

E-Government  
MPA, Evergreen State College  
Summer 2016  
May 15-17, 5-9p Fri, 9a-5p Sat/Sun  
{Subject to Changes - Version: 5/15/16}

Instructor: Larry Dzieza

**OVERVIEW:**

This 2 credit course explores contemporary practices, challenges, and opportunities at the intersection of information technology, public administration and democratic governance. We will explore the role of information technologies in shaping, transforming, and understanding how public sector organizations deliver services and interact with citizens. The course seeks to ground discussions in current IT trends and theories and explore evidence of their application through readings and presentations from practitioners in public sector IT. We will explore ways in which information and information technologies have become a key driver in the delivery of services and in some cases have become the service itself.

An objective of the course is to increase awareness of the evolving role technology plays in delivering services in public and non-profit organizations. A key assertion of the course is that the acceleration of change driven by information technology's special properties presents unique opportunities as well as challenges for public administrators. Further, successful management now requires public administration generalists to be familiar with the language and concepts in managing IT just as they do the management of people, policies, and budgets.

**Assigned Texts and Assignments**

There are two writing assignments; a SWOT analysis and a synthesis of the course's relevance to your organization. In addition, students are expected do the readings and view/listen to the multimedia in advance and be prepared to have discussions in class. Thought prompts are suggested below to help you start critically thinking about what you are reading/hearing.

Students will be evaluated on their overall contribution to the class and group discussions. This is a crucial part of the work for the course; to be effective, students are expected to arrive in class having completed, thought carefully about, and be ready to discuss the assigned readings and other instructional materials.

The course will not require you to purchase a text book and will rely upon online library access, publications and web sites. The final selection of articles, media and web references will be provided on Canvas class web site beginning three weeks prior to the class. Students should begin the readings and listen/watch the media and visit the websites as soon as possible. In addition, the course will provide suggested readings and media to enrich your learning experience.

The class material provided below is grouped between theory and practice. The theoretical and historical perspective is valuable for providing context and guidance when there are no roads to follow. The practice material provides ideas and inspiration from other successful and, too often, (let's remember, failure is a learning opportunity too) unsuccessful efforts.

### ***Theory (Required)***

[The Evolution and Continuing Challenges of E-Governance](#), Sharon S. Dawes, Center for Technology in Government, University at Albany, PAR 2008

[Pessimism, Computer Failure, and Information Systems Development in the Public Sector](#), [Shaun Goldfinch, University of Otago, New Zealand](#), Public Administration Review • September October 2007

[“Amish Technology: Reinforcing Values and Building Community”](#), IEEE Technology and Society Magazine, Summer 2007; “The Amish believe that social change is often closely tied with technological change and therefore tend to be suspicious of new technologies.”

Thought prompt: If we were more deliberate in adopting technologies, which, in hindsight would we reject? Which, looking forward should we embrace?

Tim O'Reilly - [Government as a Platform Blog Post](#) read the first 8 pages (more if you want to, of course) and a [Critic's Response](#); Then watch O'Reilly's ideas expanded upon by [Steve Johnson](#) in “Future Perfect”; and optionally you can go dive deeper in Johnson's [Google talk](#).

Policy development in the context of technology futures: Governments' technology challenge have multiple facets; these include governmental units' use of technology to deliver services; regulatory roles in managing the rules in which technology is deployed (or not) throughout society, and grappling with the after-effects of technological change that shows itself in many and, sometimes surprising, policy areas. Watch: [Race Against the machines](#) and read, [Are Humans Even Necessary?](#) Thought Question: Should and/or how will your organization prepare and meet these challenges?

### ***Practice (Required)***

[“Meet the Geeks”](#) A look into the U.S. Digital Service, "We need both kinds: people who can hack the technology, as well as people who can hack the bureaucracy."  
<https://www.whitehouse.gov/digital/united-states-digital-service>

Explore the White House Office of E-government: <http://www.whitehouse.gov/omb/e-gov>; and read the [“Digital Services Playbook”](#). The “Playbook” provides some easy to understand concepts relating to your technology and provides a list of questions that a non-IT government “business owner” might use to explore IT efforts.

Agile development Sprint Example: [Sprint moves agency forward 20 years](#)

Read the [SMAC](#) Stack (PowerPoint) - Social, mobile, analytics and cloud information technology stack. This slide deck was targeted to businesses. Thought prompt: What are the

implications for government (or *Your*) organization? Is it applicable? What are the parallels and differences?

[IT Geoffrey Moore at the Washington Innovation Summit – YouTube](#) – It is called “Peering Into the Future”, but really about seeing where IT in government enterprises came from too. (40 minutes). Optional: Moore, [https://www.youtube.com/watch?v=x\\_50spOJ6EA](https://www.youtube.com/watch?v=x_50spOJ6EA) (36 minutes). Focusing on moving IT investments from infrastructure and maintenance to SMAC. Makes case for user-oriented systems of engagement to interact with the systems of record.

### **Optional Readings and Resources**

[Pew Internet & American Life Project](#) - Familiarize yourself with the website's resources and interesting research;

[Guidelines and Best Practices for Social Media Use in Washington State](#), 2010, Governor’s Office et.al.

[Government Best of the Web Snapshot 2014](#), Center for Digital Government. [Best of Web 2015](#). A brief look at the challenges, tactics and standards that governments from all levels are using to foster citizen engagement and deliver services.

[Enacting Technology in Networked Governance](#) – Jane Fountain

[http://www.innovativestate.com/talking\\_about\\_innovative\\_state\\_on\\_cspan](http://www.innovativestate.com/talking_about_innovative_state_on_cspan)  
Video of Aneesh Chopra, Federal CIO and State of Virginia; 30 minutes.

Thornton May; “[IT Needs to Aspire and Really Make a Difference](#)”, Computerworld, May 2012.

Health Care Informatics, “[Seeing CIO As More Than Just ‘Dish Washers’](#)” May 2012

Resource from WSDOT: <http://www.wsdot.wa.gov/Communications/WebToolkit/>

Governance related resource: Beth Simone Noveck, <https://www.youtube.com/watch?v=XC--AJrOWv8>

Wiki Government: How Technology Can Make Government Better, Democracy Stronger, and Citizens More Powerful, by Beth Simone Noveck

Noveck: Video Lecture (48 min) by same: <http://www.youtube.com/watch?v=XC--AJrOWv8>

Ries, E. (2011). The Lean Startup: How Today’s Entrepreneurs Use Continuous Innovation to Create Radically Successful Businesses. Crown Business. ISBN: 978-0307887894

History of Computing and the Internet: <http://www.computerhistory.org/>

The History of the Internet in a Nutshell: <http://sixrevisions.com/resources/the-history-of-the-internet-in-a-nutshell/>

Big Data to help veteran's find jobs video (3.5 minutes),  
[http://www.innovativestate.com/how\\_big\\_data\\_can\\_address\\_veteran\\_unemployment](http://www.innovativestate.com/how_big_data_can_address_veteran_unemployment)

Privacy: [Equifax Eyes Are Watching You--Big Data Means Big Brother](#)

Project Failure: Washington Department of Correction "Programming Error"  
[Report to Governor on Early Release of Offenders](#).  
Video links to Legislative hearings will be provided.

Project Failure: California's epic failure of Court System acquisition  
<http://www.zdnet.com/article/california-abandons-2-billion-court-management-system>  
<http://www.bsa.ca.gov/pdfs/reports/2010-102.pdf>  
<http://www.courts.ca.gov/21775.htm>  
<http://www.courts.ca.gov/partners/documents/CCMS-All-Periodicals.pdf>  
[http://www.lao.ca.gov/handouts/crimjust/2012/California\\_case\\_management\\_system\\_03\\_14\\_12.pdf](http://www.lao.ca.gov/handouts/crimjust/2012/California_case_management_system_03_14_12.pdf) (Good summary of readiness checks and underscores the people side of technology implementation).  
[http://www.cio.ca.gov/pdf/CCMS\\_Final\\_Report.pdf](http://www.cio.ca.gov/pdf/CCMS_Final_Report.pdf) (Includes valuable Gartner Business Case, from 2007)

Project Failure: CA Payroll System  
<http://www.afscmeinfocenter.org/privatizationupdate/2013/11/state-fires-contractor-and-wants-50-million-back-for-troubled-computer-project.htm>  
<http://www.lao.ca.gov/reports/2014/budget/21st-century/project-update-031914.pdf>

## ASSIGNMENTS

### **Assignment 1: Your Organization's Technology SWOT** **Due Friday July 8, 5:00 p.m., the week prior to class**

Students option will complete the familiar Strength, Weakness, Opportunity and Threat assessment for the organization of your interest, most likely where you work or participate. A format will be provided on the Canvas site.

An important theme of the class is optimizing the alignment between an organization's results (in government terms "the mission") and the technology deployed to produce those results. This assignment asks you to consider an organization's key results (products and/or services) and assess the SWOT of the technologies it uses to produce them. It is an opportunity for you to look at your organization from a strategic and systems perspective with a particular drill-down into the technologies used to fulfill its mission. Finally, it requires you to consider how efficiency and effectiveness are affected by the current technology being used and how adoption of different technologies may result in change. In this respect the technology SWOT is a small window into the organization's "[socio-technical](#)" environment.

Expectations: Prepare the grid and submit a week before the class, Friday July 8. Be prepared to discuss your work during an in-class session.

Helpful Jump Start Hints:

- Strategic plan and/or mission statements.
- IT strategic plans; portfolios
- Looking at your organization's technology artifacts with fresh eyes; (Gee, I never noticed how many file cabinets there are before!)

Please feel free to contact me before class starts for questions about the assignment.

**Assignment 2: Application of Class Learning to Your Organization's SWOT**  
**Due Friday, July 29, 2016 5:00 p.m. posted on Canvas**

Students will draw from the materials set (text and media), speakers and lectures and submit a minimum 1,500 words synthesis of ideas, trends and concepts that addresses aspects of their SWOT analysis. Due in Canvas by Friday, July 29, 2016 5:00 p.m. Papers should include a summary of the main arguments, ideas of the text and media you find relevant in addressing aspects of your selected organization's Strengths, Weaknesses, Opportunities and Threats.

**Prepare for Class Discussion #1:** A scholar in government productivity stated that "...government bureaucracies are becoming their websites, so that the organizational socio-technical system is increasingly manifest on the web." (Dunleavy, 2008). To what degree has your organization's web and app presence come to reflect the systems and hierarchies of your organization in real life? And in the other direction, to what degree has your organization come to reflect your organization's website and apps?

**Prepare for Class Discussion #2:** Dr. Bray/IBM Interview with FCC CIO Dr. David Bray  
<http://www.businessofgovernment.org/interview/dr-david-bray-0>

This interview provides a "not too technical" window into a wide range of issues related to IT organizational change within a government framework. Dr. Bray describes his work in building the infrastructure and catalyzing cultural change in a real-life management challenge. He makes interesting connections between theory and practice in the management of a government agency. As you listen, be prepared to:

1. Identify issues Dr. Bray faced and principles alluded to. Example, the need for user input and solution(s) found, legacy systems, Security etc.
2. Describe the organizational tensions he describes. Examples: cultural change in organizations generally versus individual motivations (job security, trust, fear, incentives), power distribution within an organization versus the authority of management.
3. Describe some of the technical solutions he deployed (like cloud service) and the internal and external human/organizational challenges that had to be addressed.

4. Consider what kind of challenges and solutions might be different if the FCC produced a different service, such as Transportation or a Corrections department?
5. Discuss how public sector IT management is different from private sector IT?

Date	Overview of Course
<b>5/15 Fri</b> 5:00 – 6:30	Introduction and Overview of Class IT in the Context of Public Administration <ul style="list-style-type: none"> <li>Why IT knowledge has become essential for government managers</li> </ul>
<b>6:30 – 7:30</b>	Guest Speaker on the expectations and realities of IT
<b>7:30 – 9:00</b>	Assignment #1: Presentations and Discussion of Student's SWOTs
<b>5/16 Sat</b> <b>9:00 to 10:00</b>	<b>Travel to Seattle Living Computer Museum</b>
<b>10:00 11:30</b>	Computing Museum Tour
<b>11:30 – 12:30</b>	Lunch
<b>12:30 – 1:30</b>	Lecture on Technology context <ul style="list-style-type: none"> <li>Socio-tech</li> <li>Portfolio Mgt</li> <li>Enterprise Architecture etc.</li> </ul>
<b>1:30 - 2:30</b>	Assignment Discussion: Becoming your Web and Apps
<b>2:30 – 2:45</b>	Break
<b>2:45 – 4:30</b>	Speaker: WA OCIO, Queuing government up for the future
<b>4:30 – 5:00</b>	IT Failures – Lessons from the field (intro) <ul style="list-style-type: none"> <li>Washington State Department of Corrections</li> <li>Military Computer Payroll System</li> <li>Obama Care Website</li> <li>California Court System</li> <li>Causes and Corrections</li> </ul>
<b>7/17 Sun</b> <b>9:00 – 10:00</b>	Learning from IT Failure Lessons (continued from Saturday)
<b>10:00 – 11:30</b>	Jeremy Bertrand (WDOT); Social Media
<b>11:30 – 12:45</b>	Lunch

(Continued below)

<b>12:45 - 1:45</b>	<b>Class Discussion:</b> Dr. Bray/IBM Interview with FCC CIO Dr. David Bray
<b>1:45 - 2:15</b>	Acquiring IT: Decisions to Consolidate, Buy, Build, or Rent Can economies of scale be realized without losing flexibility and fit?
<b>2:15 – 3:45</b>	Guest Speakers: Bill Kehoe, King County CIO

<b>3:45 – 4:45</b>	<p>Lecture and Discussion of IT Trends and Policy Implications: Challenges and Opportunities to Bureaucracy and Governing</p> <ul style="list-style-type: none"> <li>• Race Against the Machines</li> <li>• Coming to a Cubicle Near You: Super-empowered FTEs who works from anywhere</li> <li>• More Data, Better Decisions? Big Data Analytics</li> <li>• Internet of things, Cameras, Sensors, and Crowds</li> <li>• Regulating Technology: Vapes, Drones and the Sharing Economy</li> <li>• Emerging Government Issue: Private Sector Privacy</li> <li>• Automation and robots; Pushing IT into 3-d space</li> </ul>
<b>4:45 – 5:00</b>	Wrap-up