



## e-government and IT planning



### Normandy's Manche County Commission approves e-administration

**E-administration compels territorial authorities to make technical, administrative and structural advances. To guarantee that it can adapt to the changes, the «Conseil Général de la Manche» has added an IT planning approach to its information system. This process has benefited from MEGA's mapping tools and advice.**

Territorial authorities must confront many changes, each posing individual challenges from deregulation to decentralization, the creation of new European structures, seeking active economies and assessing new technologies. Without overlooking the shift in regulations encouraging a migration towards e-administration or e-government, which insists upon the ability to reduce paperwork in administrative acts.

This obligation to reorganize has an obvious impact on information systems. They should be aligned or realigned, controlled, optimized and above all ready for citizens to use as part of e-administration. This is the challenge that Pierre Avoine, Chief Information Officer of the Conseil Général de la Manche (CG50), had to face up to.

These are the mandatory steps for the Chief Information Officer:

- Better identify the corresponding scopes of the business information systems and the computer architecture
- Deduce the consequences of the division of responsibilities between project owners (department heads) and project developers (IT department)
- Encourage autonomous access in using the information system

### Vertical structures applied to communication occupations

Mr Avoine looked to MEGA to help identify business information systems and link them to the corresponding computer architectures, manage the division of responsibilities between department heads and the IT department and to encourage citizens to access and use the on-line information system.

+ « The information system should be aligned or realigned, controlled, optimized and above all ready for citizens»



+ «The project owners must be repositionned at the center of the control process»

The commission’s business applications were monolithic and resided in many different data repositories. Before it implemented MEGA, these business applications were not linked and hardly ever communicated to each other. Pierre Avoine examined more than 120 department areas within the commission, including social welfare, road construction, scholarships and archives and found that not only was there technical compartmentalization, but there was a lack of communication between people too due to business culture and organizational factors. This ultimately led to increased paperwork, duplication of work effort and many redundancies in the systems. According to Pierre Avoine, “Reducing paperwork for the administrative act requires direct exchanges between the business applications. This is a task that MEGA has helped us address successfully.”

## From a hierarchical structure to a networked operation

One of Pierre Avoine’s key tasks was therefore to reorganize the users to give them greater autonomy and thereby allow them to better accomplish their assignments. *«This reorganization corresponds to a shift in the paradigm: we have changed from a hierarchical organization to a networked organization, or adhocracy,»* explains the MIS who created this neologism based on the Latin expression «ad hoc», meaning something that is appropriate to the subject or situation at hand. *«This definition has the advantage of reversing the logic of referring to hierarchy, which emphasizes the reference structure to the detriment of the goal being targeted.»*

*“Since we have implemented MEGA, commission users now have more autonomy and responsibility to complete projects,”* according to Mr Avoine. “Previously, the IT department managed many of the commission’s projects. Now, the department heads have the power.”

The new system is the source for a new contract-based relationship between the project developers and the project owners. The IT department no longer makes decisions for the project owner; the project developer’s duty is to assist the project owner.

### Administration vs e-administration

	From administration	To e-administration
<b>Organisation</b>	Services (hierarchy)	Hubs of competences (network)
<b>Culture / Behaviour</b> (autonomy)	Automate standard-forseeable (nil)	Individual (individualized-autonomous) (maximum)
<b>Technique</b>	Monolithic Applications	Web Services Granularity

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Pierre Avoine is IT Director at Normandy's Manche County Commission

+ «Mapping induces knowledge; it favors the users appropriation of the information system»

«Encouraging autonomous access represents an extremely profound revolution for administration,» continues Pierre Avoine. This shift in the paradigm has tremendous technological consequences: autonomy impacts the architecture, for example, by transitioning it from client-server mode to Web mode. Furthermore, the goal for e-administration is not the same as that for administration: «It changes from equal treatment for all citizens to individualized services,» the CIO comments.

## Mapping the information system in order to grasp the inherent complexity

To explain and convey the ideas of communications between applications, the new organization and the distinction between project owner and project developer, the CIO used the MEGA model to break this down into four layers, thus demonstrating the impact that business structures have on the information system. «Mapping is a very effective way of showing department managers the source of a problem: for example, computer systems may come to a standstill when temperatures get too high. This does not fall under the responsibility of the IT department, but the person responsible for the building's infrastructure. This knowledge allows departments to control the system more effectively, which is a bonus,» emphasizes Pierre Avoine.

To interconnect the various applications and especially promote communication between the different occupations in the Commission, the CIO implemented a single data repository using MEGA tools. «The creation of a common data repository is the very basis of administrative structures. This repository will serve as an exchange point between the 1400 users of the information system,» he adds. «MEGA is an essential component for better understanding the system because of the functional perspective it offers.»

Strengthened by this knowledge, IS users can give meaning to their actions and measure their value in the overall set of challenges. MEGA has helped create a foundation for a unified, integrated solution for the Manche County Commission. The new system now conforms to regulatory requirements for paperwork reduction while providing complete visibility into processes and projects. Now everyone in the commission is sharing information and three basic principles: common rules, autonomy and standardized exchanges.

## MEGA GETS THE BALL ROLLING

One of the results of the work that the Commission undertook with MEGA is a map available through the Intranet.

Between the different occupations and the information architecture, there are two aspects to the mapping process:

- Understand its existing setup; identify the primary functions, occupations and failures, as well as the main data redundancies
- Establish a functional and business goal: the key features and the main computing needs

Mapping consists of describing the information system according to four views or levels:

- Business view (who? what? where?)
- Organizational view (how?)
- Application view (with what?)
- Technical view (using what environment?)

The business and organizational views, which include the processes and all the practices, are derived by interviewing the users. Concurrently, a description of the data used and a detailed description of the application are drafted. Then, a benchmark architecture is created based on these factors. This summarizes the technological, organization, financial and cultural dimensions on the one hand, and the business structures on the other. It is the duty of the technical architecture to improve performance, facilitate governance and knowledge management, and generate new operational modes through the use of tools.



## PRESENTATION OF THE COUNTY COMMISSION OF NORMANDY

**The County Commission is the local authority** par excellence. The State addresses national issues, the Regional Commission deals with regional issues (Lower Normandy in this case) and the County Commission tackles local matters. County Commission members are elected for six years by universal suffrage in each district and consequently provide direct feedback on the situation, concerns and real needs of the inhabitants.

**The County Commission has had true executive power and a budget** since the initial decentralization laws were passed in 1982. It collects its own income (an allowance from the State, transfer duties, direct taxation, loans, etc.) and controls its own expenses. These are proposed by the Chairman and put to the vote at a plenary meeting by the 52 County Commission members representing the districts of the Manche county.

**The County Commission takes direct action in its legal areas of expertise** for the well-being and future of the county's population. Within the Manche County Commission, these areas have been grouped into four major working committees involving the elected officials:

- Economy: agriculture, fishing, aquaculture, industrial development, craft industries, commerce, tourism, foreign relations, etc.
- Infrastructure: ports, ocean liner routes, protection against coastal erosion, airports, roads, digital networks, transportation, etc.
- Social matters: the elderly, the disabled, healthcare, children and families, fight against social exclusion, etc.
- Youth and the living environment: education, sport, youth, culture, environment, etc.

The Chairman proposes a number of policies in all of these areas to his colleagues. The initiatives are prepared in committees, quantified prior to being voted upon and signed by the Chairman. The County Commission's various departments are then entrusted with carrying them out.