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# Beyond the Horizon, the Invisible Public Servant

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Governance Beyond the Horizon:  
Leadership and Innovation in a Changing Public Sector  
Environment

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# Purpose of the Session

- The future for policy development and service delivery to the public will increasingly become more remote.
- Through e-government and information technologies, public work will use more electronic means to complete tasks and less face-to-face contact.
- This session will explore the positive and negative aspects of this trend.

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# Format of the Session

- An interactive session for two reasons
  - First, to allow you to add to the content in the session
  - Second, you will remember more from this session if you are involved in the process

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# Let's Test the First Assumption

- That the future for service delivery to the public will increasingly become more remote.
- By looking at other similar fields
  - Banking: what has happened to your relationship with your bank manager and tellers?
  - University courses:
    - Has there been a change in how you ask professors questions?
    - Is there a change in how we take courses?

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# Let's Test the Second Assumption

- That the future for policy development will increasingly become more remote.
  - When you arrive in your office in the morning, what are the first three things you do after you say hello to colleagues?
    - Turn on computer
      - how long does it take for you to turn on your computer?
    - Check voice mail
    - Check hard copy mail??

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# Let's Test the Third Assumption

- Through e-government and information technologies, public work will use more electronic means to complete tasks and less face-to-face contact.
- Do you have more hardware and software than five years ago?
  - Cell phone
  - Blackberry
  - Printer
  - Web site
  - Other?

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# What are the Trends

- Web Sites
- Software and hardware designed for individuals
- Virtual offices

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# Web Sites

- Require:
  - Anti-silo thinking
  - Transforming government websites from “encyclopedias to transaction processors”
- **Stages:**
  - 1. Information publishing/dissemination
  - 2. Official two-way transactions
  - 3. Multipurpose portals
  - 4. Portal personalization
  - 5. Clustering of common services
  - 6. Full integration and enterprise transformation.
    - Lost wallet project

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# Individual Hardware and Software

- Cell phones, Blackberry
  - Do they emphasize the individual?
  - What other hardware and software emphasize the individual rather than the collective?
- Therefore, do we
  - First, need to have face-to-face contact with our clients and colleagues
  - Second, if not, do we have to be in an environment that places us in proximity to clients and colleagues?
  - Which leads us to . . . . .

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# Virtual Offices

- Types of virtual offices
  - Telecommuting
  - Tethered in office
  - Hotelling
  - Home Office
  - Fully mobile
  - One room school office

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# Virtual Office Positives

- Reduce real estate costs
  - The second largest expense for most organizations, after employee compensation, is usually real estate.
- Higher job satisfaction
- Short commute times
  - Less stress
  - Less fuel consumption

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# Virtual Office Positives

- Fewer distractions than at the office,
- An improved personal life
  - Better balance between personal and professional responsibilities.

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# Virtual Office Negatives

- The major downside is “workaholism”
  - The work station is available 24 hours a day, seven days a week

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# Conclusion

- Will the future for policy development and service delivery to the public increasingly become more remote?
- Through e-government and information technologies, will public work use more electronic means to complete tasks and less face-to-face contact?

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# If YES

- The public servant will become invisible
- Thank you

