



Center for
Technology in Government

Electronic Governance and Organizational Transformation

Workshop

ICEGOV 2007

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Focus of workshop

- The challenge government organizations face is understanding the potential of ICTs as part of the transformation process and leveraging it through well developed and context appropriate strategies.
- The tutorial and the workshop sessions focused on this topic will contribute to this effort by examining organizational transformation in the public sector, and in particular the role of ICTs in that transformation process.

Information and Transformation

- The role of information and information technology in the transformation of public agencies is well understood to be central.
- The challenge governments face is understanding the nature of that role and leveraging it.

Challenges

“ Many of the barriers to realizing the benefits of IT are not technical, but rather occur when social, political, or legal issues arise as attempts are made to deploy and adopt the IT and its applications.”

- PITAC Interim Report, August 1998

Barriers to transformation raised in the papers

- Low user awareness is real and significant to the effectiveness of e-government and its impact on government.
 - To engage with the properties of technology to develop new structures, citizens must be aware of new services and what they represent in terms of new “access to opportunity” both in economic development in Egypt and open access to government information in China.
- According to two of the papers, this awareness is lacking and implementation in both reform efforts are problematic.

Barriers to transformation raised in the papers

- Incentivizing employees to change was identified as an issue in three of the four papers;
 - Liu and Fidel point out in their paper that although advanced information systems are implemented in public sectors to retain valuable knowledge in the organizations, research found repetitively that gaps exist between what senior members know and what is available in the system for newcomers to use.
- Incentivizing employees to make change with and for technology requires new understanding of motivating and commitment in the context of such initiatives.
 - Motivating senior employees to share knowledge, motivating municipal officials to assume responsibility for local control of economic development efforts, motivating Chinese bureaucrats to uphold the ideals of the OGI Regulations are all problematic and detrimental to these efforts.

Collectively

- The four papers illustrate the critically dependent role between ICTs and organizational transformation; further they highlight the interdependence among policy, organizational, and technological aspects of transformation.
- The theoretical lenses used provide a foundation for examining these issues and can be used to guide practical strategy development as well.
 - As pointed out by Meneklis and Douligieris, Orlikowski's concepts of emergent structures and process of enactment are very powerful here. "Structures concerning technology use can be considered not as embodied within the technology, but as emergent structures that take form through the interplay of humans with the properties of technology."

Key points made in the papers

- The value of knowledge of network forms of organization and cross boundary information sharing to implementing policy reform in both developed and developing countries.
- Understanding the policy priorities driving efforts to decentralize decision making and provide increased access to information are critical to developing effective ICT strategies for realizing those goals.
- Three challenges to policy reform include central versus local authority and human resource management, the increasing exodus of senior employees and the vast knowledge they hold about government processes and finally, the capability to model current organizations and cross-organizational processes.

Workshop Papers and Topics

Authors	Title	Theories and Topics
Vassilis Meneklis and Christos Douligeris	Enhancing the design of e-Government: Identifying structures and modeling concepts in contemporary platforms	Structuration theory, evolution of egovernment, modeling concepts, frameworks, standards, services
Lei Zheng	Enacting and Implementing Open Government Information Regulations in China: Building a Conceptual Model	Galvin's theory of conflict and compromise, Rowlands theory of ...open government information, implementation challenges
Shuhua Liu and Raya Fidel	Managing aging workforce: Filling the gap between what we know and what is in the system	Employee motivation, employee commitment, knowledge, knowledge sharing, mobile technologies, aging workforce
Hatem Elkadi and Hisham Abdlsalam	A Prototype Decision Support Systems for Investment Planning in Local Government in Egypt	GIS, decision support, document management, implementation, economic development



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