



National Issues Dialogues

Web 2.0: The future of collaborative government



National Issues Dialogues

The U.S. federal government faces a series of extraordinary challenges. As the Government Accountability Office (GAO) reported in *21st Century Challenges*, national security issues, the aging population, mounting fiscal pressures, and a host of other issues, require wholesale review of industrial-era policies and programs.

With a new administration in office, now is the time to start tackling these challenges and putting forward thoughtful solutions and implementation plans.

Toward this end, Deloitte's Public Leadership Institute hosted a series of dialogues in 2008 that convened a well-balanced mix of Beltway opinion leaders, senior government and business executives and subject matter experts to candidly discuss several of the top policy and management challenges GAO has identified. Our goal was to develop a roadmap to help guide the new administration in tackling some of the critical challenges of the 21st century.

In collaboration with the National Academy of Public Administration, this dialogue, *Web 2.0: The Future of Collaborative Government*, attempts to answer, among other things, the following key questions GAO has raised about government's ability to effectively meet today's collaboration challenges:

- How can greater coordination and dialogue be achieved across all levels of government to ensure a concerted effort by the public sector as a whole in addressing key national challenges and problems?
- How can agencies partner or integrate their activities in new ways, especially with each other, on crosscutting issues, share accountability for crosscutting outcomes, and evaluate their individual and organizational contributions to these outcomes?
- How can agencies more strategically manage their portfolio of tools and adopt more innovative methods to contribute to the achievement of national outcomes?¹



Foreword

Web 2.0 is beginning to be put to work in government.

Using wiki technology, the U.S. Transportation Security Administration administrator has created a kind of super-sized brainstorming session where he regularly taps his 55,000 frontline employees for their ideas on everything from how to boost employee morale to ways in which the airport screening process can be improved.

Across town, the U.S. Patent and Trademark Office uses web-based tools to “crowdsource” some of its work to members of the public interested in helping the agency review pending patent applications, dramatically expediting the review process.

Meanwhile more than 37,000 members of the national intelligence community are transforming how intelligence reports get developed through Intellipedia, a collaborative workspace where intelligence officials engage in spirited debate and freely contribute content to reports.

These are but three signs that, thanks to Web 2.0, the much anticipated arrival of “Government 2.0” may finally be upon us. To better understand just what this trend means for government organizations, we decided to put it out to the crowds to debate and work through—in true Web 2.0 form.

Using a variety of collaborative tools, from voting devices to prediction markets, Deloitte’s Public Leadership Institute and the National Academy of Public Administration convened a diverse group of public and private sector executives together with subject matter experts and opinion leaders to mull it over. Their task was two-fold.

First, to begin to pull all the pieces of the Web 2.0 puzzle together. To date, we’ve seen several examples of how government agencies are beginning to utilize Web 2.0 technologies. What’s missing is a broader vision for how Web 2.0 can transform how government conducts its day-to-day business.

Second, to examine the underlying organizational changes needed to move to a more collaborative model of government. The focus up to now on Web 2.0 has been more on the applications of collaborative technologies and less on the organizational changes required to support a deeply collaborative workspace. Our goal was to shed some new light on the latter.

We are pleased to present you with the results of this dynamic forum. We hope you find them useful as your own organizations move down the collaborative path to a more bottom-up, participatory model of government.



Greg Pellegrino
Managing Director
Global Public Sector Industry
Deloitte Touche Tohmatsu



William D. Eggers
Global Director
Deloitte Research-Public Sector
Deloitte Services LP

Executive Summary

Wikis, blogs, Facebook, YouTube, Second Life—in the private sphere, these network-based technologies have deeply changed the way people work, play and communicate. Businesses also are adopting these tools, collectively known as Web 2.0, to help them assemble knowledge from far-flung sources, gain insights from customers, encourage the free flow of ideas and spark creativity.

Not only is the commercial world being transformed by Web 2.0, so too are political campaigns. The Obama campaign demonstrated that traditional top-down, presidential campaigns cannot compete against self-organizing armies of millions motivated by an inspiring candidate and empowered by a Web 2.0 savvy campaign team.

The revolutionary changes in business, campaigning and collaboration driven by Web 2.0 have big implications for governance. With President Obama's commitment to bring his bottom-up, participatory model to the federal government—issuing a memorandum on transparency and openness in government to all executive department and agency heads on his first full day in office—government agencies are under intense pressure to catch up to their new president. Legions of Obama voters will expect to interact with federal, state and local governments in the same way they did with the campaign.

Government 2.0 vision

Web 2.0 technologies have the potential to improve government in many ways, including:

- **Bottom-up idea generation to improve government.** The U.S. Transportation Security Administration created an internal Website called the “Idea Factory,” to enable TSA Director Kip Hawley to tap into the wisdom of the agency’s decentralized workforce. Using Idea Factory, Hawley regularly puts questions out to the trenches: “How can we improve morale?” “How can we improve the check-in process?”
- **Collaborative policy development.** In its first foray into mass collaboration, the U.S. Environmental Protection Agency (EPA) challenged local and federal partners to share their best resources, tools, ideas, and contacts to help protect the Puget Sound ecosystem in Washington State. After the first day, they had already received over 170 unique contributions from a diverse group, ranging from NASA employees to librarians.
- **Transform how government work gets done.** To increase information sharing across agency boundaries, the U.S. Intelligence community created Intellipedia using the same open-source software that powers Wikipedia to enable analysts from across the community to collaborate.
- **Recruit the next generation of civil servants.** The state of Missouri has established its own island, Eduisland 3, in Second Life, a popular 3-D virtual community with nearly 10 million residents—including the tech-savvy twenty and thirtysomethings that government’s are eager to attract—to host a 21st century job fair.

What stands in the way?

But the shift toward a more collaborative model of government won't happen simply by introducing Web 2.0 technologies. Underpinning the successful development of a collaborative government capability are the difficult, albeit necessary, organizational changes that Web 2.0 technologies merely enable. There are a number of obstacles that need to be addressed before this shift can take place, such as:

- **Poor incentive structure for collaboration.** Most work places use specific metrics to evaluate job performance, rewarding people who meet quotas, boost performance or cut costs. They don't hand out bonuses for brainstorming online or for contributing pieces of knowledge to a common pool of wisdom.
- **Culture.** A culture of hierarchy which doesn't fit well with the organizational flattening, and individual empowerment that are hallmarks of Web. 2.0.
- **Lack of familiarity and comfort with Web 2.0 technologies.** Many organizations find that their employees are not familiar with Web 2.0 technologies or are not prepared to do business in these more public work spaces.
- **Stepping out of legal bounds.** The idea of allowing employees throughout an organization, or in many organizations, to share whatever is on their minds, with no filtering by intermediaries, scares many managers.

Roadmap: Principles for moving forward

While these challenges are formidable, government agencies that want to harness the collaborative power of Web 2.0 can take advantage of a broad range of strategies to overcome them, such as:

- **Recruit a champion.** When someone high up in the organization makes collaboration a personal priority, the organization can move forward on a Web 2.0 initiative without first working out every detail and satisfying every downstream concern. That is what happened at the TSA, where agency director Hawley became the champion for the Evolution of Security blog and Idea Factory.
- **Do what you're able to.** Instead of worrying about the 20 foot chasms you can't jump, look for the 3-foot chasms that you can. A small pilot project allows you to identify best practices, celebrate your successes and learn lessons needed to take your idea to the next level.
- **Get the lawyers on side.** Instead of formulating plans to implement Web 2.0, and then waiting for the agency's lawyers to come along and shoot the plan down, include the lawyers on the planning team. That way they can provide expert advice on what the law does allow and help you figure out how to overcome existing barriers.

Web 2.0 applications will continue to evolve and become more valuable to governments and their key stakeholders—far beyond what we've sketched out here as an initial vision for Government 2.0. Nevertheless, government leaders must start down the collaborative path today to understand how these tools can be used to create greater public value tomorrow.

Background

With the growing ubiquity of low-cost online collaborative tools (including social networking, blogs, and wikis) that are reshaping social interactions of all types, the public sector is on the verge of a fundamental shift in the way government agencies conduct their business. But this shift won't happen with the introduction of Web 2.0 technologies alone. Underpinning the successful development of a collaborative government capability are the difficult, albeit necessary, governance and organizational changes that Web 2.0 technologies merely enable.

Before government leaders rush to install the latest collaborative technologies in their own organizations, they must first step back and understand both the business case and the requisite organizational and governance changes that a shift to mass collaboration entails. For instance, is your organization ready to deal with the downsides of a flattened organization, such as the disenfranchisement of middle management? And, how should work structures be reorganized?

To discuss these and other related obstacles hindering the move to a more collaborative model of government, Deloitte's Public Leadership Institute and the National Academy of Public Administration convened a government leadership forum, *Web 2.0: The Future of Collaborative Government*, in Washington, DC, on June 3, 2008. Participants included a well-balanced mix of senior executives from the public and private sector, subject matter experts and opinion leaders — from across the demographic spectrum.



In the spirit of Web 2.0, participants used a variety of collaborative tools (including voting devices, prediction markets and graphic recording, among others) to co-create:

1. An overall vision for a collaborative model of government (what we have dubbed "Government 2.0"); see pages 7–11.
2. A road map government leaders can use to navigate the obstacles to implementation they will inevitably face as they move down the Web 2.0 path; see pages 16–18.

What follows is a summary of the dialogue, including graphical depictions of the visioning and brainstorming sessions, and an outline of options for the next administration to consider when deciding how to proceed in developing a robust collaborative capability in the executive branch. This capability is increasingly necessary to address pressing public issues — from climate change and pandemics to an aging population — that increasingly transcend individual agencies. Embedded within the discussion summary are polling results that reflect the group's aggregate opinion on a number of topics debated during the forum, ranging from the areas that stand to benefit most from the application of collaborative technologies to the relative difficulty of overcoming obstacles currently standing in the way.

From Web 1.0 to Web 2.0

Web 1.0, or first-generation web-based resources (including web sites, pages and services), was based on a fairly primitive page markup technology known as Hypertext Markup Language or HTML.

Unlike the rich, interactive software that we install from CDs or DVDs, HTML is a static language that simply outlines what a page should look like on-screen. Although programmers have largely succeeded in creating sophisticated web sites that allow a certain degree of interaction (e.g., online banking, movie ticket purchases and vehicle research), there is only so much they can do with Web 1.0-based technologies before they run out of steam. Web 2.0 picks up where 1.0 leaves off.

Unlike the static Web 1.0, Web 2.0 promises to deliver rich, immersive web-based services that mask their online roots. Sophisticated online applications such as Google Maps are already changing long-held beliefs about the capabilities of web-based services. Fast-spreading high-speed Internet networks and low cost wireless access are fueling the demand for more sophisticated capabilities. As citizens routinely gain access to these types of services in a broader commercial context, they will come to expect them from governments as well.

The term Web 2.0 refers to much more than social media like blogs and wikis. Although the growth of social media is largely due to the widespread availability of Web 2.0-centric tools and improved network access, to define Web 2.0 simply as a basis for blogging and collaborating sells it short.

Rather than being represented by a technology or toolset, Web 2.0 is more a shift in culture — one that views the Internet as a platform for deploying services and not just a simple place to post web pages. Web 2.0 technologies foster interactive, collaborative spaces that allow users to participate more actively in the process of creating and sharing content.

Glossary of Commonly Used Web 2.0 Terminology

Blog: Is short hand for web log, a type of web site hosted online by one or several people known as bloggers. Blogs can be used as online diaries of text, photos, audio and video.

Mashup: Application, media or tool created by combining data, content or other services to provide a single integrated experience for users.

Peer-to-Peer (P2P) Networks: Distributed networks of computers that function as both client and server. The term peer-to-peer implies the lack of a centralized server and any related form of control. As a result, P2P networks are often used for file sharing between users.

Podcast: An online audio or video that users can download to a device.

RSS (Real Simple Syndication): A family of web-feed formats used to publish frequently updated content, such as blog entries, news headlines or podcasts. Called a “feed, web feed or channel,” RSS contains either a summary of content from an associated web site or the full text, making it easier for people to keep up with their favorite web sites.

Tagging: The process of assigning keywords to online content (bookmarks, photos and blog posts, for example) to help classify content and make searching and sharing easier.

Wiki: A web application that allows any number of users to directly create and edit content.

XML (Extensible Markup Language): A system for sharing complex data structures and documents across multiple platforms. XML is used to encode documents and serialize data with users able to define their own tags and serves as the basis for the feeds and syndication that drive Web 2.0 content distribution.

Government 2.0 vision

Wikis, blogs, Facebook, YouTube, Second Life—in the private sphere, these network-based technologies have deeply changed the way people work, play and communicate. Businesses also are adopting these tools, collectively known as Web 2.0, to help them assemble knowledge from far-flung sources, gain insights from customers, encourage the free flow of ideas and spark creativity.

Not only is the commercial world being transformed by Web 2.0, so too are political campaigns. Obama's deft use of collaborative technologies to create a new campaign model has big implications for governance. While some governments have already started experimenting with Web 2.0 tools, they are nowhere near the level of sophistication shown by the Obama campaign.

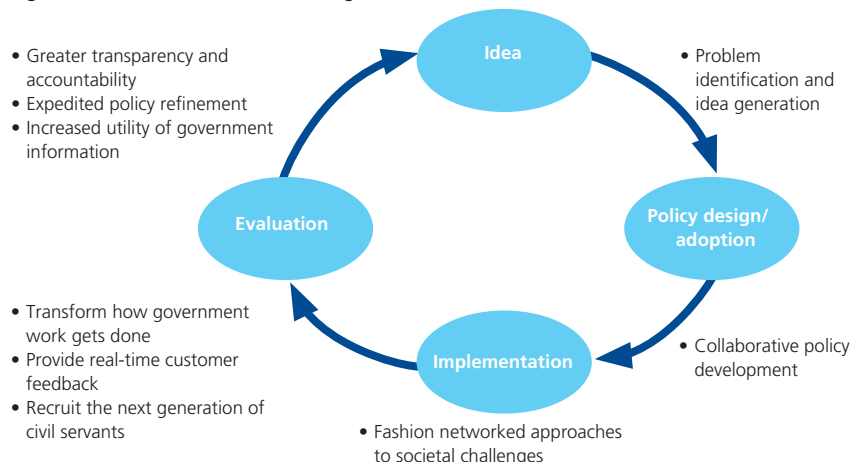
Web 2.0 technologies can radically transform the way government operates. Web 2.0 technologies have the power to knock down the walls that block the flow of information in the public sector. Instead of building walls, Web 2.0 opens doors. Employed in government, Web 2.0 provides a virtual space—a conference table, scribble pad, rehearsal stage, editing room or whatever metaphor fits the situation—where people can share their insights and work out solutions. It permits unprecedented collaboration among individuals within agencies, among different agencies and jurisdictions and between government, its partners and its constituents.

Inviting them in

With President Obama's commitment to bring his bottom-up, participatory model to the federal government—issuing a memorandum on transparency and openness in government to all executive department and agency heads on his first full day in office—government agencies are under intense pressure to catch up to their new president. And that goes for not just federal agencies. Legions of Obama voters will expect to interact with their state and local governments in the same way they did with the campaign.

Web 2.0 technologies offer a direct means of harnessing the wisdom of crowds through user engagement. Recognizing the value of a distributed platform that encourages participation, leading government organizations are experimenting with new Web 2.0 applications to engage both internal and external constituencies. The move from Web 1.0 to Web 2.0 is facilitating a shift away from the cultural disposition toward insularity pervasive in government to greater transparency and engagement with citizens, government employees and external partners. Through social networking platforms, blogs and wikis, among other Web 2.0 technologies, governments are bringing an increasing number of people together to improve government functions throughout the policy life cycle, from idea generation and problem identification to evaluation and refinement. We consider each of these areas in turn below.

Figure 1. How Web 2.0 can transform government



Enhance idea generation and problem identification through bottom-up innovation.

The wisdom-of-the-crowd theory says that the more input you receive—the more data points, opinions, complaints, suggestions—the more likely you are to get at the truth of a situation. By moving outside a small circle of experts and soliciting input from a broader group, government officials gain a richer understanding of the world in which they operate. Such insights foster better decision making. Blogs, wikis and other forums for the exchange of ideas can help government develop this kind of awareness.

To surface new ideas on how to improve mission performance, the Transportation Security Administration created Idea Factory, a wiki that allows the agency's 43,000 frontline employees scattered throughout airports across the country to weigh in on topics such as how to refine airport security procedures and how to improve employee morale. This collaborative medium has allowed "headquarters" to gain from the insights of those in the trenches, so to speak, and to use those insights to help guide agency decision making. A number of the ideas that have been contributed through the wiki have been implemented as national policy.

Collaborative policy development. Big challenges demand far bigger responses than any one agency or body of experts can provide. Web 2.0 technologies provide ways for a broad array of experts and stakeholders to pool knowledge and resources.

The U.S. Environmental Protection Agency's (EPA) Puget Sound Information Challenge demonstrates how quickly this can happen when you use collaborative technologies. The EPA challenged participants in the 2007 National Environmental Information Symposium to share their best information resources, tools, ideas and contacts to help protect the Puget Sound environment in the northwestern United States. The program urged participants to invite other people in their own networks to join the collaboration as well. The time frame for making contributions was a mere 48 hours. Out of 175 contributions, the EPA built an online information resource (http://pugetsound.epa.gov/index.php5?title=Main_Page) that combines collaborative technologies such as a wiki, mashups and YouTube videos, enabling the Puget Sound Leadership Council to draw from a wealth of information to inform its cleanup efforts for the Pacific Northwest waterway. Notable among the contributions was the teaming of EPA scientists with employees from the Transportation Department that produced the idea of equipping the region's ferryboats with environmental monitoring equipment.²

The EPA is not the only federal agency enlisting new partners to help advance the organization's mission. The U.S. Patent and Trademark Office (USPTO) "Peer-to-Patent: Community-Patent Review Pilot," uses web-based tools to solicit public input into the patent examination process. The program enables anyone interested in contributing to review and submit information and commentary relevant to pending patent applications. This is the first time in more than a 200-year history of the USPTO that patent officers can work directly with interested members of the public. The business benefits are fundamental: the USPTO, long crippled by massive backlogs and inadequate resources, now uses next-generation collaborative tools to extend some of the workload to available

“This is all about making our expertise as government leaders available for people to participate in our processes, to be invited in, to help solve their own problems.”

Greg Pellegrino
Managing Director
Global Public Sector Industry
Deloitte Touche Tohmatsu.

resources. The overwhelming majority (92 percent) of patent officers participating in the pilot said they welcomed public input into future applications, and 73 percent wanted to see the pilot implemented as regular business practice.³

Foster networked approaches to societal challenges. Web 2.0 technologies provide an effective way for partners in numerous jurisdictions and at all levels of government to work together during a crisis. With this in mind, the Alabama Department of Homeland Security has developed Virtual Alabama (http://www.dhs.alabama.gov/virtual_alabama/home.aspx), an online platform that uses Google Earth to merge geospatial imagery contributed by state and local governments. During a disaster, first responders at the federal, state, county, and municipal level can use these resources to gain a common view of the situation and make sure they all are working with the same information. This collaboration has yielded dramatic results. For instance, it now takes five hours, rather than two weeks, to assess the damage after a tornado.⁴

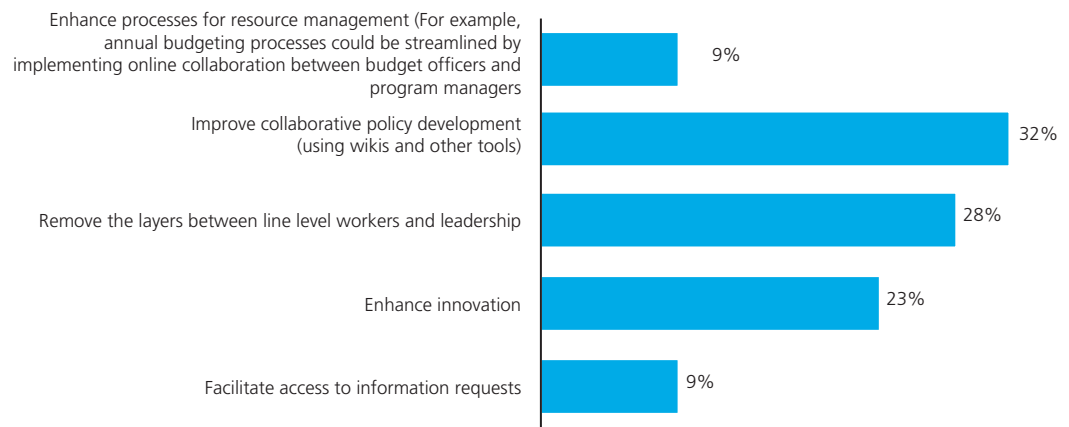
Transform how government work gets done. Stovepiped organizations and rigid hierarchies keep individuals from putting their heads together to share information and solve common problems. Web 2.0 can

foster collaboration across the entire organizational chart and beyond. Collaborative technologies, for example, allow employees to reorganize around specific projects and problems.

A prime example of this in government is Intellipedia. To increase information sharing across agency boundaries officials from the 16 U.S. intelligence agencies created Intellipedia, a secure collaborative workspace that uses the same open-source software that powers Wikipedia. Analysts across the intelligence community regularly use Intellipedia to weigh in on sensitive topics — the site now boasts over 35,000 users who have created more than 200,000 pages. By enabling cross-agency collaboration and subjecting intelligence to community-wide peer review, Intellipedia has facilitated quicker and more accurate intelligence assessments.

Provide real-time feedback. Companies that win praise for excellent customer service do not reach that level simply by reacting to complaints. Complaints are important, of course, but the top customer service organizations also anticipate needs and solicit suggestions on how to improve. Governments can do this too, and Web 2.0 can help.

Figure 2. Which area, with regard to how public sector work gets done, will Web 2.0 have the greatest impact?



For example, air travelers — experts on what it is like to pass through airport security checkpoints — have offered copious feedback on how to make that experience more bearable. The result is Checkpoint Evolution, an initiative that the TSA is piloting at Baltimore/Washington International Airport. The strategies the TSA is testing include humanizing the security area with soft lighting and ambient music and giving officers wireless headsets so they can communicate across the room without shouting.⁵ TSA’s Checkpoint Evolution web site invites passengers to provide further feedback, directing them to the Evolution of Security blog (<http://www.tsa.gov/blog/>) to leave comments and suggestions. According to Kevin Lawson, Applications Development Branch Chief at TSA, feedback from customers has let the TSA know, for example, when families on vacation were inappropriately using airports’ Black Diamond Lanes, designed for frequent business travelers. This information prompted TSA to think about how to improve signage for the Black Diamond Lanes, so travelers would better understand how to use them (for more information on the Evolution of Security blog, see Greater Transparency and Accountability section below).

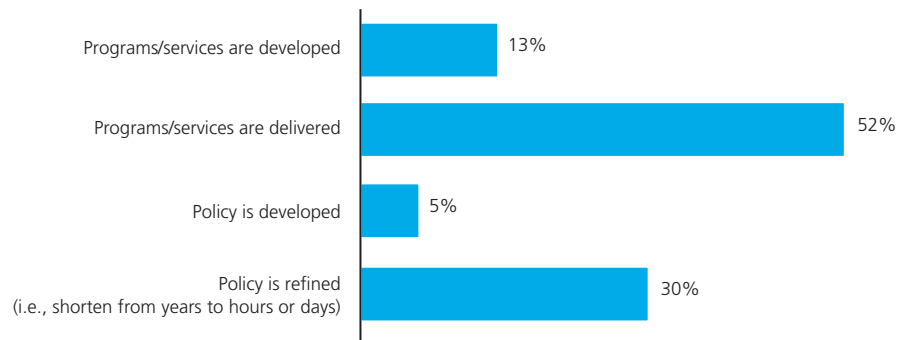
Recruit the next generation of civil servants. As older employees move toward retirement, public sector employers must figure out how to attract the next generation of government workers. For members of the Millennial Generation, Web 2.0 technologies form part

of the fabric of the world. They take it for granted that their workplace will make these tools available. Young people also assume that when they need information or services, some sort of wiki, file-sharing program, social network or other collaborative tool will serve up what they need. For governments trying to engage young people as employees and constituents, Web 2.0 may help lure the next generation of civil servants into government organizations, and heighten retention for those who have already come through the doors.

Taking a play from the Fortune 100’s recruiting playbook, the state of Missouri has established its own island, Eduisland 3, in Second Life, a popular 3-D virtual community with nearly 10 million residents — including the tech-savvy twenty and thirtysomethings that governments are eager to attract — to host a 21st century job fair. The idea is to nullify the perception of the public sector as a technology laggard and boost the state’s IT recruiting efforts.

Greater transparency and accountability. Any mechanism a government organization makes available for citizens to post comments, share images, or otherwise exchange information helps make government more transparent and accountable to the public. An excellent example of lifting the government veil and engaging with the public in an open, candid conversation about why things are the way they are and how to make them better is TSA’s Evolution of Security. In addition to allowing customers to provide

Figure 3. User-driven citizen feedback will have the greatest impact on how:



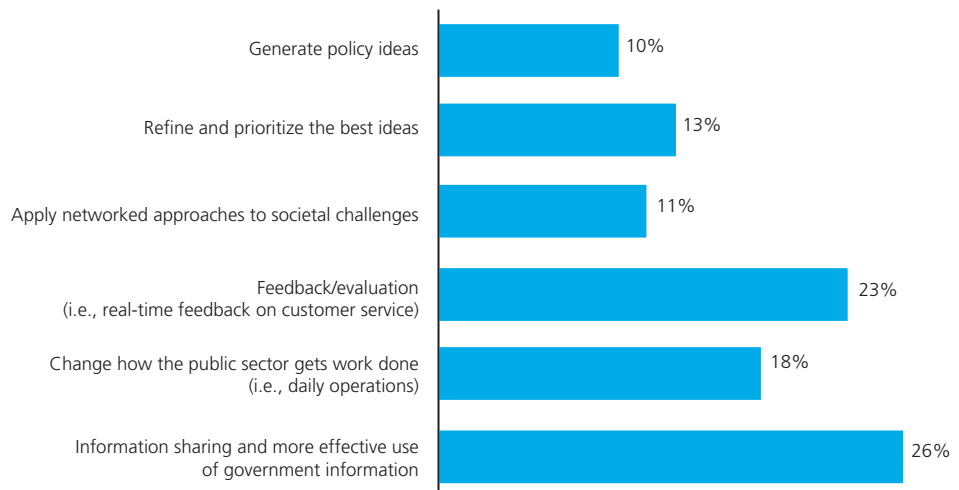
real-time feedback, TSA uses the blog to chat with the public on a broad spectrum of issues: how screening technologies work, the truth about terrorist “watch lists,” why travelers must remove their shoes during the screening process, and a host of others. Like any blog, this one provides space for readers to ask questions, air grievances, and provide their own input on the issues being raised (and raise those in need of debate).

Expedite policy refinement. TSA’s Evolution of Security not only enables its customers to converse openly with the organization but also taps into a hitherto unused asset — the eyes and ears of the traveling public — to better diagnose problems and manage the organization’s business. Case in point: when security officers started making travelers remove all electronics, not just laptop computers, from their bags at several airports across the country, passenger confusion quickly ensued and complaints about this “requirement” hit the blog. TSA swiftly investigated and issued communications reminding security screeners that Blackberries, iPods, and the like are allowed to stay in travelers’ bags.⁶ What would normally have taken months to make its way up the chain of command for attention, was instead quickly uncovered and resolved in a matter of days.

Increased utility of government information. Public sector organizations routinely collect and manage immense volumes of data on everything from health records and traffic violations to crime statistics and literacy rates. This data is stored in numerous systems (from mainframes to content management systems). Without a centralized information system (or systems that are able to “talk” to one another) and mechanisms for discerning underlying patterns in the data, public officials must resort to making important decisions based on their gut feeling or limited information. Another downside is that without these facilities, data remains inaccessible to the public and thus is unavailable to combine, mash up, and convert to richer, more useful forms of information. This is beginning to change.

The Chicago Police Department has opened up its databases for easy access to public information through its new online Citizen Law Enforcement Analysis and Reporting (CLEAR) system. Community groups, for example, can easily search the department’s database of reported crime to see the most recent crime trends in their neighborhoods without having to make a trip downtown to the Records Division.

Figure 4. Collaborative technologies will have the most impact on which of these categories?



What stands in the way?

The desire to introduce Web 2.0 in government poses a chicken-and-egg dilemma. The technology offers myriad opportunities to make government more effective by making it more collaborative. But right now, most governments are *not* set up to be collaborative. In fact, many government structures and norms actively discourage collaboration. Those very structures make it difficult to implement Web 2.0. Asked which of the changes described above (and depicted in figure 6) would be most difficult to achieve, an overwhelming majority of the dialogues' participants cited transforming the way work gets done. Here we review the major obstacles that stand in the way of Web 2.0 adoption in government.

Organization and Culture

Poor incentive structure for collaboration. Most work places use specific metrics to evaluate job performance, rewarding people who meet quotas, boost performance or cut costs. They don't hand out bonuses for brainstorming online or contributing bits of knowledge to a common pool of wisdom. So how do you provide incentives to collaborate? And how do you convince employees not only that it is okay

to take a risk, but that you want them to do so on a regular basis? In most workplaces, risky suggestions reap rewards only when they lead to success. Bet and win, you're a hero. Bet and lose, you're in trouble. But in a collaborative enterprise, everyone must be ready to champion untried ideas, knowing that only some of those ideas will turn out well. And management has to support that kind of creativity.

Chasm between early adopters and everyone else.

In a workplace implementing Web 2.0, supervisors may have to manage the idiosyncrasies of people who respond to new technology in very different ways. In many organizations, a major gulf divides the early adopters—people who love technology for its own sake—and pragmatists—people who embrace new technology only after you show them how it will help them reach their goals. How do you get early adopters to stop exploring every bell and whistle on a new tool and get down to business, using it to advance the organization's mission? How do you get the pragmatists to start exploring, on their own, how cutting edge tools might help them do better work?

Figure 5. Which of the following changes will be the hardest to achieve via the introduction of collaborative technologies?

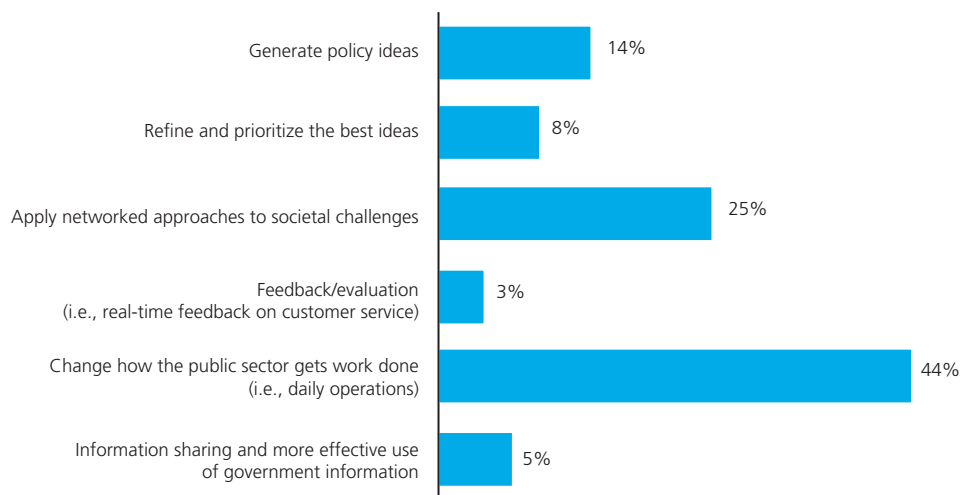
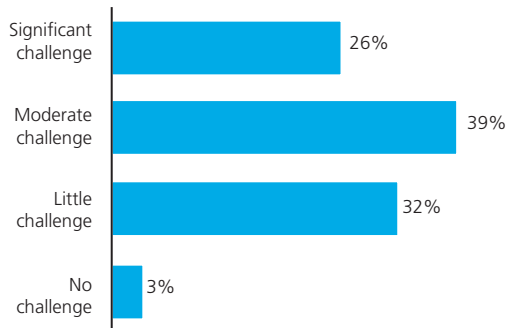
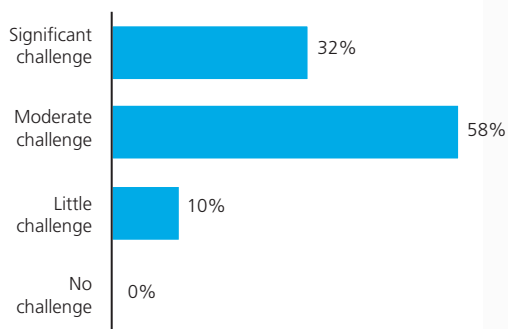


Figure 6. Valuing the contributions of employees in a more collaborative work environment presents a:



Inadequate capabilities and resources. Many government organizations lack the technology, skills, time or money it would take to implement Web 2.0 and reorganize themselves to foster collaboration. If you are standing at Point A, and Point B lies on the other side of a 20-foot chasm, you cannot jump 10 feet and then wait until you are ready to cross the remaining distance. If you are not equipped to make the whole leap, is your only choice to stay where you are?

Figure 7. Developing a compelling business case for Web 2.0 presents a:



A culture that discourages collaboration. Too often, employees become so focused on their narrowly defined missions that they lose sense of a common purpose. For example, some individuals prefer to work alone; they don't want to share information about their work, spend time answering questions or entertain suggestions from others. This sort of person dreads the prospect of posting a profile, an e-mail address or even his own name, to an agency networking site. Think of all the questions and interruptions that would ensue! Another cultural barrier that inhibits collaboration is the divide between younger employees, who grew up with Web 2.0 technologies, and older employees, who might or might not feel comfortable with these tools.

Technology

Inadequate IT infrastructure. Some organizations face the most basic sorts of barriers to collaborating via Web 2.0—they lack the technology required to support these resource-hungry collaboration tools. Among federal government officials who responded to a survey conducted before the Deloitte/NAPA forum, for example, some indicated that their offices were using computers so old, they were running under the Windows 98 operating system.



Figure 8. Which of the following represents the biggest barrier to effective Web 2.0 implementation?

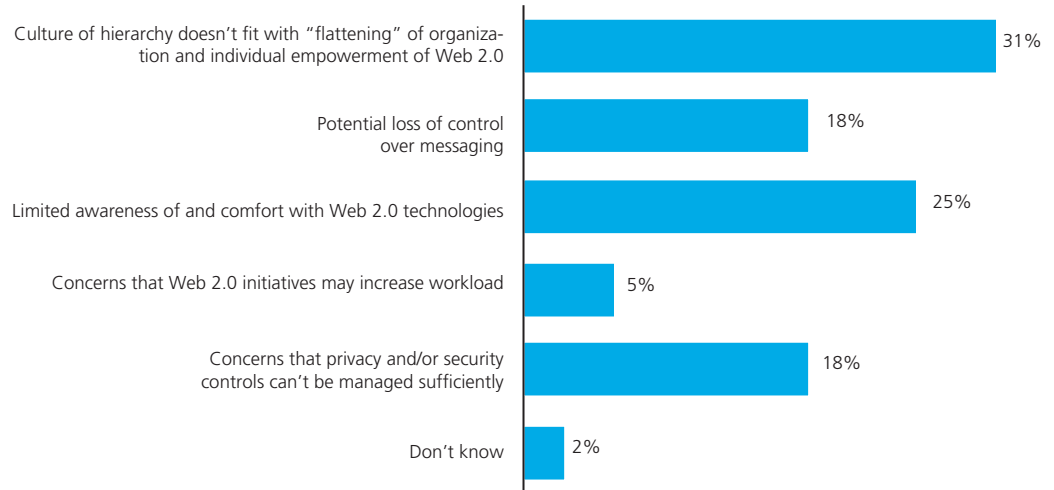
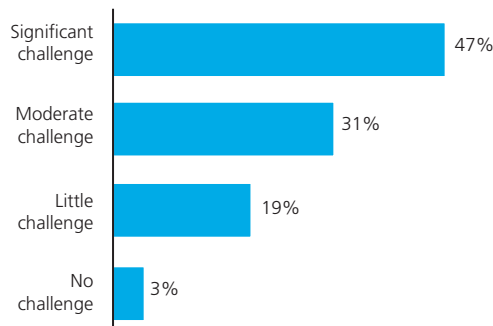


Figure 9. Mitigating the downsides of a flattened organization, such as the potential disenfranchisement of middle management, presents a:



Lack of familiarity, comfort and awareness of Web 2.0 technologies.

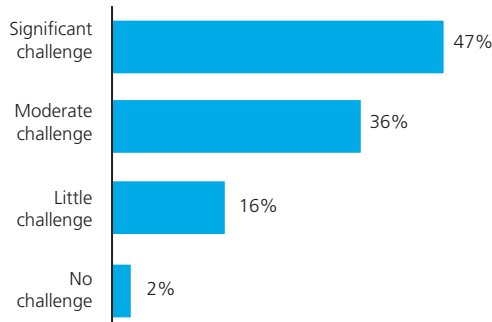
If their infrastructure is up to the job, organizations may still find that their employees are not familiar with Web 2.0 technologies or are not prepared to do business in these more public work spaces. Asked what represents the biggest barrier to Web 2.0 implementation, 25 percent of attendees at the forum named "Limited awareness of and comfort" with the technologies.

Governance

Web 2.0 creates many opportunities to collaborate across horizontal and vertical boundaries. It allows sharing among people in different agencies and jurisdictions, among people in federal, state and local governments, and among partners in the private and not-for-profit sectors. As Frank DiGiammarino, vice president for strategic initiatives at NAPA, puts it, "In this new world, we have to be thinking in three-dimensional chess." The prospect of collaborating across boundaries, and in 3D, can be scary. Some of the common fears are outlined below.

Stepping out of legal bounds. Allowing employees throughout an organization, or in many organizations, to share whatever is on their minds, with no filtering by intermediaries, scares the traditional bureaucrat. What if someone passes along information that violates someone's privacy? What if someone spreads false rumors? What if a collaborative network violates regulations that govern information sharing in government—things like the Freedom of Information Act, Section 508 of the Americans with Disabilities Act, the Child Online Protection Act and many more? Government seems better organized to tell people what they cannot do than what they can, and agency officials contemplating Web 2.0 worry about getting entangled with agency lawyers.

Figure 10. Managing the generational divide in an organization introducing collaborative technologies into the work environment presents a:



Loss of control over messaging. When employees and citizens can communicate directly, on any topic, some agency officials fear losing control of the agency's "message" and image. When the TSA launched its Evolution of Security blog, officials might have feared that the site would provide a highly visible forum for vast streams of negative comment. But the agency pressed on nevertheless. "I think once people realize we're putting substantive content on there and really answering questions, the tone will calm down," the agency's director, Kip Hawley, told *The New York Times* days after the blog went on line.⁷

By the same token, in a free-for-all communications environment, how does an organization manage its reputation? How do you make sure communications proceed in an honest, orderly fashion, according to the established terms of service? How do you ensure no one is using the service to perpetrate a hoax?

Security concerns. As long as governments keep Web 2.0 applications confined behind firewalls, they can control the flow of data and information just as well as on any other internal system. But when they start opening communications with other organizations and the general public, security risks increase. Top IT officials in the U.S. government have acknowledged concerns about protecting data as agencies embrace Web 2.0. The federal Chief Information Officers Council announced in July 2008 that it would form a committee to work on protecting information in a Web 2.0 environment. "The underlying issue is that you've got to be able to do trusted computing from anywhere, even non-trusted computers, and [not] leave a path behind of your transactions," said David Wennergren, deputy CIO at the Department of Defense and vice chairman of the council.⁸

Roadmap: principles for moving forward

Despite all the challenges, government agencies that want to harness the collaborative power of Web 2.0 can choose from among a broad range of strategies for overcoming the obstacles outlined above. Broadly, these strategies fall into five categories: leadership, workforce, organization, business case and governance. Strategies are detailed below.

Leadership

Find a champion. When someone high up in the organization makes collaboration a personal priority, the organization can move forward on a Web 2.0 initiative without first working out every detail and satisfying every concern about regulations. That is what happened at the TSA, where agency director Hawley became the champion for the Evolution of Security blog and Idea Factory. It is what happened at the EPA, where chief information officer Molly O’Neill championed the Puget Sound Information Challenge. “Molly O’Neill is a visionary, a person who says, ‘Just go do it,’” said Frank DiGiammarino, cofounder of the NAPA’s Collaboration Project. “She does the right thing and worries about the ramifications later.”

Do what you’re able to. Instead of worrying about the 20 foot chasms you can’t jump, look for the 3-foot chasms that you can. If you have a good idea, start small and give it a try. The EPA spent just 48 hours collecting ideas in its Puget Sound mashup. A small pilot project allows you to identify best practices, celebrate your successes and learn lessons needed to take your idea to the next level.

Workforce

Establish incentives that reward individuals for contributing to collaborative efforts. The Office of the Director of National Intelligence (ODNI), for example, gives awards for the best articles contributed to Intellipedia.

Make work exciting again. Visionary companies like Google, Pixar and Industrial Light and Magic have created an atmosphere designed to start conversations and spark creativity. According to Dr. Michael Wertheimer, ODNI’s assistant deputy director and chief technology officer for analytic transformation and technology, “When you step across the threshold,

Figure 11. The move toward a more collaborative model of government requires re-organizing traditional work structures:

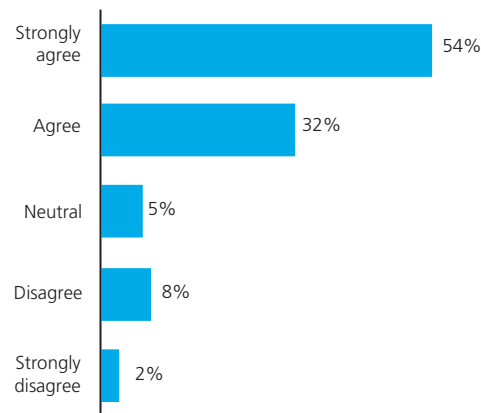
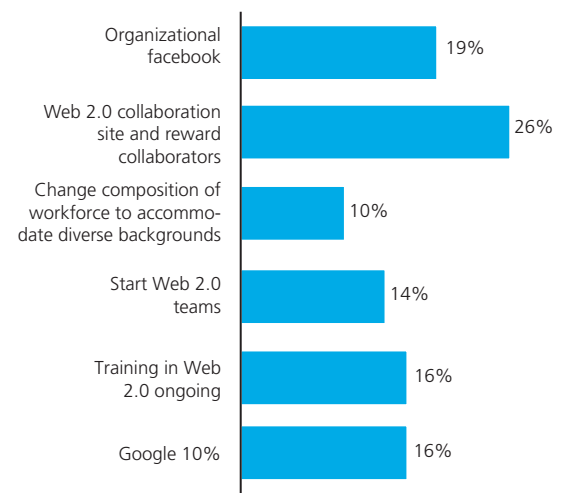


Figure 12. Workforce solutions that will have the most transformative impact on government



you walk into a world in which many more things are possible, where it is more exciting, [where] the people you work with are thinking things that you do not think at home. Where the connectivity, where the software, where the IT, where the thinking, where the cafeterias are different.”

Even in the secretive world of intelligence, ODNI is taking the first steps toward creating that kind of atmosphere, encouraging employees to use tools such as Intellipedia. It also has been experimenting with virtual reality technology — the kind made popular by Second Life — bringing people together in an online virtual world to conduct intelligence exercises. Virtual reality “is a space where our adversaries are going,” Wertheimer said. “And I think one of the best places to learn about the adversary is to live in the same technology they live in.”

Make risk-taking a requirement. The 16 agencies that fall under ODNI’s direction have endorsed a set of standards for tradecraft — the procedures that analysts use to draw conclusions and cite sources for their intelligence assessments. A novel provision in those standards makes it safe for employees to take risks. If an analyst expresses a view and no one else agrees with that opinion, as long as the analysis meets the criteria for inclusion, it must become part of the assessment. The assessment presents the minority opinion as an alternative view, listing the sources and outlining the logic behind it. This provision marks the first time the U.S. intelligence establishment has not only allowed, but required analysts to go out on a limb in this way. It works well, Wertheimer said. “If you codify risk, it does not look like risk any more. It looks like an expectation, and employees are very comfortable with that. And so am I.”

Change the composition of the workforce to accommodate people of diverse backgrounds,

including young and old, early adopters and pragmatists.

Reverse mentoring. Find a way to harness the enthusiasm of the “younger” generation for technology to translate it into wide use. For example, younger employees can “buddy” with less technologically adept employees to familiarize the latter with Web 2.0 technologies.

Take an idea from Google, by urging employees to devote 10 percent of their time to pursuing their own projects and trying to come up with innovative ideas.

Create a meeting of minds between mission-focused staff and IT staff. The people who carry out the business of an organization want to be able to perform their work more effectively. But they might not know which technology tools offer the capabilities they are looking for. The information technology department is charged with delivering tools. But IT staff might not realize what capabilities the enterprise needs. If members of the two groups collaborate on common projects, either in courses or in the actual line of work, together they can find better ways to solve problems throughout the organization. IT staff can explain how mission-focused staff might benefit from particular tools, including Web 2.0 technologies, and take better advantage of the tools they already have. Mission-focused staff can explain what they are trying to accomplish, so the IT department can understand what tools they need.

Organization

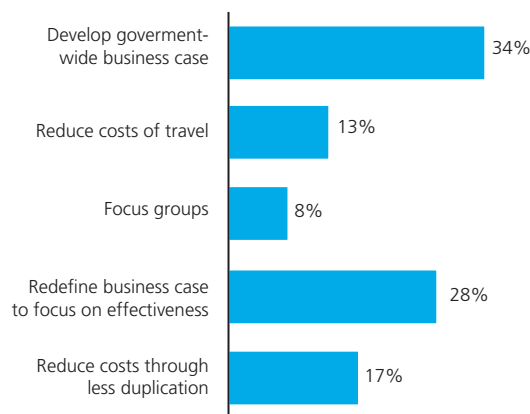
Allocate funding by project, not agency. Each agency has its own budget, and all agencies compete for funds. In the collaborative world, work structures are fluid. Employees from different agencies come together to solve specific problems, moving from group to group as various projects require. Government should consider assigning funds to these projects, rather than trapping money in the budgets of individual agencies.⁹

Create an e-democracy portal. In South Korea, for example, the e-People Portal (http://www.epeople.go.kr/jsp/user/on/eng/intro02_02.jsp) provides a single place where citizens can submit suggestions to 303 public organizations, including national and local government agencies and public institutions. Within a month after receiving a communication, an agency must reply to the citizen, explaining whether it has acted on the suggestion and, if so, how.¹⁰

Business Case

Develop a government-wide business case that agencies can use to justify investments in Web 2.0. Make sure that it does not focus solely on cost, but that effectiveness is also built into the business case.¹¹

Figure 13. Business case solutions that will have the most transformative impact on government:



Governance

Designate a champion with the authority to encourage cross-boundary collaboration. Find someone who wields enough power to get people to collaborate across departmental silos, agencies and jurisdictions. One of the responsibilities of this role would include developing a cross-governmental implementation toolkit.

Encourage bottoms-up innovation by developing an idea factory for each government agency, similar to the one the TSA created, where frontline employees can contribute ideas on how to improve the organization or fashion solutions to specific inquiries put out to the organization by senior leadership.

Get the lawyers on your side. Instead of formulating plans to implement Web 2.0, and then waiting for the agency's lawyers to come along and shoot the plan down, include the lawyers on the planning team. That way, from the start, they can provide expert advice on what the law *does* allow and help you figure out how to get past existing barriers. The U.S. Department of the Interior brought the lawyers in early as it started formulating cooperative conservation, a collaborative approach to natural resources management. Legal staff helped members of this initiative identify legal barriers that stood in the way of this kind of collaboration and figure out what changes the government needed to make to clear the way, be it through legislation, executive order or agency rule-making.

Get the lawyers to collaborate. Bring together lawyers from multiple agencies in a single forum to talk about the possibilities of Web 2.0, evaluate the legal obstacles and discuss how to resolve them.

Figure 14. Governance solutions that will have the greatest impact on government:



Don't always take the first no as the final answer.

Legal language often is open to interpretation. According to Mark Forman, partner at KPMG LLP: "If you really have something that's in the interest of the government, of the agency, of the taxpayers, it's worth putting out a little extra effort to pursue it. Because you will find legislation and the legal interpretation to support that."¹²

Use real names. Some people maintain that the only way to get people to contribute freely to a collaborative network is to allow them to remain anonymous. But when contributors identify themselves, it is much easier to maintain civility, avoid hoaxes, and otherwise enforce terms of service. Some frontline employees who have contributed to the TSA's Idea Factory have raised the ire of their supervisors. But the agency's leaders have made it clear that employees should be allowed to speak their minds without fear of punishment. If supervisors break this rule, employees are likely to call them out in public.

Summary

There is no doubt that Web 2.0 applications will continue to evolve and become more valuable to governments and their key stakeholders. Government leaders must start down the collaborative path today to understand how these tools can drive their organization's desired outcomes in the future.

So, the question then becomes where leaders should start. Do you give people the tools they need to create a collaborative atmosphere? Or do you start by creating that atmosphere, so that when the tools arrive, people actually will use them?

From the experience we've accrued to date, the answer seems to be both.

Developing a Government 2.0 culture is more involved than simply setting up a wiki or a blog. It requires devoted leadership, strategic investments in technology, organizational change and risk taking to overcome

the cultural, process, technology and policy hurdles that can hold governments back. Yet fixating on these formidable obstacles can lead to paralysis. Where we've seen early successes, organizations are gaining traction by taking steps, making mistakes from time to time and learning as they go. They start small, fail fast and openly acknowledge that both success and failure are part of the risk taking terrain. By doing so, they move beyond where others have been before. And that is what innovation is all about.

Just as governments have embraced the innovations driven by the Internet, they must find ways to leverage Web 2.0 to create value for themselves, businesses and their citizens. If Web 2.0 is an inevitable by-product of today's Internet-savvy citizens, then Government 2.0 is an equally inevitable, desirable and necessary goal for the leaders of tomorrow. The time to start laying the groundwork is now.



Appendix A: Agenda

Web 2.0: The future of collaborative government

Tuesday, June 3, 2008

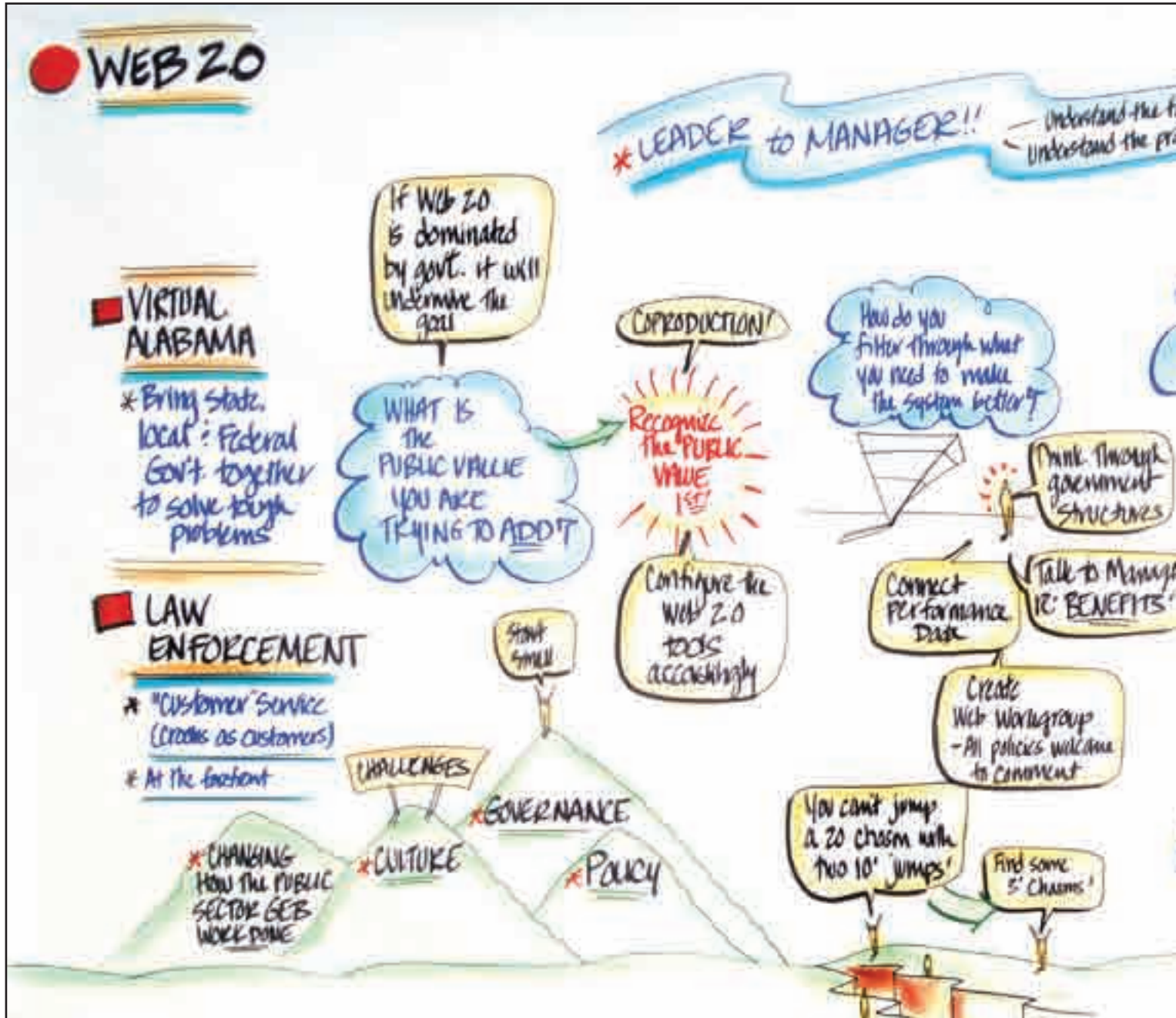
Time	Activity	Speaker/Facilitator
7:30am - 8:00am	Breakfast/registration	
8:00am - 8:30am	Opening	Bill Eggers; Greg Pellegrino
Part I: Government 2.0 - What's the overall vision for Government 2.0?		
8:30am - 8:35am	Introduction	Bill Eggers
8:35am - 9:20am	Panel: Government 2.0 Vision	Panelists: Steve Goldsmith; Frank DiGiammarino Facilitators: Greg Pellegrino; Dan Helfrich
9:20am - 9:50am	Facilitated session: Reaching consensus on Government 2.0 vision	Dan Helfrich; Bill Eggers
9:50am - 10:00am	Break	
Part II: Work 2.0 - How does the organization need to change to support the vision?		
10:00am - 10:50am	Keynote: How collaborative technologies have changed the organization	Dr. Mike Wertheimer; Gen. Harry Raduege
10:50am - 11:20am	Facilitated session: Current organizational barriers	Facilitators: Doug Palmer; Bill Eggers
11:20am - 12:05pm	Facilitated session: Overcoming the barriers - roadmap to successful implementation	Facilitators: Bill Eggers; Dan Helfrich; Doug Palmer
12:05pm - 12:35pm	Lunch	
12:35pm - 1:20pm	Facilitated session: Finalize roadmap & discuss next steps	Bill Eggers; Dan Helfrich; Bruce McConnell
1:20pm - 1:30pm	Closing	Greg Pellegrino

Appendix B

Figure 15. Government 2.0 vision



Figure 17. Roadmap for moving forward



...ats!
blems you have in consistency



Appendix C: Forum participants

Mark Abramson Leadership, Inc.	Tiffany Dovey Deloitte	Catherine Howard Deloitte	Paul Macmillan Deloitte	Joyce Richardson U.S. Navy
Jonathan Allen Deloitte	Brian Drake Deloitte	Pat Howard Deloitte	Sam Manicka Deloitte	Michael Ross Deloitte
Margaret Anderson Government Futures	Matthew Dyer Navy Supply Information Systems Activity	Peter Hughes Deloitte	Kristen Martin Deloitte	Reece Rushing Center for American Progress
Heather Arold DHS/Customs Border Protection	William Eggers Deloitte	Lee Jones U.S. Immigration and Customs Enforcement	Bruce McConnell Government Futures	Jennifer Sanchez Federal Bureau of Investigation
Alan Balutis Cisco Systems, Inc.	Andrew Feinberg <i>Washington Internet Daily</i>	James Joseph U.S. Immigration and Customs Enforcement	Bruce McDowell National Academy of Public Administration	Albert Sim U.S. Government Accountability Office
Jeremy Bingham Defense Nuclear Safety Board	Stuart Feldman U.S. Immigration and Customs Enforcement	Ajit Kambil Deloitte	Darlene Meskell U.S. General Services Administration	Edward Stern U.S. Department of Labor-Occupational Safety and Health Administration
Neil Bonner U.S. Transportation Security Administration	Mark Forman KPMG, LLP	John Kamensky IBM Center for the Business of Government	J. Christopher Mihm U.S. Government Accountability Office	Dough Swanson Navy Reserve
Joseph Bonsignore, Jr. Deloitte	David Garrison Brookings	Andrew Kemp Apple, Inc.	Jack Moffat U.S. Transportation Security Administration	Michael Thiem U.S. Environmental Protection Agency
Kristen Breckinridge Corporation for National and Community Service	Bev Goodwin U.S. General Services Administration	Tracy Kennedy	John Murphy U.S. General Services Administration	Jim Tragakis Deloitte
Bob Campbell Deloitte	Julie Gold National Institutes of Health	Barbara Kielely Deloitte	Brian Murrow iBelong Networks	Lena Trudeau National Academy of Public Administration
Andrew Carruthers	Steve Goldsmith Harvard Kennedy School	Yvonne Knight	Elizabeth Newell Government Executive	Hemal Vaidya Deloitte
Elise Castelli <i>Federal Times</i>	Ellen Grady U.S. Government Accountability Office	Melissa Koloszar The PMA Group	John O'Leary National Academy of Public Administration	Bill Vajda U.S. Department of Education
Wade-Han Chan <i>Federal Computer Week</i>	Bob Greenberg GH International	William Korver	L. O'Neil U.S. Department of State	Peter Wallace Deloitte
Ted Coleman Federal Judicial Center	Joi Grieg IBM	Jonathan Lappin National Institutes of Health	Doug Palmer Deloitte	Mike Wertheimer Office of the Director of National Intelligence
Keith Dean Office of the Director of National Intelligence/DoD CIO	Andrew Hanna National Academy of Public Administration	Anne Laurent Atlantic Media, <i>Government Executive</i>	Neal Peirce Washington Post Writers Group	Jayson White Harvard University
Frank DiGiammarino National Academy of Public Administration	Edwin Harper	Bob Lawrence Holman Lawrence, LLC	Greg Pellegrino Deloitte	James Whitney U.S. Customs and Border Protection
Mark Do U.S. Department of Education	Kara Harris Deloitte	Kevin Lawson U.S. Transportation Security Administration	General Harry Raduege Deloitte	Jaime Zamora
Patrick Donohue Deloitte	Justin Hentges National Institutes of Health	Jeffrey Levy U.S. Environmental Protection Agency	Steve Redburn National Academy of Public Administration	
Martha Dorris Office of Citizen Services, General Services Administration	Rick Hinton Synteractive	Alethea Long-Green National Academy of Public Administration	William Reinsberg U.S. Government Accountability Office	
Joseph Dougherty Deloitte	Trey Hodgkins Information Technology Association of America	Michael Lyden McManis Monsalve Associates		

Appendix D: Idea board

Participants at the forum used an idea board to post their thoughts about how to harness Web 2.0 in government. The ideas contributed during the dialogue are displayed in full below.

Figure 20. How to harness Web 2.0 in government

Business case:

- Develop a single government-wide business case that agencies can use.
- Reduce costs of focus groups, travel to headquarters, etc.
- It is essential to measure ROI beyond cost savings. Most agencies are at a point of technology transition/replacement. This does require resources. The ROI must measure the effectiveness of the solutions to accomplish the organization's mission(s) (i.e. business impact). This means we have value beyond \$—we must communicate that too.
- Information sharing: Federal agencies should link to and encourage Virtual Alabama platforms in all states for infrastructure monitoring (e.g. bridge maintenance prioritizing and reporting on failures) and for emergency response.

Leadership:

- Create an organization that brings together all the citizen/public-related functions with the goal to improve the delivery of government services to citizens. They would chair an intergovernmental council of senior officials who are responsible for improving service, sharing best practices, polling citizens to understand preferences and sharing ideas on how to measure satisfaction.
- To promote management openness to ideas and collaboration: 1) rate managers on their encouragement of ideas, 2) ask new applicants for management jobs to explain how they would or did encourage ideas and collaboration, and 3) survey employees of managements' openness to and encouragement of new ideas and collaboration.
- Participation should be encouraged. Professionalism must be maintained when providing feedback. Participants must see this as an opportunity to contribute, learn and grow.
- Creation of a chief information officer.

- How do you convince leaders (and the legal department in particular) that using Web 2.0 tools is not an inherently more risky proposition than the current 1.0 tools (email, manually shared documents, etc.) they would replace? And how do you dispel the myth that information that resides in Web 2.0 tool is more "discoverable"?
- Develop an implementation "toolkit" to facilitate adoption across agencies (in addition to best practices).
- Reverse mentoring: Find a way to harness enthusiasm of "younger" generation for technology to translate it into wide use. For example, have younger employees "buddy" with less technologically-versed employees to teach Web 2.0.
- Present Web 2.0 material at government CXO councils (CFO, CIO, CAO, CHCO).
- Presidential directive requiring exploration of Web 2.0 at the executive level for a pilot group or executive departments—first order of business for next administration (Customs, Coast Guard, EOC, FEMA).
- Create a few projects with measurable, meaningful goals. Affirm repeatedly that mistakes are expected, not same as "failure." Edison said he didn't fail hundreds of times to make a light bulb, he found many ways it didn't work.

Governance:

- Continue/Expand development of common standards for back office functions...extension of LoB's, shared services.
- Create an internal collaboration mechanism for generating and implementing ideas. Make writing up lessons learned and offering advice later a normal part of doing a project.
- Strategic Plan Development and Execution: Reach out to stakeholders; employees; service recipients; contractors; advocacy organizations; provide updates on execution, seek feedback from stakeholders; adjust goals as feedback analyzed; build buy-in from all parties; create partnerships/tear down us vs. them.
- Break processes down into defined components so components can be easily re-configured and/or used by other processes.... extension of FEA/SOA.
- In organizations at all levels, we need a champion for collaboration who has real authority to reward working across boundaries.
- We've seen the stats on traffic to Google, Facebook, My Space, Twitter.
 - Question: How do we certify and accredit (Fisma) a Google "Gadget" or Facebook application? How do we certify other software as a service (SAAS) platforms?
 - These are the platforms that millions of citizens already visit. How do we leverage them?
 - Answer: Alter the definition of a "Government System"? Government-wide C&A on base platform?
- Governance does not mean absolute control or absolute freedom. It should be the means of establishing structure in order to move the yardstick forward on a particular initiative.
- How do you ensure that people adhere to policy (i.e. not post info that may be covered by FOIA, record policy, etc.)?



- With many different online communities, systems and tools, many different passwords are required—this is an impediment to collaboration online.

Workforce:

- Recognize static & stagnant workforces divisions and change composition of workforce. For example, law enforcement agencies hire analyst with diverse backgrounds.
- To get started, create small, knowledgeable teams where doing Web 2.0 is the majority of their work. They need to start with mission, not doing Web 2.0. But their method should be these new tools.
- Reward system should be based on:
 - Finding solutions to problems
 - Innovations
 - Results
 - This includes lawyers, procurement officials, GAO, IGs, as well as program managers.
- It's the people, not technology, stupid!
- The emerging generation of public sector workers who use social networking tools as second nature must respect the fact that moving Web 2.0 applications into a business-centric environment will require some loss of its current organic nature—to not accept this will inhibit the ability to bridge the generational chasm.
- Organizational “Facebook”: Instead of an organization chart have an organizational “facebook” so employees can put a face to an email or phone number; use as an appreciation tool; use as an internal recruitment tool.
- Provide effective management/supervision, training and executive coaching so people know roles and responsibilities and are motivated. Be willing to fire people and hold them accountable to improve overall morale and good workers. This makes more time for doing useful things like enhancing collaborative web applications.
- Allow employees to devote up to 10% of their time to projects aimed at innovation, learning or mentoring.
- Create government-wide Web 2.0 collaboration and reward “collaborator” of the month prizes in several categories: Within agency; agency to agency; citizen to citizen; government to business; government to citizen.

Big Ideas:

- Build a data-driven government that harnesses new technologies to gather, integrate, analyze & disseminate large volumes of data to spotlight problems and develop solutions.
- Consider standing up focus group to identify impediments to collaboration (myths and reality) and propose solutions.
- Rank contributors for credibility (i.e. eBay's “power user” rating %).
- Single government phone book—be able to find anyone at one single portal.
- Find friendlier name than Web 2.0. That sounds like a program and could scare people.

- Congress forms and funds solution teams to run the programs/ find the solutions in those areas we need most help. These teams are public-private-civil society partnerships so all add to knowledge and solutions. Made up of legislators and other policymakers in the executive branch; lawyers; government program managers; academic experts; non-profit community; civil society; frontline workers; really smart people.
- The public should be able to do all their tasks with government online. No more excuses. Work through excuses. Put in performance management agreement with every new cabinet secretary that they will identify top ten things public does with their agency—and get it online (whether through Web 1.0, 2.0 or 3.0).
- New president asks public to submit ideas on how electronic government tools can be used to solve societal issues. Ideas submitted, compiled and summarized electronically for real time results. Becomes basis for platform for next phase of government. Then have START-type offsite with really smart people (policy, lawyers, futurists, IT) to establish action plan to put government and society at leading edge of world in solving problems.
- Think 3D-next version of Google Earth to have 3D real time video based on tech that can access multiple local surveillance cameras.
- Pass laws that state what government can do rather than what can't do.
- Web 2.0 is another set of communication and mission tools. Recognize this with a “Communications Council” to mirror the CIO Council. It's about interaction, not IT. Culture, not technology.

Wild ideas:

- Declassification of secret and TS information and distribution to public platforms. i.e. full disclosure of WMD “evidence” would have been vetted by international public forums. Brings public closer to government.
- Create a public idea factory for each agency. Staff and fund it.
- Work! Live! Stop the “checks in the mail” Memorex; stop writing lists to yourself, put your lists on the Web 2.0/3.0 allow others to work off your list.
- Use virtual immersive environments to interact with stakeholders and customers and to “rehearse” outcomes. Environments should be both public and private.
- Policy making: Use wall mounted multi touch computer screen to present cross-cutting information about public value to be provided to address problem. Use data visualization tools to present it in 3D, play it over time, locate it geographically, etc. Use an adaptive computer to “play” various scenarios.

Endnotes

- ¹ U.S. Government Accountability Office, *21st Century Challenges: Reexamining the Base of the Federal Government*, GAO-05-325SP (Washington, DC: February 2005) <<http://www.gao.gov/21stcentury.html>>.
- ² Wade-Hahn Chan, "4 Studies in Collaboration — Case 3: Puget Sound Information Challenge," *Federal Computer Week*, March 3, 2008 < http://www.fcw.com/print/22_5/features/151795-1.html>.
- ³ *Peer to Patent: First Anniversary Report*, Center for Patent Innovations, New York Law School, June 2008 <<http://dotank.nyls.edu/communitypatent/P2Panniversaryreport.pdf>>.
- ⁴ Frank DiGiammarino, vice president for strategic initiatives, National Academy of Public Administration, speaking at Web 2.0: The Future of Collaborative Government, Washington, DC, June 3, 2008.
- ⁵ Neil Bonner, U.S. Transportation Security Administration, speaking from the audience at Web 2.0: The Future of Collaborative Government, Washington, DC, June 3, 2008.
- ⁶ Joe Sharkey, "Tell the T.S.A. (and Don't Hold Back)," *The New York Times*, February 10, 2008.
- ⁷ Sharkey, "Tell the T.S.A."
- ⁸ Mary Mosquera, "CIO Council to deal with Web 2.0 security," *Federal Computer Week*, July 28, 2008 <<http://www.fcw.com/online/news/153299-1.html>>.
- ⁹ Idea proposed by Mark Forman, former associate director for information technology and e-government, Office of Management and Budget, speaking at Web 2.0: The Future of Collaborative Government, Washington, DC, June 3, 2008.
- ¹⁰ William D. Eggers, global director, public sector industry at Deloitte Research, speaking at Web 2.0: The Future of Collaborative Government, Washington, DC, June 3, 2008.
- ¹¹ The National Academy of Public Administration's Collaboration Project is jumpstarting this effort through the development of case studies that outline the results achieved from Web 2.0 initiatives to date. For more information, visit <http://www.collaborationproject.org/>.
- ¹² As Mark Forman explains, "One thing that we probably don't realize, when Hill staffers are working through the different pieces of the legislation, oftentimes they come to a point where they don't know enough to decide so they throw it over the wall." As a result, language is inserted into legislation that essentially does not provide a basis for decision, so in a number of these areas, legal interpretations are based on vagaries that need to be tested and challenged.

Authors

Tiffany Dovey
Deloitte Services LP
Tel: 202.220.2944
Email: tdovey@deloitte.com

Tiffany Dovey is a research associate with Deloitte Research where she has responsibility for public sector research and thought leadership. Before joining Deloitte, Tiffany worked at the American Council on Science and Health. There she produced reports and published articles on science and public health policy. Before Tiffany joined ACSH she worked at the Independence Institute, where she analyzed state policy issues related to health care and transportation. Tiffany has a BA in philosophy and public health and community medicine from University of Washington and a Masters in Public Policy from The George Washington University.

William Eggers
Deloitte Services LP
Tel: +1 202 246 9684
Email: weggers@deloitte.com

William D. Eggers is the Executive Director of Deloitte's Public Leadership Institute and the Global Director for Deloitte Research-Public Sector, where he leads the global public sector research program at Deloitte Research. An internationally recognized expert on government reform, he is the author of numerous books on transforming government including: *States of Transition: Tackling Government's Toughest Policy and Management Challenges* (Deloitte Research 2006); *Government 2.0: Using Technology to Improve Education, Cut Red Tape, Reduce Gridlock, and Enhance Democracy* (Rowman and Littlefield, 2005); and *Governing by Network: The New Shape of the Public Sector* (Brookings, 2004), the winner of the National Academy of Public Administration's 2005 Louis Brownlow award for best book on public management. His upcoming book on how government can improve its ability to execute large initiatives will be published in the fall of 2009.

A member of the National Academy of Public Administration, Eggers is a former member of the Office of Management and Budget's Advisory Board on Performance Measurement and former manager of the Texas Performance Review. His commentary has appeared in dozens of major media outlets including the *New York Times*, *Wall Street Journal*, *Chicago Tribune*, *Baltimore Sun*, *San Francisco Chronicle* and *Orange County Register*. He has advised dozens of governments around the world.

Deloitte refers to one or more of Deloitte Touche Tohmatsu, a Swiss Verein, and its network of member firms, each of which is a legally separate and independent entity. Please see www.deloitte.com/about for a detailed description of the legal structure of Deloitte Touche Tohmatsu and its member firms.

About Deloitte

"Deloitte" is the brand under which tens of thousands of dedicated professionals in independent firms throughout the world collaborate to provide audit, consulting, financial advisory, risk management, and tax services to selected clients. These firms are members of Deloitte Touche Tohmatsu, a Swiss Verein (DTT). Each member firm provides services in a particular geographic area and is subject to the laws and professional regulations of the particular country or countries in which it operates. DTT helps coordinate the activities of the member firms but does not itself provide services to clients. DTT and the member firms are separate and distinct legal entities, which cannot obligate the other entities. DTT and each DTT member firm are only liable for their own acts or omissions, and not those of each other. Each DTT member firm is structured differently in accordance with national laws, regulations, customary practice, and other factors, and may secure the provision of professional services in their territories through subsidiaries, affiliates and/or other entities.

Member of Deloitte Touche Tohmatsu

Copyright © 2008 Deloitte Development LLC. All rights reserved.