

# Horizontal Government



## Tackling duplication and overlap

### 1. Create a system of data exchanges.

Creating an "enterprise system" is about creating systems of systems built around data exchanges and with a common understanding of how that shared data is defined.



### 2. Focus on people—technology is the easy part.

Digital transformation in government is as much about people as it is about technology – get your people strategy right, and seek buy-in from key stakeholders before embarking on any large-scale transformation.

### 4. Phase out legacy systems gradually.

Move users to the new system in phases, growing it with each iteration.



### 3. Build a common technology infrastructure.

The latest-generation devices, Web and collaboration tools, and robust Wi-Fi are prerequisites to any transformation.



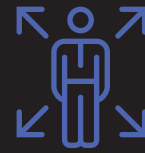
## Data layer

**5. Use data to drive change.** Data can be your biggest ally when making big changes or attempting to solve complex problems.



### 6. Burn down data silos.

Make data-sharing the spark that burns down silos within and between departments.



**8. Tap into unstructured data.** Government will continue to remain the largest producer of data and, in most cases, structured data.



### 7. Share your success by going open-source.

Building systems using open-source technologies requires a mindset shift.



## Identity management



**9. Seek public-private partnerships.** Work with outside providers to verify identities.



### 10. Build trust by engaging with external stakeholders.

Another way to defuse privacy objections is to develop identity management systems in consultation with privacy groups.

**11. Allow citizens to opt in for better customer service.** Citizens who want better, faster customer service from government can "opt in" by giving explicit permission to share their information across agencies and levels of government.



### 12. Create stronger identities by leveraging a variety of data.

While more data means more risk, it also allows citizens to create more reliable, trustworthy digital identities based on a wider range of information, thus improving overall security.

### 13. Establish a project management office for identity management.

Typically each government agency manages a multitude of access management protocols, expand the use of existing agency credentials.

**14. Business architecture.** Create an inventory of processes that can be used to help de-silo functional conversations and tie customer needs to organizational capabilities.



## Tools and techniques



### 15. Proof of concept.

The best way to show the advantages of hacking the silos is to start small, with a single line of business within the agency.



**16. Service-enable everything.** Allow one computer program to communicate with another, allow a government's core IT assets to be reused and shared.



### 17. Automated refactoring.

Automated refactoring provides a way to restructure and migrate multiple legacy mainframe applications into a modern environment.

**18. Identity and access management gap analysis.** This internal exercise maps your identity-management target state with the current state operations, processes, and infrastructure by highlighting the gaps to address through a multi-year strategy roadmap.

