e-Government Performance Measurement

Best practice tools, models and techniques for measuring, monitoring and maximising the efficiency and effectiveness of online service delivery

Sydney Harbour Marriott
20th & 21st October 2005

Novotel Canberra
24th & 25th October 2005

“The Internet is changing how we use and learn about government. E-government can improve service delivery and offer greater transparency and accountability. Having the tools in place to measure online public sector performance is key to delivering on that promise.”

Alex Langshur

The time has come for all public sector agencies to take stock of their e-Government service delivery programmes and develop best practice tools, models and techniques for measuring and monitoring their efficiency and effectiveness.

About the course facilitator:

Alex Langshur Principal
Hillwatch Inc (USA & Canada)

With offices in Ottawa and Boston Massachusetts, Hillwatch E-Services provides unique web performance measurement frameworks for the public and non-profit sectors. E-Services key methodologies, E-Impact Benchmark Report and Visitor Pattern Analytics, were specifically developed to help public sector and non-profit managers measure web asset performance. They provide concise, clear and strategic roadmaps that enable managers to assess the efficacy of their web assets, and take action to continuously drive service delivery improvement.

Background:

The past decade has been witness to a quantum shift in Government service delivery, with virtually all developed nations setting out to make services and information available to their stakeholders through online delivery channels. For public sector agencies and Government departments, the challenge is twofold – to take advantage of the opportunities provided by technology for the delivery and dissemination of information and services, whilst simultaneously ensuring that these online services are delivered in an efficient, effective and cost-effective way.

Despite the fact that Australian public sector agencies are amongst the most advanced in the world when it comes to the provision of Government services online, there still remains a lack of clear understanding about what really constitutes ROI in a non-corporate setting and – perhaps more fundamentally – how efficient and effective their e-Government initiatives have been in helping to meet the agencies’ broad objectives and operating missions.

A recent report by the Australian National Audit Office (ANAO) found that in general, agencies lacked the ability to determine whether or not their investments in e-Government were delivering tangible returns such as cost reductions or increased efficiency and productivity. The report also highlighted the need for agencies to develop and implement more robust methods, processes and performance indicators for measuring the effectiveness and efficiency of their e-Government initiatives.

This groundbreaking seminar, drawing on the research and experience of the world's leading thinkers on e-Government service delivery performance measurement, will provide you with best practice tools, models and techniques for ensuring that your agency's e-Government initiatives deliver integrated, citizen-focused, cost-effective and efficient information and services.

*Early Bird Discount
Ask about our 10% saving
Course Content

Part One
Evolution of e-Government measurement initiatives
Are there benchmarks for national progress on e-Government relevant? Has there been too much focus on government supply of e-services and not enough on citizen demand? This introductory module will provide perspective on the growing focus on attempts to measure the performance and impact of e-Government. We’ll use this to review some of the drivers and approaches from various jurisdictions in order to build common understanding of the key issues, terms and approaches.

The learning from this module will inform all other subject areas of the seminar. Areas for review will include:

- What is e-Government measurement?
- Status from other jurisdictions - what are the benchmarks & are they relevant?
- Key research findings, issues and attendant risks
- Understanding the demand side drivers: statistics, demographics, technology
- The mixed bag of approaches

Part Two
The how, what, when and where of e-Government measurement: strategic considerations

There are many different approaches to measuring e-Government performance – but what are their relative strengths, ease of implementation, quality of outputs and value of results? This module will introduce and review the strategic issues that should be considered in developing an e-Government performance framework. Such considerations include the organisational mandate, the role of the citizen, how communications impact the demand side, financial elements, etc. Whenever possible, real-world examples will be used to illustrate the issue.

- Key Performance Indicators (KPIs): developing mission-aligned KPIs and selecting the critical few
- Bringing the citizens voice to the decision making table
- The channel issue: integrating and valuing the data streams
- Valuation approaches: avoiding the ROI pitfalls
- Getting beyond outputs: using logic models to identify and measure outcomes
- Setting the goal posts: setting realistic, achievable objectives
- Considering the role of marketing in raising awareness and building demand

“Demonstrating the linkage between policy and outcomes will be a prerequisite to achieving continued political support and investment for e-government initiatives. Key to such performance measurement frameworks is measuring the degree of citizen “take-up” and adoption”.

Alex Langshur

Part Three
The how, what, when and where of e-Government measurement: Tactical implementation

This is where the rubber hits the road. Understanding the nature of tools and approaches, including any associated issues, is critical to successfully implementing a performance measurement framework. In this section we’ll take a deep dive to review the current crop of tools available, their strengths and weaknesses, and how these can be brought together to deliver a holistic perspective on the effectiveness and efficiency of an e-Government initiative. We will use data drawn from clients to illustrate each approach.

- Benchmarking performance: keeping pace with best in class practices from other jurisdictions and other agencies
  - Determining roles and values
  - Using global best practice approaches in benchmarking online initiatives
- Understanding citizens’ attitudes: Best-practices in online surveys
  - The role and value of surveys in assessing service accessibility, effectiveness and efficiency
  - Implementing surveys: knowing what to ask, maintaining longitudinal consistency, boosting response rate, avoiding the tyranny of the few and linking to traffic data
  - To make or to buy? Merits and considerations
  - Vendor review
- Understanding citizens’ behaviours: best practices in visitor tracking
  - Methods of traffic analysis, issues and risks
  - Addressing privacy concerns
  - Developing relevant metrics, measuring transactions and creating reports
  - Using analytics to support citizen relationship management
  - Vendor review
- Gathering call centre and email feedback
  - Setting up reporting frameworks
  - Channel integration
- Considering the financial angle
  - Reviewing different financial models and approaches
  - Tips, tactics and techniques for determining a return on investment

This part of the seminar will use a number of relevant and insightful case studies to illustrate the implementation of a performance framework from the ground up.

Part Four
Making the case for performance measurement

Why bother to measure? This module will examine the value of measurement: how it plays an integral part in programme management and service delivery, and how it can be used to drive citizen-centric change within organisations. We’ll explore how to promote a culture of measurement, how to position the value of the measurement function, and how to most effectively communicate results.

- Getting and achieving buy-in for e-Government measurement
- Understanding how measurement delivers unique insight on the citizen
- Developing policy and procedures governing the online evaluation function
- No more “end-of-pipe” process: Linking measurement to the continuous improvement cycle
- Best practice approaches for communicating results

Part Five
Interactive case study and practical exercise

In this final part of the seminar, Alex will work through a real world case study example, highlighting how agencies can put in place e-Government performance measurement methodologies and frameworks. This session will provide an opportunity for you to see how performance measurement can be achieved through an examination of real-world data in a real-world context, making it easier for you to apply the principles and practices immediately upon return to the workplace.

Pre-course questionnaire

To ensure that you gain maximum benefits from this Seminar, a detailed questionnaire will be sent to you to establish exactly where your training needs lie. The completed forms will be analysed by the course facilitator to fine-tune the content of the programme to best meet your expectations and learning needs.
### WHO SHOULD ATTEND:
Executives, Directors and Senior Managers responsible for:
- Information Technology
- Enterprise and Information Architecture
- Service Delivery
- IT Services
- Online Services
- IT Demand & Capability
- Customer Service Strategy
- Business, Service, Systems and Process Analysts
- Stakeholder & Citizen Engagement
- Web Access and Delivery
- Shared Services
- Performance Measurement and Management

### WHY YOU SHOULD ATTEND:
A recent report by the Australian National Audit Office concluded that the methods used by public sector agencies for assessing the efficiency and effectiveness of their e-Government initiatives were largely inadequate. The problem for public sector agencies is that the traditional measures of ROI for online service delivery are too focused on the financial bottom-line and on technical website performance, rather than on cost-benefit analyses, citizen-uptake and usage rates, efficiency improvements, productivity gains and overall ability of the initiatives to meet the service obligations of the agencies themselves. Whilst there is a growing push for agencies to improve their methods and processes for measuring and monitoring the efficiency and effectiveness of online service delivery, few of them know where to start, what models should be used, which value measurement methodologies are most appropriate and what constitutes best in class performance. Drawing on the research and experience of one of the world’s leading experts on e-Government service delivery performance measurement, this groundbreaking seminar will provide you with best practice tools, models and techniques for ensuring that your agency’s e-Government initiatives deliver integrated, citizen-focused, cost-effective and efficient information and services.

### Course timetable:

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<tr>
<th>Time</th>
<th>Activity</th>
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<tbody>
<tr>
<td>8.30am – 9.00am</td>
<td>Registration &amp; Coffee</td>
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<tr>
<td>9.00am – 10.30am</td>
<td>Session</td>
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<tr>
<td>10.30am – 11.00am</td>
<td>Morning tea</td>
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<tr>
<td>11.00am – 12.30pm</td>
<td>Session</td>
</tr>
<tr>
<td>12.30pm – 1.30pm</td>
<td>Luncheon</td>
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<tr>
<td>1.30pm – 3.00pm</td>
<td>Session</td>
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<tr>
<td>3.00pm – 3.30pm</td>
<td>Afternoon Refreshments</td>
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<tr>
<td>3.30pm – 5.00pm</td>
<td>Session</td>
</tr>
<tr>
<td>5.00pm</td>
<td>Close of day</td>
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</tbody>
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Please note: The course will run according to start, finish and break times as listed, but the actual breakdown of each part of the daily agenda may change depending on the feedback from the pre-course questionnaires.

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### About your course facilitator:

**Alex Langshur**
Principal
Hillwatch Inc. (USA & Canada)

Mr. Langshur leads the e-services practice for Hillwatch Inc. He is a recognised expert in the use of benchmarking and web analytics to create richly detailed profiles of customers and stakeholders. His expertise is used to assist clients improve user satisfaction, foster site loyalty and generate desired outcomes. Mr. Langshur is also pioneering efforts to adapt private sector web channel performance measurement frameworks to the unique challenges of the public sector context.

Prior to Hillwatch, he was Vice-President and co-founder of Consilium 2K, a consulting group that provided strategic internet consulting, organisational change, information architecture and user interface design services for clients. Some of Mr. Langshur’s public sector clients include Transport Canada, Industry Canada, the Department of National Defence, Health Canada, the Canadian Environmental Assessment Agency, and the Federation of Canadian Municipalities.

Mr. Langshur has broad public sector experience, having held positions with several Canadian federal government departments, including Natural Resources Canada, the Privy Council Office and the Treasury Board Secretariat. He has been invited to present at conferences in Canada and the US, been frequently published in journals and magazines and has been praised for the exceptional quality of his seminars and training programmes.

### About Hillwatch

With offices in Ottawa and Boston Massachusetts, Hillwatch E-Services provides unique web performance measurement frameworks for the public and non-profit sectors. E-Services key methodologies, E-Impact Benchmark Report and Visitor Pattern Analytics, were specifically developed to help public sector and non-profit managers measure web asset performance. They provide concise, clear and strategic roadmaps that enable managers to assess the efficacy of their web assets, and take action to continuously drive site improvement.

### Testimonials from some of Alex Langshur’s past clients and seminar attendees:

"Hillwatch gave us a framework to manage our on-line outreach initiatives more effectively. Their strategic advice clearly improved what we do online, and their performance measurement tools give us the kind of stakeholder feedback we needed. Our web site better supports our program initiatives and that translates into more impact."

**Gene Nyberg**
Corporate Secretary and Chief Operating Officer
National Round Table on the Environment and the Economy

"Hillwatch gave us clear, objective strategic advice and recommendations that were immediately operational. We are now better able to identify, reach and engage our key stakeholders, and have the performance framework in place to demonstrate our effectiveness at doing so. They looked beyond the technology to the results our management wanted and needed to achieve."

**Conrad Bellehumeur**
Director of Communications
Canadian Biotechnology Secretariat

"An excellent presentation, which I very much enjoyed. It was engaging, well delivered and thought provoking."

**Chris Wilson**, Manager Corporate Performance Reporting
Public Works and Government Services
e-Government Performance Measurement

Register Now
Contact Chris Low at marcus evans
Tel +61 (2) 9223 2137
Fax +61 (2) 9223 2352
Email marketing@marcusevansau.com

Date 20th & 21st October 2005
Venue Sydney Harbour Marriott Hotel at Circular Quay
30 Pitt Street Sydney

Date 24th & 25th October 2005
Venue Novotel Canberra, 65 Northbourne Avenue
Canberra

marcus evans
Level 7, 77 Castlereagh Street, Sydney NSW 2000

Method of Payment
Please note that payment must be received before the event. Payment is required within 5 working days on receipt of invoice.

Cheque: Made payable to Marcus Evans (ANZ) Limited
Bank Transfer: HSBC Bank Australia Limited
92 King Street, Sydney NSW 2000, Australia.
BSB 342-079. Account No. 053609-001 quoting delegate name(s) and TR109 as reference.

Please debit my ☐ VISA ☐ MasterCard ☐ American Express ☐ Diners Club
Credit Card No: ____________________________
Card Expiry: ____________________________

Name: ____________________________
Email: ____________________________
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Organisation: ____________________________
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Authorisation
This booking is invalid without a signature.
Signatory must be authorised to sign on behalf of contracting organisation
Name of Authorising Manager: ____________________________
Position: ____________________________
Signature: ____________________________
Date: ____________________________

Fees
☐ Sydney Standard Training Fee Two Day Event $2845.80 + 10%GST = $3130.38
☐ Canberra Standard Training Fee Two Day Event $2845.80 + 10%GST = $3130.38
☐ Early Bird 10% Discount* A limited number of early bird seats are available. Please ask for details.
☐ Premier Plus Discount* Bring 3 or more delegates to this event and benefit from a 10% saving. (Applies to full conference event only).
* These discounts may not be used in conjunction with any other offer.
Who must attend
Executives, Directors and Senior Managers responsible for:
• Information Technology • Enterprise and Information Architecture
• Service Delivery • IT Services • Online Services • IT Demand & Capability
• Customer Service Strategy • Business, Service, Systems and Process Analysts
• Stakeholder & Citizen Engagement • Web Access and Delivery
• Shared Services • Performance Measurement and Management

Business Opportunities: A limited amount of exhibition space is available at the conference. Sponsorship opportunities including lunch and documentation also exist. For further details contact Luke Ashton on (02) 9238 7151.

I would like to thank everyone who has helped with the research and organisation of this event, particularly the speaker for his support and commitment
Daniel McMuray Professional Training Producer

Terms & Conditions:
1. Fees are inclusive of programme materials and refreshments.
2. Payment Terms: Following completion and return of the registration form, full payment is required within 5 days from receipt of invoice. PLEASE NOTE: payment must be received prior to the conference date. A receipt will be issued on payment. Due to limited conference space, we advise early registration to avoid disappointment. A 50% cancellation fee will be charged under the terms outlined below. We reserve the right to refuse admission if payment is not received on time. Unless otherwise stated on the booking form, payment must be made in Australian dollars.
3. Cancellation/Substitution: Provided the total fee has been paid, substitutions at no extra charge up to 14 days before the event are allowed. Substitutions between 14 days and the date of the event will be allowed subject to an administration fee of equal to 10% of the total fee that is to be transferred. Otherwise all bookings carry a 50% cancellation liability immediately after a signed sales contract has been received by marcus evans (as defined above). Cancellations must be received in writing by mail or fax (as above). Before the conference is to be held in Sydney 9th September 2005, Canberra 11th September 2005, in order to obtain a credit voucher representing 50% of the total fee to be utilised against the costs of any future marcus evans conference. Thereafter, the full conference fee is payable and is non-refundable. The service charge is completely non-refundable and non-creditable. Payment terms are five days and payment must be made prior to the start of the conference. Non-payment or non-attendance does not constitute cancellation. By signing this contract, the client agrees that in case of dispute or cancellation of this contract that marcus evans will not be able to mitigate its losses for any less than 50% of the total contract value. If, for any reason, marcus evans decides to cancel or postpone this conference, marcus evans is not responsible for covering airfare, hotel, or other travel costs incurred by clients. The conference fee will not be refunded, but can be credited to a future conference. Event programme content is subject to change without notice.
4. Copyright etc: All intellectual property rights in all materials produced or distributed by marcus evans in connection with this event is expressly reserved and any unauthorized duplication, publication or distribution is prohibited.
5. Privacy/Data Protection: Personal information is collected, stored and used by the Marcus Evans group in accordance with Privacy and Spam legislation. Client confirms that it has requested and consented to marcus evans retaining client information on marcus evans group companies’ database to be used by marcus evans group’s individual companies and passed to selected third parties, to assist in communicating products and services which may be of interest to the client. If the client wishes to stop receiving such information please inform marcus evans at Marcus Evans (ANZ) Limited, Marketing Dept, Level 7, 77 Castlereagh Street, Sydney, NSW 2000 (e-mail address: marketing@marcusevansau.com) Tel: +61 2 9223 2137, Fax: +61 2 9223 2352. For training and security purposes, telephone calls may be recorded. Important Note: While every reasonable effort will be made to adhere to the advertised package, marcus evans reserves the right to change event dates, sites or location or omit event features, or merge the event with another event, as it deems necessary without penalty and in such situations no refunds, part refunds or alternative offers shall be made. In the event that marcus evans permanently cancels the event for any reason whatsoever, (including, but not limited to any force majeure occurrence) and provided that the event is not postponed to a later date nor is merged with another event, the Client shall receive a credit note for the amount that the Client has paid to such permanently cancelled event, valid for up to one year to be used at another marcus evans event. No refunds, part refunds or alternative offers shall be made.
6. Governing law: This Agreement shall be governed and construed in accordance with the law of New South Wales and the parties submit to the exclusive jurisdiction of the Courts in Sydney. However marcus evans only is entitled to waive this right and submit to the jurisdiction of the courts in which the Client’s office is located.

Air Travel & Accommodation: Global Connection can provide very competitive discount fares and package deals exclusively negotiated for this event. Please contact Mark Swift on (02) 9922 7777 for assistance with all travel and accommodation requirements.

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