

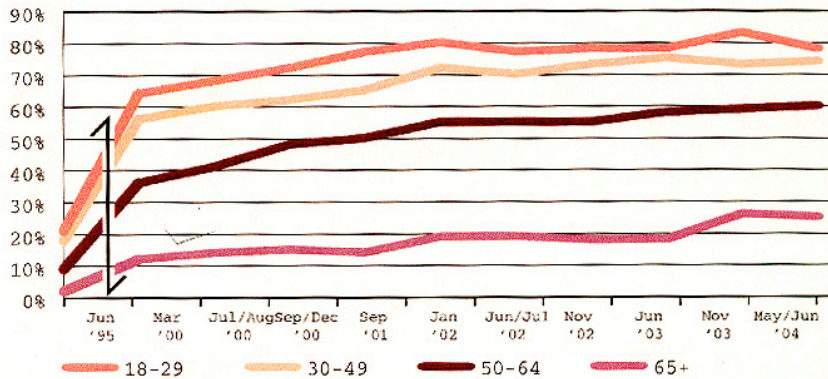
Deloitte.

Serving the 21st Century Taxpayer

FTA Annual Conference
San Antonio
June 2005

Far More Connected...At Least in Certain Demographics

Growth of Internet Usage by Age



Source: Pew Internet & American Life Project, "Internet: The Mainstreaming of Online Life," January 2005.

Millenials: The Digital Generation

Percent of American 14-21 year olds who use _____ almost every day or several times a day

Internet	86
Personal computer/laptop	77
E-mail	78
Instant messaging service	58
Cell phone	51
Cell phone text messaging	19
Online multiplayer games	18

Source: IFTF/Deloitte Youth Survey, 2003

Younger VS Older

ONLINE ACTIVITIES	YOUNG (AGES 18-29) INTERNET USERS	30 +
Research for school or job training	76%	48%
Use instant messaging	59%	33%
Listen to music online	53%	27%
Look up sports information	51%	37%
Look for information about a place to live	43%	27%
Download music files	28%	11%
Share files from my computer	27%	17%
Log on using a wireless device	26%	13%
Using dating Web sites	16%	5%

Source: Pew Internet & American Life Project, "Internet: The Mainstreaming of Online Life," January 2005.

Who Contacts Government?

Ages 18-29	21%
Ages 30-49	44%
Ages 50-64	24%
Ages 65+	10%



Source: Pew Internet & American Life Project, "How American Get in Touch with Government", May 2004.

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Who Uses the Internet for Health Services?

Among Internet Users...	
Ages 18-64	80%
Ages 65+	70%

The screenshot shows the WebMD website with a search bar at the top. Below the search bar, there are several news articles and a sidebar with navigation links. A prominent banner at the bottom reads "You CAN Lose Weight this Year" with a "calculate" button.

WebMD Weight Love
Beyond a diet, a solution for life

Source: Pew Internet & American Life Project, "Internet Health Resources," July 2003.

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Tax Agencies: Off to a Good Start...

In 2005, for the first time, more than half of all taxpayers filed electronically with the IRS.



	2004	2005	% Change
E-filing receipts			
TOTAL	59,576,000	65,961,000	10.7
TeleFile	3,755,000	3,280,000	-12.6
Computer	55,829,000	62,681,000	12.3
Tax Professionals	41,612,000	46,013,000	10.6
Self-prepared	14,209,000	16,668,000	17.3

Source: IRS News, "2005 Tax Filing Season Sets Records," April 28, 2005.
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But a More Fundamental Transformation is Required...



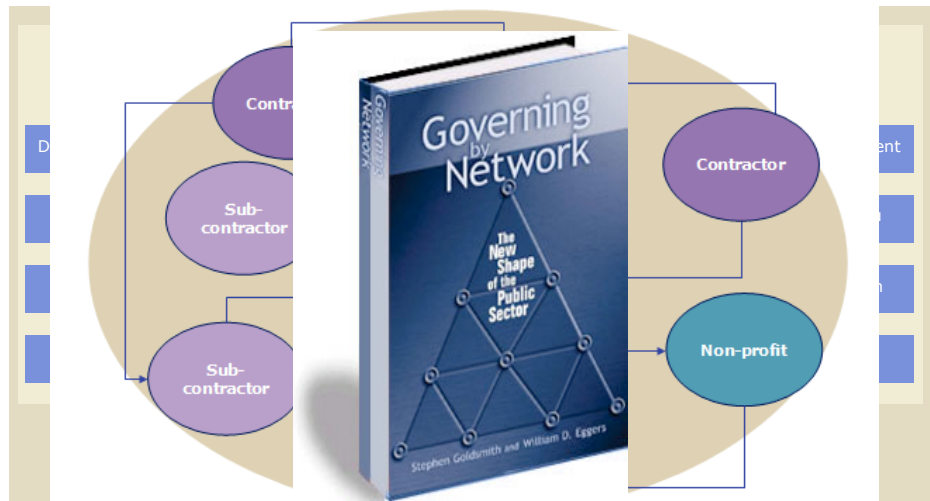
From Industrial Age to Information Age Government

Era	Government 1.0	Government 2.0
Structure	• Hierarchical (Vertical)	• Networked (Horizontal)
Operating Model	• Siloed • Agency-Centered	• Joined-up • Citizen-Centered
Service Delivery	• One-size-fits-all • Monopoly • Mon-Fri, 9-5	• Personalized • Choice-Based • 24/7/365
Visibility	• Closed	• Transparent
Involvement	• Spectator	• Participatory

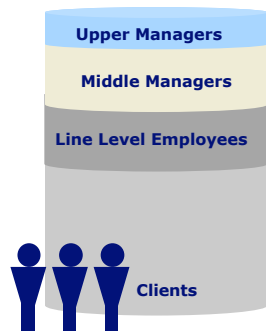
What do all these organizations have in common?



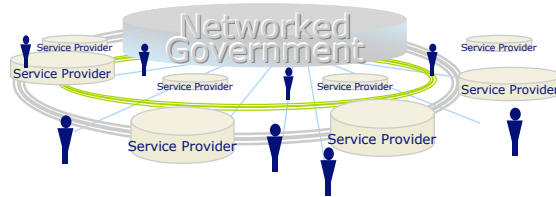
Networked



Hierarchical Government



Governing by Network



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Trends driving government by network

1 Outsourcing/Public-Private Partnerships

2 Joined Up Government

- Dismantling the stovepipes, sharing information and integrating service delivery

3 Technological Advances

- Modern technologies have dramatically reduced the costs of collaboration and partnering

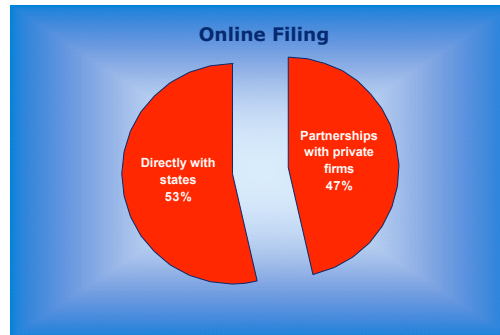
4 Consumer Demand

- Increased citizen demand for more control over their own lives and more choices from government services

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Functions commonly contracted out by revenue agencies

- Electronic filing
- Collections activities
- Processing
- Tax discovery systems
- IT implementation projects



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Joined up government

- Australia's "Centrelink" program draws together under one roof a variety of social services from eight different federal departments to offer "one-stop shopping" of services for citizens.
- Oregon's "No Wrong Door" initiative operates on the principle that citizens seeking state-level human services should be able to access help from the first point of government contact – regardless of which agency they contact.
- New Brunswick's **Service New Brunswick** joins together dozens of agencies to provide multi-channel, one stop shopping for a variety of government transactions.

Service New Brunswick
Services Nouveau-Brunswick

Simple, Fast, and Secure Access to Products, Services & Information

FOR INDIVIDUALS	FOR BUSINESS
<ul style="list-style-type: none"> Property Assessment Services Articles – Corporate, Directors and Merchandise Fredrickton District Soccer Association – Registration New Brunswick Community College – Admissions Vehicle Registration Renewal Atlas & Maps Change of Address Directories & Publications Driving & Vehicles Life Events Forms & Information Land & Property Municipal Payments & Forms Have a Question? Complete Listing 	<ul style="list-style-type: none"> Land & Property Lost Check Service WHSCC Employer Assessment Payment Automobile Dealers Agriculture, Fisheries & Aquaculture Business Services & Corporate Affairs Business Events – Forms & Information Directories & Publications Trucking & Transport Taxation Office Authorized Client Services Have a Question? Complete Listing

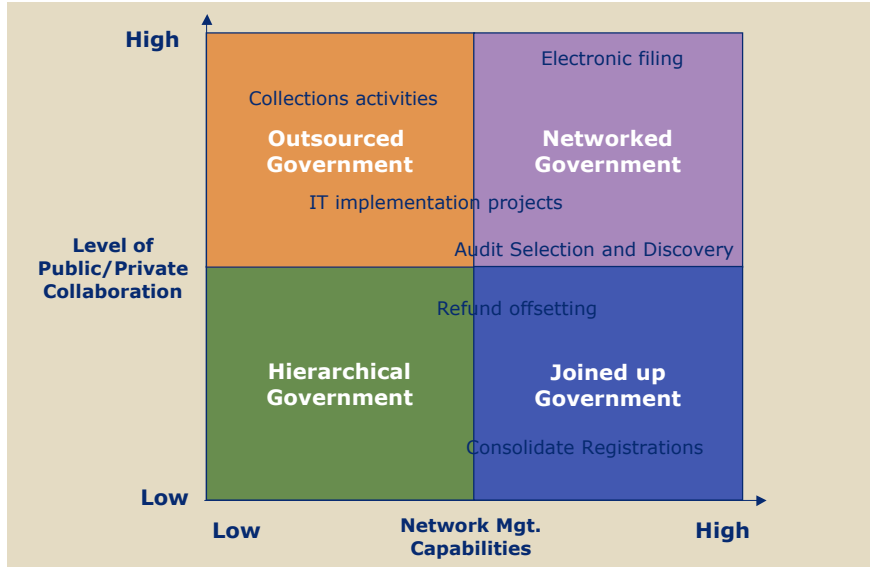
NEWS & ANNOUNCEMENTS

ABOUT SBN

Windows Network Connection 2

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Models of Government



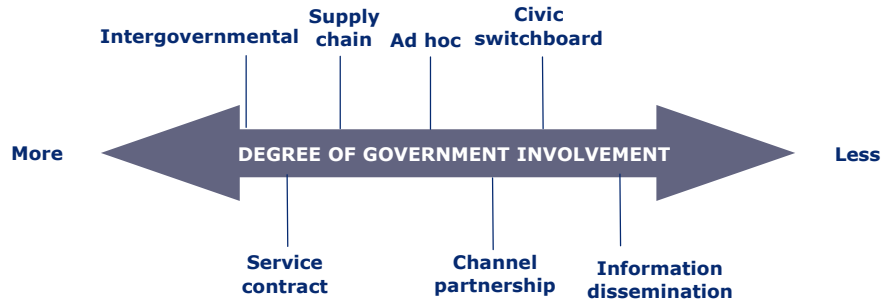
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Factors Determining Government's Choice of a Governance Model

Factors Favoring Network Model	Factors Favoring Hierarchical model
Flexibility required	Stability preferred
Differentiated response needed	Uniform, rule-driven, response needed
Diverse skills required	Single professional skill utilized
Many applicable private players	Government predominant provider
Outcome or outputs clear	Outcome ambiguous
Private sector fills skill gap	Government has necessary experience
Leveraging private assets critical	Outside capacity not important
Partners have greater reach or credibility	Government experienced with citizens in this area
Multiple services touch same customer	Service is relatively stand alone
Third parties can deliver service/achieve goal at lower cost than government	In-house delivery is more economical
Rapidly changing technology	Service not effected by changing technology
Multiple levels of service provision	Single level of service provision
Multiple agencies use/need similar functions	Single agency uses/needs similar functions

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Types of Networks



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Channel Partnerships

Business Entry Point

Business Entry Point - Business Entry Point (BEP) Content Syndication - Microsoft Internet Explorer

Address: <http://www.business.gov.au/Business+Entry+Point/Stakeholder+centre/Content+syndication.htm>

An Australian Government Initiative
Business Entry Point
In partnership with state, territory and local governments

Navigation: Home > Stakeholder centre > Business Entry Point (BEP) Con...

Business Entry Point (BEP) Content Syndication

What is it?

Content syndication is an easy and cost free way to publish and maintain business compliance information, from all three levels of government, on your website.

So what's in it for you?

The information we syndicate is designed to complement the services you already provide on your website. Visitors to your site will be able to access up-to-date and relevant government information on starting, running and growing their businesses, without having to spend time searching on numerous government websites.

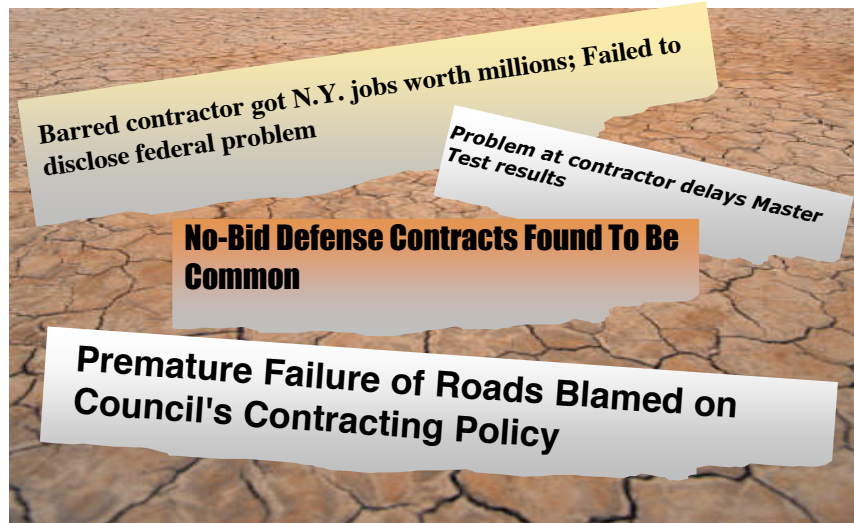
What information is available through BEP content syndication?

BEP is the gateway to federal, state, territory and local government information and services for business. The information is grouped under the following business themes:

- [Starting a business](#)
- [Taxation](#)
- [Registering a business](#)
- [Licences and permits](#)
- [Grants and financial assistance](#)
- [Home-based business](#)
- [Employing people](#)
- [Tenders and contracts](#)
- [Closing, selling or winding up a](#)
- [Exporting](#)
- [Franchises](#)
- [Retail leasing](#)
- [Statistics and market analysis](#)
- [Superannuation](#)
- [Advice and support](#)
- [Coming from overseas](#)
- [Training and](#)
- [smallbusiness](#)

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Networked Governance isn't easy to get right



Implementing Managing by Network



Demand-side Innovation

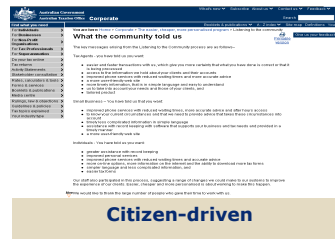
Private sector



Blogsphere



Public sector



Participatory Demand-Side Innovation Models

Australian Government
Australian Taxation Office Corporate

What's new | Subscribe | About us | Contact us | Feedback | Links

Search [] GO

Booklets & publications | A - Z Index | Site map | Definitions | Your rights

Give us your feedback

Printable version

Find what you need

- For Individuals >
- For Businesses >
- For Non-Profit Organisations >
- For Tax Professionals >
- For Superannuation >
- Do your tax online >
- Tax returns >
- Activity Statements >
- Stakeholder consultation >
- Rates, calculators & tools >
- Forms & services >
- Booklets & publications >
- Media centre >
- Rulings, law & objections >
- Guidelines & policies >
- Tax topics explained >
- Your industry type >

You are here: Home > Corporate > The easier, cheaper, more personalised program > Listening to the community

What the community told us

The key messages arising from the Listening to the Community process are as follows—

Tax Agents - you have told us you want:

- easier and faster transactions with us, which give you more certainty that what you have done is correct or that it is being processed
- access to the information we hold about your clients and their accounts
- improved phone services with reduced waiting times and more accurate advice
- a more user-friendly web site
- more timely information, that is in simple language and easy to understand
- us to take into account your needs and those of your clients, and
- tailored product

Small Business – You have told us that you want:

- improved phone services with reduced waiting times, more accurate advice and after hours access
- to know your current circumstances and that we need to provide advice that takes these circumstances into account
- timely less complicated information in simple language
- assistance with record keeping with software that supports your business and tax needs and provided in a timely manner
- a more user-friendly web site

Individuals - You have told us you want:

- greater assistance with record keeping
- improved personal services
- improved phone services with reduced waiting times and accurate advice
- more on-line options, more information on the internet and the ability to download more tax forms
- simpler language and less complicated information, and
- easier tax forms

Our staff also participated in this process, suggesting a range of changes we could make to our systems to improve the experience of our clients. Easier, cheaper and more personalised is about working to make this happen.

More We would like to thank the large number of people who gave their time to work with us.

No More Assembly Line: The Dawn of Personalized Government

Lobbyist-in-A-Box Main Page or Profile List Page

When you initially log in to the Lobbyist-in-A-Box site, it brings you into the LIAB Main Page or the Profile List page.

Lobbyist-in-a-Box
user preferences | bill cross-reference | help

My profiles
Create a new profile for...
email notification only or bill track

Also, if it's your first time logging in to Lobbyist-in-a-Box profile for... email notification only or bill tracking links will allow you to create your profiles.

If you have already created Lobbyist-in-A-Box profile, please note that the names of the profiles are links to view your profile, as well as access secondary new CSV File. You will also want to note the small checkboxes. Checking these boxes and clicking the "Remove" of your profiles, will permanently **Delete the Selected** or **LIAB homepage**
User Preferences

Government of Canada / Gouvernement du Canada
Français | Contact Us | Help | Search | Home
What's New | Publications | About Government | About Canada | Provinces and Territories

Quick Tips
E-Forms and Services
Government Contacts:
E-mail
Telephone
In Person
Your MP
Final Information and Services by:
Subjects and Audiences
Departments and Agencies
A to Z Index
Frequently Asked Questions
Sign Up for:
E-mail Updates
Create Your Customized Page
Government Announcements

Welcome to the Canada Site's...
The Canada Site's e-mail notification feature. It allows you to sign-up to be added to your favourite Canada Site...
In order to use the e-mail notification account. If you already have an account, after logging in you will be able to choose to receive notification.
For more information view our [Privacy](#)...

Members Login here

User Name:
Password:

amazon.com
Hello, Bill Eggers. We have [recommendations](#) for you. If you've not Bill Eggers, [click here](#)!

Bill's Store
All Products
Your Recommendations
Speaking With the Angel
by Nick Hornby (Editor)
Price: \$11.16
In-store Pickup: \$10.61

There are lots of reasons to buy *Speaking with the Angel*, an anthology of first-person narratives by bright, young, mostly black literati. Here are... [Read more](#)

Recommended by:
Nick Hornby (Editor)
David Sedars (Author) (4 stars)
Alinea (Author) (4 stars)

More to Explore
Your History
The Page You Made
All Your Collections

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Personalized and Networked

Student Aid on the Web - Welcome - Microsoft Internet Explorer

We Help Put America Through School
Student Aid on the Web

Preparing | Choosing | Applying | Funding | Attending | Repaying

U.S. Department of Education

Estimate Costs | FAFSA | Scholarships | Comparing Award Letters

Estimate Costs

The first step to figuring out how to pay for college is to estimate the cost of attendance at the colleges that interest you. The typical cost of attendance at a college includes not just tuition, but room and board, additional fees, books and supplies, and miscellaneous costs such as personal expenses and transportation.

Most colleges provide average cost information on the expenses associated with attending college. The average cost will vary based on your program of study and lifestyle. Be sure to verify these cost estimates with information from the colleges.

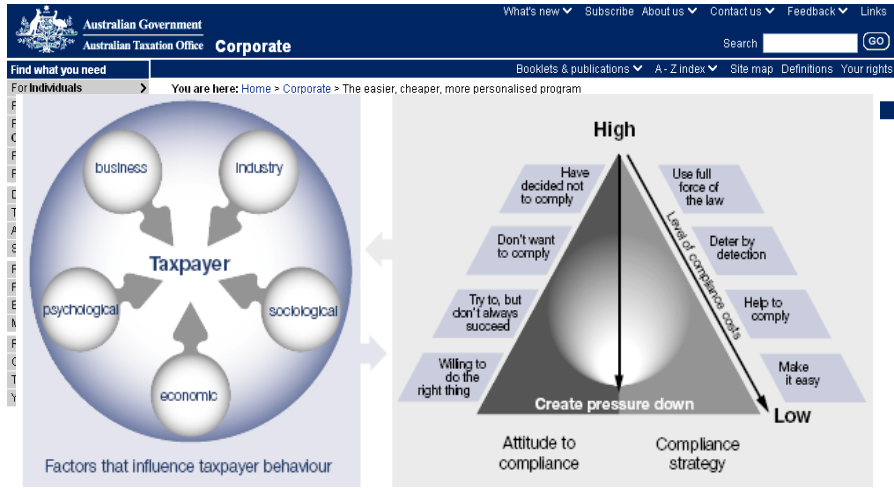
Cost of Attendance Worksheet

Institution Name	Tuition	Room & Board	Additional Fees	Books & Supplies	Total
The figures in gray bars are for in-state.					
Carnegie Mellon University	\$25670	\$7264	\$202	\$865	\$33336
Penn State Abington	\$8620	\$0	\$388	\$0	\$9008
University of Pennsylvania	\$13250	\$0	\$388	\$0	\$13638
	\$25078	\$8224	\$2910	\$790	\$36212
	\$25078	\$8224	\$2910	\$790	\$36212



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ATO: Easier, Cheaper, More Personalized



Source: www.ato.gov.au

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Friction-Free Government

The screenshot shows the OSHA eTools and Electronic Products for Compliance Assistance webpage. The page is titled "OSHA eTools and Electronic Products for Compliance Assistance" and is dated January 11, 2005. The page features a navigation menu with the following categories:

- Compliance Assistance:**
 - eTools
 - Grants
 - Posters
 - Recordkeeping
 - Small Business
 - Training
- Laws & Regulations:**
 - Standards
 - Interpretations
 - Federal Registers
 - Directives
 - Dockets & E-Comments
- Cooperative Programs:**
 - Alliances
 - Consultation
 - SHARP
 - Strategic Partnerships
 - VPP

The page also includes a search bar, a site index (A-Z), and a list of eTools. The eTools are described as "stand-alone, interactive, Web-based training tools on occupational safety and health topics. They are highly illustrated and utilize graphical menus. Some also use expert system modules, which enable the user to answer questions, and receive reliable advice on how OSHA regulations apply to their work site. Expert Advisors are based solely on expert systems."

...or cutting through it

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Human Capital Capabilities Needed for 21st Century Governance

Position	Hierarchical Responsibilities	Network Governance Responsibilities
CEO/Elected/ Cabinet Official	<ul style="list-style-type: none"> • Allocate Resources • Explain to External Stakeholders 	<ul style="list-style-type: none"> • Maximize public value • Identify core government values and talents
COO/ Director	<ul style="list-style-type: none"> • Protect boss • Limit downstream discretion and mistakes 	<ul style="list-style-type: none"> • Develop and manage relationships and strategy • Understand customer needs
Manager	<ul style="list-style-type: none"> • Enforce Rules • Monitor Inputs 	<ul style="list-style-type: none"> • Relationship Manager • Project Manager
Line Worker	<ul style="list-style-type: none"> • Follow rules 	<ul style="list-style-type: none"> • Solve customer problems
Procurement Officer	<ul style="list-style-type: none"> • Prescribe rules • Enforce impersonal tight processes 	<ul style="list-style-type: none"> • Negotiate • Solicit and incorporate best ideas • Contract for outside advice

Transformation will require a change in thinking...

“People are very open minded about new things. As long as they are exactly like the old ones.”

- Charles Kettering



For Further Information...

Bill Eggers

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202-378-5292

www.governingbynetwork.com

[www. http://www.manhattan-institute.org/government2.0](http://www.manhattan-institute.org/government2.0)