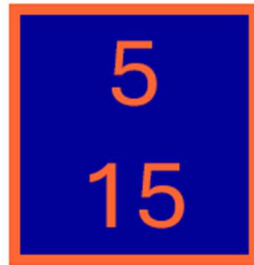Enterprise Capabilities Public Sector

Cities and Regions

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WhiteSparrow Labs Vision

Develop Capability 5:15 that includes innovative systems, practices, and competencies to address the challenge of productivity stagnation in Canada and other Commonwealth countries.

About Capability 5:15

Enabling Outcomes

- 5-fold improvement how organizations conceive, plan, allocate resources, execute and assess impact of change
- 15% improvement annually in targeted Value Chain Processes

Capability Health Metrics

- Performance Measures
    - Lived Experiences of staff and customers, other relevant stakeholders
    - Pipeline of Opportunities
    - Impact of Investment
- Diagnostic Measures
    - State of Opportunities by Line of Business, and by Value Chain Process
    - Stakeholder engagement
    - Status of Pipeline of Opportunities

Capability 5:15 Governance

Typically, responsibility for the above outcomes is spread over number of different roles. To ensure timely support, we are advocating following governance.

- Capability Manager – role that manages the capability
  - Director Digital Services (or any other title)
    - Typical organization roles that would report into this role are – Enterprise PMO, Enterprise Architecture, Organization Change Management,

- Capability Owner – role that needs the capability 5:15
  - CEO and CEO direct reports

Capability Elements

People

- Products/Services Owners
- Architect
- Project Manager
- System/Change development life cycle resources

Process

- Proactive: Engage staff and customers, learn from their Lived Exp, identify improvements and develop Pipeline of Opportunities that are aligned with enterprise strategies and staff/customer lived experiences.

- Pre-Project: Establish scope of change, roadmap and pragmatic business case

- Execute Change: implement projects

- Assess Impact: Assess impact of change on process productivity

Technology

Stakeholder Forum is a machine learning enabled software as a service implemented on ServiceNow platform and on WhiteSparrow Platform (Microsoft Azure cloud). The automation offers number of benefits:
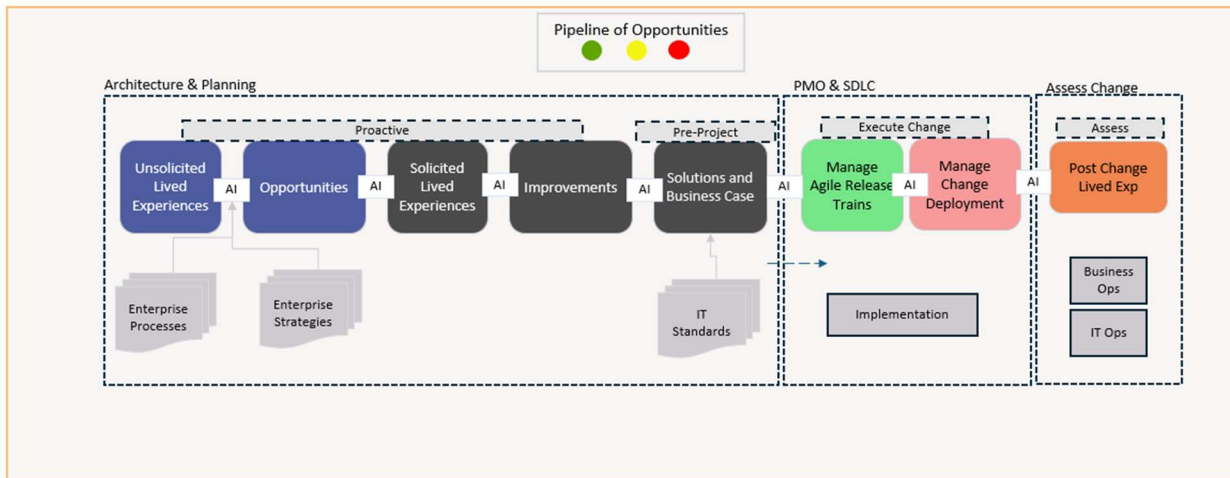
Figure 1: End to End Process

APQC Capabilities Detail

Value Chain	Level 1 Processes	WhiteSparrow Product Owner Expertise
Develop Vision and Strategy	Define the city's comprehensive plan	
	Develop city strategy	
	Set city agenda	
	Develop and maintain business models	Deep
Develop and Manage Business Capabilities (referred to as Capability 5:15)	Manage business processes	Deep
	Manage portfolio, program, and project	Deep
	Manage enterprise quality	Deep
	Manage change	Deep
	Develop and manage enterprise-wide knowledge management (KM) capability	Deep
	Measure and benchmark	Deep
	Manage environmental health and safety (EHS)	Deep
	Manage sustainability	Deep
	Develop, Manage, and Deliver Analytics	Deep
Develop and Manage City Services	Govern and manage product/service development program	
	Generate and define new product/service ideas	Deep
	Develop city services	
Promote the City	Assess constituent needs and align to city capabilities	Deep
	Develop promotional strategy	Deep
	Develop and manage service promotional plans	Deep
	Develop service enrollment strategy	Deep
	Develop and manage service enrollment plans	Deep
Deliver City Products	Plan for and align supply chain resources	Deep
	Procure materials and services	Deep
	Produce/Assemble/Test product	Deep
	Manage logistics and warehousing	Deep
Deliver Service	Establish service delivery governance and strategies	
	Manage service delivery resources	

Value Chain	Level 1 Processes	WhiteSparrow Product Owner Expertise
	Deliver service to customer	Deep
	Manage licenses and permits	
	Manage certificate issuance	
	Conduct inspections, investigations, and surveillance	
	Operate waste handling, storage, and disposal	Deep
	Maintain parks, greenspaces, and recreational services	
	Provide public safety services	Deep
	Manage corrections and detentions	
	Manage transportation systems	Deep
Engage Constituents	Develop constituent service strategy	Deep
	Plan and manage constituent service center operations	
	Service products after sales	
	Manage product recalls and regulatory audits	
	Measure and evaluate constituent service operations	
Develop and Manage Human Capital	Develop and manage human resources planning, policies, and strategies	Deep
	Recruit, source, and select employees	Deep
	Manage employee on-boarding, development, and training	Deep
	Manage employee relations	Deep
	Manage union relations	Deep
	Reward and retain employees	Deep
	Redeploy and retire employees	Deep
	Manage employee information and analytics	Deep
	Manage employee communication	Deep
	Deliver employee communications	Deep
Manage Information Technology (IT)	Develop and manage IT customer relationships	Deep
	Develop and manage IT business strategy	Deep
	Develop and manage IT resilience and risk	Deep
	Manage information	Deep
	Develop and manage services/solutions	Deep
	Deploy services/solutions	Deep
	Create and manage support services/solutions	Deep
	Perform planning and management accounting	Deep

Value Chain	Level 1 Processes	WhiteSparrow Product Owner Expertise
Manage Financial Resources	Perform revenue accounting	Deep
	Manage Tax Revenue	Deep
	Perform general accounting and reporting	Deep
	Manage fixed-asset project accounting	Deep
	Process payroll	Deep
	Process accounts payable and expense reimbursements	Deep
	Manage treasury operations	Deep
	Manage internal controls	Deep
	Manage taxes paid	Deep
	Manage international funds/consolidation	Deep
	Perform global trade services	Deep
	Manage grants	Deep
Acquire, Construct, and Manage Assets	Plan and acquire assets	Deep
	Design and construct productive assets	
	Maintain productive assets	
	Dispose of assets	Deep
Manage Enterprise Risk, Compliance, Remediation, and Resiliency	Manage enterprise risk	
	Manage compliance	
	Manage remediation efforts	
	Manage business resiliency	Deep
Manage External Relationships	Build investor relationships	Deep
	Manage government and industry relationships	
	Manage relations with board/council	
	Manage legal and ethical issues	
	Manage public relations program	