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1 Summary

Deliverable D7.4 summarizes the results and findings from the Initial PICTURE workshop held on March 7, 2007. To attract as many participants as possible from public administrations and reduce their travel effort the workshop was held in a distributed setup with one main event in Münster (Germany) and local break-out sessions in St. Gallen (Switzerland), Turin (Italy), Amaroussion (Greece) and Lodz (Poland). The locations were connected via telephone / videoconferencing for the opening and introduction presentations and the report back at the end of the workshop. During the day each location conducted the workshop individually in the local language to reduce the barrier for participants to engage in the discussions.

From a content perspective the workshop participants in Münster and Lodz focused on the process modelling approach of PICTURE, the participants in St. Gallen, Turin and Amaroussion focused on impact measurement. To ensure that the same topics were discussed and the findings were comparable between the locations materials were prepared jointly before the workshop. A common case study was used in Münster and Lodz. St. Gallen, Turin, and Amaroussion started from the same tables and questionnaires. Templates were provided for the report back session.

The workshop produced interesting findings that will now be further used during the development of the process landscaping methodology, the impact measurement methodology, the implementation and evaluation of PICTURE as well as for further dissemination efforts.

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2 Workshop Setup

2.1. General Idea

Addressing the language and travel problems that occur when holding a workshop where public administrations are involved, the workshop is split into one main event and four local breakout sessions at the respective partner sites. The partner sites connect via phone and/or video conferencing to the main event. The main event is held at the University of Muenster, Germany, the local break-out sessions involve local administrations in Italy, Switzerland, Greece and Poland.

The workshop starts with a common welcome note and an overall presentation of PICTURE. This is broadcasted into the local sites. After this common part, the sites are disconnected and local breakout sessions take place. Two topics were chosen to be discussed at the local sites. One topic deals with process modelling and the Process Building Block (PBB) approach of PICTURE (see section 2.3) and the second one focuses on the impact measurement methodology (see section 2.4). The workshop concludes with a report back from each location where all participants are connected again and present their results.

2.2. Workshop Agenda

9 – 9.15	Welcome Prof. Becker – broadcasted to all locations
9.15 – 10.15	PICTURE Introduction and Goals – broadcasted to all locations
10.15 – 10.45	Coffee Break and disconnection of local sites
10.45 – 14.30	Local Breakout sessions, lunch scheduled flexibly at each location
14.30 – 16.30	Report back from each location

2.3. Process Modelling

This session (held in Münster and Lodz) focused on the modelling methodology and discusses its applicability with the participants. It started with a short introduction of the PBB method and the 37 PBBs identified in PICTURE. We then handed out a case study, containing a reference process in a textual description. The participants were asked to model the process using the Building Blocks. A lively discussion was part of this, where the goal was not to discuss the process content or to re-evaluate the PBB, but rather to focus on the idea behind it (like Building Blocks, a user centric, distributed modelling, etc). Based on the process model elaborated from the case study, a second discussion was initiated on appropriate attributes to represent relevant information on the processes.

2.4. Impact Measurement

The break-out sessions on Impact Measurement (in Athens, Turin and St. Gallen) focused on the one hand on challenging the impact measurement approach of PICTURE and the other hand on contributing to its development. First, a consortium representative at each location presented PICTURE's impact measurement approach and how it fits into the overall project context. Then, participants were invited to a brainstorming exercise. Each participant was asked to identify targeted impact areas and performance indicators and to write them on a coloured card (one colour for each of the 3 dimensions: time, resources and quality). After all the cards were collected, the indicators were integrated in a table and then compared to the initial list of indicators developed by the PICTURE consortium. In order to obtain feedback on the existing

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environment in each participating municipality, a short questionnaire (with 10 questions) was distributed and filled in. Subsequently, a short open discussion took place where participants were asked to indicate key benefits and challenges/problems of the PICTURE impact measurement approach. Finally, participants were invited to participate in the evaluation phase of the final impact measurement methodology and informed how to do so.

2. 5. Report Back from Breakout Sessions

To allow for a structured report back, templates for each topic have been handed out to be filled in for the report back. Two sets of templates were created, one for the report back of the locations that discussed process modelling topics and one for the locations which discussed ICT impact measurement. Similar to the keynote presentation held in Münster, one after another, each location was presenting their results from the local breakout session which were summarized on the prepared templates, including short discussions after each of the presentations.

2. 6. Technical Setup

The five locations have been connected using a conferencing and application sharing software provided by SAP. Through the use of Interwise Connect all five locations were able to communicate with each other via voice. Also, web cams where connected to the system in order to allow the presenters and participants to see each other via a video stream. The application sharing has been used in order to show the welcome and overview presentations hosted in Münster to participants in the other locations as well as for the feedback session to report back the results from the local break-out sessions.

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3 Participants

As shown in the participant list below, the initial PICTURE workshop attracted participants from a variety of institutions external to the consortium. From the 36 external participants, 25 represented cities or municipalities from the respective countries of the locations. Two persons from governmental bodies participated: Federal Government Co-ordination and Advisory Agency for IT in the Federal Administration (KBST) from Germany and the Federal Office of Information Technology, Systems and Telecommunication of Switzerland. Six participants from government-focused consulting organizations and three from external academia also provided valuable input.

Due to a national Swiss conference on eGovernment on the same day, only two people were able to join the Swiss part of the workshop. Despite the low attendance of participants in Switzerland, a number of interesting contacts were established via email communication related to the workshop for e.g. further discussion and evaluation of the PICTURE approach.

External Participants Münster:

No.	Name	Fist Name	Organisation
1	Bartke	Sandra	ISR
2	Hokkeler	Michael	KGSt
3	Lomax	Richard	Compartner
4	Mondorf	Ansgar	Universität Koblenz
5	Lippe	Wolfram	Universität Münster

External Participants Amaroussion:

No.	NAME	ORGANIZATION
1	Pantelis Harokopos	Municipality of N Psyhiko
2	Epaminondas Zafiropoulos	Municipality of Halandri
3	Alexandros Kappos	Municipality of Halandri
4	Olga Paulidou	Municipality of Filothei
5	Evaggelos Kriezis	Municipality of Drapetsona
6	Georgios Papadimitriou	Municipality of N. Iraklio
7	Anastasios Simeonidis	Municipality of N. Iraklio
8	Ilias Stratos	Municipality of Metamorfosi
9	Dimitra Gidarakou	Municipality of Agios Stefanos
10	Andreas Alexopoulos	Municipality of Korydallos
11	Georgios Kopanias	Municipality of N. Ionia
12	Vasilis Theofilaktos	Municipality of N. Ionia
13	Manos Maurikakis	Municipality of Kifisia
14	Ioannis Deligiannidis	Municipality of Pefki
15	Eleni Oikonomidou	Municipality of Vrillissia
16	Giorgos Arkas	Municipality of Amaroussion

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External Participants Turino:

No.	Name	First Name	Organisation
1	Mariani	Pier-Angelo	Commune of Cuneo, Director ICT sector
2	Facchin	Flavia	Commune of Cuneo
3	Volontà	Pasquale	Province of Asti, Director ICT sector
4	Ferro	Enrico	ISMB Superior Institute Mario Boella Docent at the Faculty of Engeneering of Turin Polytechnic
5	Ghisaura	Antonello	CRC, eGovernment and Information Society Competence Center
6	Simonato	Claudia	CRC, eGovernment and Information Society Competence Center
7	Rodano	Fabrizio	Commune of Moncalieri, Director ICT sector
8	Occelli	Sylvie	Responsible of Regional ICT Observatory, IRES Piemonte
9	Di Falco	Sara	CSP, Consortium for Innovation in ICT

External Participants St. Gallen:

No.	Name	Fist Name	Organisation
1	Bucher	Jeannette	VRSG St. Gallen
2	Prader	Eva	BIT

External Participants Lodz:

No.	Name	Fist Name	Organisation
1	Kosiński	Andrzej	UM Konstanyńów Łódzki
2	Motylińska	Bożena	UM Stryków
3	Berent	Dariusz	UG Nowosolna
4	Karwacka	Ewelina	UG Andrespol

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4 Workshop Results

In this section we summarize the main workshop results on the two major topics discussed, the process modelling approach and the impact measurement approach. Additionally we report on some discussion on the overall approach of PICTURE. The detailed minutes from the break-out session in each location can be found in Annex I to V. As the local break-out sessions were held in the local language also most of the minutes are in the local language.

4.1. Overall PICTURE Approach

The participants found the overall PICTURE approach as quite useful and felt that it goes in the right direction. Some discussions came up in Münster if the main PICTURE approach to make the existing processes more efficient with the help of ICT and focusing on more effective processes only in a second step is sufficient. It was pointed out by the PICTURE consortium members that achieving more effective processes would often require changing legislations and governmental guidelines. However, this is something that the PICTURE project cannot achieve. But PICTURE would still be able to lay the foundation for discussions in that direction by providing a good overview on the current process landscape in public administrations.

4.2. Process Modelling

The main findings and observation from the local break-out session on process modelling in Münster are the following:

- Process knowledge is mainly located with the administrative staff that is actually executing the processes on a day-by-day basis. So it is important to involve these people in process modelling.
- The use of PBBs requires some training in the semantics of the building blocks. However, only very limited training in using the modelling methodology should be needed. Thus, the process modelling methodology has to be easy to use and end-user friendly.
- Process modelling should happen in workshop settings. That means that all people that are involved in a particular process should come together. However, people should still be able to model their process parts individually.
- It is necessary to guide the involved people through the modelling, in particular if processes have parallel or conditional paths and loops. Mechanisms are needed that allow tying parallel paths together again. Therefore, a questionnaire-based approach will be investigated in detail.
- In addition to the questionnaire-based approach a graphical representation of the overall process model is needed. This allows the users to identify their place in the overall process. It also supports identifying inefficiencies and process parts that are not really meaningful.
- People typically start with modelling the main project path in the first run and then add paths for alternatives later. This should be supported by the modelling methodology. It should also be possible to add activities between other activities.
- In the first step people model the process using the building blocks and add only some attributes that are obvious and important e.g. to model decisions or waiting times. Further attributes are assigned in a second step after the complete process has been modelled using PBBs. However, the process model could still be changed when assigning attributes. This flexible change between process modelling and attribute assignment has to be supported by the process modelling methodology.

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- Exceptions and alternatives (e.g. after a check or decide step) should only be modelled if they occur in a significant number of cases (e.g. more than 20%). Otherwise the process models would become too complicated.
- It should be possible to model external steps that are part of the process but are executed by an external party. Even if the concrete administrative worker is not involved in executing this step it is important to document interfaces to external departments or organisations as this influences the impact of ICT functionalities. The external steps should be modelled with different shapes to clearly distinguish them from the department internal process flow.
- The definitions of some process building blocks have to be refined. In particular, the building blocks check/verify, analyse, decide and wait until have been discussed quite intensively.

The main findings and observation from the local break-out session on process modelling in Lodz are the following:

1. Modeling of case study
 - a. The process of modeling had collaborative character and consisted of the following steps:
 - i. Initial discussion about the process essence.
 - ii. Diagramming on a table (with use of markers); during that process commonly "free" expressions were used.
 - iii. Modeling by use of PBBs on a table with use of small sheets of paper representing PBBs.
 - iv. Preparing the model (constructed in step 3) in electronic version using computer modeling tool to make the model available for other participants of the videoconference.
 - b. There was a discussion while modeling each part of process. When participants were choosing the proper PBB each time there was a short discussion.
 - c. The participants often forgot to place PBB such as "send" and "receive", so they have to update the model after it was nearly finished or when it was, as they thought, ready.
 - d. Sometimes there were problems with choosing the right level of generality. Participants figured out that some PBBs are more general and some are very detailed.
 - e. Participants were willing to work with whole model together.
 - f. Participants were curious about the working PICTURE tool. They were interested how the UI looks like, and how flexible (in context of process building) the software will be.
2. General findings
 - a. There is possible future problem with defining of responsibility for the model, which was created by a group of people.
 - b. We think that, having some practice, a selected clerk can be able to use effectively PICTURE tool. But there is a possible problem of his qualifications durability. Using PICTURE tool from time to time (from one ICT investment to another) he will probably forget much of his knowledge. So, perhaps it will be necessary to provide some kind of a specific retraining before each reuse of the tool. It seems to be no other solution for the situation when the tool will be used rarely.

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- c. We think that inviting students for the workshop was an excellent idea. Clerks were very effective in their activities in collaboration with students.

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4.3. Impact Measurement

One of the main results of the workshops on impact measurement and of the brainstorming exercises in particular was that the table of indicators per Targeted Impact Area was revised and enriched. In the following, the Initial Table of Indicators as well as the revised one, that came out as a results of the contribution of the workshop participants during the brainstorming exercise are elaborated:

1. Initial Table of Indicators

		Targeted Impact Area	Indicators
TIME	}	e.g. Faster processes	<ul style="list-style-type: none"> • Time required for carrying our a specific task (minutes) • Time for sending out documents (minutes) • Time spent in the queue
		e.g. Reduced cost of work	<ul style="list-style-type: none"> • Average cost of man-hour (EURO/hour)
RESOURCES	}	Reduced telecommunication costs	<ul style="list-style-type: none"> • Average cost (telephone& internet) / month
		Reduced cost for consumables	<ul style="list-style-type: none"> • Average stationary costs / month
		Archive space	<ul style="list-style-type: none"> • Archive space (m²)
QUALITY	}	Improved/easier procedures	<ul style="list-style-type: none"> • Number of steps eliminated/automated • Media breaks saved • Level of PA employee job satisfaction • Level of citizens satisfaction
		Transparency of the procedures, responsibility and control of the procedures	<ul style="list-style-type: none"> • Level of process modeling • Following each step of procedure • Level of citizens satisfaction • Availability of monitoring procedures
		Security of Data	<ul style="list-style-type: none"> • Compatibility with data security regulations

2. Revised Table of Indicators (outcome of brainstorming exercise)

Some performance indicators can be found in several impact areas because they are sometimes influencing and impacting more than one domain. For instance the indicator "number of complaints" has influences in the areas "Liability and avoidance of errors", "Satisfaction of customers" and "Compliance". The impact areas can be used for demonstrating general potential benefits within a reporting of PICTURE. For this purpose the indicators have to be compared

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with appropriate attributes of Process Building Blocks or Processed Objects. More generally spoken, indicators can be considered as “PICTURE input” and impact areas as “PICTURE output”.

Targeted Impact Area	Indicators
<div style="border: 1px solid orange; padding: 5px; display: inline-block; margin-bottom: 10px;">TIME</div> <ul style="list-style-type: none"> ➤ Faster processes 	<ul style="list-style-type: none"> ➤ Time required for carrying our a specific task (minutes) ➤ Time for sending out documents (minutes) ➤ Time spent in the queue ➤ Time for retrieval of data ➤ % Faster completion of a procedure ➤ Existence of direct communication of citizen with the municipality (internet, tel.) ➤ Time required for issuance of a certificate ➤ Number of ways to deliver certificates to the applicant (internet, post etc) ➤ Time saving due to repeated procedures (Example of collection of taxes: 5 months less) ➤ Time required for the verification of data
<ul style="list-style-type: none"> ➤ Depth of value chain 	<ul style="list-style-type: none"> ➤ Service times (availability, 24-7-365) ➤ Number of targeted sub-processes per service (offered by a p.a.)
<ul style="list-style-type: none"> ➤ Requirements management 	<ul style="list-style-type: none"> ➤ Support with tools and methodologies

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Targeted Impact Area	Indicators
<ul style="list-style-type: none"> ➤ Reduced cost of work ➤ Increased productivity 	<ul style="list-style-type: none"> ➤ Average cost of man-hour (Euro/hour) ➤ Number of people needed ➤ Number of people needed ➤ % Better allocation of staff among various departments and in more strategic processes ➤ % Reduction of personnel for carrying out preliminary procedures
<ul style="list-style-type: none"> ➤ Reduced cost for citizens 	<ul style="list-style-type: none"> ➤ % Reduction of cost of personal presence of the citizen at the organization
<ul style="list-style-type: none"> ➤ Reduced telecommunication costs ➤ Reduced cost for consumables ➤ Archive space 	<ul style="list-style-type: none"> ➤ % decrease of cost of man-hour due to reduction of steps ➤ % decrease of cost for sending out documents (G2G + G2B + G2C) ➤ Average cost (telephone& internet) / month ➤ % Reduction of communication costs ➤ Average stationary costs / month ➤ % Reduction of cost for paper, consumables ➤ % Better management of the municipality real estate ➤ Reduced Archive space (m2)
<ul style="list-style-type: none"> ➤ Requirements management 	<ul style="list-style-type: none"> ➤ Support with tools and methodologies
<ul style="list-style-type: none"> ➤ Costs for IT 	<ul style="list-style-type: none"> ➤ Costs for licenses ➤ Costs for maintenance ➤ Storage (also spacious) ➤ Number of interfaces
<ul style="list-style-type: none"> ➤ Consumables 	<ul style="list-style-type: none"> ➤ Costs of procurement ➤ Consumption of single items ➤ Stock costs
<ul style="list-style-type: none"> ➤ Decision process 	<ul style="list-style-type: none"> ➤ Involved persons / interfaces ➤ Cycle times ➤ Availability of information
<ul style="list-style-type: none"> ➤ Standards 	<ul style="list-style-type: none"> ➤ Number of deviations to standard ➤ Number complaints ➤ Cycle times
<ul style="list-style-type: none"> ➤ Reduction of labour costs 	<ul style="list-style-type: none"> ➤ Number of employees ➤ Labour times
<ul style="list-style-type: none"> ➤ Process simplification 	<ul style="list-style-type: none"> ➤ Number of process steps ➤ Number of processes ➤ Heterogeneity ➤ Grade of automation
<ul style="list-style-type: none"> ➤ Change processes 	<ul style="list-style-type: none"> ➤ Cycle times (for change processes) ➤ Willingness for changes ➤ Possibility for improvement/change suggestions

RESOURCES

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Targeted Impact Area	Indicators
➤ Liability and avoidance of errors	<ul style="list-style-type: none"> ➤ Number of media breaks ➤ Number of automated procedures ➤ Number of realized improvement suggestions by employees ➤ Number of complaints ➤ Error rate ➤ % reduction of mistakes-accuracy of data-check of data ➤ % of liability of the infrastructure
Controlling / transparency (quantitative)	<ul style="list-style-type: none"> ➤ Number and dimension of reporting ➤ Increase of the defined scope of work ➤ Number of documented processes
Controlling / transparency (qualitative)	<ul style="list-style-type: none"> ➤ Existence of controlling indicators ➤ % deviation of target and actual ➤ Availability of monitoring procedures
Satisfaction of employees	<ul style="list-style-type: none"> ➤ Turnover / fluctuation ➤ Motivation (utilization ratio of system/framework for improvement suggestions) ➤ Utilization ratio of IT by employees ➤ Improved services (targeted impact area) ➤ % easy access to files ➤ % decrease of stress and fatigue of the personnel ➤ % enhancement of participatory procedures
Satisfaction of customers	<ul style="list-style-type: none"> ➤ Number of complaints ➤ Number of fluctuation of customers ➤ Surveys ➤ Cycle times ➤ Availability of service ➤ Availability of information ➤ Decrease of physical presence
Information availability	<ul style="list-style-type: none"> ➤ Response time to requests ➤ Utilization ratio (by customers) ➤ Variety of access channels
Knowledge management	<ul style="list-style-type: none"> ➤ Period of vocational adjustment of employees ➤ Management of representatives ➤ Degree of exploitation of capabilities-knowledge
Integrity of data	<ul style="list-style-type: none"> ➤ Redundancy ➤ Access protection ➤ Indicators for data quality (e.g. from areas like Data Warehousing) ➤ Number of corrections ➤ Number of complaints ➤ Number of legal cases
Compliance	<ul style="list-style-type: none"> ➤ Number of legal cases ➤ Number of complaints ➤ Number of entries in revision register
Security	<ul style="list-style-type: none"> ➤ Compatibility with data security regulations ➤ % of Data security

QUALITY

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Additionally, there was a very positive reaction of all the participants in terms of their willingness to contribute in the evaluation of PICTURE, at a later stage. This is an important and well appreciated result of the project, as it enables the PICTURE project to expand its European scope and involve additional administrations and governmental bodies for expert exchange and evaluation of the PICTURE concepts.

Another result of the workshop was the identification of the current state and practices regarding ICT usage and impact measurement. Each participating local authority at the workshop was asked to fill in the purpose-made questionnaire entitled "Questionnaire: feedback for the development of the PICTURE Impact *Measurement Methodology*". The aggregated answers are presented below.

. What ICTs are currently in operation in your organisation? Which of these are planned to be introduced in your organisation in the next 5 years according to your knowledge?
(Multiple answers possible. Indicate with ✓)

ICTs	Currently exist	Planning to introduce in next 5 years
document management system (DMS)	¹ 2	3
workflow management system (WFMS)		4
business process management (BPM)		4
eMail management	2	3
electronic register	4	3
digital archive / electronic archive system		6
scanning / imaging / digitization / capture	2	4
(web) content management System ((W)CMS)	5	2
forms management / form server	1	4
digital signature		5
electronic payment procedures	2	4
e-Procurement		5
"Packaged ERP for Government"		4
Geo Information System (GIS)	2	4
Human resources (HR) system		5
Other	1 (Process control center)	

¹ The numbers indicated refer to the number of municipalities that replied positively. In this example, 2 municipalities currently have a DMS in place, and 3 are planning to introduce.

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2. For which of the above ICTs would you need additional information in order to answer the previous question?

Answer:

- Workflow management system
- ERP
- HR

3. What was the average level of ICT investment during the last 3 years and what is the level foreseen in the next 3 years (estimations)?

3 municipalities answered to this question:

Year	Total ICT investment (Euro)		
2004	15000	350000	30000
2005	10000	50000	30000
2006	20000	50000	30000
2007	25000	700000	30000
2008	50000	50000	30000
2009	n/a,	n/a	50000

4. Does your organisation have an ICT investment strategy?

5 answers were provided: 2 yes, 3 no

5. How do decision-makers currently assess the impact of new ICTs on your organisation?

(Indicate with ✓)

By using an established ICT impact measurement methodology	(please specify the name of the methodology and describe briefly the measurement process) <u>1 answer (Measuring ICTs, OECD, e-readiness, economist)</u>
By using a method developed by the organisation itself	(please describe briefly the measurement process) <u>1 answer (ISO, business plan)</u>
By other forms of assessment	(please describe briefly)
No assessment is	(indicate reasons)

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performed	<u>4 municipalities indicated this</u>
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6. For what reasons do you believe it is important / necessary to invest in new ICTs?
(multiple answers possible. Indicate with ✓)

law changes	1
profitability / cost reductions	6
existing ICT systems no longer correspond to the requirements	2
Improvement and re-organisation of business processes	7
cross-linking with other administrations	7
Other	(please specify)

7. In general, does your organisation monitor/measure the performance of its processes?

Answers: 4 yes, 3 no

8. If so, which performance measurement method do you use (e.g. balanced scorecard, EFQM)?

1 answer: ISO 9001:2000

9. Please indicate the main issues / questions regarding the PICTURE methodology you would like to discuss today

1 participant indicated the following issues:

- Data entry platform?
- Who can participate?

10. Would you be interested to evaluate the PICTURE Impact Measurement Methodology at a later stage? If so, please provide your contact details below.
(Indicate with ✓)

Yes, I am interested	4
Maybe, will need additional information	3
No, I am not interested	

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5 Usage of Results within the PICTURE Project

The PICTURE workshop “Challenge the idea of PICTURE” is a deliverable as well as a part of Work package 7: “Dissemination and Exploitation”. The challenge for Work package 7 in relation to the PICTURE workshop and future activities is the fact that it has become increasingly difficult to attract attention and reach the intended target groups within these areas of activity. Therefore the workshop approach which was to use one main session and local break-out sessions made a cultivation and extension of the local networks possible. This has created a clearer network and contact-information structure attached to the project and its dissemination activities. From a dissemination and exploitation viewpoint this workshop and the projected results falls within the objectives to actively promote and provide the project’s results to important target groups and interested parties such as municipalities, research partners and industrial partners.

The workshop approach has also created opportunities to meet and promote closer relations to these target groups on a local and regional level. The network information should be transferred and efforts made to cultivate them made for next step dissemination for the PICTURE project.

One channel to keep contact and attract a continuing attention is to suggest through the networks that they sign up for the newsletter, which will describe the workshop and the participants’ contributions in the next issue.

Furthermore, these networks will also be increasingly important when the final PICTURE tool and methodology needs to be evaluated by real end-users.

Specific contributions for WP7 from an Italian viewpoint were that the Italian participants made themselves available for future events in relation to PICTURE, such as the evaluation process or advice on processes or example providing. They also gave valuable suggestions on how to enlarge the Italian PICTURE network and involve more municipality participants, by referring to municipality networks that they are part of. These networks will be considered as further dissemination targets when developing PICTURE’s further dissemination strategy.

However, some challenges has been identified which are important to keep in mind when developing future dissemination and exploitation strategies for the PICTURE project. The main concerns that raised questions were if and how the PICTURE tool can be Web-based, how much you pay for the program and services, as well as licensing rights, diversity and differences in the different target Public Administrations etc.

One factor mentioned in the workshop was the need of identifying the actual target group to turn to when promoting the PICTURE tool. In the Italian framework, the high-level directors were identified in the Public Administration since decisions are normally made centrally, and not in the specific subject departments, not even in the ICT departments.

These questions are also important for the development and identification of obstacles in relation to the work on the continuing exploitation report.

Within the workshop the PICTURE process building blocks were used by the participants to describe an application for accommodation allowance. In teams they applied the building blocks to document the process. However, no detailed modelling rules were given to the participants in advance. Therefore, the resulting process models give important insights for WP4 as they imply certain user requirements on the modelling methodology. Based on these process models intuitive rules can be derived on how to use the process building blocks. The key insights from this analysis were the following:

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1. The participants mainly ordered the process building blocks in a strict sequence. Hence, the process building blocks seem to have an appropriate granularity to consider administrative processes in a sequential form. Usually, when participants mentioned a necessary distinction of cases, this information could be covered by attribute values that were attached to a specific process building block. The consequence for WP4 is that the modelling methodology should provide best possible support for sequential modelling as it was the most common way of ordering process building blocks during the workshop.
2. A second result was that there seem to be combinations of process building blocks which are more common than others. Hence, the modelling methodology should offer advice what process building blocks are regularly connected and, thus, should support a simple creation of process models.
3. The precise ordering of the process building blocks was not always unambiguous and led to discussions between the participants. It will be an important issue in WP4 to clarify how a strict order of process building blocks and how a partial order can be represented.

With regards to the workshops on Impact Measurement, the results will be used primarily within WP3 "ICT Impact Measurement Methodology" as follows:

1. Getting a much more precise idea about the current state of ICT usage and impact measurement practices by obtaining the input from 9 Greek local authorities (including Amaroussion).
2. Getting valid input for the Requirements analysis for ICT Impact Measurement Methodology, specifically by updating the performance indicators. All indicators identified in the 3 workshops will be assessed and – where relevant - incorporated in the final Impact Measurement methodology.
3. Finally, an important outcome of the workshops is the interest and willingness of the majority of participants to participate in the evaluation of the Impact Measurement methodology once it has been developed (at the final stage of the project) – this result will be used in synergy with WP5 (involving the development of the PICTURE tool) and WP6 (evaluation of PICTURE tool).

The general discussion on the PICTURE approach (see Section 4. 1) raised the point that PICTURE should be careful not only to support existing processes with ICT but also to evaluate if and how processes can be optimized to make them more efficient. This will be taken into account in the further work in PICTURE, especially in the development of the impact measurement methodology. The PICTURE consortium will investigate how optimisation potential can be derived from an analysis of the process models captured with the process landscaping methodology developed in work package 4. It will also focus on how the optimisation potential can be supported best by the impact ICT has on the processes.

The further work on this topic will be coordinated mainly by work package 3 as it has to be closely aligned with the impact measurement methodology. Work package 4 will also significantly contribute as the process landscaping has to capture the information necessary to derive optimization potential. Finally work package 5 which is responsible for implementing the PICTURE approach will contribute to the analysis approach as this has to be designed in a way that it can be implemented effectively.

However, the PICTURE consortium is aware that changes and optimization of processes can only be proposed in the legal and administrative framework in which processes in public administrations are defined. Therefore, the PICTURE consortium will not focus on changing the framework but on improving processes within the existing guidelines.

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Annex I – Case Study „Application for Housing Subsidy“

This process takes place in the Department for Housing. The purpose of the process is to determine if an applicant is entitled to receive housing subsidy.

The application comes in mainly by post (70%) but sometimes it is handed in personally by the applicant. The application consists of an application form and additional documents like a tax assessment and a rental agreement. On average this are 10 pages.

After the application was received, the data from the application form is entered in the software WG PLUS. This takes about 3 minutes.

In the next step it is formally checked whether all required additional documents (tax assessment etc.) was supplied (time needed: 5 min). For 80 percent of all applications, this is not the case.

If some information is missing a list of the missing documents is created using MS Word. This takes about 10 minutes. Afterwards, this list which has on average two pages is printed and sent to the applicant by post (time needed: 10 min).

The applicant has four weeks time to supply the missing documents. On average it takes two weeks until the missing documents come in (the same way the original application was received). They are formally checked for completeness again.

If all documents are complete, it is checked whether the applicant is entitled to receive housing subsidy. This is done in cooperation with the working group for housing subsidy and takes on average 30 minutes.

The results of this meeting are entered into WG PLUS (time needed: 25 min).

This data is then sent out of WG PLUS electronically to the regional statistical authority which calculates the amount of the housing subsidy. This sending is done twice a month for applications together.

The housing subsidy calculation sent back the next day electronically using a modified version of the software filezilla.

On the basis of the calculation, a housing subsidy notification is created (time needed: 3 min) using a MS Word template, printed (4 pages), signed and sent to the applicant.

Finally, the process is archived as .pdf on the central drive of the housing department (10-20 pages). This takes about 5 minutes. By law, the documents have to be kept for five years.