

Organisational change for citizen-centric eGovernment

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Emerging issues from the 'Think Papers' and the Warsaw Seminar

- Private sector techniques must be *translated* rather than simply *transferred*
- Understanding public sector culture: We need a public sector model for organisational change
- Customer 'obligations' don't link easily with citizen obligations
- Understand further the processes of individualisation and globalisation that generate tensions when we try to build common identities (for example being 'European') and citizenship
- The cross-matching of citizen data, with commercial data, can generate new insights into service demands and deliver

Emerging issues from the 'Think Papers' and the Warsaw Seminar

- Positive and negative experiences of eCommerce in building multiple channel services
- The ownership of the ICT strategy in an organisation is sometimes not well linked to the responsibilities for its operational delivery
- Clearer focus on technologies that use citizen-relevant channels to deliver citizen/public value, rather than just to deliver efficiency gains and cost savings
- Identifying important processes of the consumption of governance, not its technological production: focusing on citizenship, dignity, inclusion, rights and responsibilities

Emerging issues from the 'Think Papers' and the Warsaw Seminar

- Supporting the development of citizen-relevant measure of eGovernment, at spatial levels that go beyond administrative space, to functional space
- Being a 'customer' is a sub-set of being a 'citizen'. Citizen carries a wider set of components, e.g. interest in fairness and a role in representative democracy
- Approaching citizens as customers does not necessarily imply commercialisation of the relationship between citizen and government
- Better understanding of citizen preferences to inform re-design of services and organizational change aimed at increased citizen-centricity

Emerging issues from the 'Think Papers' and the Warsaw Seminar

- Good/best practice needs to be enhanced with a sharing of understanding of citizen needs and citizen centricity among eGovernment practitioners
- Failure is endemic in the business innovation process, but the costs of failure are built into the innovation business models
- A radical evaluation of citizen needs should be debated
- Choice as a customer of business services is more diverse than choice as a customer of government services, but choice is usually sub-optimal
- Listening to citizens. There is only so much time that elected representatives, and government employees, have to listen and communicate