for this is to create a reference model of the services that an organization relies on.

Some organizations may have such a model; others will find it necessary to create one. Fortunately, a basis exists for identifying governmental and technical services.

For many years now, Federal agencies in the USA have been required to engage in EA modeling and report on their IT investments each year. The CIO Council provides guidance on techniques to follow in accomplishing this, and one of their guidance documents outlines a reference model – the FEAF Consolidated Reference Model (CRM), which defines a catalogue of services at the business, service component and technical level.

The FEAF comprises of six interconnected Reference Models, linked through the Consolidated Reference Model. The models provide a perfect starting point for defining and aligning services within the organization and enabling the ability to uncover possibilities for cost reduction or cross-organization alignment.

Consolidated Reference Model (CRM)



Defining the Technical Implementation

Once the potential candidates for shared services have been identified, there is still a question of which candidates merit adoption. If budgets were infinite, then all candidates for shared services could be implemented.



Alas, in the real world, agencies need to prioritize their capital expenditures, and moving to a shared service model is no exception.

So, agencies will need to find the services where sharing will deliver the greatest benefit. In this there are two factors – how much will we save by the move? How much will it cost to implement a move?

There is no easy way to answer such questions without an understanding of which systems support which initiative, and how much is spent on each system. Fortunately, by following standard techniques for mapping systems to services they deliver, and combining this with an analysis of annual costs, it becomes possible to identify cost against service, both current costs and the costs of moving to a shared service model.

Coordinating Between Involved Parties

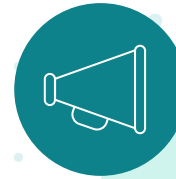
So far, we have only looked at the technical aspect of implementing shared services. But in IT, the human and organizational factors are always at least as important.

Especially where the agencies involved are geographically separated, there needs to be an efficient mechanism for all involved parties to inspect, understand and supply feedback on a proposed implementation.

Two techniques from Enterprise Architecture modeling come to the fore here.

First, the idea of viewpoints. In Enterprise Architecture modeling, viewpoints are a way to show different aspects of a system to the different stakeholders involved in a system. This enables implementers to give important stakeholders and views of the suggested changes that they can understand.

The second technique is that of an architecture repository. A key aspect of any architecture modeling effort is to centralize and manage modeling artefacts in a central repository. This enables all stakeholders to share a single source of truth for the current understanding of the initiative. Some modeling tools provide a web-based portal to enable stakeholders in a modeling effort to access models online, inspect underlying information and comment. This is highly recommended when trying to coordinate between different agencies.



CREATING A COMMUNICATIONS PLAN

This paper has already considered the human issues in selecting and planning for shared services. But there is an equally critical human aspect to consider in implementing shared services – how the system gets rolled out.

Who will need training? Who will need awareness of the new systems? Most modern system implementations involve a communications plan and moving to a shared service model should be no exception.

But to define a communications plan, you need to first identify the actors involved in implementing and in using the system. And here, again, the techniques of mapping actors and roles to processes and services become invaluable. By identifying which constituency of which users use which system, you can clearly identify which users need to be trained and involved in a rollout.

Investing in an EA Platform Accelerates Success

Deploying a Shared Services strategy is an ambitious undertaking. Planning, collaboration and adoption requires more than spreadsheets and presentations, especially for organizations who might still be updating technologies to the cloud.

Orbus works with more government public sector agencies globally than any other EA provider. A quarter of all Orbus customers are in the Central or Local Government sector.

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