The Uptake and Edge Report

Insights from the 2014 Public Sector for the Future Summit at Harvard University

LEADERSHIP FOR A NETWORKED WORLD

Introduction:

An Agenda for the Future of Government

Leaders in the public sector have worked hard to respond to the major structural and social challenges of this new era. Facing technological, societal, and political disruptions, they have developed new operating models such as shared services, lean business processes, and cross-jurisdiction collaboration that have made great headway in driving government efficiency.

Yet more ideas and strategies are needed. Changes in the economy, demographics, technology, legislation, and more are forcing leaders to be more creative and collaborative, and to adapt and innovate. They must not only to do more with less, but also build public trust and value.

We all know the problem – government models of the past are not sustainable. Major changes and creative solutions are necessary to maintain and improve our standard of living. Several questions guide these changes: What does the public sector of the future look like? How can policy be more responsive to societal needs and citizen demands? Where can new business and technological models enable improved delivery? What type of leadership is needed for sustained progress?

To address these questions and create an agenda for change, Leadership for a Networked World, the Technology and Entrepreneurship Center at Harvard, and Accenture convened public sector leaders for *The 2014 Public Sector for the Future Summit: Creating the Agenda.* This first annual Summit, held at Harvard University in Cambridge, Mass., brought together top practitioners, industry luminaries, and Harvard faculty, fellows, and researchers to explore these topics.

During the Summit leaders from across the country and abroad studied new strategies to adopt and implement near-term innovations, and learned about long-term solutions and the leadership strategies needed to deliver a more efficient, effective, and responsive government.

Participants explored "Uptake" innovations and business models: those proven to increase effectiveness and efficiency, yet require robust leadership to implement. They also grappled with "Edge" innovations and business models, which, though still under development, seem poised to deliver a dramatic increase in public value.

The Summit featured several noteworthy case presentations of innovations on the uptake and edge, in which leaders shared the skills and practical tools that enabled them to sustainably transform their public enterprises and deliver a new form of public sector value:

- Massachusetts revealed a new shared services model for managing state real estate assets.
- Pennsylvania and Montana explained how they designed systems for the workforce of the future that creatively reduce employee healthcare costs, improve services and outcomes, and appeal to the next generation of employees.
- Minnesota, and Connecticut presented new governance structures to guide data sharing and enhance transparency, laying the foundation for future transformation.
- New York City shared strategies for using analytical techniques and cross-agency data to prioritize services, improve programs, and engage citizens.

By sharing these cases, and capturing some of the insights, research, and leadership strategies presented at the Public Sector for the Future Summit, we hope that this white paper inspires other public sector leaders to think ever more creatively, embrace "edgy" new operating models, and lead transformations.

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Letter from the Executive Director

Colleagues;

In today's environment, do you hunker down, or make a major move?

For the last several years, most leaders have been hunkering down – keeping things afloat or incrementally improving their organizations. This is understandable, as the nation was grappling with multiple wars and financial upheaval. Yet as history has proven, times characterized by profound social, political, and technological disruption have also led to big advances in society and government. The Civil War led to the banking system and the income tax, the Great Depression brought the New Deal and innovation in financial regulations, World War II expanded workplace opportunities for women and minorities, and the Cold War launched NASA and many of the resulting technological advances we rely on today.

History has also shown that it takes visionary leaders to step-up, shake-off the past and create new forms of value in society and government during periods of disruption. As we build out of the past, what should the future of government look like? How should we redesign policy and programs? What are YOUR major moves?

The goal of the *Public Sector for the Future Summit* and this paper is to develop a vision for the future of government and help you lead the near-term innovations and long-term transformation to achieve this vision. To facilitate this, the Summit focused not only on sharing best practices on the "uptake," but also on moving transformative "edge" ideas forward. When put together, "uptake" and "edge" ideas form the portfolio of strategies that leaders should pursue.

President Kennedy noted, *"There are risks and costs to a program of action. But they are far less than the long-range risks and costs of comfortable inaction."* As we gather ourselves after a few tough years, moving forward an agenda for change will be challenging. Yet to achieve the outcomes society needs we must not rest on comfortable inaction.

The Summit and this paper are for "Chief Transformation Officers" like you who aren't looking to rest on comfortable inaction – but rather are focused on how to improve government. On behalf of all the Summit attendees, I hope this paper helps you create an agenda for the future.

All the best,

Antonio M. Oftelie
Executive Director, Leadership for a Networked World
Public Sector Innovation Fellow, Technology and Entrepreneurship Center at Harvard

Public Sector Uptake and Edge Matrix

The goal of the annual Public Sector of the Future Summit is to develop a vision for the future of government. This vision, and strategies to achieve it, must account for the challenges leaders currently face during this highly disruptive period. In our rapidly changing environment – marked by a post-recession economy, a changing workforce, new tools and technologies, and new demands for outcomes, transparency, and engagement – leaders must develop a strong understanding of how to effectively manage and pace transformational change. By providing examples of innovative practices emerging across the country, the Summit aimed to inspire and assist public sector leaders in their efforts to lead near-term innovations and long-term transformation in their organizations.

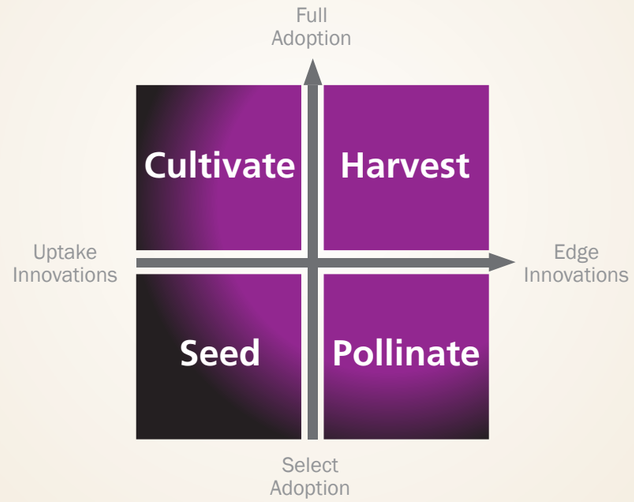
To facilitate this transformational process Leadership for a Networked World worked with leading government practitioners, policymakers, and subject matter experts to develop the Public Sector Uptake and Edge Matrix. This organizing framework can help leaders as they negotiate transformational change. By plotting enterprise-wide change efforts, leaders can better assess how quickly or slowly to enact changes, how broadly or narrowly to implement changes, and if transformations will be more successful if they are positioned as "top down" or "bottom-up" efforts.

This matrix, which measures the sophistication and pervasiveness of new operational models, is intended as a guide to help leaders chart a course for their organization. By identifying both where their organizations fall on the matrix and where innovations under consideration fall, leaders can focus their efforts accordingly and employ the most effective strategies to accelerate continuous and multi-faceted enterprise-wide transformation. While a public sector leader may be cultivating an innovation in one area of the organization, the seeds of an innovative approach may already be pollinating and bearing fruit elsewhere in the enterprise. The challenge is balancing these innovations so that an organization is implementing transformations at a pace that ensures continuous progress and success.

The x-axis of the matrix measures sophistication of new operating models. At the far left of the axis are "Uptake innovations." Implementing Uptake innovations is the action or process of absorbing or adopting something that is available and gaining popularity. Uptake Innovations and business models, such as shared services, are proven to increase effectiveness and efficiency, yet still require robust leadership to move the organization through adoption and change.

At the far right of the axis are the emerging "Edge Innovations." Edge innovations, such as redesigning government through behavioral economics, are new concepts for generating public value, but are poised to change operating standards, management frameworks, and the future of governing.

The Uptake and Edge Matrix



The y-axis of the matrix measures pervasiveness, the breadth with which new operating models are adopted across an enterprise. The bottom of this axis represents select adoption, which would describe an organization implementing a few pilot projects based on this new model. The top of the axis represents complete adoption across the entire organization.

For example, 20 years ago the standardized use of computers and email would have been considered an uptake innovation – with most organizations scaling-up usage enterprise-wide. At the same time the idea of relying on computers to plot locations and map out transportation routes in real-time, while responding to our slightest movements and adjusting for traffic, would have been an edge innovation – with a select few organizations running pilot programs and testing for long-term viability and value.

During the Summit the Uptake and Edge Matrix was used from both a leadership and strategic perspective to guide leaders in employing new innovations and models:

Leadership: The Matrix helps leaders understand and plan for moving both Uptake and Edge innovations forward. As a leader assesses his or her organization, different strategies can be employed depending on location in the Matrix:

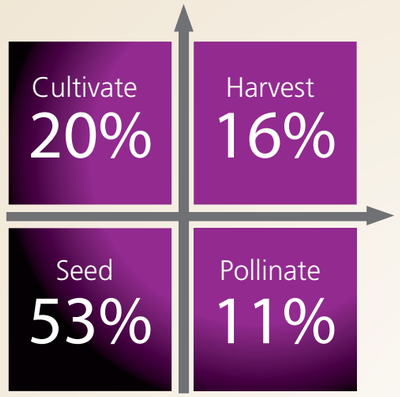
- **Seed:** In this quadrant the organization has a few pilot projects based on Uptake innovations, and the role of leadership is to ensure a stable environment for adoption, while building a pathway for increased participation across the enterprise.
- **Pollinate:** In this quadrant the organization is experimenting with Edge innovations, and the role of leadership is to foster learning on the value of the innovation, while assessing feasibility of enterprise-wide adaptation.
- **Cultivate:** In this quadrant the organization has successfully adapted to Uptake innovations, and the role of leadership is to maintain that progress, while leveraging that stability for more Edge-based innovations.
- **Harvest:** In this quadrant the organization has a robust portfolio of both Uptake and Edge innovations, and the role of leadership is to standardize the new operating models, while optimizing the efficiency and effectiveness.

Strategy: At the Summit, we focused on four strategic areas where new operating models for transforming government have the potential to spur enterprise-wide transformation: **The Optimized Enterprise, the Agile Workforce, the Evidence-Based Organization, and the Citizen-Centric Service.**

Prior to the summit participants completed a survey diagnosing and plotting their organization's status for each strategic area by Matrix quadrant. On the following page are descriptions of the strategic areas and insights from Summit attendees who participated in the survey.

The Optimized Enterprise

Public sector organizations that are successful "optimized enterprises" have fluid and responsive organizational structures and business models that maximize public value. With this new posture, leaders and managers view government processes, systems, and resources as "components" that can be put together in new ways, shared, and shifted to meet policy and programmatic goals. The ability to "shape shift" an organization in this category will grow as continual advances in information and communication technologies and cloud computing will enable government to work across organizational boundaries and gain economies of scale, economies of scope, and economies of learning like never before. In practice, leaders take an "outcome-view" of the enterprise – looking at the desired outcome goals and working backwards to balance what processes and services should be developed internally or externally and how they should be shared and sourced to improve government outcomes. For example, the State of Ohio leveraged shared services to modify their internal processes and redirect time and attention to mission-oriented activities while achieving more than $19 million in annualized savings.



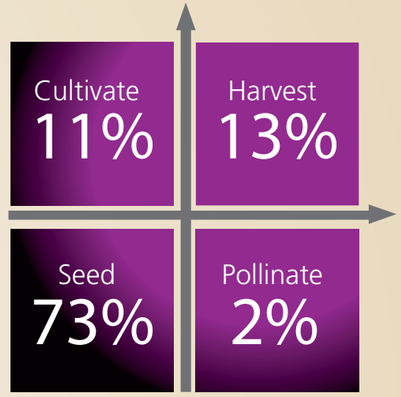
From an Uptake and Edge perspective, the spectrum of innovation starts with consolidating common business applications for efficiency. This is followed by establishing a shared services center to run common services, then to sharing services and expertise across jurisdictional lines, and finally to leveraging market-based solutions in which government can both sell and procure services across sector lines.

Summit participants identified executive sponsorship, budgets and opportunities to reduce costs, and a belief in "a better way" as the top three enablers that support progress towards an optimized enterprise. People's reticence to give up control, a lack of buy-in from business units or end-users, and challenges with culture change are significant barriers to progress.

More than half of the attendees located their enterprise in the seed quadrant. Another 20 percent found themselves in the cultivate quadrant. Sixteen percent were in the harvest quadrant and 11 percent were in the pollinate quadrant.

The Agile Workforce

Government is on the front lines of solving increasingly complex societal challenges. With this complexity comes the need to not only create capacity in current employees, but to also develop a workforce with the agility to meet the demands of the future. In addition, the convergence of demographics (a coming retirement wave) and new methods of working (such as Results Oriented Workplace Environments, telecommuting, and "lean" structures) is creating an inflection point for government. Thus, leaders in all levels of government will need to assess current capacity and anticipate skillset demands of the future. In practice, this will require collaborating with stakeholders to modernize job classifications and labor laws, measure workforce outcomes, enable employee movement across agencies and programs, and establish a culture that rewards high-performance mission achievement. For example, leaders in Pennsylvania are identifying and tracking key workforce trends in real-time via management dashboards and linking them to planning initiatives that will provide greater employee mobility and productivity.



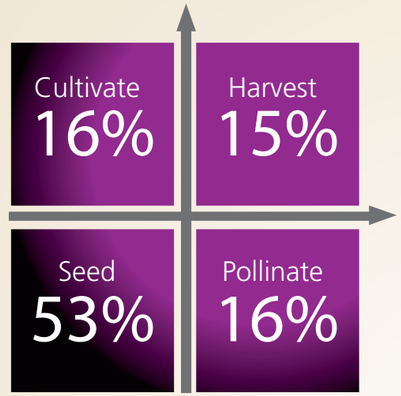
From an Uptake and Edge perspective, moving along the spectrum starts with assessing current trends and the workforce, followed by increasing capacity through recruitment and education. Developing specialized knowledge centers that can be shared across the enterprise comes next, and finally, the organization enables leaders to oversee capital and labor across traditional agency, organizational, and jurisdictional boundaries.

Summit participants identified technology, workforce retirement, and the opportunity for impact as the top three enablers that support the development of an agile workforce. A limited ability to reward innovation, the civil service system, and organizational culture were the top three obstacles.

Seventy-three percent of the respondents described their enterprise in the seed quadrant. Thirteen percent found themselves in the harvest quadrant, while 11 percent were in the cultivate quadrant and 2 percent were in the pollinate quadrant.

The Evidence-Based Organization

An Evidence-Based Organization adopts new capabilities to track performance of policy and programs, benchmark against peers and redesign operations, and measure outcomes to enable new levels of public value. This new capacity for measuring results is enabled by the intersection of technological platforms, social networks, environmental sensors, inexpensive data storage and data analysis methods (both people and software and "big data" and "analytics") that allow better measurement across the entire enterprise of inputs, outputs, outcomes, and impact. In practice, when these measures are put together, leaders can assess the performance of a system from a wider perspective – across departments, agencies, and jurisdictions – as well as from a granular perspective – deeper within programs and operating units. For example, the State of Washington has tied together multiple human services databases in order to predict service demand over time. The United Kingdom has used controlled experiments in designing government programs to improve citizen participation and satisfaction.



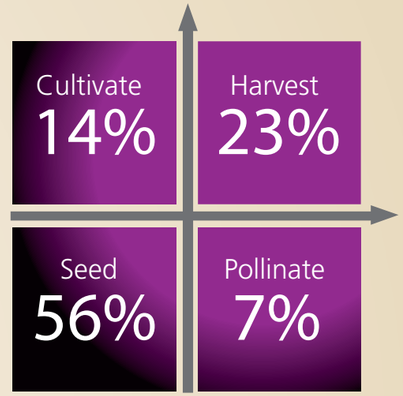
From an Uptake and Edge perspective, the Uptake end of the spectrum starts with the basic tracking of inputs and outputs, followed by measuring programmatic outcomes. Utilizing outcome measurement and analytics for organizational and programmatic innovation comes next, and finally harnessing analytics, controlled trials, and evidence-based budgeting for transforming policy and programs.

Summit participants identified executive sponsorship, stakeholder interest in data, and new technologies as the top three enablers of transformation into an evidence-based organization. The top barriers were establishing the right measures, resistance to changing programs and processes, getting buy-in, budgets driving policy, the power of politics in driving decisions, the challenge of making data understandable, and finding the right knowledge and expertise.

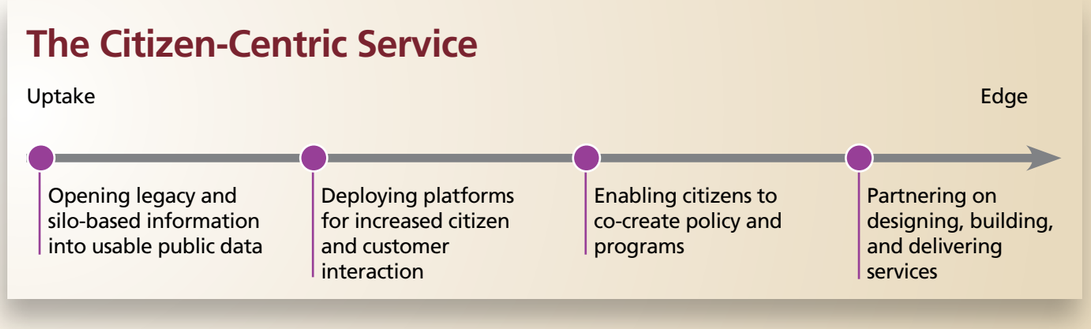
Fifty-three percent of participants placed their enterprise in the seed quadrant. Sixteen percent found themselves in the pollinate quadrant, and another 16 percent were in the cultivate quadrants, while 15 percent were in the harvest quadrant.

The Citizen-Centric Service

Leading governments are moving to citizen-centric business models that are "open" to citizens to provide feedback, track service progress, and help design service offerings. This trend is mirroring societal changes that favor open business models in which consumers and stakeholders engage directly with a service provider to design, develop, and deliver a product or service. Network-enabled collaboration technologies and tools make sharing ideas and co-production not only more seamless, but also less costly to manage. In practice, government leaders will need to view citizen-centric and open operating models as not only methods to improve customer satisfaction and trust, but also as mechanisms to leverage capabilities across boundaries and thereby increase government productivity. For example, the State of Illinois has released performance data in order to create key outcome goals and tie them to budgeting for results. In New York City, the administration is using their "Databridge" platform to co-develop solutions with citizens and design more responsive services.



From an Uptake and Edge perspective, the spectrum starts with first working to transform paper-based and silo-based information into readable data that's accessible to the public, followed by deploying platforms that allow for increased constituent interaction and feedback, to enabling constituents to co-create policy and programs, and finally to partnering on designing, building, and delivering services.



Summit participants identified the demand for transparency, the value in transforming services, saving costs and shaping policies, and new technologies as the top three enablers of citizen-centric services. Top barriers included coordinating across agencies and organizations, resistance to changing programs and processes, getting people involved, managing risks, and sharing cross-agency data streams.

Fifty-six percent of participants described their enterprise in the seed quadrant. Twenty-three percent described their enterprise in the harvest quadrant, 14 percent were in the cultivate quadrant, and 7 percent were in the pollinate quadrant.

The Trillion Dollar Pursuit:

A Case Study on Real Estate Shared Services in Massachusetts

It's estimated that the Organization for Economic Co-operation and Development (OECD) governments hold $4 trillion in state-owned enterprises and operating facilities with municipal governments adding trillions more, according to *The Economist* magazine. In fact, the federal government owns nearly one million buildings, of which 45,000 were found to be unneeded or under-used in a 2011 audit. There's dramatic potential for transforming the way government utilizes and manages facilities and infrastructure.

To best use these resources, public sector organizations must develop more flexible and adaptive models, allowing them to combine and rearrange government assets to increase efficiency.

The Commonwealth of Massachusetts has implemented such a model – a comprehensive solution to transform policies, procedures, and practices in real estate and improve customer service.

This effort began in July 2012 when Governor Patrick signed an executive order establishing the Integrated Facilities Management Initiative (IFM). IFM mandated new statewide standards for the management and maintenance of properties.

"In real estate, everyone always says location, location, location is important. In IFM, we say communication, communication, communication."

– Carole Cornelison
Commissioner of DCAMM
Commonwealth of Massachusetts

It also took property maintenance and management out of the control of various agencies, where a widespread lack of attention to upkeep had resulted in deferred maintenance needs estimated at two to three billion dollars. It turned this responsibility over to the Division of Capital Asset Management (DCAMM), which has expertise in planning, designing, constructing, and managing property.

To help shape this initiative, DCAMM invited facilities experts from various agencies, the federal government, union leaders, and the private sector to join an advisory council responsible for guiding and informing DCAMM, The invitation fostered buy-in and infused best practices into the effort.

Early on, DCAMM developed a blueprint which spelled out core capabilities, supporting services, governance models, communication strategies, leadership approaches, and cultural changes necessary for success.

Consulting the IFM blueprint , DCAMM embarked on a major paradigm shift, discouraging agencies from leasing premium, private-sector space in favor of state-owned properties that could economically meet their needs.

The Optimized Enterprise

Public sector organizations will increasingly move to more fluid and responsive organizational structures and business models in order to optimize public value. With this new posture, leaders and managers will view government processes, systems, and resources as "components" that can be put together in new ways, shared, and shifted to meet policy and programmatic goals. The ability to "shape shift" an organization will grow as continual advances in information and communication technologies and cloud computing will enable government to work across organizational boundaries and gain economies of scale, economies of scope, and economies of learning like never before. In practice, leaders will take an "outcome-view" of the enterprise – looking at the desired outcome goals and working backwards to balance what processes and services should be developed internally or externally and how they should be shared and sourced to improve government outcomes.

From an Uptake and Edge perspective, effective models begin by consolidating common business applications for efficiency, followed by establishing a shared services center to run common services, then on to sharing services and expertise across jurisdictional lines, and finally on to leveraging market-based solutions in which government can both sell and procure services across sector lines.

DCAMM also began charging agencies for their space and services to encourage "right-sizing." Recognizing this would be unprecedented, DCAMM convened a finance committee with CFOs and budget directors from 30 agencies to develop reasonable chargeback policies. This practice provided a strong incentive for agencies to procure only the space they really needed.

Using a shared service model and an enhanced capital asset information management system, DCAMM inspired co-location and best- use opportunities for shared spaces. For example, they are repurposing the former Milford military base facility into a public safety headquarters. DCAMM also helped other agencies share conference rooms, auditoriums, and training space to maximize use and value.

Early on other government leaders told DCAMM these changes could not come from the top down. Recognizing this, IFM inspired DCAMM to rethink how it interacts with the other agencies. DCAMM adopted a collaborative governance structure for decision-making that included every agency customer. This IFM Steering Committee meets monthly to vote on policies and raise important issues. DCAMM also committed to continuous process improvement to keep employees and the organization focused on improvement.

DCAMM focused on leadership development, culture change, financial planning, broad-based communication, and organizational design to meet challenges head-on. As one example of these efforts, they organized a three-day leadership retreat with key managers of each business unit to examine areas that were working well and those that needed to be improved. DCAMM is a Lean Six sigma agency with more than 100 staff trained as Lean Greenbelts, and improving communication with customers and managing potential conflict was key to success.

By fiscal year 2016, DCAMM expects to have 12 million square feet in their portfolio, making them larger than many Fortune 500 companies. Already the agency's staffing has doubled as a result of a careful process that transfers facility staff from campuses integrated into IFM to DCAMM.

To deploy staff more effectively DCAMM identified five geographic regions, managed by a regional director. Staff is now deployed to a region, not simply to a building, so they can use their talents and specialties in a number of different locations. Centers of Excellence provide engineering, security, energy, leasing, and space planning across the IFM regions.

By December 2013, DCAMM and IFM saved $2.4 million in just three facilities through in-sourcing, renegotiating contracts, and preventive maintenance. Combining contracts across the state is also creating economies of scale to improve value and lower costs. These savings do not include the considerable savings being realized from sustainable energy and water conservation measures implemented under IFM.

The Integrated Facilities Management initiative is helping to reshape the way the state approaches and manages key assets. It has created strong communication channels, new opportunities for collaboration, and a model for customer-focused, high quality, and cost effective facility management services.

To learn more about this case session and watch the video, please go to URL

http://lnw.io/mass

Leadership Insights: Transforming to an Optimized Enterprise

- Engage stakeholders early and often in visioning the future
- Involve multiple secretariats in a structured and collaborative governance process to make key policy decisions
- Find ways to hold yourself and your team accountable for success
- Become a learning organization, incorporating ongoing training for all staff
- Develop a customer service focus and develop robust channels of communication

" What we've seen in the last 20 years or so is that while it's not exactly wrong to focus on incentives, it's incomplete. What matters is not just incentives, but also the architecture of choice"

- Cass Sunstein

Robert Walmsley University Professor, Harvard Law School

During the keynote session participants discussed how principles from behavioral economics and psychology can be applied to government

Developing the Future:

A Case Study on Workforce Transformation in Montana and Pennsylvania

Every level of government is facing major challenges in their workforce. Rising healthcare, retirement, and recruitment costs are straining resources, and the coming retirement boom and diversity pipeline will dramatically shrink government workforces and change their composition and institutional knowledge. Leaders will have to work both sides of the ledger to build the workforce of the future – attracting, training, and retaining a new workforce while pursuing innovations in healthcare and mobility.

Both Pennsylvania and Montana are making progress. In Montana, officials have launched a public-private partnership to reduce healthcare costs while improving outcomes. In Pennsylvania, leaders are conducting proactive trend analysis and incorporating the data into projection and strategy tools.

Transforming Employee Healthcare

By experimenting and taking an evidence-based approach, Montana has made great strides in transforming the state employee health plan to save costs and improve health outcomes.

In particular, the state focused on opportunities to re-imagine healthcare for their workforce. The average age of state employees is 48 years, with 12 years as the average length of service. Most employees stay with the state through retirement, so there's a built-in incentive to provide the best quality healthcare.

Initially, the state took a traditional approach of offering health and wellness services to employees. However, they found that typical incentives were not working to encourage people – especially those at the greatest risk for expensive conditions like cardiovascular events – to participate in these programs. Deducting money from monthly premiums for engaging in wellness activities wasn't making a substantial difference in engagement or in controlling long-term costs. On top of that, the state realized implementation of the Affordable Care Act and associated tax changes provided an opportunity to advocate for broader transformation.

Looking for strategies to invest money today to save greater sums tomorrow, the leadership team decided to take a creative approach and pursue an Edge Innovation. They did not want to increase out-of-pocket expenses for employees or reduce benefits. Instead, Montana decided to transform their pharmacy and prescription drug plan and establish a statewide network of employee health clinics.

After studying the state's pharmacy and prescription drug plan, Montana decided to take over its management by forming the public-private Montana Association of Healthcare Purchasers (MAHCP) partnership. Partners included the largest bank in Montana, the Montana University Systems Self-Insured Pool, the Montana Unified School Trust, and Northwestern Energy. This group took over the administrative costs for their pharmacy and prescription drug plans, the decision-making around medications that can be prescribed through the health plan, and negotiating and keeping full discounts for pharmaceuticals.

By redesigning the health plans, for example, the group was able to cut costs and incentivize choices that made sense from both health and cost perspectives. For example, when they first formed the group many participants were on a pill designed to lower cholesterol. The brand name drug was substantially more expensive than the generic version, and by many metrics the health outcomes were better for the generic drug.

Under the new grading system, the partnership offered to pay 100 percent of the costs for the generic drug. There would be a zero-deductible for a 30-day supply. However, if participants decided to go with the brand name, they would be responsible for 100 percent of the cost. They also negotiated discounts for specialty drugs directly with manufacturers to save employees money and worked to reduce administrative costs.

Simultaneously, Montana launched an effort to create a statewide network of employee health clinics. Looking to private sector models like Google and Intel, they knew developing primary care, acute care referral networks, and wellness and health engagement facilities for all employees would translate to success.

Through a competitive bidding process they sought out a private sector partner – CareHere – with experience running heath centers and then began by opening one clinic in Helena. To get people engaged they implemented online appointment scheduling. Annual check-ups are free for employees, as are visits to the center.

By moving from a fee-for-service model to a cost-based model, the clinics have become more patient-focused. Doctors and nurses work closely with their state employee contractors, leadership from the State of Montana are involved with CareHere in the hiring process, and medical staff do not have to worry about covering their overhead costs. As a result they can spend more time with patients, because they do not need to get more people through the door to make rent payments, meet utility needs, make payroll or other concerns with which many other private hospitals or private practices have to deal.

The flexibility to provide extra care and attention has increased patient engagement tremendously. The last employee survey revealed 98 percent positive feedback. Increasing health screenings and preventative care and operating a new business model began to reduce costs immediately.

In the first year, the Helena clinic had 25,293 visits, 78 percent of which were employees who had not been to a doctor in many years. As a result of these visits, the center identified substantial risks – like cardiovascular risks or early onstage diabetes - much earlier. Now, Montana is adding health coaching to assist these patients. With cardiovascular events costing upwards of $100,000 these preventative measures not only improve health, but also save money. The state also reduced the number of urgent care visits by 587.

With the new business model, Montana has seen operational cost-savings as well. For example, the state saves 97 percent of costs for each patient who has blood drawn at a clinic rather than a private hospital.

Moving forward, they are exploring locations for new clinics, strategies to use the new health and wellness centers to address workers' compensation costs, innovative approaches to reducing costs associated with other fairly common expensive procedures, and targeted tactics to serve the 5 percent of employees who consume an inordinate amount of healthcare.

The Agile Workforce

Government is on the front lines of solving increasingly complex societal challenges. With this complexity comes the need to not only create capacity in current employees, but also develop a workforce with the agility to meet the demands of the future. In addition, the convergence of demographics (a coming retirement wave) and new methods of working (such as Results Oriented Workplace Environments, telecommuting and "lean" structures) is creating an inflection point for government. Thus, leaders in all levels of government will need to deliberately assess current capacity and project skillset demand for the future. In practice, this will often require collaborating with stakeholders to modernize job classifications and labor laws, measure workforce outcomes, enable employee movement across agencies and programs, and establish a culture that rewards high-performance mission achievement.

From an Uptake and Edge perspective, the spectrum starts with assessing current trends and workforce state, followed by increasing capacity through recruitment and education, then on to developing specialized knowledge centers that can be shared across the enterprise, and finally on to enabling subject- matter experts to oversee capital and labor across traditional agency, organizational, and jurisdictional boundaries.

"In PA we're innovating the way state government operates. We are leading the way to make state government more efficient, responsive, and agile."

– Kelly Powell Logan
Secretary of the Governor's Office of Administration
Commonwealth of Pennsylvania

Building the Workforce of the Future

Pennsylvania is also proactively addressing workforce challenges. Like Montana, the state is confronting rising costs. In addition, they have developed new tools and effective short-term, mid-term, and long-term strategies to build and retain the next generation of leaders.

To save money and improve services, Pennsylvania has launched several successful enterprise-wise innovations. Three years ago, the state established the Governor's Innovation Office to engage all employees in identifying ways to reduce costs, increase efficiency, and enhance services. Already, innovations teams in every agency have made recommendations ranging from developing mobile applications to streamlining processes, resulting in savings of more than $690 million.

The state also created a shared services center to tackle cross-cutting human resource issues. Through this center, Pennsylvania developed an E-onboarding system that allows all new employees to participate in an orientation program from home, saving millions of dollars annually. The center has also helped to implement best practices across all agencies and departments, improve efficiencies, and hire 70 fewer employees.

Consolidating human resources services has enabled Pennsylvania to address key workforce issues that impact all agencies and departments. In the mid-term, one of the biggest challenges state agencies face is the aging workforce.

To understand the scope and scale of the problem, Pennsylvania developed tools to examine historic retirement trends and project retirements in the upcoming years. Using these new instruments, the state determined that 11 percent of their workforce has reached 25 years of service and 15 percent, or 11,000 people, could walk out the door today and be in full retirement. By 2018 this will escalate to 32 percent of the current workforce. These tools isolate information on retirements that will impact specific agencies or positions, identifying high-risk areas such as information technology professionals.

Now the human resources team is able to proactively address the greatest risk areas by engaging the appropriate agencies and people to develop a longer-term workforce strategy. This may include succession planning, it might entail a new recruitment strategy, or in some cases it could involve changing organizational structures or consolidating services across the enterprise.

Longer-term, Pennsylvania is taking steps to improve recruiting, hiring, developing, and retaining top talent. The state began by exploring the wants and needs of the next generation of workers. Millenials want flexible hours and mobility. They don't expect to spend their entire career in state government, and they want a faster and smoother hiring process.

Pennsylvania is redesigning systems to meet those needs. Knowing that unions cover 82 percent of the state's workforce and almost 70 percent is merit covered or civil service employees, the Governor's Office of Administration is collaborating with the Civil Service Commission and others in these efforts.

Together they launched a study to determine if the state was classifying people correctly. With 2,800 active job classifications this has been a massive effort. Now, they are partnering to review job classifications and rewrite job descriptions.

To offer flexible work hours, the state has developed several telework pilots to identify areas and departments where this option works well. They are also using alternative work schedules in certain areas.

In addition, Pennsylvania is building robust partnerships with colleges and universities to develop a pipeline of talent. This year they piloted a MobilePA Challenge to engage teams of students in developing E-government solutions. The state is refining their intern programs and building a new program specifically for information technology. They are also working closely with the Civil Service Commission to make it easier to bring interns into positions immediately after they graduate.

In addition, Pennsylvania has won national awards for its strategies to develop the current workforce and engage new talent through leadership programs. The Pennsylvania Management Associate program recruits individuals into state government for an 18-month program that engages them in various rotations – finance, policy, and so forth – and prepares them to move directly into a management associate position.

The Emerging Leaders Program and the Leadership Development Institute prepare in-house employees to serve in leadership positions or advance into higher positions. These yearlong programs offer monthly meetings, professional development opportunities, and alumni networks.

Pennsylvania has also made great strides in addressing two big long-term issues that many states are facing - healthcare and pension costs. With annual healthcare costs of $1.6 billion and growing, the state has focused on developing new wellness programs, providing discounts for employees who participate in biometric screenings, and renegotiating contracts to manage costs.

On the pension side, Pennsylvania has $47 billion in unfunded liability, so the Governor is supporting legislation to restructure the plan for new hires, which could result in $11 billion saved over the next 30 years.

Moving forward, Pennsylvania is ramping-up succession and workforce planning. They have quarterly forums to talk about efforts underway and identify challenges and what's working well. By taking an enterprise-wide approach, relying on data, and developing new predictive tools, Pennsylvania is preparing for the future and transforming their workforce.

To learn more about this case session and watch the video, please go to URL

http://lnw.io/work

Leadership Insights: Transforming to Develop an Agile Workforce

- Prepare for a generational shift and seek to foster the future workforce and workplace
- Identify your areas of greatest human capital risk and proactively develop a plan to address it
- Be creative. Look outside the traditional methods of developing human capital

Open for Evidence:

Cross-Boundary Data Governance in Illinois, Connecticut, and Minnesota

Experimentation is underway to transform governments into evidence-based organizations that have new capabilities to assess the performance of policies and programs, benchmark results against peers, and redesign operations to improve outcomes. Many of the most profound innovations in the future of government – from improving health and human services, to redesigning transportation, to bolstering education, to driving organizational performance improvement and beyond – will be based on harnessing data across traditional organizational "silos."

New models for organizing, sharing, and analyzing information will empower leaders to evaluate system performance across agencies, sectors, and jurisdictions, as well as within programs and operating units.

Yet as these new models take hold, governments are facing heightened expectations and concern about managing, protecting, and governing the data held on behalf of citizens. How should the inherent enterprise-level governance issues be resolved?

Minnesota and Connecticut are grappling with this question and exploring how new models of governance can enhance data sharing, improve performance management, inform policymaking and set a foundation for future transformation.

"We recognize that data is a state asset that we should be using and leveraging to make better decisions around how we're managing our programs."

– Spencer Cronk
Commissioner of the Department of Administration
State of Minnesota

Focusing on the Business-Value

Recently, Minnesota formed a cabinet-level council to set the direction for developing and maturing an enterprise approach to managing and governing data. This strategy has helped to address people's fears about releasing data and using it well, and has been instrumental in encouraging agencies to share their data and best practices.

The state's transformation effort began, when the Commissioner of Information Technology (IT) Services approached the Budget Commissioner and the Commissioner of Administration to develop a strategy around big data. The IT Commissioner suggested having a relatively neutral agency, like the Department of Administration, convene other business units.

Over six months, the Commissioner of Administration brought together a group of seven state commissioners to think about how to manage data at the enterprise level. This group began exploring best practices, articulating a vision, and discussing implementation.

To study best practices, the group met with Colorado's Chief Information Officer and Chief Data Officer to discuss their state's data strategy. Their insights on enacting two new pieces of legislation to guide interdepartmental data protocol and establish a data advisory board helped the group define the scope of their efforts and decide if they should pursue legislation as part of this initiative.

Next the group established a vision and guiding principles. Through this process everyone shared their reasons for wanting to manage state data more effectively and explicitly connected this initiative to the goals of each agency and business unit. Ultimately, this vision and principles received the support of the full cabinet.

What began as a working group is now an established data governance council that is empowered to review how decisions are made regarding sharing data across agencies. This council is looking at conducting inventories of state agency data sets, establishing naming conventions and other tools to facilitate data sharing, and developing pilot projects, such as the effort to reduce traffic deaths by merging, analyzing and acting on data from the Departments of Public Safety and Transportation.

Because the effort is business-driven and guided by Commissioners from each Department, it has broad support. This has primed the state to truly transform the way it uses data and information.

Balancing Transparency with Privacy and Security

In Connecticut, leaders are moving forward with ownership of business intelligence. Their governance structure and strategy for sharing and organizing data is positioning the state to better address stakeholder needs and engage in future analytics, while safeguarding against security and privacy threats.

Connecticut has a strong legacy of releasing information to the public. To abide by their liberal Freedom of Information laws, state agencies needed a system that could make data available to citizens, while still protecting privacy and maintaining security.

The state also has a robust enterprise resource planning system, which they have operated for the past 11 years. This system, CoreCT, has a wealth of data on human resources, financials, procurement, and other state business.

The Evidence-Based Organization

As government adopts new capabilities to track performance of policy and programs, benchmark against peers and redesign operations, as well as measure outcomes, new levels and forms of public value will accrue. This new capacity for measuring results is enabled by the intersection of technological platforms, social networks, environmental sensors, inexpensive data storage, and data analysis methods (both people and software and what often are referred to as "big data" and "analytics") that allow better measurement across the entire enterprise of inputs, outputs, outcomes and impact. In practice, when these measures are put together, leaders can assess the performance of a system from a wider perspective – across departments, agencies, and jurisdictions – as well as a more granular perspective – deeper within programs and operating units.

From an Uptake and Edge perspective, the spectrum starts with the basic tracking of inputs and outputs, followed by measuring programmatic outcomes, then on to utilizing outcome measurement and analytics for organizational and programmatic innovation, and finally to harnessing analytics, controlled trials and evidence-based budgeting for transforming policy and programs.

While the breadth and depth of the system means there is a wealth of data, the state has had to establish a governance structure that will allow them to share data appropriately while also leveraging that data to make more informed decisions.

CoreCT is managed by a multi-agency partnership, with the Deputy Comptroller and the Deputy Commissioner of the Department of Administrative Services serving as Co-Executive Sponsors. This leadership team ensures sensitive data is protected, develops strategies to capitalize on available data, and engages partners in using the system.

The system has more than 6,500 financial users, 3,000 human resources management system users, 2,000 enterprise performance management system users, and nearly 18,000 self-service users that can all access enterprise-level data.

Connecticut has taken several steps to help agencies use available data to improve operations and outcomes. In addition to offering training sessions that teach users how to structure query language, they have identified super-users within each agency who serve as ambassadors and teachers for the system. They also catalog public and private queries to better understand people's data needs, and regularly send customized data feeds to individuals.

Having immediate access to a broad set of input, output, and outcome measures has strengthened relationships with key partners. When the Connecticut General Assembly passed new transparency legislation, the state was able to use CoreCT to regularly publish information on state operations on the new website. Using CoreCT, Connecticut has provided advocacy groups like the Yankee Institute with data on pensions, salaries, and other financials.

Moving forward, the state has plans to use its data repository for predictive analytics. For example, by examining workforce demographics, retirement eligibility, data on college graduates, and so forth, they hope to improve workforce planning,

Establishing this enterprise-level data system and governance model has helped Connecticut to provide its citizens with data on government operations, offer information to advocacy groups and partners, address issues across state agencies and departments, and prepare to make more informed, evidence-based decisions.

To learn more about this case session and watch the video, please go to URL

http://lnw.io/data

Leadership Insights: Transforming into an Evidence-based Organization

- Develop a strong and adaptable data governance structure that can balance concerns about security, privacy, and data ownership with opportunities to improve performance and outcomes
- Seek to establish new cross-boundary partnerships that will enable you to leverage existing systems and data streams
- Articulate a clear vision and guiding principles for the pursuit of public value via data and evidence
- Take a citizen-centric and business-driven approach to engage partners and build buy-in for collaboration

Insight and Outlook:

Analytics-Driven Innovation in New York City

The power of "big data" and analytic tools is not just in gaining internal efficiencies; it's also in understanding how policy and programs can be adapted to generate better outcomes. As a case in point, the New York City Mayor's Office of Data Analytics is now employing cutting-edge analytical techniques at an enterprise level to capitalize on opportunities to increase public safety, deliver services more efficiently, and protect its finances.

The new "Databridge" platform allows authorized users to analyze and share current and historical data, enabling predictive modeling to uncover actionable insights previously buried in the data. These insights help city employees perform their jobs more effectively, with a measureable impact that benefits New Yorkers through more responsive and effective services.

This new way of approaching complex problems and the underlying network-enabled collaboration technologies and tools are setting the stage for moving to citizen-centric business models. In the public sector of the future these new models will engage citizens in providing feedback, tracking service progress, and helping to design service offerings.

This transformative effort to harness the power of big data and develop new analytical tools began in 2011 when the Mayor's Office of Data Analytics was formed to address the city's most pressing problems and use data to develop actionable, pragmatic solutions. This freelance analytics group began with just three junior analysts, some old PCs, Excel spreadsheets, a lot of performance reports and data that were siloed in different agencies. They also had strong support from the executive branch.

The office first focused on financial crimes. They looked for strange trends in the city's property records, like huge growth in the value of properties over a short period of time, an indicator of mortgage fraud. Once these properties were identified, the team contacted the District Attorney.

Although they identified multiple cases, after six months of hard work there had not been a single indictment. It taught the team an important lesson. The group realized there had to be a client with a problem to solve. While the data analytics team saw these trends as a problem, the District Attorney's office did not see "victims" so they did not prosecute.

Learning from this experience, the group dug into their next big challenge during the summer of 2011. That summer the city experienced a series of fires in illegally converted units. Five people died and a number of fire department personnel were injured. The group was tasked with figuring out a new approach to addressing the illegal conversion problem.

First they studied two properties that had experienced the deadly fires to see what thumbprints they had in city data. Several characteristics emerged. They were in neighborhoods that experienced a lot of fires; they were in buildings constructed before a 1938 code requiring inclusion of sufficient means of egress and acceptable stairwell construction; there was evidence suggesting the building owners were under financial distress; and the city's 311 systems had received a lot of complaints about these properties.

The team compiled a list of buildings with each of these characteristics and brought them to both the Buildings Department and the Fire Department to triage incoming complaints. Since the City receives roughly 20,000 complaints for illegal conversions each year and does not have the capacity to investigate each of them, this list helped the departments get to the worst, most dangerous cases first.

This early win positioned the group to get additional funding and larger projects. The fire department asked for help prioritizing the 300,000 high-rises, commercial complexes, gathering places, and buildings they have authority to inspect. The group's work resulted in the creation of a Fire Department Analytics unit and a better algorithm powering the system that addresses more serious violations first, helping to protect citizens and save fire fighters' lives.

As they expanded their footprint, the group focused more on cross-jurisdictional, cross-agency efforts. For one project they developed a mobile inspection app to combine data from different departments and agencies for buildings and neighborhoods. Previously, anyone leading a property inspection had to go to multiple agencies to gather information. For example, before sending a truck out the Fire Department might have to query the Department of Environmental Protection system to inquire about hazardous materials storage and the Department of Buildings systems to find out about recent construction that might impact sprinkler systems or means of egress. Now, using the app a group can query all the records for a building and deliver that information to inspectors much faster.

The Office of Data Analytics has also played a significant role in advancing Mayor de Blasio's ambitious goal to provide access to universal pre-kindergarten. Early in his administration, the Mayor secured $1.5 billion in State funding towards this goal and announced that within six months New York City would expand the number of full-day pre-kindergarten seats from 19,000 to 53,000.

"We're trying to build an aggressive team of problem solvers. That means we always try to focus on achievable, winnable projects"

– Jeff Merritt
Senior Advisor
New York City Mayor's Office

The Citizen-Centric Service

Leading governments are moving to citizen-centric business models that are "open" to citizens to provide feedback, track service progress, and help design service offerings. This trend is mirroring societal changes that favor open business models in which consumers and stakeholders engage directly with a service provider to design, develop, and deliver a product or service. Underpinning this societal shift are network-enabled collaboration technologies and tools that make sharing ideas and co-production not only more seamless, but also less costly to manage. In practice, government leaders will need to view citizen-centric and open operating models as not only methods to improve customer satisfaction and trust, but also as mechanisms to leverage capabilities across boundaries and thereby increase government productivity.

From an Uptake and Edge perspective, the spectrum starts with first working to transform paper-based and silo-based information into readable data that's accessible to the public, followed by deploying platforms that allow for increased constituent interaction and feedback, then on to enabling constituents to co-create policy and programs, and finally on to partnering on designing, building and delivering services.

To accomplish this, the City had to partner with community-based organizations, hire teachers, find facilities, and recruit students. The Office of Data and Analytics has been able to play matchmaker to find four-year olds and connect them to the new pre-kindergarten slots.

This required creatively combining different data sets – birth records, information available through health and human services agencies, commercial data – and then merging the records and comparing them against data from the Department of Education on applications and enrollments. With this information, a team has been able to support targeted outreach to parents of four-year olds.

Although the team primarily focuses on cross-agency data solutions, they also provide capacity for smaller agencies. As one example, the Mayor's Office of Long-Term Planning and Sustainability was exploring expanding composting in New York City, and they wanted to know how proposed legislation would change the demand for new trucks and composting baskets. Using predictive analytics, the team was able to help.

In addition, they have worked with private data providers to map businesses across the City. They have developed a Business Atlas that provides information on demographics, sales taxes, and business licenses in any location. The team has released granular crash data from the Police Department to provide the public with information on accidents. And, when legacy systems were down during Hurricane Sandy, the group stepped in to help connect systems, enhance communications, and report on services and needs.

Moving forward, the group is seeking new ways to engage the public in reviewing data and helping to identify data-quality issues. They anticipate getting help from citizens in sharing public data and communicating it to a broader audience in a more accessible manner. They would like to start a larger conversation about how New York relates to other cities and how data pieces match. Ultimately, they hope to bring a new way of thinking and problem-solving across government that will shape the way in which it works.

To learn more about this case session and watch the video, please go to URL

http://lnw.io/nyc

Leadership Insights: Transforming to support Citizen-Centric Services

- Begin by understanding citizens' and agencies' most pressing problems, and envision new ways of creating solutions
- Prepare to maintain and upgrade systems and treat them like an infrastructure project; monitor them and expect decay over time
- Rely on subject-matter experts at agencies – they know where the opportunities for innovation and service improvement are located
- Promote your success. Always be opportunistic. And celebrate every new solution created

"I think when we look back 20 years from now we will realize that we've been involved in the Renaissance of the public sector, a second Renaissance. About 100 years ago, Woodrow Wilson launched the initial Renaissance of the public sector by identifying the difference between policy and administration, the policy-administration dichotomy, and the good governance era.

We're on the verge of something like that now because of the complexities and the enormous uncertainty that our people face. And so, our citizens are expecting more from us than they ever have before and we owe that to them."

– Roderick Bremby

Commissioner of the Department of Social Services, State of Connecticut

Summary

In many ways, government was designed for incremental change; nobody was rewarded for taking risks. Now, a paradigm shift is underway. Public sector leaders are developing critical mass around innovation. They are responding to changes in technology, citizen expectations, demographics, the economy, and legislation by transforming the way government does business.

To help our country's leaders in government develop and implement a new vision for the future, Leadership for a Networked World, the Technology and Entrepreneurship Center at Harvard, and Accenture convened the *2014 Public Sector for the Future Summit* at Harvard University.

Summit participants offered strategies for redesigning systems, maximizing resources and assets, adopting new governance models, and improving connections with citizens. Sessions with leading academics and practitioners encouraged people to use "nudges" and "choice-architecture" to drive outcomes. The case sessions inspired participants to take risks, work across traditional boundaries, develop new partnerships, and build new tools for accountability, transparency, and efficiency.

While the summit inspired and energized people, it also left participants with a number of provocative questions. How can we use data to not only talk about what we have done, but to talk about what we should be doing? How can we make the customer experience more customized and exceptional? How do we create open doors in our organizations for new collaborations with entrepreneurs, the private sector, academics, and others?

The first annual Public Sector for the Future Summit validated the importance of asking these questions and others. It also encouraged public sector leaders to push the envelope and continue developing transformations on the edge that will shape our future and deliver powerful results.

"I leave you with this. the leader's role in leading change is three-fold. It's figuring out how to bring people along in the change process, so that they don't feel that something is being done to them. It's about connecting the change, the new actions and behaviors you're asking them to engage in with the vision and the values... And, especially as the world is turned upside down, it's about helping people make sense of what's going on."

- David Ager

Senior Fellow, Harvard Business School

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Leadership for a Networked World develops and manages the 2014 Public Sector for the Future Summit. Founded in 1987 at the John F. Kennedy School of Government at Harvard University, LNW is now an applied research program based at the Technology and Entrepreneurship Center at Harvard that works across the Harvard community and academic institutions globally to provide uniquely powerful leadership summits and transformation programs. Since 1987, LNW has conducted more than 200 learning events and gathered more than 12,000 alumni globally. Learn more at www.lnwprogram.org.

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