Chief Digital Information Officer

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Acronyms

ARC   - Administrative Reforms Committee

CDIO - Chief Digital Information Officer

CDSO - Chief Digital Services Officer

CEO   – Chief Executive Officer

CIO   - Chief Innovation Officer (As per the e-Government policy 2009)

FR   - Finance Regulation

FOSS - Free and Open-Source Software

GCDIO   - Government Chief Digital Officer

GDS   - Government Digital Service

GoSL - Government of Sri Lanka

HoD   - Head of Organization

ICT   - Information and Communication Technology

ICTA - Information and Communication Technology Agency

IMC   - Inter-Ministerial Committee

IT   - Information Technology

SL   - Sri Lanka

TOR   - Terms of Reference

UK   – United Kingdom

UNDP - United Nations Development Projects

USA   – United States of America

USDS - US Digital Service

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Executive Summary

The concept of digital government represents a change in the way governments around the world are functioning. From trying to improve public service delivery, making data-driven decisions, ensuring accountability, increasing efficiency, productivity, and transparency within government to build public trust are few of the aspects which will be touched upon.'

The government of Sri Lanka is in the process of making a significant transformation in the government by adopting digital across the organizations of GoSL by 2024. There is a significant cultural shift is expected to take place in each government organization in terms of the government process and service delivery. Having institutional leadership with a capable digital vision is essential to make this effort a success.

This shows the necessity of a C-level role equipped with required authorities that are defined to drive growth by transforming an organization's traditional process into digital, with a special focus on implementing digital initiatives that enable strategic innovation through the smart use of digital tools, platforms, technologies, services, and processes.

To fulfill the above Information and Communication Technology Agency (ICTA) has embarked on an initiative to introduce Chief Digital Information Officer (CDIO) model into the government. This pool of capable digital leaders is expected to facilitate and drive the transformation at the institutional level to align with the national digital government policies and strategies.

The CDIO initiative is to identify the potential CDIO candidates from the current CIOs and groom them through the CDIO capacity building initiative to become the new CDIO's in the GoSL who will empower and drive the digital transformation in the government organizations.

ICTA in partnership with United Nations Development Program (UNDP) and CITRA Labs has conducted a study and formulated the CDIO model for Sri Lanka. This has been formulated by considering the international best practices on CDIO models, the Sri Lankan government context, national strategies towards digital government transformation, and a series of formal interviews conducted with key government officials and with selected existing CIOs.

This document entails a details description of the above-mentioned model.

1. Introduction

Over the last 15 years, the Sri Lankan government has been incorporating ICT into its organizational operations. It was a journey in which digital was integrated across the entire service delivery process. Moreover, government institutions are becoming increasingly technologically mature throughout the year. However, with Sri Lankan society being aggressive in moving towards a technology-based society and rising customer demand, the government is obliged to enhance service levels to meet the demand for a citizen-centric government.

The success of digital transformation initiatives depends on the interface of public administration with digital technology. Successful integration of technology with governance depends on the leadership provided. The public services transformation into digital government requires strong and dynamic technology leadership along with the administrative management provided by the administrative service CEOs and other senior officials.

The new digital leader role, in the context of digital governance in Sri Lanka, should possess both administrative and technological competencies. This role will be recognized as "Chief Digital Information Officer" and it is mandatory to have a multi-faceted competency profile for a successful CDIO which will be widely acknowledged, not only in the state sector but also in the corporate sector.

The CDIO initiative is aimed to make the government technology leadership at an institutional level which will facilitate successful digital government transformation. This consists of identifying potential CDIO candidates from the current CIOs and grooming them to become the new CDIOs in the GoSL and attracting relevant experts to serve as CDIOs from the industry.

2. Approach

2.1. AS IS Process

ICTA set up the CIO network in 2006 to create a network of people responsible for "drafting and implementing the ICT plan for their respective organization" (ICTA, 2009). This network was set up with the intention of "an empowered government workforce with required competencies towards enhancing their ability to identify and meet development challenges in achieving a digitally inclusive Sri Lanka vision". (ICTA, 2021)

It was critical to implement reforms and drive the process of re-engineering government and introducing e-government systems. The role of the CIO was of crucial importance in e-governance development, implementation, and management. And the public services transformation into e-Government requires strong and dynamic technology leadership along with the administrative management provided by the administrative service CEOs and other senior officials. The success of e-Government initiatives depends on the interface of public administration with ICT technology. Successful integration of the technology with governance depends on the leadership provided by the CIO. The situation is more relevant to emerging e-governance countries where administrative-technological hybrid staff cadres are yet to emerge.

The CIO, in the context of e-Governance in Sri Lanka, should possess both administrative and technological competencies. The need to have a multi-faceted competency profile for a successful CIO has been widely acknowledged, not only in the state sector but also in the corporate sector. Recognizing this complexity, the ICTA Sri Lanka identified six (06) roles of the CIO. (ICTA, n.d.)

This position was intended to fill a leadership and change agent role. CIOs were nominated by the heads of their organizations and represented a variety of people from

different roles and levels. ICTA provided the CIOs training and opportunities to gain qualifications, as well as connecting them through a network.

The initiative has had the benefit of increasing learning and joining up people involved in digital-government initiatives, which in turn have helped them to introduce digital services.

Yet the researchers have found out that this role is an assignment that people have in addition to their existing job and due to the level of hierarchy that people hold, most of them have been carrying out three roles. Namely the role of the change agent, the digital technology leader, and the IT manager.

It was observed that in many cases, the mandate and conditions prevent the current CIOs from fulfilling this role fully.

2.2. Best Practices

This section discusses the case studies for best transformation programs run by Government Digital Service (GDS) in the UK and the US Digital Service (USDS) approach. These two models represent different approaches to bringing digital and technology leaders into their government organizations.

Below illustrates a comparison between the models.

	Person	Conditions	Support
GDS Transformation Programme			
• Time-bound program to accelerate transformation in government organizations (2013-15) • Supplementing an internal team and C-level leader with centrally hired people	• Permanent role in the Organization • Paired with someone working for the center who had the skills and knowledge of digital services	• Full support from the leadership of the Participating organization • Shared funding • C-Level role • Mandate from the center	• Cross-government events (Sprint) showcasing work from across government organizations • Blogging platform created for organizations to share stories

	Person	Conditions	Support
GDS Transformation Programme			
		• In-house program teams supported by teams from the center • Budget control	• Capacity building program (GDS Academy) • Guidelines with the "Service Manual" • Service Assurance • Focus on 25 exemplars • Short-term (2 years) Program
US Digital Service			
• Elite technology unit attached to the Office of the President • C-level leaders and teams are hired centrally but seconded to federal agencies and departments for 2-4 years. Their mandate varies from building specific digital services to a broader transformation of the government organization.	• Time-limited "tours of service" aimed at specialists from the private sector • Hired by the center, with recruitment campaigns to reach new people, and ensure standards are met	• Full support from the leadership of the participating organization • A team funded by the Centre • Digital specialists deployed in teams, rarely alone • Permission to adapt agile working practices and approaches and do things differently	• Guidelines and tools • A blogging platform for organizations to share stories • Deploying people in the most needed places • Permanent unit, with support from the Office of the President

Table 1: Best Practices

(Public_Digital, 2021)

2.3. Recommendations

Studies confirm that the approach to the creation of new technology leadership role model is being followed by the world leading countries such as UK and USA follow the UK Government Digital Service transformation program model and the United States Digital Service model respectively.

Recommendations from Public Digital are based on primary data which are gathered from interviews with CIOs, online survey responses from further CIOs, and workshops with CIOs and stakeholders from the ICTA and UNDP, and secondary data which were gathered from international digital government research and best practices.

Based on the current situation analysis Public Digital has recommended having a new digital technology leader role in government organizations, supported by a new network run by the ICTA. The recommendations given by Public Digital are stated in **Annexure 04** and **Annexure 05**.

Further, UNDP and Citra labs stated the new role needs to be successful under the following themes.

Right Person: A digital technology leader who can excel in their role because of their knowledge, skills, and experience. They can navigate their organization and bring people together to create user-centered digital services, instill agile ways of working, and lead teams through uncertainty and change that will put the Sri Lankan government at the forefront of digital governments.

Further should have coaching, management, communication, and negotiation skills. Digital technology leaders also should have a good understanding of their organization's goals and objectives, citizens' and civil servants' needs and motivations, the digital strategy of the Government of Sri Lanka, and the potential of technology and digital solutions in the public sector.

Below mentioned as some of the skills and knowledge which will be considered in the selection of a CDIO and a details job description is mentioned in **Annexure 01.**

Skills:

- Delivering user-centered digital services
- Agile and iterative ways of working
- Leadership, communication, and negotiation skills
- Coaching and mentoring
- Managing people
- Growing digital capability
- Leading teams through uncertainty and change

Knowledge:

- Organizational goals and objectives
- Citizen's and civil servant's needs and motivations
- Government of Sri Lanka's digital strategy
- International best practice of digital across government and private sector
- Understanding of the potential of technology and digital solutions

Right Conditions: To successfully carry out change, digital technology leaders need a clear mandate and authority. This should reflect the role being a C-level role that reports directly to the head of the organization. Also, the organizations should be ready to embark on their digital transformation Journey.

Further, it is important to start by assessing the digital maturity readiness of organizations, and the digital awareness of the heads of these organizations. Also, the digital technology leaders will need a team to support their efforts and a budget to cover the operational costs of the team, running existing digital services, and investments in new digital services.

Right Support: ICTA is expected to play an essential role in making the work of digital technology leaders easier, faster, and better through network management, communications, and capacity-building.

In the current context, the best driver of digital change would be the digital technology leaders with the skillset, resources, and mandate to design and deliver user-centered digital services. The new digital technology leaders should be named differently than Chief Information Officers to avoid confusion with current CIOs and insist on the difference between IT and digital. Hence the terminology "CDIO: Chief Digital Innovation Officers" were recommended.

CDIOs will be responsible for leading all aspects of IT and digital strategy.

Note: The creation of the new network of digital technology leaders does not state, that it is the end of the current network of CIOs.

2.3.1. Overview of the Recommendations

The right person	The right conditions	The right support
Knowledge and skills New digital technology leaders have the required skills, knowledge, and experience	**Mandate and Authority** New digital technology leaders are at the C-level	**Network management** Single communication channel Regular meetups Onboarding guide for newcomers
Selection and hiring Create a new full-time position, open to civil servants and the private sector Create a consistent job description, grade, and salary expectations that can be used and adapted to the department Advise on – or facilitate – the interview and selection process	**Organization Readiness** The organization has a specific need for a digital service that is core to its goals.	**Communications** Regular cross-government Show & Tells Elevate success stories and digital leaders across
	Team A team built around the new digital leader Onsite digital teams or close collaborative relationships with suppliers	**Government Capacity-building** Regular practical learning lessons for digital technology leaders and their team members Monthly market trends newsletter. Digital awareness

The right person	The right conditions	The right support
		sessions for heads of government organizations. Digital Academy to introduce the concept of digital government to government employees
	Budget The new role has a budget	**Shared platforms (to be explored in the longer term)** Develop and support shared platforms, alongside documentation on how to use them
		Service manual and patterns (to be explored in the longer term) Create a repository of good practices and patterns on how to develop user-centered services Make sure services meet high standards
		Procurement guidelines and platform (to be explored in the longer term) Provide assistance and guidelines for procurement Develop an online procurement platform based on framework agreements to make the identification and hiring of private companies easier

Table 2: Overview of the recommendations

(Public_Digital, 2021)

3. Chief Digital Information Officer

3.1. Who is a CDIO?

CDIO is a role that brings together the experience and skills-set of the Chief Information Officer and the Chief Digital officer. CDIOs are responsible for leading all aspects of IT and digital strategy. This job title is used in other governments, such as the UK, although this job title is not much familiar in the Sri Lankan job market.

3.2. Vision

"Excellence in leadership for the transformation towards the digitally transformed government".

3.3. Mission

"Empower and Capacitate CDIOs to drive government digital transformation"

3.4. Objectives of the CDIO program

- Overall Objective:
    - **"Design and adopt the CDIO model which fits into the upcoming digital government transformation"**

- Specific Objectives:
    - Assess and identify capable existing resources and build a competent pool of CDIOs through absorption and acquisition
    - Establish the role of CDIO as the change agent who drives digital transformation
    - Enhance the capacity of potential CDIOs

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o Enforce the CDIO governance mechanism with authority through the Ministry of Technology

o Appoint a private sector top talent CIO resource panel to support and mentor CDIOs

3.5. Current vs Future

The below table depicts how the role of the CIO will be transformed into the new role of CDIO.

Role of CIO	Role of CDIO
• Title in addition to the role	• Full-time position
• Middle management role	• Leadership role (directly reports to the head of the organization)
• Usually, a member of the IT service team	• Has its team delivered digital services
• Occupies various roles, from software engineering to user support service	• Design, deliver and maintain user-centric services
• Present in all Government organizations	• Present in a few key mature government organizations

Table 3: Transformation of the role of CIO to CDIO

3.6. Roles/ Characteristics of a CDIO

- Transformational Leader
- Evangelist
- Trainer
- Administrative manager
- Change Agent
- Coordinator
- Facilitator
- Convener
- Consultant
- Innovator
- Strategist
- Intermediator

3.7. Responsibilities of a CDIO

ICTA has indicated the following criteria for achieving the desired objectives of the CDIOs:

- Actively participate in strategic leadership, making sure digital and information risks and opportunities are understood and acted on appropriately.
- Set the strategic direction for digital and information services and design a 24-month digital roadmap based on the organization's priorities.
- Assure all capital and operating expenditure on digital and information technology, working in partnership with the top leadership.
- Build and scale a digital transformation unit with the right mix of skills to design, develop and maintain the organization's digital and information services.
- Oversee the development and revamping of digital and information services around user needs, not pre-existing internal processes and assumptions.
- Maintain a portfolio of digital and information services, making sure users benefit from live support and that services are iterated.
- Introduce and promote new and agile ways of working in the digital unit, IT team, and more widely across the organization through regular and open communications.
- Create a welcoming and empowering environment, attracting in-demand digital talent and advancing digital skills.
- Develop collaborative relationships with senior officials across government, constructively challenging bureaucratic decision-making processes that prevent digital services to be delivered at pace.
- Manage complex relationships with external stakeholders including partners and Vendors.
- Share good practices and knowledge with the ICTA and the network of CDIOs to inform the development of cross-government service delivery guidance.

Refer to Annexure 03 for the ToR of the CDIO.

3.8. Categorization of CDIO

Although the activities described in the responsibility list are shared by all CDIOs, the complexity and volume of work performed by CDIOs vary per organization. There is no clear and fast rule for categorizing CDIO Programs at the worldwide level. However, in the context of Sri Lanka, the following is a viable option for categorizing CDIOs. The CDIOs will be classified into three tiers by ICTA.

This is an opportunity for CDIOs to advance in their careers. Once appointed as CDIOs, they will fall into the primary category. They are then allowed to progress.

Level	Description
Associate CDIO	An Associate CDIO is required to have the **'Must Have'** attributes.
Agency CDIO	Agency CDIOs will be appointed/upskilled for other government organizations as per the national requirements, digital maturity, and organizational criticality. An Agency CDIO is required to have the **'Must Have'** and **'Desirable'** attributes.
Cluster CDIO	A Cluster CDIO is required to have the **'Must Have'**, **'Desirable'**, and **'Additional relevant area'** attributes. Cluster CDIO will be appointed from the pool of Agency CDIOs in the cluster, preferably the CDIO of the key Ministry

Table 4: Classification of CDIOs

Example for a structure of the above CDIO model.

CDIO Level	Organization Type	Digital Transformation Unit *	Change Management Team
Agency CDIO	Type A	Fully fledged	Full
	Type B	Mid Scale	Mid
Associate CDIO	Type C	Small Scall	Small

Table 5: Example of a structure of the CDIO Model

3.9. Appraisal mechanism

A competency set for CDIOs is developed regarding the aspects of the Sri Lanka Government Digital Strategy and international human resource capacity development frameworks. Training programs will be developed based on this comprehensive competency set and the ICTA will provide the appropriate training for the selected candidates based on individual need assessments. Thereafter, the CDIOs will be continuously monitored and evaluated based on the defined competency framework (Details of the Digital Government Competency Framework are given in Annexure 02). Hence the appointees will be able to deliver the expected results in digital transformation initiatives relevant to the organization. These expectations include the improved capacity of the employees in the organization, creating a sustainable environment for the digital-government initiatives, and finally, end-user satisfaction from the services provided by the organization.

The positive delivery of expected results in digital government will lead to enhanced performance in digital-government activities within the organization. The enhanced performance predominantly depends on the performance of the CDIO. Therefore, the performance of the CDIO will be evaluated using an evaluation tool of which the outcome would fall into the categories of poor performance or good performance of the CDIO. If the performance of the CDIO is better, it results in the enhanced digital-government performance of the organization. Poor performance of the CDIO may be due to the requirement for further training or due to other non-training reasons which need further investigation for non-training solutions.

4. Governance of SL for CDIO

The pre-requisite to the selection of a CDIO shall be his/her ability to be a business strategist, an ICT strategist, a change agent, a technological advocate, and a functional leader. These are the roles that are relevant to the performance of the CDIO.

The CDIO program shall be governed by the following main aspects.

Appropriate selection of CDIOs based on the pre-requisites and the TOR which specifies the overall responsibilities, technological responsibilities, duties and functions.

Required power of authority should be delegated to the CDIO for him/ her to accomplish the duties of CDIO.

The CDIO governance program include the maintaining of the data inventory of the organizations to measure the digital maturity level of the organization and the performance of the CDIO.

CDIO governance program highlights that the awareness of the CDIO program in all stakeholders in the organization from top level management to operation staff is vital important. Not only the CDIO program is essential to make aware of the role of ICTA in digital government initiatives in the digital Sri Lanka strategy implementation.

Figure 1:Governance of SL for CDIO

Effective and efficient governance of the CDIO program is essential given the critical role of the CDIOs in digital governance. The CDIO is the focal point in digital governance activities in government organizations under the direction of the ICTA. Therefore, a transparent governance procedure will enable a clear understanding of the CDIO's role in an organization and his/her capacity in digital governance.

Conducting full awareness of the CDIO program among all the stakeholders of the organization including the roles and responsibilities of the CDIO and the role of the ICTA is of utmost importance to get this initiation successful.

4.1. Selection, Appointment / Designate/ Recruitment/ Hiring of CDIO

- Every CDIO should be appointed on an annually renewable contract to the CDIO position for a minimum of 3 years.
- Existing government CDIOs who have been working in their respective government organizations should be absorbed into CDIO positions as per the competencies specified under the CDIO competency framework and considering the level of engagement and experience of Digital transformation initiatives in the Government of Sri Lanka.
- CDIO appointment will be endorsed by ICTA

4.1.1. Selection process

- o Selection methodologies
    - Absorbing/secondment of competent government officers
    - Open advertising

4.1.1.1. Absorption

Absorbing/secondment of competent government officers
- o Is the process of selecting and grooming CIOs or other eligible candidates within government organizations. This process will be governed by the Competency Framework which will be introduced to the public sector.

- o Below stated is the process that will be followed to accomplish the absorption process.
    - A preliminary assessment will be taken place to identify the potential CDIO candidates.
    - Perform need assessment for potential candidates – Opportunity will be given to the individual CDIO candidates to perform a self-need assessment to identify the current level of competency.

- An analysis process will be followed by ICTA to measure the gap between the current level of competency with the desired/ expected level of competency.
- ICTA will conduct upskilling or re-skilling programs for selected CDIOs.
- After completion of the training programs, ICTA continuously monitors the contribution towards the organizations and the progress.
- A new credit scoring mechanism will be introduced for the new CDIOs to evaluate the current competency level at any given time.
- Further details can be referred from Annexure 07.

CDIO Framework
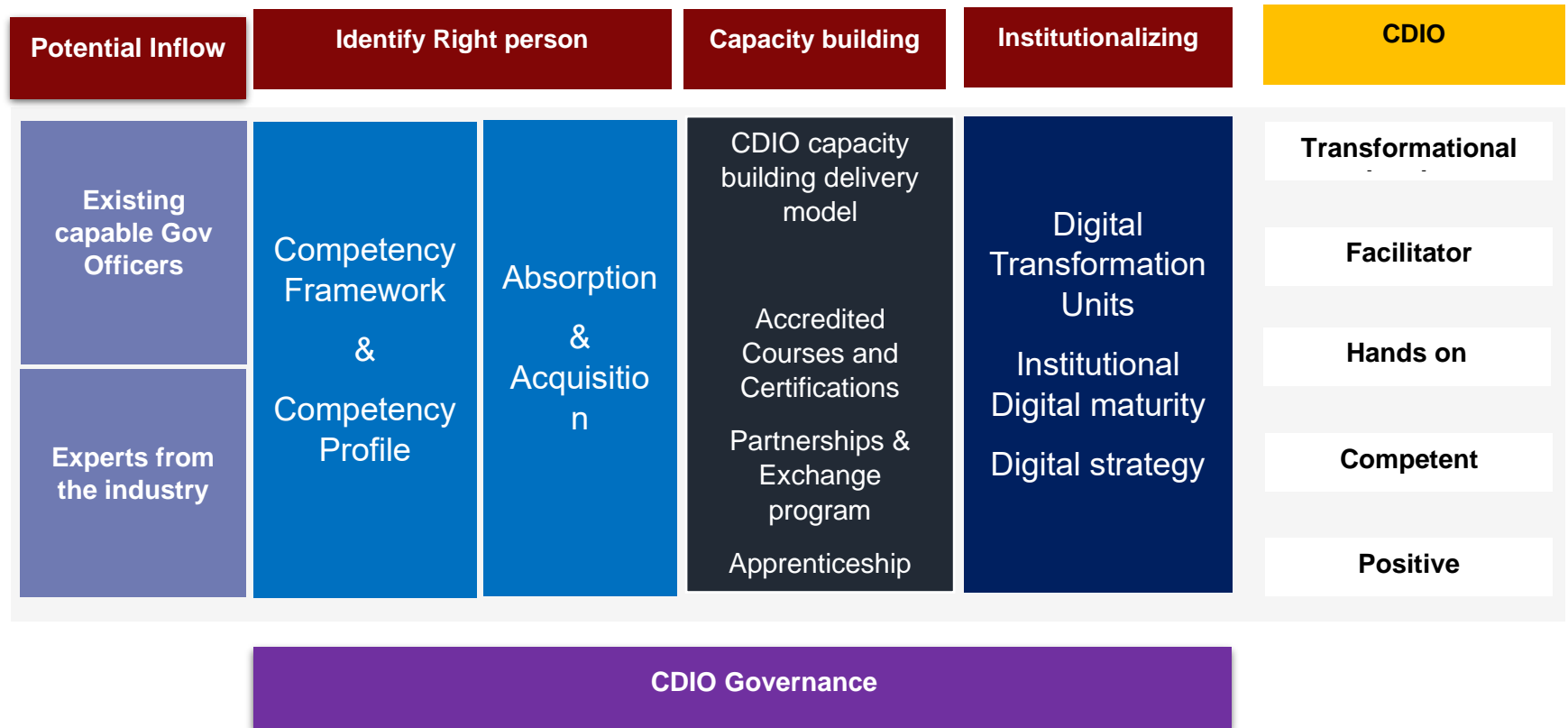
Figure 2: CDIO Framework

Existing CIO pool

Appointed CIO/
equivalent officer from
50 CII organizations

Hiring Process

Selected

Appoint as CDIO

Not Selected
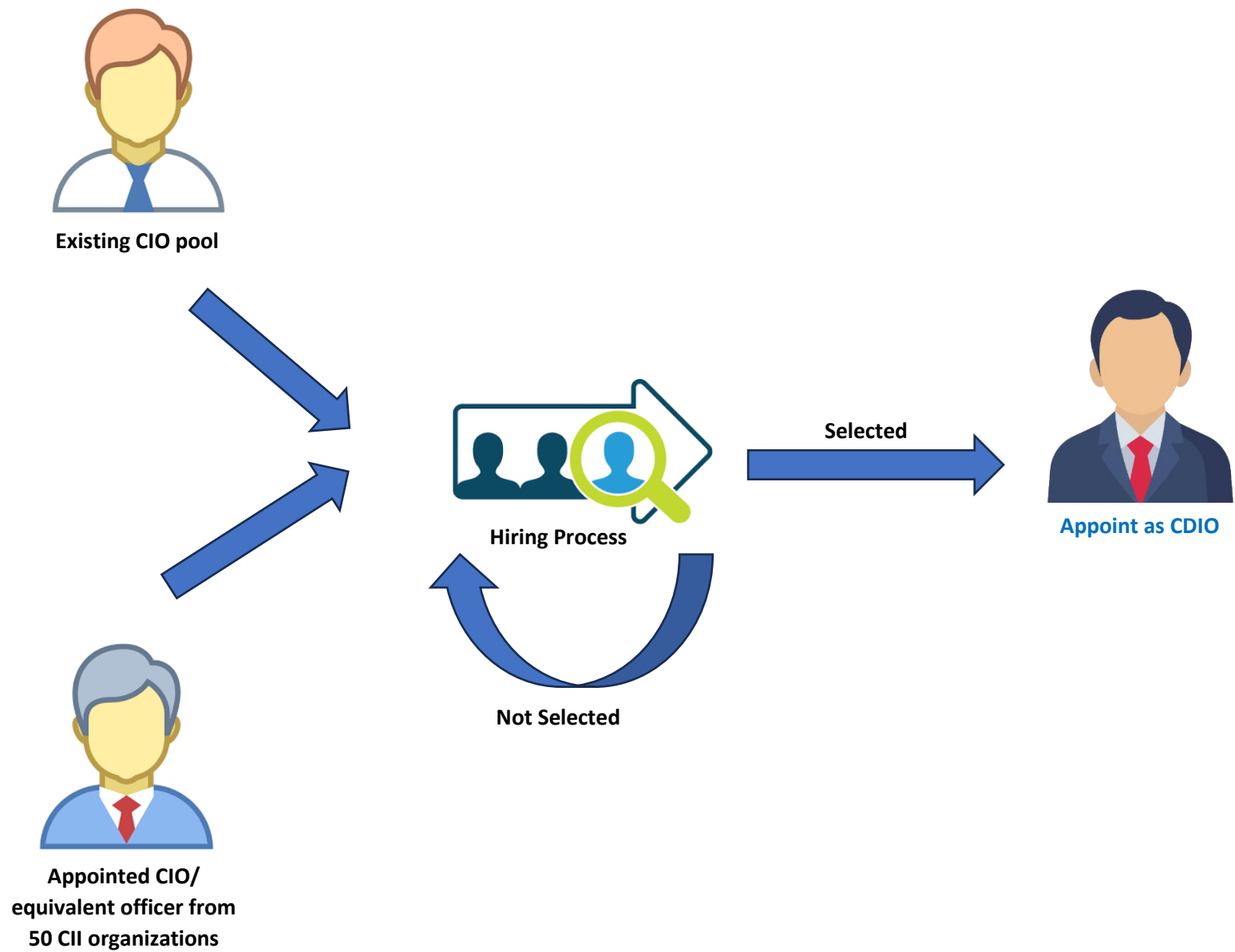
Figure 3: CDIO selection process

4.1.1.2. Acquisition/Open advertising

To ensure the right person is in place for the new role, opportunities will be given to candidates from both inside and outside of the government as recommended by Public Digital. Hence widely spread advertising will take place to appeal to the private sector, to bring new ideas and experience into government organizations. Where the priority will be given to the current CIOs. If recommended by the Public Digital Selection process will take place in two different methods.

Through the acquisition process if a candidate is recruited from outside the public workforce, then the recruited person needs to be properly educated on the government work environment.

ICTA will call for a suitable candidate to fill CDIO positions in the government from the open market.

4.2. Line authority of the CDIO
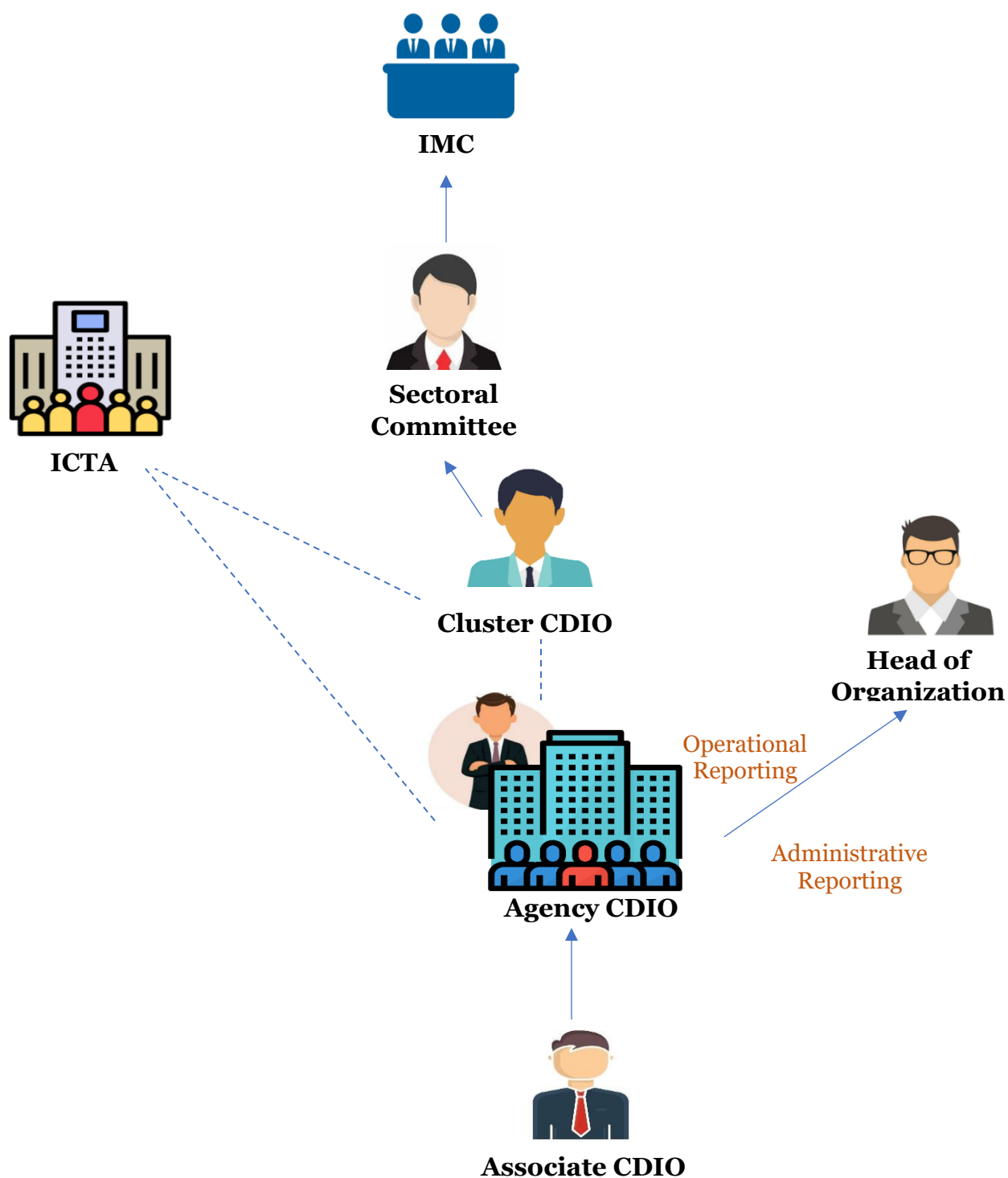
Figure 4:Line authority of the CDIO

Agency CDIOS – All Agency CDIOs are assigned to a specific organization

- Agency CDIO will have a direct reporting link to the Head of Organization (HOD) on both administrative and operational aspects. (Internal to the organization)
- Agency CDIO will liaise with the Chief Executive Officer (CEO) of ICTA on digital transformation aspects. (External to the organization)
- Will be appointed in Ministries, Departments, District Secretariats, and Statutory Bodies.
- *Cluster CDIO will be selected from all Agency CDIOs in a given cluster*
- Cluster CDIO will be role will be allocated on a need basis.
- Cluster CDIO will have a direct reporting link to the respective Ministry Secretary.
- Will be appointed according to the capability of the Agency CDIOs of that Cluster.
- Agency CDIO will have an indirect reporting link to the Cluster CDIO and will liaise with the Chief Executive Officer (CEO) of the ICTA/responsible organization on digital transformation aspects. (External to the organization)
- Top management should consult the Associate/ Agency CDIO in any matter related to digital-government transformation initiatives who in turn consult the Cluster CDIO for appropriate decisions.
- **Associate CDIOs** Will be appointed in Divisional Secretariats, Provincial Ministries, Provincial Departments, Municipal Councils, Urban Councils, and Pradeshiya Sabha.
- Associate CDIO will have a direct reporting link to the Head of Organization (HOD) on both administrative and operational aspects. (Internal to the organization)
- Associate CDIO will have an indirect reporting link to the Agency CDIO on digital transformation interventions.
- The Agency CDIO should liaise with Cluster CDIO all the time for matters on digital-government initiatives.

Please refer to the following for further details.

- [Annexure 04](#) to get an overview of the Cluster, Agency, and Associate CDIOs.
- [Annexure 05](#) for the cluster list.
- [Annexure 06](#) for the definitions of **'Must Have', 'Desirable',** and **'Additional relevant area'** attributes.

4.3. Evaluation of performance

- The level of achievements from target project objectives according to the performance agreement
- Innovational activities he has performed
- Rate of the completed assigned tasks

5. Way Forward

The below roadmap lists concrete actions that will support the success of the new CDIO initiative. Initiation will take place with 50 CIO officers across the public sector and potential CDIOs from the identified Critical Information Infrastructure organizations with well-identified and prioritized needs, then reviewing, iterating the approach if necessary, and rolling out further to expand the numbers to 500 CDIO officers.

As per the recommendation, the roadmap is organized in line with the 3 themes which was discussed in the Recommendation section

	2-3 months	2-3 months	3 months +
Foundational	• Agreement on the criterion for organizational readiness for the new role with the cabinet approval. (To include need from the organization in terms of new digital services, the biggest impact for citizens, conditionals for success, and digital maturity)	• Commence mentoring process.	• Continue mentoring.
Right Person	• Agree on the selection process and criteria of the hiring panel. • Identify the next set of CIOs from the existing pool and potential CDIOs from the	• Evaluate appointed CDIOs • Hiring campaign for a new role • Publicize upcoming vacancies	• Hiring campaign for the new role • Publicize upcoming vacancies

	CII organizations for the new role based on the criteria • Agree on the ToR. • Agree on the grade and salary. • The new role is in place and onboarded.	• Get them involved in digital transformation initiatives	
Right Conditions	• Finalize the CDIO governance process. • Decide on budget lines. • Issue circular. • Continues monitoring and evaluation. • Identify the support required. • Build the team once the new role is hired.	• Continues monitoring and evaluation • Build the DTU once the new role is hired • Set up appropriate governance within • Identify the support required	• Continues monitoring and evaluation • Identify the support required • Build the team once the new role is hired
Right Support	• Prepare and deliver digital awareness sessions to make sure the appointed CDIOs understand and support the digital transformation of their organization. • Set up monthly showcase to share the work done by CDIOs across the government	• Prepare and deliver digital awareness sessions to make sure the appointed CDIOs understand and support the digital transformation of their organization • Set up monthly showcase to share the work done by CDIOs across the government	• Prepare and deliver digital awareness sessions to make sure the appointed CDIOs understand and support the digital transformation of their organization • Set up monthly showcase to share the work done by CDIOs across the government

	• Inform current potential CDIOs of upcoming changes, and reassure them of the viability of their role • Set up external communication channels (external blog, social media channels, and newsletter) • Newly appointed CDIOs to meet regularly, learn from each other, share knowledge, and support each other • Prepare a public communication campaign about the new role • Set up and send a monthly market trends newsletter • Collect and centralize good practices learned by the appointed CDIOs and share them with all interested parties • Identify training needs for the new role Put in place a training plan for the new role	• Newly appointed CDIOs to meet regularly, learn from each other, share knowledge, and support each other • Set up and send a monthly market trends newsletter • Collect and centralize good practices learned by the appointed CDIOs and share them with all interested parties • Identify training needs for the new role put in place a training plan for the new role.	• Newly appointed CDIOs to meet regularly, learn from each other, share knowledge, and support each other • Set up and send a monthly market trends newsletter • Collect and centralize good practices learned by the appointed CDIOs and share them with all interested parties • Identify training needs for the new role Put in place a training plan for the new role

Table 6: Way Forward

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Annexure 01

<u>Job Description of a CDIO</u>

Overview

The CDIO a role that is floating at the leadership layer is expected to drive the institutional-level digital transformation strategy aligning with the Government's Digital vision.

CDIOs will add value and growth to the way government operates with the effective adoption of digital technologies in making the government more citizen-centric while facilitating the digital transformation journey of the nation. The position holder is required to inculcate and drive digital initiatives within the organization, improve processes, **overhaul the government's legacy IT systems, and build technology capabilities toward the sustainable development of their respective organizations.**

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Job Description

According to the primary, and secondary data of the Sri Lanka Digital-Government Policy guidelines, the CDIO of an organization is supposed to:

- Act as a focal point in digital government initiatives of the respective government organization with ICTA.
- To work collaboratively with the Head of the Organization to design and execute the Digital Strategy for the organization.
- To provide strategic direction, and promote and implement digital government initiatives within the organization. (in consultation with the ICTA)
- Design and execute the change management and adoption strategies to successfully implement the government digital transformation initiatives within the organization.

- Responsible for all initiatives related to digitizing the respective government organizations.

- Formulation of long-term and annual digitization plan in line with the organizational corporate plan.

- Providing strategic input during the preparation of corporate plans and formulating policies.

- Manage human resources in digital government initiatives.

- Manage financials, budgets, and human resources effectively to derive the digitization objectives. And ensure risk mitigation strategies are in place and ROI is derived from the digitization initiatives.

- Develop project proposals with appropriate justifications for approval.

- Develop and implementation of organization-specific ICT Policies (including information management) and make timely improvements to the existing policy in line with ICTA.

- Managing ICT budgets at the organizational level.

- Make the employees aware and involved in digital government policies and initiatives.

- Ensure enforcement of relevant policies and initiatives related to the right to information, data sharing, and privacy.

- Enable communication strategies through the optimum use of digital technologies.

- Maintain information security measures. Functions related to access privilege, editing rights, history records, logs, passwords, internet security including firewalls, backups, and outdoor backups, virus protection, and ICT policy within the organization are included.

- Responsible for the delivery of internal and citizen-facing digital services that align with organizational goals.

- Responsible for building or buying digital capability.

- Maintain ICT utilization and sharing of information systems, applications, data, etc., and oversee ICT investments to ensure optimization and a full range of cost trade-offs.

- Ensure inter-department coordination on ICT and serve as the organizational spokesperson on ICT issues.

- To promote and adopt ICT within the organization and shall be the interface of such related programs and projects.

- Overseeing the delivery of digital, data, and technology services across government organizations that meet citizens' and internal users' needs. Ensuring that the organization is benefitting from the best practices and application of digital technology.

- Leading the design and delivery of the government organization's corporate digital enterprise architecture and technology strategies.

- Delivery and iteration of live operational support for live services.

Experience

- An experienced technology leader and change manager with a strong track record as a collaborative results driven and problem-solving leader, who can set clear strategic direction and lead and inspire a focused team through a period of significant upheaval and challenge to deliver long-term benefits.

- High level of personal drive and an interest and passion for innovation and delivering results through new and more efficient ways of working, underpinned by a familiarity with the potential of technology

- Experience operating at the most senior level, across and outside an organization of scale, with the ability to communicate with clarity and enthusiasm and collaborate and build effective load-bearing relationships.

- Experience in leading, directing, and managing large, teams in a complex organization, with the ability and gravitas to confidently challenge and influence decision-making, structures, and processes to lead an effective organization

- Experience in delivering, iterating, and maintaining services that meet citizens' and internal users' needs, streamlining services, and increasing usage.

- An understanding of the Sri Lankan Government ICT strategy.

- Experience in driving digital transformation initiatives on the scale of government service delivery

Skills:
- Delivering user-centered digital services
- Agile and iterative ways of working
- Leadership, communication, and negotiation skills
- Coaching and mentoring
- Managing people
- Growing digital capability
- Leading teams through uncertainty and change
- Organizational change management

Knowledge:
- Organizational goals and objectives
- Citizen's and civil servant's needs and motivations
- Government of Sri Lanka's digital strategy
- International best practice of digital across government and private sector
- Understanding of the potential of technology and digital solutions

Duty List for CDIO

To align with the above responsibilities, the prime duty of CDIO is to convert conventional time and resource-consuming procedures of the organization into efficient and productive automated procedures. To align with that, CDIO has to perform the following functions.

- Make staff aware of the Digital-Government concept, its relevance with the organizational mandate, and the conveniences made by digital Government to both the organization and its service seekers.

It is also important to increase awareness of the advantages like increased transparency, quality, and efficiency of the service, the consistency of organizational information while eliminating duplications and inconsistencies of information at the organizational level, and reducing paper use and physical space requirements. This is necessary to change regressive attitudes and misconceptions about digital government

- Provide a broad awareness to staff members of digital government policy guidelines.
  This includes the role of ICTA, the involvement of ICTA in the transformation of the organization from manual work to technology-enhanced convenient work, and the skills required for the successful implementation of digital government. This is necessary to motivate employees and increase the desire to build one's capacity.

- Make the organization ready with physical infrastructure and technology-driven
  This requires procurement of computers, servers, internet services, intranet facilities, and required peripherals like printers, scanners, copiers, etc. All functions related to procurement, maintenance, and disposal processes are included here.

- Empower the staff so that they can independently work with technology and technology-based systems with high confidence.
  In this regard, the CDIO should organize to provide training to its staff based on training plans announced by ICTA.

- Take actions to recruit skilled personnel for e-government initiatives in consultation with the Head of the Institution.
  This personnel includes system administrators, network administrators, programmers, webmasters, web developers, hardware technicians, etc. as required. Most frequently these personnel are lacking appropriate skills in conventional organizations. In such instances, revising the carder is also included in this function.

- Complete software requirements according to the software Governance Framework of ICTA.

There has been a range of intellectual property issues related to this. Careful handling of software is important to prevent the organization from unnecessary issues. Functions related to purchasing software, free and open-source software (FOSS), and licensing are included. Necessary instructions are available in e-Government policy guidelines.

- Develop digital government resources.

  This includes internal data processing systems, client services, and the web presence of services. It also includes investigation of existing systems, improving the systems, design, and development of ICT and web-based systems, and finding designing strategies such as in-house development or outsourcing. This is the most innovative function of the CDIO and involves dealing with staff members in all other departments, and divisions within the organization as well as the outside organizations to obtain information required for systems development, and negotiations for information sharing which are all important functions.

- Enable communication strategies.

  Functions related to user accounts, email facilities, email lists, policies and procedures, and safety measures are considered.

- Maintain information security measures.

  Functions related to access privilege, editing rights, history records, logs, passwords, internet security including firewalls, backups, and outdoor backups, virus protection, and ICT policy within the organization are included.

- Maintain records and documentation.

  This includes maintaining records related to agreements, network passwords and use, databases and related specifications, various inventories, liabilities, and information on services, service providers, etc.

- Maintain schedules for monitoring processes.

  Since the transformation into digital-Government environment process is rather complicated, resource management is a prime requirement. Setting performance indicators, deadlines, and budget allocations is particularly important for monitoring purposes as everything should be taken place as planned. This is also

important for monitoring e-government initiatives and when handing over the duties to a new CDIO.

- Prepare reports to communicate the progress.

This is imperative to retain transparency, design and implement remedies, and to as a part of the contingency plans in place.

- Develop working teams.

Transforming the organization into a digital government environment is a collaborative effort. Most complex functions like planning, designing, and budgeting need to be delegated to teams so that team members are aware of all dynamics. Divergent thinking and more ideas are required in this regard to identify various possibilities, practical difficulties, and constraints and to decide the most worthwhile solution. This enhances the capacity of the team as well as individuals and also generates a powerful second generation to continue the functions of the organization sustainably.

- Handle financial matters.

Requesting funds should be carefully planned in teams. Transparency in handling the budget is critical. That should be in the direct purview of CDIO. Necessary guidelines are available in government finance Regulations (FR).

- Administrate the staff involved in digital-government activities.

This is similar to the functions done by heads of operational units.

- Develop a strong culture to suit digital-Government.

There are good practices in sharing information, maximum and appropriate use of technology, safety measures, etiquette, and other best practices not imposed by rules and regulations.

Annexure 02

- ICT Competencies

Competency Area	Description	Competency
ICT in workplace	Productively perform tasks in the workplace by using ICT skills and knowledge in a digital government setting	Recognize the benefits of ICT for digital government transformation of public services
		Proactive awareness towards new ICT technologies in the modern world
		Develop ICT plans according to National ICT policy and achieve the objectives of the organization
		Recognize the benefits of Digital Government Transformation
		Adopt innovation through digital modes
		Awareness of legislations/ acts pertaining to the domain
		Functional skills for CDIO job profile extracted from National Skills Platform (WIP) - Specialist Advice - 6 - Enterprise and business architecture - 7 - Emerging Technology Monitoring - 6 - Technology Service Management - 7 - Portfolio Management - 7 - Product Management - 6 - Solution architecture - 6 - Software Design - 6 - Systems Integration and Build - 6
Information Management	Ensure data and information are secure and adhere to data protection policies and laws in digital government initiatives	Recognize concepts of Information security, data protection, and privacy
Managing Technological Interventions	Initiate, drive comprehend technological	Comprehend information system architecture
		Initiate, and drive the organization toward adopting digital government solutions
		Identify, design, and adopt business process improvements

Competency Area	Description	Competency
	interventions in digital government	Ensure alignment between business evolution and technology developments
		Enable interoperability, scalability, usability, and security of the IT infrastructure and systems of the organization
Digital Citizenship	Use of digital technology and media in safe responsible and ethical ways	Digital Citizen Identity
		Balanced Use of Technology
		Behavioural Cyber-Risk Management
		Personal Cyber Security Management
		Digital Empathy
		Digital Footprint Management
		Media and Information Literacy
		Privacy Management

Table 7: ICT Competencies

- Digital Government Competencies

Competency Area	Description	Competency
Project and Program Management	Undertaking Project management initiatives in Digital Government Capacity	Project and Program Management of Digital Government initiatives
		Recognize the service provisions in line with the institutional and national Digital Government Strategies
		Facilitate successful completion and delivery of digital government projects
		Steer projects in Digital Government
Change Management	Managing change in the Digital Government setting	An innovation mindset for organizational changes is needed to improve the organization's effectiveness
		Champion digitally enables service delivery to citizens
		Lead, initiate, and implement organizational change in institutional digital government transformation
		Identify and manage change requirements of organizational processes and solutions in digital transformation efforts
		Build alliances and achieve organizational milestones of digital government

Competency Area	Description	Competency
Collaboration and Partnership	Collaborating and Partnering in Enhancing Digital Government Capacity	Provide integrated government services through inter-organizational secure data sharing and shared services for Whole-of-Government concept
		Integrate relevant services within the organization across multiple digital government initiatives
		Proper collaboration with all stakeholders and outsourced entities
Results Orientation	Results orientation to achieve desired outcomes and sustain stakeholder satisfaction in digital government	Achieve desired outcomes of relevant digital government initiatives
		Develop innovative approaches to deliver greater stakeholder satisfaction
Quality Management	Delivering and managing quality in Digital Government Services	Be sensitive to the societal and economic expectations of digital government interventions
		Ensure that the digital government solutions meet the changing stakeholder expectations & customer satisfaction, and technological enhancements
		Manage the quality, of service delivery through digital means for citizen interaction
		Continues digital improvements to enhance the quality of service delivery
		Manage Quality Service in Digital Government initiatives
Digital Transformation Strategy Adoption	Drive the adoption of the digital transformation strategy of the organization and ensure the organization is digitally transformed through the management of resources and infrastructure, digital governance, and business continuity	Drive digital government transformation in the organization
		Manage physical resources and infrastructure in a Digital Government setting
		Manage and mitigate risk ensuring disaster recovery and business continuity
		Transform the organization to the next digital maturity level with the knowledge of the global Digital Government developments trends
		Knowledge of digital governance in an enterprise setting
Execute digital government initiatives	Carry out activities in digital government initiatives	Conduct and manage procurement related to digital government
		Determine the modality of delivering the solution. (such as outsourcing, multisource, etc.)
		Manage outsourcing and vendor management
		Manage multi-channel service delivery in the organization

Table 8: Digital Government Competencies

- Management Competencies

Competency Area	Description	Competency
Communication	Establishing effective communication best practices to achieve organizational goals and objectives and champion transparent communication in digital government	Conceptualize consultative stakeholder communication
		Inspire others to understand the purpose and strategic direction of a digital government
		Ensure increased usage of digital means in communication
		Positive perception toward feedback
		Inspire, motivate, and guide toward digital transformation success
		Effective dissemination of information and guidance towards maximizing digitalization efforts.
		Maintain credibility among superiors, peers, and subordinates
Workplace Management	Create an enabling environment that promotes collaboration, and productivity and builds trust among teams	Recognize impediments when delivering digital government services
		Champion the benefits of digital services to citizens among employees
		Create an open collaborative work environment
Decision Making	Create an enabling environment for effective decision-making for digital government interventions	Facilitate the decision-making process
		Identify early symptoms of resistance to change and develop strategies to manage the same
		Accountability in decision making
		Data-driven decision making
		Recognize principles of good governance
		Transparent decisions
		Participatory decision making
Capacity Building	Enhance the understanding, skills, and capability of employees needed to deliver successful digital government services through a combination of training and development	Recognize the importance of Human Talent
		Create an innovative knowledge-driven organization with digital technologies
		Recognize the importance of continuous learning in a digital environment
		Conduct Training Need Analysis (TNA), benchmark, and build the required competencies of all staff

Competency Area	Description	Competency
		Assist ICTA in its efforts to identify a diverse blend of capabilities and skills to meet current and future digitalization efforts
Stakeholder Management	Actively promote digital service delivery through a citizen-oriented approach while effectively managing stakeholders for digital government initiatives	Conflict management
		Actively promote the impact of digital service delivery to citizens, among employees
		Empathetic mindset toward user experience
		Empower and delegate responsibilities
		Citizen orientation and customer focus
Performance Management	Human Resource performance management best practices in the digital government setting	Identify reskilling and upskilling requirements where relevant
		Develop successors to sustain digital government initiatives
		Foster integration and teamwork at all levels of staff in Digital Government activities
		Provide consultative support to develop an HR plan for the organizational digital transformational strategy
		Assess and improve the performance of the staff towards the implementation of Digital Government initiatives
		Adopt knowledge management practices to promote organizational learning
		Build competent teams to deliver expected results
Teamwork	Ability to work in a team and bring synergies through effective team working	Work in teams with mutual respect and understanding of members to achieve synergy
		Share information and knowledge to enhance efficiency
Personal Development	Continuously engage in activities to develop oneself, specialized knowledge, and expertise	Acquire special skills and knowledge required to enhance the efficiency of work digital government activities
		Interest in self-development to support government policy to enhance services rendered to the citizens
Institutional digital transformation	Development and adoption of digital transformation strategies to achieve with intended results through operational leadership	Strategic positioning of the organization in the national digital vision/roadmap.
		Formulate institutional digital transformation strategy and road map aligned with organizational corporate vision

Competency Area	Description	Competency
		Inspire, motivate, and guide the organization toward Digital Government
		Recognize and adopt results-oriented management principles and application of M&E
		Consultative support to integrate digital enhancements to organizational strategic plans
		General Management

Table 9: Management Competencies

For further details refer to the following link.

https://lightingdigital.gov.lk/wp-content/uploads/2023/05/Digital-Competency-Framework-Document.pdf

Brief Terms of Reference of the Chief Digital Information Officer initiative for GoSL

Preface

Fifteen years after the CIO network launch, the ICTA is about to relaunch the network, with a new name and new responsibilities to align with other governments and the private sector. This project aimed to inform the creation of the new role and network, by making recommendations on their profile, as well as the conditions and support they will need to succeed in their new mandate. Also, this was an outcome of the digital-government initiative.

The CDIO initiative is to identify the potential CDIO candidates from the current CIOs and groom them to become the new CDIOs in the GoSL who will empower and drive the digital transformation in government organizations. The document discusses the process and sustainable approach ICTA is planning to take to make the initiative a success.

Responsibilities

- Actively participate in strategic leadership, making sure digital and information risks and opportunities are understood and acted on appropriately.
- Set the strategic direction for digital and information services and design a 24-month digital roadmap based on the organization's priorities.
- Assure all capital and operating expenditure on digital and information technology, working in partnership with the top leadership.
- Build and scale a digital transformation unit with the right mix of skills to design, develop and maintain the organization's digital and information services.

- Oversee the development and revamping of digital and information services around user needs, not pre-existing internal processes and assumptions.

- Maintain a portfolio of digital and information services, making sure users benefit from live support and that services are iterated.

- Introduce and promote new and agile ways of working in the digital unit, IT team, and more widely across the organization through regular and open communications.

- Create a welcoming and empowering environment, attracting in-demand digital talent and advancing digital skills.

- Develop collaborative relationships with senior officials across government, constructively challenging bureaucratic decision-making processes that prevent digital services to be delivered at pace.

- Manage complex relationships with external stakeholders including partners and Vendors.

- Share good practices and knowledge with the ICTA and the network of CDIOs to inform the development of cross-government service delivery guidance.

Annexure 04

Example

Ministry

Cluster CDIO

Statutary Body

Department

Agency CDIO

Ministry of Public Administration, Home Affairs, Provincial Councils and Local Government

Cluster CDIO

District Secretariat

Agency CDIO

Provincial Councils

Local Authority

Divisional Secretariat

Ministry

Department

Municiple Council

Urban Council

Pradeshiya Sabha

Associate CDIO

Annexure 05

List of Clusters

1. Land
2. Health
3. Agriculture
4. Industry & Trade
5. Conservation & Environment
6. Transport & Aviation
7. Maritime Functions
8. Education
9. Public Order & Safety
10. Justice
11. Utilities
12. Social Welfare
13. Technology

Annexure 06

Definitions of Attributes (According to the Hiring Matrix)

Must-have

    Mandatory attributes are needed by all candidates.

Desirable

    Attributes that are not essential and should not prevent a hire, but they are welcomed if they have them.

Additional relevant areas

    Attributes to look out for would be an added bonus but should not prevent a hire.

Chief Digitial Information Officer

Hiring
Process

ICTA
ideas actioned

CHIEF DIGITAL INFORMATION OFFICER
INSPIRING TRANSFORMATION

Contents of The Report

Introduction

Purpose of this hiring process is to objectively and accurately select candidates for the position of Chief Digital Information Officer who have the right profile, the required knowledge, skills experience. The use of this hiring process in the selection process will ensure hiring decisions are fair and unbiased.

This hiring process is based on the recommendation of Public Digital, initiated through a collaboration of UNDP with ICTA

DEFINITIONS

◈ Attributes

Must-have
Mandatory attributes needed by all candidates

Desirable
Attributes which are not essential and should not prevent a hire, but they are welcomed if they have them

Additional relevant areas
Attributes to look out for and would be an added bonus but should not prevent a hire

✿ Skills

Expertise candidates possess in order to do the job successfully

☀ Knowledge

Thorough understanding of specific areas that it is required to do the job

🏢 Experience

Relates to specific and demonstrable experience that the candidate has

KEY FOCUS AREAS

It is important to focus on the quality of a candidate's skills, knowledge and experience, rather than total number of years of experience

O1
Delivering user–centered digital services
Lead on the delivery of successful digital (technology and data) products and services that have a demonstrable benefit to citizens and internal users.

O2
Agile and iterative ways of working
Use agile and iterative ways of working that respond to emerging information and citizen needs, to deliver early, regularly and often to realise value.

O3
Leadership, communication and negotiation
Ensuring a clear strategy that is understood and committed to across all levels of the organisation

O4
Managing people, teams and programmes

KEY FOCUS AREAS

It is important to focus on the quality of a candidate's skills, knowledge and experience, rather than total number of years of experience

05 Growing digital capability

Enhance understanding, skills and capability of relevant disciplines needed to deliver successful user-centred digital services through a combination of hiring, training and development

06 Leading teams through uncertainty and change

07 Technical Expertise

08 Candidate Profile

Qualifications

Must have

A Bachelor's Degree or equivalent qualification in computer science or related field.

Desirable

Evidence of ongoing education and training, eg completing relevant online courses or certifications

Additional relevant

Postgraduate qualification, and online courses in the field of digital transformation

Value experience over academic qualifications. Refrain from screening candidates based on their qualifications alone

A Bachelor's Degree or equivalent qualification in any other field of study

Certification from a professional accreditation body (preferably IT related)

HIRING PROCESS

Pre – Interview

Mercer | Mettl Psychometric Assessment

Shortlisted candidates are required to complete a psychometric assessment.

Based on the assessment report, an Individual Development Plan will provided to the candidate

Prepared Presentation

Candidate are required to prepare a MS Powerpoint presentation based on given guidelines.

The above presentation will be presented to the interview panel at a panel interview

Interview

Self-Assessment Job Knowledge Evaluation

Candidates will be assigned an online MCQ based questionnaire to test job knowledge. This test will be assigned at ICTA premises, 30 mins prior to the scheduled interview time

The test will be based on the 8 focus areas

Panel Interview

The interview panel is appointed by the Ministry of Technology.

The interview panel will probe into the prepared presentation and further evaluate candidates suitability through expert judgment

Scoring

Independent panel will analyze the above scores allowing a +/- 20% anomaly between the two score perspectives

If the scores are within the anomaly range, interview panel score will be final

Perspective 1 – Candidate Evaluations

Self-Assessment Job Knowledge Evaluation   – 80% Weightage

Mercer Mettl Psychometric assessment   – 10% Weightage

Perspective 2 – Interview Panel Evaluations

Prepared presentation   – 70% Weightage

Interview evaluation   – 30% Weightage

In the event, the two score perspectives show a broader anamoly, final evaluation will be made by an independent moderating committee, appointed by the Ministry of Technology

Annexure 08

Recommendations and roadmap for the future of the CIO network

Table of contents

I.   Executive summary

This report was commissioned by the United Nations Development Programme (UNDP) and Citralab on behalf of the Information and Communication Technology Agency (ICTA) of Sri Lanka.

Fifteen years ago, the ICTA created a network of Chief Innovation Officers (CIOs) to support the digital transformation of government organisations. It is now about to relaunch the network, with a new name and new responsibilities. This project aimed to inform the creation of the new role and network, by making recommendations on their profile, as well as the conditions and support they will need to succeed.

Our recommendations are based on interviews with ten CIOs, online survey responses from a further fourteen CIOs, and a workshop with CIOs and stakeholders from the ICTA and UNDP, as well as international digital government research and good practice.

Recommendations

The current CIO network has brought value by encouraging knowledge sharing across government, and serving as a platform for training officials in digital and innovation topics. However, CIOs face a number of challenges, including variable support and expectations from the government organisations employing them, variable skills and experience, and unclear mandates. In its current form, CIOs tend to struggle to be effective digital change agents.

We therefore recommend creating a new digital technology leader role in government organisations, supported by a new network run by the ICTA.

This document highlights what we believe the new digital technology leader role needs to be successful under the themes of: **right person**, **right conditions** and **right support**.

- **Right person**: Among others, the digital technology leader should be able to deliver user-centred digital services, instill agile ways of working and lead teams through uncertainty and change. They should also have coaching, management, communication and negotiation skills. Digital technology leaders should have a good understanding of their organisation's goals and objectives, citizens and civil servants needs and motivations, the digital strategy of the Government of Sri Lanka, and the potential of technology and digital solutions in the public sector.

  The position for digital technology leader should be a full-time position, open to people both inside and outside of government. We recommend the ICTA to assist with the hiring of future digital leaders through a wide reaching recruitment campaign, the creation of a consistent job description, and involvement in the interview and selection process.

- **Right conditions**: To be successful in carrying out change, digital technology leaders will need a clear mandate and authority. This should be reflected by the role being a C-level role that reports directly into the head of the organisation.

  If their organisations are not ready nor willing to embark on their digital transformation journey, digital technology leaders will fail in their mission. It is important to start by assessing the digital maturity readiness of organisations, and the digital awareness of the heads of these organisations, before selecting a few key ones where digital technology leaders could make a real difference.

  Digital technology leaders will also need a team to support their efforts. We recommend to start with a minimum viable digital team, including programme management and service delivery staff.

  Last but not least, digital technology leaders will need a budget to cover the operational costs of the aforementioned team, running existing digital services, and investments in new digital services. We recommend allocating a percentage of each organisation's budget to digital transformation work, and that digital technology leaders are the ultimate decision-makers in the allocation of this budget.

- **Right support**: The ICTA shall play an essential role in making the work of digital technology leaders easier, faster, and better through network management, communications, and capacity-building. In the longer term, it could also help with shared platforms, guidance and patterns, as well as procurement guidelines and a procurement platform.

  In order to make interactions between digital technology leaders and the ICTA easier, we recommend to appoint a unique focal point responsible for answering or redirecting all queries from digital technology leaders.

Table 1: Overview of recommendations

The right person	The right conditions	The right support
Knowledge and skills New digital technology leaders have the required skills, knowledge and experience **Selection and hiring** Create a new full-time position, open to civil servants and the private sector Create a consistent job description, grade and salary expectations that can be used and adapted to the department Advise on - or facilitate - the interview and selection process	**Mandate and authority** New digital technology leaders are at the C-level **Organisation readiness** The organisation has a specific need for a digital service that is core to their goals. **Team** A team built around the new digital leader Onsite digital teams or close collaborative relationships with suppliers **Budget** New role has a budget	**Network management** Single communication channel Regular meetups Onboarding guide for newcomers **Communications** Regular cross government Show & Tells Elevate success stories and digital leaders across government **Capacity-building** Regular practical learning lessons for digital technology leaders and their team members Monthly market trends newsletter Digital awareness sessions for heads of government organisations Digital Academy to introduce the concept of digital government to government employees **Shared platforms** *(to be explored in the longer term)* Develop and support shared platforms, alongside documentation on how to use them **Service manual and patterns** *(to be explored in the longer term)* Create of a repository of good practices and patterns on how to develop user-centred services Make sure services meet high standards **Procurement guidelines and platform** *(to be explored in the longer term)* Provide assistance and guidelines for procurement Develop an online procurement platform based on framework agreements to make the identification and hiring of private companies easier

Other considerations

The new digital technology leaders should be named differently than Chief Information Officers to avoid confusion with current CIOs and insist on the difference between IT and digital. We recommend using the terminology CDIO: Chief Digital Innovation Officers. CDIOs are responsible for leading all aspects of IT and digital strategy.

The creation of the new network of digital technology leaders should not mean the end of the current network of CIOs. Putting an end to the existing CIO network could have negative consequences. We suggest to keep running it in parallel for now, without investing in additional capacity-building programmes.

Model comparison

We reviewed two models for how other governments have approached the creation of new digital technology leadership roles: the [UK Government Digital Service transformation programme model](#) and the [United States Digital Service model](#).

2021 high-level roadmap

In terms of immediate next steps, we suggest shortlisting three to five government organisations based on clear criteria for readiness, and anticipating the hiring process. In parallel, decisions should be made on budget lines and the new mandate of digital technology leaders. It is also important to brief department leaders through digital awareness sessions, and inform current CIOs on upcoming changes, before launching a public communication campaign about the new role. We also suggest to launch a new Slack group for the *Innovation Network* at this stage, and close down other existing channels.

Efforts should then be focused on hiring the first cohort of digital technology leaders, and setting up an appropriate governance within organisations. Once hired, it is important to ensure a smooth and continuous communication between new leaders and ICTA staff through regular review meetings. It will also be the right time to set up monthly *showcases* and communication channels (blog, social media, newsletter), and identify the training needs of the recently hired leaders.

In the longer term, we suggest reviewing the success and challenges of the first cohort of digital leaders, before identifying a next set of organisations for the new role.

II.   Introduction

Public Digital was commissioned to look at the future of the network of Chief Innovation Officers

(CIOs) by the United Nations Development Programme (UNDP) and Citralab on behalf of the

Information and Communication Technology Agency (ICTA) of Sri Lanka. The ICTA is the lead ICT agency of Sri Lanka and is responsible for delivering and coordinating ICT projects with government ministries and agencies. This project focuses on the evolution of the CIO network.

Public Digital is a digital transformation consultancy founded by the original leaders of the UK Government Digital Service (GDS). Public Digital was founded in Autumn 2015 and has partnered with multilateral institutions, multinational corporations, and governments in over twenty countries.

How we carried out the research

To understand the current situation, we spoke to ten CIOs suggested by ICTA and stakeholders at ICTA and UNDP. We also sent a survey to the broader network of CIOs and received fourteen answers. The summary of the interview and survey findings are available here and in Annex.

About the CIO network

The ICTA set up the CIO network in 2006 to create a network of people responsible for "*drafting and implementing the ICT Plan for the [their] organisation"[1]*. CIOs were nominated by the heads of their organisations and represent a variety of people from different roles and levels. The ICTA provided the CIOs training and opportunities to gain qualifications, as well as connected them through a network. The network met face to face through learning or consultation sessions, although that has slowed down more recently with the pandemic and reduced opportunities to meet.

Objectives of this project

Fifteen years after the CIO network launch, the ICTA is about to relaunch the network, with a new name and new responsibilities to align with other governments and the private sector. This project aimed to inform the creation of the new role and network, by making recommendations on their profile, as well as the conditions and support they will need to succeed in their new mandate.

The creation of the new network of digital technology leaders should not mean the end of the current network of CIOs. It's just a different network. Putting an end to the existing CIO network could have negative consequences, such as stopping knowledge sharing among current CIOs, and fostering resentment towards the new digital technology leaders. We therefore suggest keeping it running in parallel for now. Besides, it will take time to appoint new technology leaders, and not all organisations will have them in the short term.

We recommend renaming the existing CIO network the *Innovation Network*, to minimise confusion. This group will continue playing an important role in sharing information and good practices, and fostering collaborations among government organisations. They will likely work very closely with the

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[1] Policy and Procedures for ICT Usage in Government (e-Government Policy), ICTA, 2009

new digital technology leaders, and some may even transition into that role, depending on their experience and qualifications.

III.   Our observations

The current CIO title was introduced in 2006, with the intention of "*an empowered Government workforce with required competencies towards enhancing their ability to identify and meet development challenges in achieving a Digitally inclusive Sri Lanka vision*"[2]. This person was intended to fill a leadership and change agent role. Departments nominated the person who they thought best fit to take on the challenge and the title was given to people on top of their formal role and duties. CIOs were given training and joined up to create a network across the government. The initiative has had the benefit of increasing learning and joining up people involved in e-government initiatives, which in turn have helped them to introduce digital services.

Most of the people we spoke to were at the top of the IT function. We found that as the CIO role is an assignment that people have in addition to their existing job and due to the level of hierarchy that people hold, most of them have been carrying out three roles. That of the change agent, the digital technology leader and the IT manager, which means they are unable to do all three well. We understand that those CIOs who are not in IT roles are mostly carrying out the role of change agent.

The change agent

- Evangelist for e-government and modern digital ways of working

- Uses communication, engagement, and other change management approaches to motivate others to change

- Well-connected and knowledgeable about the landscape of e-government

The digital technology leader

- Leads on digital and technology e-government strategies and roadmaps for their organization, in collaboration with other government agencies

- Responsible for delivery of internal and citizen facing digital services that align with organizational goals

- Responsible for building or buying digital capability

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[2] https://www.icta.lk/projects/sri-lanka-government-chief-innovation-officers-cio-program/#1447655173730-d276b2cc-d58e accessed March 2021

- Budgetary, financial, ROI and risk management responsibilities for digital services

In many cases, the mandate and conditions prevent the current CIOs from fulfilling this role fully.

The IT manager (their formal duties)

- Responsible for internal IT and computer systems that enables their organization to function, including asset management, infrastructure, security, and networking

The network itself has led to an increase of knowledge and skills in this area and the CIOs have appreciated having other people to learn from and talk to. This was more so for people that have been in the network from the start and have personal relationships.

There is a desire from ICTA to relaunch and create a new role that is more similar to a digital and technology leader rather than a change agent assignment on top of someone's existing role.

We would support that desire and we believe the next CIO should be a digital technology leader, rather than a change agent.

We believe that in the current context, the best driver of digital change would be digital technology leaders with the skillset, resources and mandate to design and deliver user-centered digital services.

From Chief Innovation Officer (Current role)	**Digital Technology leader (new role)**
- Title in addition to role - Middle management role - Usually a member of the IT service team - Occupies various roles, from software engineering to user support service - Present in all Government organizations	- Full-time position - Leadership role (directly reports to the head of organization) Has its own team to deliver digital services - Design, deliver and maintain user-centric services - Present in a few key mature Government organizations

IV.   Recommendations: setting up for success
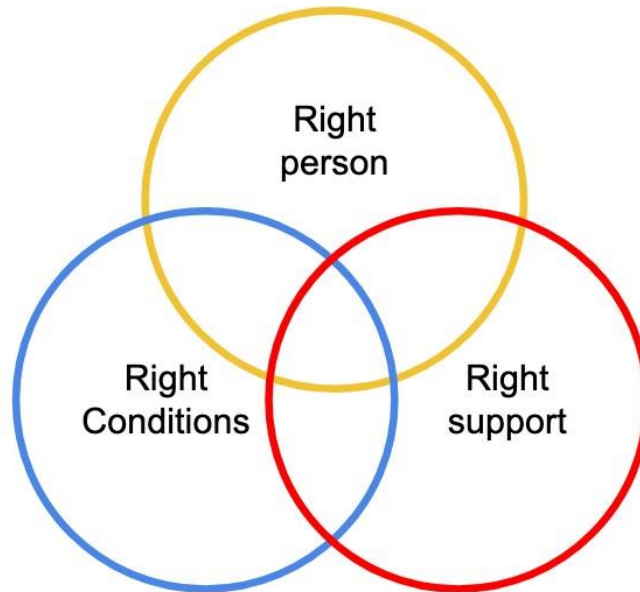
Figure 1: The three components for successful digital technology leaders

The right person

> The future digital technology leader is a person who is able to excel in their role because of their knowledge, skills and experience. They are able to navigate their organisation and bring people together to create digital services that put the Sri Lankan government at the forefront of digital governments.

Our recommendations cover **knowledge, skills and experience** and **selection and hiring**.

Knowledge, skills, and experience

The new digital technology leader should have the right skills, knowledge, and experience to deliver citizen-centered digital services that also transform organizations and in turn the government. They should have experience of implementing digital and technology services, have leadership skills and have knowledge or access to build knowledge about the Sri Lankan Government's digital strategy as well as the goals of the organization they are working within.

At a high level these are:

Skills:

- Delivering user-centered digital services

- Agile and iterative ways of working

- Leadership, communication, and negotiation skills

- Coaching and mentoring

- Managing people

- Growing digital capability

- Leading teams through uncertainty and change

Knowledge:

- Organization goals and objectives

- Citizens' and civil servants need and motivations

- Government of Sri Lanka's digital strategy

- International best practice of digital across government and private sector

- Understanding of the potential of technology and digital solutions There is a [sample job summary](#) in the Annex.

Selection and hiring

In order to ensure the right person is in place for the new role, ICTA have an important part to play in the selection and hiring process. The previous network was formed from people nominated by departments, which often meant the most technical person was given the role.

For the future of the network we recommend that there is a new full time position created and that it is formally advertised. It should be open to people both inside and outside of government. This does not exclude existing CIOs applying for the roles.

The ICTA should help hire the future digital and technology leaders by:

- (a) A wide-reaching recruitment campaign
- (b) Creating a consistent job description, grade and salary expectations that can be used and adapted to the context of each department
- (c) Advising on – or facilitating – the interview and selection process

(a) A wide-reaching recruitment campaign

We recommend that the ICTA should advertise widely to appeal to the private sector in order to bring new ideas and experience into the departments. Although there is the understanding that it is hard to recruit into government roles because of both pay and perception, there is often a desire by individuals to give back to their country and create something worthwhile. This could be enabled through fixed-term "tours of duty" (as outlined in the [USDS case study](#) in the Annex) or secondments.

As it is important to be able to navigate government systems, if someone is recruited from outside, then we recommend that they work closely with an internal person, potentially the existing CIO while they learn about the organization and working in the government.

(b) Creating a consistent job description, grade and salary expectations that can be used and adapted to the department

We understand that ICTA has already started to create this role along with the grade and salary expectations. Having a consistent job description that is available to all departments will make it easier to hire the right people. ICTA can also work with departments to adapt the specifics of those descriptions for each situation and departmental needs to include organizational goals, constraints, digital maturity and scale.

(c) Advising on – or facilitating – the interview and selection process

The ICTA should play an important part of the interview and selection process alongside the department by being on the selection panel and lending their expertise to the interview process. This will enable consistency and quality for the people in the new roles. It also allows people in the new roles to be introduced to the ICTA early in the process to create an ongoing relationship. The ICTA level of involvement will be dependent on the digital maturity of the organization and will be in collaboration with the organisation.

The right conditions

> Future digital technology leaders are able to thrive in their organisation because the internal environment is set up to enable them. Internal bureaucracy and governance is appropriate, they have the tools, mechanisms and people they need to achieve their goals.

Without the right conditions the best people can be slowed down and even blocked. It's fundamental to the success of this new role that they work in organisations that actively support them.

Our recommendations cover **mandate and authority**, **team,** and **budgets**.

Mandate and authority

Lack of mandate or authority was a repeating theme for all the CIOs that we spoke to and came up again in the workshop. In order to be able to successfully carry out change it is vital that the new digital technology leader has a clear mandate along with the time, authority, responsibility and budget to make decisions that allow them to lead on their digital strategy. This should be reflected by the role being a C-level role that reports directly into the head of the organisation. They should be part of all major decision making and have a say in organisational direction.

To make sure that the new role can focus on this work, we see it as a full time embedded role.

Organisation readiness

In order to be successful there needs to be a real need from the organisation that translates into the desire to make the new role effective. We have seen that digital transformation works best when the organisation has identified a clear need that a digital service will meet, that helps it meet its goals, ensuring proper focus and commitment to it. Working with those organisations that are most ready will give the new network the best chances of success. The work on digital maturity should help to inform this.

Team

The new digital technology leaders will not be able to do everything by themselves, which means they will need a team. A team is really what makes a leader.

However we know from the research phase of this project that most government organisations are currently understaffed when it comes to IT and digital. We also know it is difficult to hire people with the right skills considering the high competition with the private sector.

Therefore, we would like to introduce the concept of a minimum viable digital team. We suggest the new digital technology leaders progressively build their team to fulfill key job positions, divided into two units:

- (a) Programme management team
- (b) Delivery team

In organisations with both a CIO and a digital technology leader, we recommend having the CIO join the digital technology leader's team if possible, in the position that best fits his or her profile. It is important that all digital service projects within the organisation fall under the supervision of the digital technology leader. There should not be any competition between digital technology leaders and CIOs. Roles, responsibilities and reporting relationships need to be clear.

(a) Programme management team

The programme management team would be in charge of coordinating, supporting and assessing the implementation and maintenance of digital service projects. For a start, the team could include a

programme manager and a partnerships manager. The programme manager would oversee a portfolio of projects and activities. The partnerships manager would manage the relationships with the various government and external entities involved in digital service projects. This would include of course the ICTA and other government organisations, but also potentially digital service providers, NGOs, donors, academia and civil society organisations.

(b) Delivery team

The delivery team would consist of a small multidisciplinary team able to build services from scratch, introduce ICTA platforms, and continuously improve services once they are live. For a start, we recommend hiring an in-house user researcher and a product manager to be co-located work collaboratively, while co-located with supplier teams or internal teams where they already exist.

User researchers gather user needs ahead of a project to inform its development, and user feedback during the development of the project. They make sure services address user needs, and not government needs. They are in charge of identifying and recruiting research participants, running research sessions, and interpreting the results.

The product manager is the public face of a project. Product managers define and articulate the vision for what is being built, explaining that to the project team and the wider organisation they operate in. They prioritise what gets built, and when, based on the findings of the user researcher balanced with the goals of the digital service.

With time, the team could grow to include a software developer, a delivery manager, a designer, and a content designer.

The profiles mentioned above for the programme management and the delivery teams are illustrative. We recommend adapting the profiles and the number of team members to the organisation's needs and its level of outsourcing.

Budget

Without financial resources, new digital technology leaders will not be able to fulfill their mandate. We know from the research phase of this project that many government organisations currently struggle to maintain and develop new digital services because they lack the financial means to do so. Many stated that their budget is set once a year on a project-by-project basis which does not allow them room to respond to emerging needs. The current budgeting system does not offer the necessary flexibility to deal with the uncertainty inherent to digital projects, or build services in an iterative and agile manner (see [Box: IT vs. Digital](#) for further details on the agile methodology).

Based on the digital maturity of government organisations, and their digital transformation roadmap, we recommend allocating a percentage of the organisation's budget to digital transformation work. It is important that the budget for digital services is commensurate with the organisation's objectives.

The budget should cover both the operational costs of the aforementioned team, running existing digital services, and investments in new digital services. We recommend that digital technology leaders are the ultimate decision-makers in the allocation of their organisation's digital transformation budget. However, they should consult key stakeholders of their organisation regularly, to gather and prioritise their needs in a transparent and collaborative manner.

The right support

> Future digital technology leaders are supported as a network. They are able to learn from each other and share experiences across the network. They are able to easily join up services. They are recognised and supported centrally by the ICTA.

The ICTA plays an essential role in making the work of digital technology leaders easier, faster, and better through: network management, communications, capacity-building, shared platforms, guidance and patterns, as well as procurement guidelines and a procurement platform. Some of these take lots of time and effort to develop. We have therefore ordered them based on a feasibility/priority ranking.

Our recommendations cover network management, communication and capacity

building. We have also included three ideas to explore in the longer term: **shared platforms**,

shared approaches, guidance and patterns, and **procurement guidelines and platform**.

In order to make interactions between digital technology leaders and the ICTA easier, we recommend appointing a unique focal point responsible for answering or redirecting all queries from digital technology leaders. The ICTA focal point would also be in charge of coordinating the hiring of digital technology leaders as well as the network management, communications and capacity-building initiatives. To start with, this person could work part-time. However, as the network of digital technology leaders grows, the ICTA focal point should become a full-time position within the ICTA, and rely on other resources for specific tasks and responsibilities.

Network management

With its cross-government mandate, the ICTA is in an ideal position to build the foundations and curate the new network of the digital technology leaders. The main objective of the network would be to encourage knowledge sharing and learning from each other. Thus, leaders would be able to share the challenges they go through, and ask for help. They should also proactively share good practices, and information on ongoing projects so that others can get inspired from their work and identify opportunities for reuse or collaboration.

In order to support knowledge sharing, we recommend that the ICTA puts in place a **single communication channel** for digital technology leaders to share knowledge online. We learned from the research phase of this project that existing CIOs use a variety of tools (WhatsApp, Slack, Facebook and email), but there is not one that is known and used by everyone. This hampers the sense of community of the network, and it excludes some people from some discussions. If Slack is widely used across the administration in Sri Lanka, we would recommend using it over WhatsApp for the new network. Slack makes it easier to find content, especially for new members.

We also recommend that the ICTA organizes **regular face to face and live video meetups** between members of the community. These events would be complementary to the online communication channel, which does not replace the need for in-person interactions.

In order for digital and technology leaders to be aware of both the communication channel, and the regular meetups, we suggest that the ICTA creates and shares an **onboarding guide**.

Communications

The ICTA should play a crucial role in raising the profile of the digital technology leaders and their work, both internally and outside of government. This is important to help leaders and their work gain visibility, so that people are convinced of the potential of digital transformation.

Internally, we suggest that the ICTA organises regular **Showcases**. Showcases are events where a team shares what they have been doing and what they have learned on a project. It is a way for digital technology leaders to present to people from other government organisations the services they have developed, and how they have done it.

We also believe that the ICTA should share the achievements of digital technology leaders to a wider audience, through communication, for example a **newsletter**, and a publicly accessible **blog** with contributions from those doing the work, supported by sharing on **social media**.
Blogging will allow ICTA to develop a changing narrative, focused on the work as it happens.

Good practices for blogging include appointing an editor, setting up a publishing process, and writing as people speak. As an example, the people in charge of the a2i (Aspire to Innovate) programme in Bangladesh communicate widely about their work. They use an online platform with a blog section, Facebook and Twitter to share success stories about recently developed services, alongside usage and impact data.

Capacity-building

The ICTA is the main government entity responsible for capacity-building in the field of digital transformation. We believe this should remain the case. We recommend that the ICTA provides capacity-building support to:

- (a) The new digital technology leaders, and their team members
- (b) The heads of government organisations

- (c) Non-IT and non-digital government employees

(a) The new digital and technology leaders, and their team members

The selection process for digital technology leaders should facilitate the selection of highly skilled people. However, it is important for them to keep learning, and hearing about new innovative and successful case studies in the field of digital government.

This is why we recommend that the ICTA organises **regular learning sessions** for digital technology leaders, as well as their immediate team members. These training sessions should deliver specific and practical content (e.g. about agile ways of working, user research, managing multidisciplinary digital teams in government, data privacy and security, how to build inclusive services, digital & technology governance), which the leaders may then apply in their day-to-day activities. We know from the research phase of this project that the ICTA used to fund e-Government PhDs and masters. We would recommend regular and practical training sessions over certificates and diplomas, besides the fact they can be less expensive. We suggest looking at the training offer from the UK Government Digital Service Academy for inspiration. It includes a Digital and agile foundation course, a Digital leadership course,an Emerging technology development programme, as well as regular masterclasses (e.g. Women in Tech, Data Science in Local Government: Challenges and Opportunities, Digital government and digital citizens, etc). The Digital Academy of the Government of Canada also offers courses including a Digital Executive Leadership Program covering concepts such as design thinking, agile methods, digital technology, data analysis and visualization, digital and data ethics, and approaches to managing and leading digital teams.

We also suggest the ICTA starts and curates a monthly **newsletter about market trends in the digital government field**. This newsletter could be shared with the digital technology leaders, as well as any interested civil servant in Sri Lanka. The newsletter would allow the leaders to keep informed about the latest trends and innovations, and get inspired from the work of their peers in the region, and more widely across the world.

(b) The heads of government organisations

The CIOs we interviewed all highlighted that their heads of organisations were struggling to see the transformational opportunities offered by digital transformation, which made it difficult to secure their buy-in for new digital service projects. The main reasons that were mentioned for their lack of enthusiasm when it comes to digital transformation were a lack of knowledge, and the fear that investments would not bring significant and tangible results.

The ICTA could help by organising **digital awareness sessions** with heads of organisations, to make them aware of the benefits and potential of digital transformation. It would be the opportunity to share with them concrete examples of successful implementations of digital services that resonate with their core activity. It is important that these awareness sessions are tailored to their audience, so that heads

of organisations can understand the opportunities that digital transformation offers to them, whether it is about saving time, money, or better serving citizens.

(c) Non-IT and non-digital government employees

The CIOs we interviewed also said that digital service projects often fail because civil servants are reluctant to change. They are afraid of endorsing the role of digital service owner, which can result in abandoning a digital service, despite the investments made for its development.

In the future, the ICTA can help support a cultural change by organising introductory courses to digital government transformation, open to all civil servants. This is the key concept of **Digital Academies**. Canada created its [Digital Academy](#) in 2018. It helps "*federal public servants gain the knowledge, skills and mindsets they need in the digital age*".

Longer-term suggestions

The three topics mentioned below (shared platforms; shared approaches, guidance and patterns; procurement guidelines and platform) are long-term support options for the ICTA to consider. We have not included them in the roadmap on purpose. They should be considered separately from this project, with a different budget, and at a further time horizon. We thought it was still important to mention them here, as they could help address some of the challenges that were mentioned by CIOs in the interviews and the workshop.

Shared platforms

In the research phase of this project, most CIOs we intervieweed acknowledged the importance of **shared platforms**. As of today, some use the emailing solution and the cloud services provided by the ICTA. We also heard about an online payment system, which unfortunately does not seem to be in use anymore. These platforms shared across the government make the work of digital technology leaders easier, as they do not have to reinvent and develop them.

We encourage the ICTA to engage with digital technology leaders to understand which shared platforms could bring them the most value, and plan on developing them (e.g. payment system, notification system, etc.). Once developed, it's important to help leaders and their teams understand how to use these platforms. As of today, some CIOs do not know how to use the Government's cloud. We suggest the ICTA organises webinars and writes documentation on how to leverage shared platforms, for example on Github.

Shared approaches, guidance and patterns

Siloed approaches to digital transformation do not work. Reinventing the wheel every single time a new service is built leads to far too much duplication and waste. The ICTA can play a key role in preventing this, by centralising guidance on how to build high-standard services at pace, and patterns to reuse. Initially this can be collecting and sharing practices from the as digital technology leaders.

A **service manual** is a repository of good practices and guidance on how to create and run high-standard public services. It can include guidelines on user research, design, technology, agile delivery, etc. Various governments have developed their own service manual, used across all their administration (e.g. United Kingdom, Singapore). We recommend that the ICTA translates knowledge shared in the network of digital technology leaders into a service manual.

Besides a service manual, in the future the ICTA could work on a service standard. Service standards set the bar for what good services look like. They are used to make sure all digital service teams across government build high-quality services, in a coherent way. The ICTA could put in place an **assessment and assurance system** to make sure digital technology leaders develop services that meet the government's service standard. In the United Kingdom, service teams can book an assessment to check if the service they have developed meets the service standard. A panel reviews the service, and drafts a report to the service team highlighting what they have done well, and if relevant, recommendations to reach the service standard.

Patterns are best practice design solutions for specific user-focused tasks and page types.

They are sets of practical guidelines for building services (or bits of services) that are repeated across government. In the United Kingdom, the Government Digital Service created patterns for over 25 pages, from asking users bank details, to cookies and account creation pages. The ICTA could create a similar bank of patterns based on the future work of digital technology leaders to help them save time, and ensure a coherent experience of government services across administration for citizens.

Procurement guidelines and platform

The research phase of this project revealed that most government organisations in Sri Lanka outsource software development projects due to a lack of in-house teams. A few interviewees reported regular outsourcing problems (significant costs, project requirements not respected, unsatisfactory services).

The ICTA could help the future digital technology leaders with procurement issues by:

- (a) Providing assistance, and sharing guidelines

- (b) Creating an online procurement platform

(a) Providing assistance, and sharing best practices

There are different parts of the procurement process where digital technology leaders may need help: engaging with the market, drafting requirements, evaluating bidders, managing contracts, etc. The ICTA could start working on a set of clear and simple recommendations about the procurement of digital

services, and share it online so that digital technology leaders may benefit from it. They could also offer digital technology leaders the opportunity to consult one of their in-house experts on the topic on an occasional basis, to help them prepare ahead of a tendering process.

In the United States, the central US Digital Service team helps government organisations with market intelligence, innovating on evaluation methods, and drafting contracts that focus on results over requirements.

(b) Creating an online procurement platform

Another way the ICTA can help digital technology leaders with procurement is to create an online procurement platform, where pre-selected digital service providers are registered. Digital service providers would be pre-selected through an open framework agreement process, coordinated by the ICTA. Such a platform would allow digital technology leaders to quickly get an idea of the providers who could bid for their project. It would also make the tendering process easier and faster, as companies would already be part of a framework agreement with the Government of Sri Lanka. It is worth mentioning that although this type of support is likely to have a significant impact, it is not easy to put in place, and it takes time.

For comparative purposes, it took 2 years and a team of 15 people full time to develop the UK Digital Marketplace. The Digital Marketplace is an online service for public sector organisations in the UK to find and contract people and technology for digital services. Suppliers must apply and be approved to sell services.

V.   Other considerations

The name of the new role

It is our recommendation that the new digital technology leaders should be named differently than Chief Information Officers to:

- Avoid confusion with Chief Innovation Officers (both CIOs)

- Make it clear that current CIOs don't just automatically transition to the new role

- Insist on the difference between maintaining internal IT services, which tend to be more tactical, and digital roles, which tend to be more strategic, user-centric, and concerned with transformation (see box in Annex)

We recommend using the terminology CDIO: **Chief Digital Innovation Officers**. CDIO is a role that brings together the experience and skills-set of the Chief Information and the Chief Digital officer. CDIOs are responsible for leading all aspects of IT and digital strategy. This job title is used in other governments, such as the UK.

We recognise that this job title may not be familiar in the Sri Lankan job market. If that is the case, you may want to use a more common job title such as Chief Digital Officer. But be aware that this role needs to be focused on digital transformation and service design.

Whatever you use, the ICTA will need to clearly communicate and widely publicise the role, and educate senior stakeholders in partner government agencies, so that the expectations of these post holders are clear, and the right candidates can be attracted.

The existing CIO network

The creation of the new network of digital technology leaders should not mean the end of the current network of Chief Innovation Officers. It's just a different network.

Putting an end to the existing network could have very negative consequences. First, it would put an end to all the knowledge sharing happening in the existing communications channels of the CIO network. The value of knowledge sharing in the current CIO network was acknowledged by all the CIOs we interviewed, even those who were not very enthusiastic about the network. Second, it would be a frustrating experience for CIOs. They would feel deprived of their title, and could easily put the blame on the new network. If they express their animosity towards the new digital technology leaders, it could jeopardize their relationship, and eventually their work.

On another hand, we do not recommend investing in additional capacity-building programmes for current CIOs at the moment. In the next coming months, the focus should be on the new network. Decisions on the existing CIO network should not be made before a few digital and technology leaders are set up for success.

At a minimum we suggest renaming the network to the *Innovation network*, creating a single place for people to communicate on Slack open to the existing CIOs and others who are interested, hosting meet-ups a few times a year and including them on the newsletter mailing list and other communications. This would require a minimal amount of support from ICTA.

VI.   Model comparison

In the Annex, we have provided case studies for the Transformation programme run by

Government Digital Service (GDS) in the UK and the US Digital Service (USDS) approach.

Below is a table comparing the two models using the categories covered in this report.

We have chosen these two models because they represent different approaches to bringing digital and technology leaders into government organisations. Neither model will be quite right for Sri Lanka. However, we hope this comparison helps illustrate different choices and considerations, and can help inform the ICTA's approach.

	Person	**Conditions**	**Support**
GDS Transformation programme Time-bound programme to accelerate transformation in government organisations (2013-15). Supplementing an internal team and C-level leader with centrally hired people.	Permanent role in the organisation Paired with someone working for the centre who had the skills and knowledge of digital services	Full support from the leadership of the participating organisation Shared funding C-Level role Mandate from the centre In-house programme teams supported by teams from the centre Budget control	Cross government events (Sprin t) showcasing work from across government organisations Blogging platfor m created for organisations to share stories Capacity building programme (GD S Academ y) Guidelines with the "Service manual" Service assurance Focus on 25 exemplars Short term (2 year) programme

US Digital Service

Elite technology unit attached to the Office of the President.

C-level leaders and teams are hired centrally but seconded to federal agencies and departments for 2-4 years. Their mandate varies from building specific digital services to broader transformation of the government organisation.

Time-limited "tours of service" aimed at specialists from the private sector

Hired by the centre, with recruitment campaigns to reach new people, and ensure standards are met

Full support from the leadership of the participating organisation

Team funded by the centre

Digital specialists deployed in teams, rarely alone

Permission to adopt agile working practices and approaches and do
things differently
Guidelines and tools

[Blogging platform](#) for organisations to share stories

Deploying people in the most needed places

Permanent unit, with support from the Office of the President

public
digital

VII.   2021 high-level roadmap

This roadmap lists concrete actions ICTA could do to help support the success of new digital technology leaders. We recommend starting small, and focus on hiring three to five leaders as cohort 1 in key organisations with well-identified and prioritised needs, then reviewing, iterating the approach if necessary and rolling out further with another cohort.

	Immediate (2-4 months)	Next (4-7 months)	Future (7 months +)
Foundational	Agree a criteria for organisational readiness for the new role. (to include need from organisation in terms of new digital services, biggest impact for citizens, conditionals for success and digital maturity)		Review success of cohort 1
	Identify 3-5 organisations based on the criteria for readiness for cohort 1		Identify next set of organisations for the new role based on criteria for readiness for cohort 2
	Agree on the name of the new role		
	Agree what model to trial		
Right person	Agree the standard job description	Hiring campaign for new role	
	Agree the grade and salary	First cohort of new role in place and onboarded	
	Publicise upcoming vacancies		
	Draft and agree selection process, criteria hiring panel		

	Immediate (2-4 months)	Next (4-7 months)	Future (7 months +)
Right conditions	Decide on budget lines	Set up regular review meetings between new digital and technology leaders and ICTA to review the conditions and identify support needed	Build the team once the new role is hired, starting with the programme unit. The delivery unit can come next. Meanwhile, the digital team can outsource and manage the development of new services
	Draft and officialise mandate	Set up appropriate governance within organisations	
Right support	Prepare and deliver digital awareness sessions for department leaders to make sure they understand and support the digital transformation of their organisation	Set up monthly *showcase* to share the work done by a new digital technology leader across the government	Set up monthly *showcases* to share the work done by new digital technology leaders across the government
	Inform current CIOs on upcoming changes, and reassure them on the viability of their role as they may have many questions	Set up external communication channels (external blog, social media channels and newsletter)	The new network is meeting regularly, learning from each other, sharing knowledge and supporting each other
	Launch new slack group for "innovation" network as the single communication channel, close down existing channels	Share 1-5 stories a month on ICTA's blog, newsletter and social media	Share 5-10 stories a month on ICTA's blog, newsletter and social media

	Prepare a public communication campaign about the new role	Set up and send a monthly market trends newsletter	Collect and centralize good practices learnt from new digital technology leaders and share them with all interested parties
		Identify training needs for new role	Put in place a training plan for the new role

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VIII.   Annex

Job overview for digital and technology leader role

Overview

The CDIO is a new and important leadership role that will help to put the Sri Lankan government at the forefront of digital governments. The CDIO will lead on the Digital government strategy within their organisation and oversee programmes of work to deliver services for citizens and public servants that meet user needs. They will transform the understanding and use of technology to meet organisational goals and work closely with the ICT Agency to align with the government ICT strategy.

Job Description

- Leading the digital government strategy for their organisation

- Overseeing the delivery of digital, data and technology services across the

    <Government organisation> that meet citizens' and internal users' needs. Ensuring that the organisation is benefitting from the best practices and application of digital technology.

- Leading the design and delivery of the <Government organisation> corporate digital

    enterprise architecture and technology strategies

- Delivery and iteration of live operational support for live services. This encompasses

    <add relevant services>

Experience

- An experienced technology leader and change manager with a strong track record as a

    collaborative, results driven and problem solving leader, who can set clear strategic

    direction and lead and inspire a focused team through a period of significant upheaval and

    challenge to deliver long-term benefits.

- High levels of personal drive and an interest and passion for innovation and delivering

    results through new and more efficient ways of working, underpinned by a familiarity with

    the potential of technology

- Experience operating at the most senior level, across and outside an organisation of scale, with the ability to communicate with clarity and enthusiasm and collaborate and build effective load bearing relationships.

- Experience of leading, directing and managing large, teams in a complex organisation, with the ability and gravitas to confidently challenge and influence decision making, structures and processes to lead an effective organisation

- Experience of delivering, iterating and maintaining services that meet citizens' and internal users' needs, streamlining services and increasing usage.

- An understanding of the Sri Lankan Government ICT strategy

Skills:

- Delivering user-centred digital services
- Agile and iterative ways of working
- Leadership, communication and negotiation skills
- Coaching and mentoring
- Managing people
- Growing digital capability
- Leading teams through uncertainty and change

Knowledge:

- Organisation goals and objectives
- Citizens' and civil servants needs and motivations
- Government of Sri Lanka's digital strategy
- International best practice of digital across government and private sector
- Understanding of the potential of technology and digital solutions

UK Government Transformation Programme (2013 to 2015) case study

Government Digital Service (GDS) UK is a digital and technology organisation set up in the centre of the UK Government to improve citizens' experience of the Government. GDS' initial focus was to create a publishing platform and a single place for citizens to interact with government services. Alongside this, they identified a need to help transform other government departments and agencies to maximise their impact.

-

GDS created the Transformation programme to accelerate digital transformation across departments and agencies by collaborating closely with them within a time bound period.

The programme's ambitious goal was to transform twenty-five of the highest transaction citizen-facing "exemplar" services by creating a new digital service where none had previously existed or improving existing digital services.

The programme embedded people into the organisations for the two years, including digital and technology coaches, technical architects and small delivery teams; who worked closely with existing staff.

The departments involved had a strong desire to change and made time for the right people to get involved with the embedded teams, who really understood their users' needs and their organisation's goals. Frontline civil servants, policy people and compliance people got involved in those teams and worked alongside them.

The programme ran for two years. In that short time, teams used user-centred design and iterative delivery methods to deliver twenty digital services available to the public with millions of users, adapting deliverables to meet citizen and organisational needs. This programme led to the significant digital transformation of the departments and the UK government as a whole.

In parallel, GDS created clear guidelines for service delivery with the Service Design Manual to provide guidance for digital service delivery and associated Service Assessment that services have to pass before they have permission to go live. This guidance was applied to and informed by the transformation programme.

Pros:

- The work had support and a mandate from the Minister of the Cabinet Office, as well as a shared responsibility with the government organisations.

  The GDS Transformation model was effective in attracting private-sector tech talent and enabled departments in more rural locations to benefit from a larger pool of digital delivery talent. GDS was able to recruit civic-minded developers, designers and engineers who look for mission-based work rather than high salaries.

- The GDS Transformation model allowed them to allocate teams to work on the highest impact services on a needs basis.

- The GDS team produces and shares guidelines and tools which can be reused by all government organisations. They wrote the GOV.UK service manual and created the Service Assessment and standard. Guidelines drawn from successful practices from the private sector and government to build effective digital services.

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Cons:

- Not all twenty-five of the transformation efforts were successful, this was due to some organisations not being able to create the right conditions for success and the right people not being involved.

- The programme was limited to two years, after which the teams left the departments to carry on with little ongoing support, this was challenging for those departments with a lower digital maturity.

USDS Case Study

The United States Digital Service (USDS) was launched in 2014 as part of the Executive Office of the President. The USDS is a central group within the US Government which comprises digital and technology specialists from diverse backgrounds, including specialists from the private sector, who join the government for time-limited "tours of service".

The USDS provides consultations to federal departments and agencies to identify and address gaps in their capacity to design, develop, deploy and operate citizen-facing services.

The strategy of USDS is to parachute small teams of designers, engineers, product managers, and bureaucracy specialists into agency positions outside the traditional reporting structure. These multi-disciplinary teams bring best practices and new approaches to support government digital transformation efforts. However, the USDS is not like an in-house consulting team, in that specialists are typically placed in agencies for a period of years, rather than on a project basis.

The USDS team also works on establishing digital service standards and identifying common technology patterns to scale services effectively.

Pros:

- The USDS model has been effective in **attracting private-sector tech talent**. USDS hires digital specialists for one or two years, up to a maximum of four years, imitating the short tenures at fast-moving technology companies. It's also a way to encourage USDS hires to make their time at the agency as focused and productive as possible.

- USDS invests in recruitment campaigns that target civic-minded developers, designers and engineers who look for mission-based work rather than high salaries. They run events around the country for technologists, run a blog about what it's like to work at USDS called "Why We Serve", emphasise the public purpose of the roles in their messaging, and

- celebrate their alumni. They have also created a [recruitment process](#) that is more streamlined and user-friendly than applying for other government jobs.

- The USDS model allows to **allocate resources on a needs basis**. Partner agencies and projects - are selected on the basis of the impact they have on everyday people, and how supportive the partner agency's leadership are. Small, multidisciplinary teams are deployed accordingly.

  The USDS team **produces and shares guidelines and tools which can be reused by all government organisations**. Among others, they wrote the [Digital Services Playbook](#), a set of 13 guidelines drawn from successful practices from the private sector and government to build effective digital services.

Cons:

- This model gives special authority to the USDS team that permanent staff may not enjoy. For this model to be successful in Sri Lanka, government organisation staff (IT and non-IT people) would need to accept the authority of someone recruited outside of their service and their organisation. This may **disrupt the existing hierarchical structures of management**. This does not have to be an issue. It relies greatly on the willingness of senior officials in each agency to provide a clear mandate and lend their support to unblock issues and address any resistance. It also depends on the willingness of more junior and mid-level staff to collaborate.

- Teams deployed through the USDS model work in government organisations for a limited period of time. When they leave, the government organisation takes back leadership along with the responsibility for maintaining the newly introduced ways of working, and the recently developed digital services. We know from the research phase of this project that the **maintenance of digital services is a challenge** for most government organisations in Sri Lanka. For the USDS model to succeed there, the equivalent of the USDS team in Sri Lanka would need to work hand in hand with the government organisation team they are trying to help on a daily basis and during the full lenght of their mission. Otherwise, they would not be able to instill long lasting changes nor build sustainable digital services.

IT vs. Digital

Information Technology (IT) can be defined as the "use of computers to store, retrieve, transmit, and manipulate data, or information, often in the context of a business or other enterprise". In a government context, the role of IT teams has historically been about setting up and maintaining the networks and computer equipment civil servants need to store and share information.

Roles in traditional IT teams include network and systems administrators, enterprise architects, business analysts, project managers and software developers.

Traditional IT is associated with maintaining a core set of IT tools and assets (email servers, computers, etc.) and with project delivery via a waterfall approach (see graphic below) undertaken on behalf of the rest of the organisation but often not in collaboration. This approach is suitable if the requirements for software and the context into which it is being delivered are known and unchanging. Over time it often leaves IT teams with a significant volume of day-to-day work to "keep the lights on" and maintain the core tools.

Illustration 1: Waterfall methodology
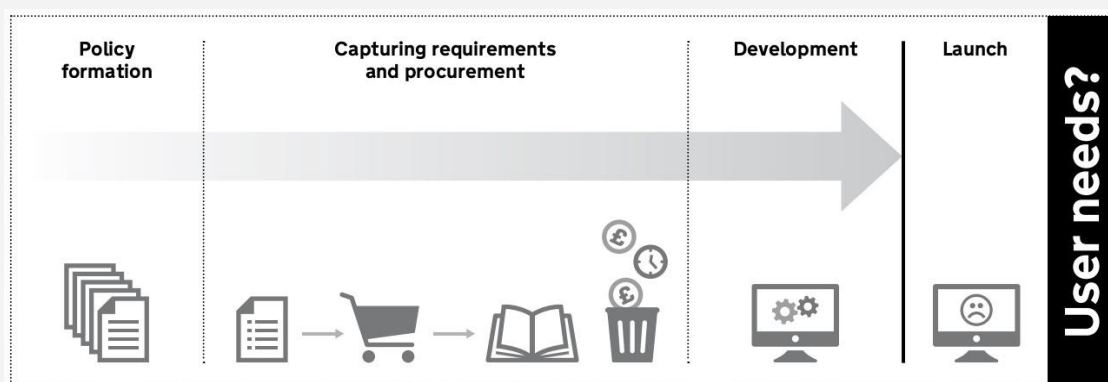
By contrast, **digital** is broader than information technology. Digital is about "applying the culture, practices, processes and technologies of the internet era to respond to people's raised expectations".

Digital service teams are focused on delivering services that meet user needs. They are

multidisciplinary and collaborative. They typically include product managers, agile delivery managers, designers and user researchers, as well as software developers and - in a government context - policy advisors.

Digital service teams typically use an [agile delivery approach](). This means starting by understanding user needs, and being relentlessly focused on meeting those needs throughout the design and delivery of a service. An agile team continuously and simultaneously analyses user needs, tests assumptions, and writes code.

An agile approach typically reduces risk by receiving and acting on feedback early. It also increases visibility because the team starts to build the service sooner (rather than after a lengthy requirements phase). This methodology is appropriate where some requirements are unknown and/or changing - or where the context into which services are being delivered is changing - which is the case for most public services.

Illustration 2: Agile methodology
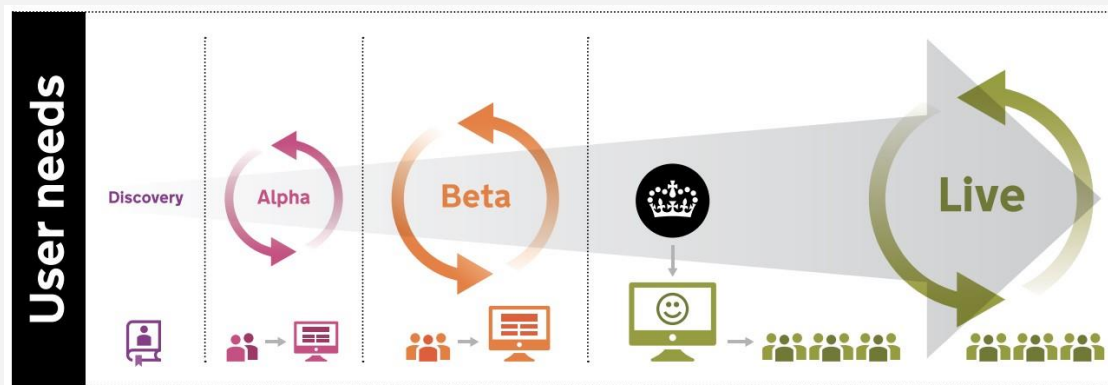
Acronyms

A2I   Aspire To Innovate

CDIO   Chief Digital Innovation Officer

CDO   Chief Digital Officer

CIO   Chief Innovation Officer

CTO   Chief Transformation Officer

GDS   Government Digital Service

ICTA   Information and Communication Technology Agency

IT   Information Technology

UNDP   United Nations Development Programme

UK   United Kingdom

USDS   United States Digital Service

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Summary of CIO interview, survey and workshop findings

From Monday 22 February until Thursday 11 March, we conducted **ten video interviews** with Chief Innovation Officers (CIO) or ex-CIOs, from a list provided by the ICTA. We gathered information using a survey sent to a broader network (300+ recipients). We received **14 survey answers** between Thursday 25 February and Wednesday 3 March. On Tuesday 9 March we organised a **workshop**, attended by 9 CIOs.

This document is a summary of the interview and survey answers we received, as well as the findings from the workshop. **Please note that it does not reflect the views of the Public Digital team but only those of the CIOs with which we engaged. Our end-of-project report will identify specific recommendations for improvements.**

I. About the CIO role

Profile

Seven out of the ten CIOs we interviewed were Assistant Directors of IT. Only one was not part of the IT service. Their answers were consistent nonetheless. All interviewees acknowledged that the CIO role encompassed much more than IT, as it required a good understanding of the organisation's challenges, as well as leadership and innovative thinking. It appears, however, that people within the IT service traditionally prefer being managed by people from their own service.

Mandate

All the CIOs we interviewed did not distinguish their main role - most of the time Assistant Director IT role - from their CIO role. However, their activities appear to be quite broad:

- Identification of opportunities for new digital services
- Software development

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- Service delivery management
- Portfolio management
- Contract management
- Maintenance of digital services
- Maintenance of IT systems and assets
- Support services manager
- Infrastructure and security manager

One of the survey respondents wrote: "*The ideal CIO is the one who can bridge the gap between business and technology.*" All CIOs agree their role is to drive digital transformation within their organisation, but the mandate behind this objective remains unclear. All interviewees consider CIO as a title in addition to their formal role, rather than a role in itself, which does not induce any change in their day-to-day activities.

II.   The CIO skills and capabilities

All the CIOs we interviewed highlighted the importance of having CIOs with a mix of IT and non-IT skills. The skills mentioned most were:

- **Innovation** skills and a **good understanding of IT**: being able to identify the potential of digital transformation and how it could be applied in their organisation
- **Leadership** and **negotiation** skills: being able to instill change within their organisation, explaining the importance of digital transformation with non-technical words
- **Communications** skills: being able to communicate easily within and outside of their organisation (i.e. with the ICTA and their peers)
- **Management** and **contract management** skills: being able to coordinate service development projects, and transition towards in-house maintenance
- **Change management** skills: being able to help implement change in culture and ways of working

Alongside these skills, most interviewees insisted on the importance for CIOs to know how their organisation and the Government operates.

During the workshop we organised, we asked CIOs to rank the elements they think contribute to making the right CIO. A good understanding of the national digital strategy, leadership skills, and a good understanding of the potential of digital technologies came first.

What would make the right person?
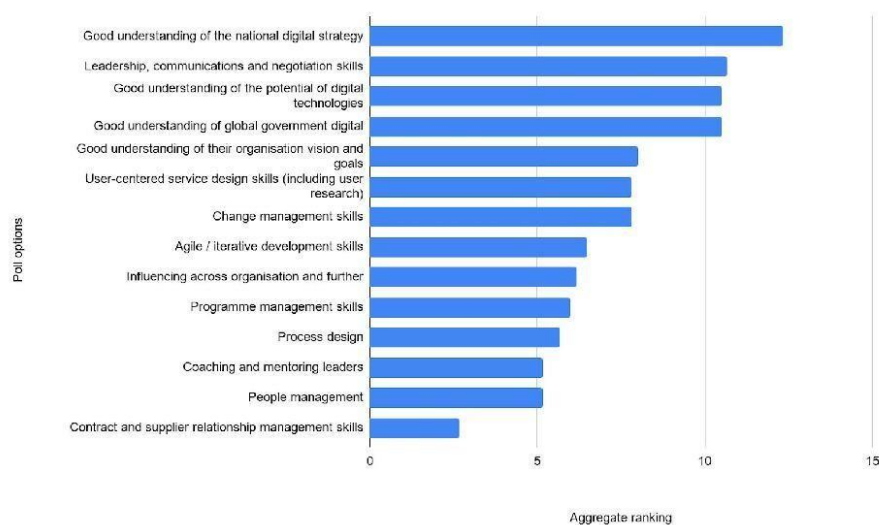
III. Organizational situation and environment

The CIO position in the hierarchy

Most of the CIOs we interviewed occupied the second or third layer in their organisation's hierarchy, reporting to their Director General. Most of them highlighted the lack of empowerment due to this position and the importance of directly reporting to the Head of their organisation to drive change. Although the ICTA guidance[1] specifies that a CIO "*should be an*

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[1] *Policy and Procedures for ICT Usage in Government* (e-Government Policy), 2009-12-02

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officer at the second level of the hierarchy in the organization and report to the Head of the organization", we understand that this is not often the case as there are no Directors in the IT service, and that most CIOs are from the IT service. Many stated that if they were higher up in the organisation that they would not have the time to be a CIO because they would have too many other duties. Most of the people we interviewed were appointed CIOs by the top management of their organisation, based on the fact they were working in the IT field. A CIO suggested reconsidering the appointment criteria for CIOs, taking into account their experience.

As a consequence, CIOs lack visibility in their organisation. Our interviewees were only known as CIOs by their hierarchy, but the rest of their organisation would know them as the IT person.

They don't benefit from any other sort of recognition through their CIO role.

The lack of human and financial resources

Most of the CIOs we interviewed said they had to outsource important IT projects, because of the lack of internal resources. Their teams are already under high pressure for day-today operations, and can't cope with the development of additional services.

They wish they could lead projects in-house as outsourcing generates extra costs, vendor dependency, and numerous operational challenges. It's not rare that projects fail because requirements are not respected or are delivered much later than expected because of a long procurement process.

However they know it's challenging to attract IT talents, as salaries in the private sector are more attractive. Nonetheless, the pride in serving their country, and helping citizens access digital services is not insignificant in attracting people in Government.

The lack of digital awareness from the leaders of their organisation, and the overall reluctance to change from civil servants

As seen in the first part of this document, CIOs lack the authority to implement new projects without layers of approval. They need the buy-in from their hierarchy. However, many of them struggle to show them the importance of digital transformation. When their hierarchy does not understand how a digital project works, they choose not to approve it, rather than exploring the topic further.

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This also has a direct impact on the ability to iterate, update or maintain existing services, the lack of understanding of the ongoing funding needs of digital services means that maintenance costs are sometimes seen as an additional and unneeded cost, which can lead to services failing to meet the needs of citizens or falling over.

Another difficulty CIOs face in driving digital transformation is convincing their wider organisation of the importance of adopting digital technologies. Most of them are reluctant to change, whether because they are used to their ways of working, or afraid for their job security.

The difficulty to get new digital service projects on track due to bureaucracy

All CIOs insisted on the difficulty to get new projects approved. It takes a long time to submit new digital service projects ideas, as many approvals are needed. One of the CIO we interviewed said he had to write five memos for the same project.

At the workshop, we asked CIOs to rank what they think the right conditions are for CIOs to thrive. Authority, recognition, empowerment and decision-making ability clearly came first.

What are the right conditions for CIOs to thrive?
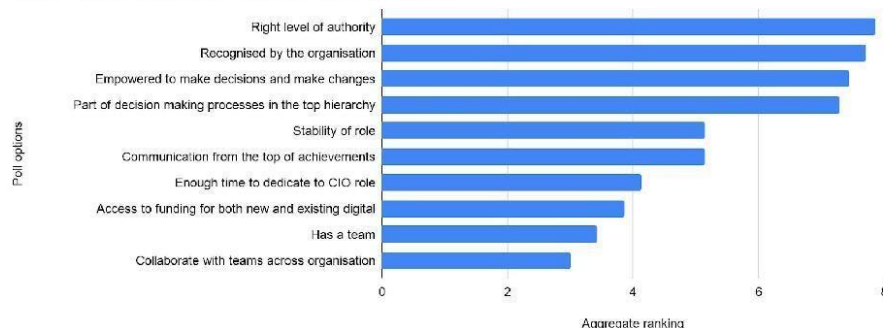
IV. About the CIO network and support from ICTA

Our understanding is that the network materialises through a set of three activities: (1) regular meetups and forums, (2) workshop and training opportunities, and (3) knowledge sharing through several communications channels.

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Regular meetups and forums

Apart from one CIO who did not seem to be aware of the pre-COVID19 monthly meetups organised by the ICTA, all the interviews acknowledged the importance of knowledge sharing and networking through these meetups. They particularly appreciated:

- Sharing challenges with their peers, although one CIO we interviewed said he would not learn much from other CIOs
- Validating their ideas for their own organisations
- Learning about ongoing developments of digital services in other Government organisations
- Knowing about ICTA projects and priorities
- Sharing issues and ideas with ICTA officials
- Discussing and influencing ICT policies

One of the interviewees regretted however that not all CIOs share the same level of motivation or excitement for the role. According to him, "*some CIOs just have a snack and go*".

Alongside regular meetups, we understand that the ICTA organises larger forums, about two to three times a year. Although this has reduced since the COVID-19 pandemic.

Workshop and training opportunities

All CIOs found the workshop and training opportunities offered by the ICTA useful. One of the CIOs wished however that workshops and training sessions would deliver more practical knowledge, rather than theoretical lectures. Another interviewee warned against the attractiveness of certificates. According to this CIO, the more certificates a person gets, the more the person is likely to join the private sector.

There seems to be a lack of clarity on the training opportunities, and the way to receive an invitation or register to attend. Some CIOs have been unable to join the training sessions they wanted, others have never been contacted with training opportunities.

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Knowledge sharing through several communication channels

We understand that as of today, there are multiple ways CIOs engage with each other outside of the regular meetups: a WhatsApp group, a Slack channel, a Facebook group or through personal communication.

However, it seems that there are a few discrepancies in terms of who has access to these communication channels. Across surveys and interviews, we identified five CIOs who had not heard about the CIO WhatsApp group. Only two of our interviewees mentioned the CIO Slack channel and just one told us about a Facebook group

Although they find it useful, CIOs would describe the activity on these communication channels as "*moderate*" but helpful.

Two of the interviewees who had been CIOs for over 10 years highlighted that there had been a significant decrease in the activity of the network - reflected in all above-mentioned activities - in 2015. They believed it may have been linked to the end of the support from the World Bank, and the modification of the mandate of the ICTA.

Support from the ICTA

Most CIOs see the ICTA as a policy making body in charge of procuring the development of digital services. Besides organising meetups and training programmes as well as coordinating communications channels, CIOs expect different things from the ICTA:

- Providing capacity building for CIOs
- Guiding CIOs in their mandate
- Supporting CIOs with requests for advice
- Organising digital awareness sessions for the top hierarchy of organisations, to convince them of the importance of digital transformation
- Providing common platforms (e.g. emailing solution, Government cloud, payment gateway, etc.), and onboarding CIOs on how to use those (the Government cloud seems to be underused as some CIOs and vendors struggle to access it)
- Supporting interoperability of data flows between Government organisations
- Providing software development services to Government organisations

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We asked workshop participants to rank what they think the right support CIOs need. Besides exposure and empowerment, they highlighted the importance of selecting CIOs, and building a knowledge sharing platform.

What is the right support needed?
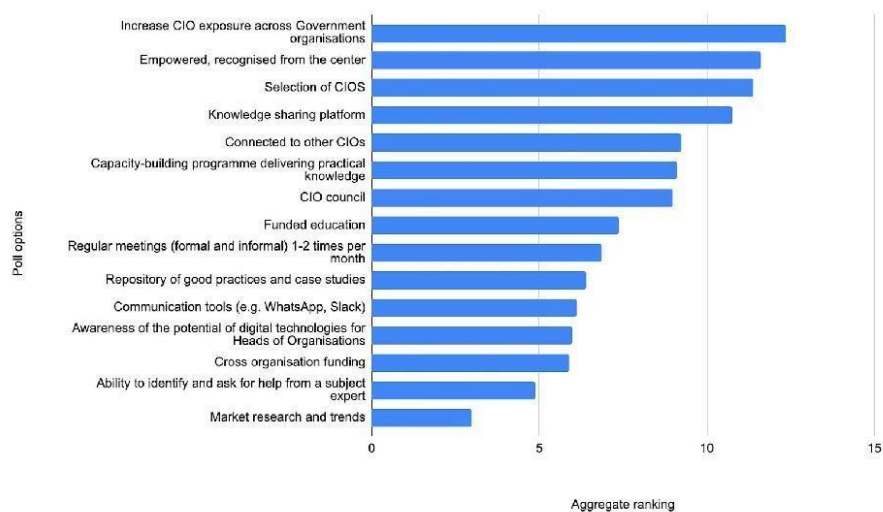
Annex 1: list of interviewees

Name of the interviewee	Role	Organisation	Interview date
Hiran Wijesinghe	Assistant Director IT	Sri Lanka Tea Board	22/02/2021
Keerthi Siriwardhana	Assistant Director IT	Office of the Cabinet Ministers	23/02/2021
Ranjan Nishantha (ex-CIO)	Assistant Director IT	Election Commission	25/02/2021
Chammika Pradeep Gunathilake	Assistant Director IT	TVEC	25/02/2021
Thushara Suraweera	Commissioner	Department of Motor Traffic	26/02/2021
Samagi Rajakaruna	Assistant Director IT	Ministry of Foreign Affairs	26/02/2021
Pramushka Hiruni Withanage	Assistant Director IT	Ministry of Women & Child Affairs	26/02/2021
Hiran Prasanna	Assistant Director IT	Department of Samurdhi Development	01/03/2021
K. Nikarilkanth (ex-CIO)	Senior Assistant Secretary	State Ministry of Foreign Employment Promotion and Market Diversification	02/03/2021
Chanaki Punsara Mallikarachchi	Deputy Director (ICT)	Presidential Secretariat	11/03/2021

Annex 2: interview questions

1. Understanding the CIO we are talking to

- Where do you work?
- What digital services does your organisation create / maintain?
- What is your other role(s)?

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- Where does this sit in the organisation? / Who do you report to?
- Roughly how much of your time do you spend on CIO activities?
- How did you become a CIO?
- What interested you in the role?
- What transferable skills do you bring to the CIO role from your other or previous roles?

2. About the CIO role
- How long have you been a CIO?
- Do colleagues within your organisation know you are CIO?
- How would you describe the role of a CIO? (what do you do, what do you think the CIO should do?)
- What are the main activities/tasks you've done as a CIO?
- Who initiated them?
- What are the essential skills you think a CIO should have?
- Ask about technical skills
- Ask about agile and iterative / continuous delivery
- Ask about user centered services
- Ask about people and change
- How do you develop your skills to be a CIO?
- What skills would you like to develop more to help you be the best CIO?
- What support do you have for being a CIO?
- How does your experience help to be an effective CIO?
- What do you find most difficult in your role as a CIO?
- If you could change one thing that would make your role as CIO better, what would it be?
- What is your connection to the ICTA? How often do you connect with them, what support do you get? What are the opportunities you see?

3. About the CIO network
- How connected are you to other CIOs?
- What is working with the initiative?
- What is not working
- What success stories can you tell us about the CIO network?

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- What CIOs are doing it really well?
- What other CIOs should we talk to?

Annex 3: survey questions

- How would you describe the CIO role?
- What makes a good CIO?
- On a scale from 1 to 5, how would you assess the importance of the CIO role within your organisation? (1: The CIO does not bring any added value to my organisation, 5: The role of the CIO is key for my organisation)
- If you could change one thing that would make your role as CIO better, what would it be?
- What valuable interactions do you have with other people in the CIO network?

Annex 4: workshop questions

1. What would make the right person?
   - What does the CIO know?
   - What experience do they have?
   - What skills do they most need to be successful?

2. What are the right conditions for CIOs to thrive?
   - What power and responsibility does the CIO have?
   - What internal teams do they work with?
   - What visibility and recognition do they receive?

3. What is the right support needed?
   - How do CIOs join up services across organisations?
   - How often do CIOs engage with or learn from the CIO network?
   - What central support, training, or access to information do they receive?

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Hiring and Outreach Support on the Chief Digital Information Officer role

August 2021

Contents

Executive summary

This is a follow-up report to a report we shared in April 2021, after a 3-month engagement where we explored the opportunity of creating a new Chief Digital and Information Officer (CDIO) role in a few key government organisations in Sri Lanka. In this report, we:

1. Specify the level of skills, knowledge, experience and qualifications expected from these leaders

2. Draft a job description that reflects these expectations

3. Explore ways to advertise the opportunity for the new role

4. Share recommendations on how to create buy-in around the creation of the new role

This report is addressed to the ICTA, UNDP and any other stakeholder involved in the creation of the new CDIO role. To some extent, the matrix (1) and the recommendations on how to create buy-in (4) may also be useful to CDIOs.

1. Hiring matrix

We have specified the level of skills, knowledge and experience expected from CDIOs in a matrix which covers six main disciplines, as per our previous report:

- Delivering user-centred digital services

- Agile and iterative ways of working

- Leadership, communication and negotiation

- Managing people, teams and programmes

- Growing digital capability

- Leading teams through uncertainty and change

We have indicated a certain level of qualifications (Bachelor's Degree) but we value experience over diplomas and invite you not to screen any candidate based on their qualifications alone.

2. Job description

We have drafted a job description that includes a list of the responsibilities of CDIOs as well as requirements for the role.

3. How to advertise the job opportunity

Digital talent is in-demand, but governments have several tried and tested strategies at their disposal to attract candidates:

- Write a compelling, purpose driven mission statement outlining the social impact of the role

- Adopt a multichannel approach, publishing the job advert on a variety of platforms (including social media) and proactively approach talents via conferences or online, possibly with the support of head-hunters and niche consultancies

- Secure the endorsement of a senior sponsor through a video or as part of announcement

- Address misconceptions about the public sector, emphasizing the support provided to successful candidates and their mandate (e.g. authority, autonomy)

- Provide information on length of role and professional development opportunities

- Adopt a lean, transparent and responsive hiring process

4. How to create buy-in for CDIOs

Senior officials may be reluctant to create a new CDIO role due to concerns about extra expenses, a sense of non-urgency, a fear of failure, a lack of understanding of the opportunities of digital or a fear of losing credibility and power.

To address their apprehensions, you may want to highlight that:

- Digital is an enabler that will help them better deliver their mission of serving citizens

- Digital will help them generate money savings in the long term through increased efficiencies

- Digital transformation will be happening with or without them and that they would rather be ahead of their peers than lagging behind them

- That the work of CDIOs will help them gain visibility and political capital, especially from the President

In the short term, we recommend that you create allies who will support this new digital transformation and hiring programme (e.g. the President, UNDP). You should also identify who, among government organisations, are most likely to be skeptical or supportive of the creation of the new role. You should focus on the latter, and create a sense of ownership in them, regarding the new role.

In the longer term, show the benefits of the services developed by the CDIOs and their team to build momentum. Do not hesitate to leverage the support of your allies to gain visibility.

Introduction

Public Digital was commissioned by the United Nations Development Programme (UNDP) and

Citra Lab on behalf of the Information and Communication Technology Agency (ICTA) of Sri Lanka. The ICTA is the lead ICT agency of Sri Lanka and is responsible for delivering and coordinating ICT projects with government ministries and agencies.

Public Digital is a digital transformation consultancy founded by the original leaders of the UK Government Digital Service (GDS). Public Digital was founded in 2015 and has partnered with multilateral institutions, multinational corporations, and governments in over thirty countries since then.

Context

This is a follow-up report to a report we shared in April 2021, after a 3-month engagement where we explored the opportunity of creating a new digital leadership role in government organisations in Sri Lanka.

We recommended to select three to five of the most digitally advanced central government organisations in Sri Lanka, and define a list of high-impact services to digitise within each of these organisations. To drive the digital transformation of these services, we suggested creating a new Chief Digital and Information Officer (CDIO) role.

To be able to deliver their mission, we highlighted that CDIOs will need:

- The right profile, with the knowledge, skills and experience to build a digital team and develop user-centred services
- The right conditions, as without authority, budget, and a team, CDIOs won't be able to succeed in their mission
- The right support from the ICTA, in terms of network management, communication, capacity building and in the longer term, shared resources (i.e. platforms, standards, patterns)

With time, once the first cohort of three to five CDIOs have successfully delivered a first series of digital services, we recommended to progressively expand their network, by hiring a second cohort of CDIOs.

Objectives

Following this engagement, we were asked by UNDP, on behalf of the ICTA, to help prepare the hiring of the first cohort of CDIOs, with four main objectives in mind:

1. Specify the level of skills, knowledge, experience and qualifications expected from CDIOs

2. Draft a job description that reflects these expectations

3. Explore ways to advertise the opportunity for the CDIO role, so that it attracts digital talents, especially from the private sector

4. Share recommendations on how to create buy-in around the creation of the new role, and the need for new digital services among heads of government organisations

This report summarises our recommendations. We wrote it based on desk research and interviews with experts from our staff and network.

While this report will be helpful for the hiring of CDIOs, we would like to highlight here that the two most immediate priorities are (1) deciding on the organisations where the first CDIOs should be hired, and (2) securing a mandate for CDIOs, which gives them the authority, budget team and leeway they need to reach their objectives.

Hiring matrix

This matrix is addressed to people involved in the recruitment of the CDIOs. To some extent, it can also be useful to CDIOs once hired, to understand the skills, knowledge and experience where they should aim to gain or improve.

Using this matrix

- **Must-have** attributes are needed by all candidates.

- **Desirable** attributes are not essential and should not prevent a hire, but they are welcomed if they have them.

- **Additional relevant areas** are things to look out for and would be an added bonus but should not prevent a hire.

This is written for the average CDIO in the Government of Sri Lanka. Some agencies may wish to place more emphasis on particular attributes or experiences that are particularly relevant for the work that they lead, for example data analysis on high volume transactions for fraud prevention.

Definition of skills, knowledge and experience

- **Skills** help to outline what people should be able to do in order to do the job successfully.

- **Knowledge** points to specific areas that it would be useful to know about.

- **Experience** relates to specific and demonstrable experience that the candidate has.

It is important to focus on the quality of a candidate's skills, knowledge and experience, rather than total number of years of experience.

A note on the seniority of role

Successful candidates should be capable of operating at the most senior level of the recruiting organisation. That should translate to Grade 1 or a Special Grade Officer, depending on the size and complexity of the government organisation. For example, a large line ministry that is recruiting a CDIO will demand a greater level of seniority than a small statutory body will.

A note on who might apply

Digital leadership in government is more emergent than other roles, this means that successful leaders in this space can come from a variety of backgrounds, which might include technology, IT, design, delivery, policy or change management, to name a few. Therefore this matrix is intentionally less prescriptive than it might be for an economist role, for example.

Capability		Essential	Desirable	Additional relevant areas
1. Delivering user-centred digital services				
Lead on the delivery of successful digital (technology and data) products and services that have a demonstrable	**Skills**	● Leading on the delivery of user-centered services ● Managing live services ● User and citizen needs ● Scaling services ● Risks of technology ● Value for money	● Data analysis ● Different approaches to user research	● User-centred design ● Technical skills ● Cyber security ● Product management ● Fraud prevention ● Policy

benefit to citizens and internal users.	**Knowledge**	An understanding of a wide demographic of citizens' needs and motivations	An understanding of civil servants' needs and motivations	
		Understanding of the potential of technology and digital solutions combined with off-line activities to create services	Government of Sri Lanka's ICT and digital strategy	A deep understanding of the organisation goals and objectives
		An understanding of risks of technology and digital solutions		

	Experience	Delivering products and services that use technology and digital solutions to meet citizens' and internal users' needs, streamlining services and increasing usage	Monitor changes or advancements in technology to discover ways the company can gain a competitive advantage	Working in a public sector or government organisation, or organisation with similar structure
		Maintaining stable live services while continually improving them, adapting to meet emerging needs, and scaling them where necessary	Establishing and negotiating service levels and deliverables with delivery partners at a broad strategic level	
		Delivering value for money, emphasising a good return on money		

2. Agile and iterative ways of working

Use agile and iterative ways of working that respond to emerging information and citizen needs, to deliver early, regularly and often	**Skills**	• Agile delivery leadership • Agile delivery practices • Effective communication	• Agile funding models • Agile reporting approaches	
	Knowledge	Good understanding of agile and iterative practices (e.g. stand-ups, retrospectives)	An understanding of the tensions between agile ways of working and typical policymaking processes	
		Knowledge of agile frameworks and agile at scale		

to realise value.	**Experience**	Successfully introducing agile and iterative ways of working in an organisation or department	Setting up appropriate funding models for agile and iterative delivery	Leading agile team(s)
		Selling the value of iterative and agile service delivery to people who are new to it	Setting up appropriate reporting structures to enable agile and iterative delivery	

		Creating a culture of transparency, continual learning, adaptation and openness	Navigating introducing agile and iterative ways of working alongside typical policymaking processes	
		Working in an agile and iterative way in a large complicated organisation	Experience of working in an iterative way in a start up organisation	Experience of agile consulting or coaching

3. Leadership, communication and negotiation

Ensuring a clear strategy that is understood and committed to across all levels of the	**Skills**	- Communication and collaboration at all levels - Setting priorities - Effective relationship building - Constructive challenge - Effective and evidence based decision making	• Ability to develop and communicate flexible roadmaps	

organisation.	**Knowledge**	How to navigate complex, hierarchical organisations		An understanding of the mechanics of internal politics in the Sri Lankan Government

Experience			
	Operating at the most senior level, building credibility across and outside an organisation of scale, can make decisions, influence, communicate and collaborate with clarity and enthusiasm	Effectively translate digital and technology terms for people who are unfamiliar with them to enable collaboration	
	Inspiring others through the communication of clear vision, outcomes, priorities and goals for the short and longer term. Translating these into viable business cases	Creating clear delivery roadmaps that are able to accommodate emerging need	
	Constructively challenging bureaucratic decision making and processes to prevent teams from being slowed down	Navigating ambiguity and complexity of large organisations	Navigating government organisations
	Creating transparency around decisions and a culture where others feel able to challenge decisions		
	Giving unbiased evidence-led advice to senior leadership based on extensive, robust evidence		

		and data		
		Fostering an inclusive and collaborative working culture that values diversity and encourages openness, approachability and sensitivity		

4. Managing people, teams and programmes				
	Skills	- Coaching - Mentoring - Risk management - Budget management - Reporting	Programme and portfolio management	
	Knowledge	Risk management approaches in iterative environments		
	Experience	Leading, directing and managing large teams in a complex organisation	Experience of programme management practices within an agile and iterative organisation	
		Building a diverse and high performing team around them to maximise their effectiveness, bringing in complementary skills		

		An outstanding mentor and coach to team members and people across their organisation	Actively seek opportunities for reverse mentoring to increase your knowledge and insights	
		Is able to lead through others, empowering people and creating a culture of ownership and responsibility to make things happen		
		Proven track record of delivering large programmes or portfolios with a significant IT or digital component		
5. Growing digital capability				
Grow understanding, skills and capability of relevant disciplines needed to deliver successful user-centred digital services through a	**Skills**	- Hiring digital specialists - Career development - Staff retention	• Training programmes	- Mentoring schemes - Staff retention - Progression frameworks
	Knowledge	What digital specialisms are needed to create user-centred digital services	International best practice of digital across government and private sector	Internal hiring and procurement process and practices

combination of hiring, training and	**Experience**	Building a strong culture of continuous learning and knowledge sharing. Promote the importance of developing everyone to their full potential	Introducing relevant training programmes to build digital capability	Setting up effective peer-to-peer mentoring schemes to grow digital capability

development.		Taking a strategic perspective to identify the capability needs of the organisation now and in the future	Working with HR departments to create an appropriate approach to hiring digital specialists, creating new positions if necessary	Experience of creating job descriptions and interview approaches for digital specialists
		Creating a welcoming environment, desirable for potential members of staff with a great record of staff retention	Evaluation of the progress made by people and enabling staff progression	Can demonstrate how they have changed the staff attrition of an organisation

6. Leading teams through uncertainty and change

	Skills	● Setting strategic direction ● Inspiring people ● Clear communication ● Fostering confidence	● Change management	

	Knowledge	Different change management approaches and models		
	Experience	Change management, setting clear strategic direction, leading and inspiring teams through a period of significant upheaval and challenge to deliver long-term benefits	Clearly communicating change to teams in an effective and reassuring way that brings them along with it	

		Proactively champion and lead change and transformation efforts during early years, seeking innovative new approaches, policies and systems that enable more effective delivery	Leading transformation as digital maturity becomes more advanced	Managing start-up organisations through early days and growth
		Successfully leading organisational change by influencing and shaping culture, values and behaviours, including through the use of innovative approaches	Pivoting teams focus based on emerging need and learnings along the way or closing projects when it make sense to do so	

Qualifications

Value experience over diplomas, do not screen any candidate based on their qualifications alone.	A Bachelor's Degree in a wide range of disciplines (e.g. social science, design, computer science, etc.)	Evidence of ongoing education and training, eg completing relevant online courses or certifications	Postgraduate qualification, and online courses in the field of digital transformation

Job description

A note on the job description

This job description is for use by officials responsible for the recruitment of the CDIOs.

The job description for the CDIO role should be tailored to each organisation. Candidates will be looking for detailed information about the role: who they will report to, what authority they will have, who will be part of their team, what their objectives will be, etc. Most importantly, a tailored job description will enable the government to appeal to applicants' sense of civic duty, by being specific about the delivery challenges and digital services the postholder will be responsible for.

For the purpose of this report, we took the liberty to imagine what the Department of Motor Traffic may expect from a CDIO. We have done this purely for illustrative purposes. We have marked in blue the elements that are meant to be adapted to each government organisation. We do not have sufficient knowledge of the Motor Traffic Department's ambitions to go into further detail. However we recommend you to be as detailed as possible in the responsibilities you expect CDIOs to fulfill for each government organisation. Candidates are attracted by concrete objectives. By contrast, vague remits may not motivate them to apply.

A note on the hiring process

With the job description, it is important that you provide information on the hiring process and that you allow candidates to contact you for further information. Key information on the hiring process includes:

- How candidates will be assessed (i.e. type and number of interviews)

- Who will take part in the section process

- Closing date for applications and an indicative recruitment timeline

- How to submit applications

- What to include in applications (e.g. CVs, supporting statement, referees)

- Information on security clearances (if relevant)

Candidates should be able to smoothly and quickly get in touch with the right contact person. If the person they contact is reactive and helpful, they will understand the government is giving importance to the hiring process. By contrast, if they struggle to get in touch with someone, it will give them a poor image of the organisation, and may discourage them from submitting their application. You may also preempt questions from candidates by publishing an online FAQs (e.g. Do I need to be a civil servant to apply for the role?; Is this a temporary or permanent position?).

Job description

1. Role details

Job title	Chief Digital Information Officer (CDIO) of the Department of Motor Traffic
Grade	Special Grade officer OR Class I officer
Reporting to	Commissioner General of Motor Traffic
Location	Department of Motor Traffic, Colombo, Sri Lanka

Accountable for	● [Number of IT staff] IT staff
	● [Number of digital staff] digital staff[3], including:
	  ○ 1 Programme Manager (to be hired)
	  ○ 1 Partnerships Manager
	  ○ 1 Product Manager (to be hired)
	  ○ 1 User Researcher (to be hired)

Salary	LKR [LKR salary per annum] per annum
Benefits	● [Days of annual leave] days of annual leave ● Tax incentives ● Any other incentives: pension scheme, maternity/paternity leave, etc.

In our interviews with civil servants in the Government of Sri Lanka, we heard of tax exemptions and specific loan schemes for public sector employees. They may be worth considering for CDIOs, to make the role more financially attractive. Other options could be explored, such as contracting talent though a government-owned entity, which offers more leeway on setting salaries.

2. About the Department of Motor Traffic and the ICTA

We recommend starting the description of the department/government agency with a foreword from its leader. It is a way to show candidates that their mission will benefit from the strong support of the

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[3] Composition of the digital team of the CDIO based on our previous report

person at the top of their organisation (see *illustration 1: foreword for a CDIO job advert in government in the UK*).

About the Department of Motor Traffic

The Department of Motor Traffic was created in 1928. Our mission is to serve the safety of people in Sri Lanka by making sure that the drivers of motor vehicles meet the regulations in place.

We do this by:

- Maintaining an accurate register of vehicles and their keepers
- Issuing driving licenses
- Controlling vehicles for road worthiness and pollution
- Investigating vehicles involved in road accidents
- Collecting vehicle tax

We deliver two of these services online: registering a vehicle and obtaining a driving license.

Our ambition is to improve the way we deliver these services, develop new digital services and better exploit the data we collect to improve road safety.

The new CDIO will be responsible for drafting a digital roadmap based on these ambitions and will lead the delivery of the roadmap.

For further information please go to https://dmt.gov.lk.

About the ICTA

The ICTA is the lead ICT agency of Sri Lanka and is responsible for delivering and coordinating ICT projects with government ministries and agencies. It is at the initiative of the creation of the new CDIO role.

As CDIO of the Department of Motor Traffic, you will be a member of the first ICTA-sponsored cohort of CDIOs, alongside a few other peers in other central government departments.

While you will be based in the Department of Motor Traffic, you will benefit from the support of the ICTA in various areas:

- The ICTA will encourage knowledge sharing between CDIOs by organising regular events and moderating a communication channel

- The ICTA will communicate about the work of the CDIOs both inside and outside of government to help their work get visibility (e.g. through blog posts, interviews, videos)

- The ICTA will help CDIOs get the buy-in they need from senior officials to complete their roadmap

- The ICTA will share common resources needed by CDIOs (e.g. service development standard, agile procurement guidance, cloud services)

3. Description of the role

Background

The CDIO is a new and important leadership role that will help to create a step-change in the digital maturity of the Sri Lankan government.

The Covid-19 crisis has highlighted the need for more inclusive and better digital services. CDIOs will lead the transformation of public services to meet the needs of their users, be it citizens, businesses or organisations.

The CDIO will occupy a top-level position, reporting directly to their [head of organisation]. Each CDIO will lead a new digital transformation unit as well as the existing IT team, giving her/him full authority over digital technology and services in the organisation.

Responsibilities

- Actively participate in the strategic leadership of the Department of Motor Traffic, making sure digital and information risks and opportunities are understood and acted on appropriately

- Set the strategic direction for digital and information services in the Department of Motor Traffic and design a 24-month digital roadmap based on the organisation's priorities

- Assure all capital and operating expenditure on digital and information technology, working in partnership with the top leadership of the Department of Motor Traffic

- Build and scale a digital transformation unit with the right mix of skills to design, develop and maintain the Department's digital and information services

- Oversee the development and revamping of digital and information services around user needs, not pre-existing internal processes and assumptions

- Maintain a portfolio of digital and information services (including the vehicle registration and license application services), making sure users benefit from a live support and that services are iterated
- Introduce and promote new and agile ways of working in the digital unit, IT team and more widely across the organisation through regular and open communications
- Create a welcoming and empowering environment, attracting in-demand digital talent and advancing digital skills
- Develop collaborative relationships with senior officials across government, constructively challenging bureaucratic decision making processes that prevent digital services to be delivered at pace
- Manage complex relationships with external stakeholders including partners and vendors
- Share good practices and knowledge with the ICTA and the network of CDIOs to inform the development of cross-government service delivery guidance

4. Requirements

Skills	- Delivering and managing user-centred digital services taking into account user needs, technology, risk and budget considerations - Introducing agile ways of working and creating a culture of transparency and continual learning - Developing collaborative relationships through excellent communication and negotiation skills - Building and empowering multidisciplinary digital teams - Creating a welcoming environment for people to grow - Setting clear strategic directions
Experience	- Developed several highly used digital services through an iterative process involving user feedback - Successfully introduced new agile ways of working and created a culture of continual learning and openness in a large organisation

	- Operated at the most senior level in a large organisation and managed to collaborate and build effective relationships with top-level officials/execs - Delivered large programmes or portfolios with a significant IT or digital component - Built or scaled digital teams with a great record of staff retention - Led and managed large teams in a complex organisation, with the ability and gravitas to confidently challenge and influence decision making, structures and processes to lead an effective organisation
Personal qualities	- Collaborative - Outcomes-driven and problem solver - High levels of personal drive - Passion for digital

Qualifications	- A Bachelor's degree in social science, design, computer science, or any other relevant discipline - A postgraduate qualification, or having completed online courses on subjects related to digital transformation, is an advantage

ICTA
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Information and Communication Technology Agency

LIGHTING
DIGITAL
A Journey that Enabled Digital Transformation

How to advertise the job opportunity

This section is addressed to people directly involved in the recruitment of the CDIOs.

Digital talent is in-demand, especially coming out of the Covid-19 pandemic. Competing with the private sector for these skills or on dimensions such as salary are considerable challenges. Yet governments do have several tried and tested strategies at their disposal. Over the past few years, Sri Lanka has developed into a tech hub. As the ICTA has been involved in this journey, there are established links with the tech community that you could leverage to attract digital.

We briefly review each of the following in turn:

A. Write a compelling, purpose driven mission statement

B. Adopt a proactive, multichannel approach to advertising

C. Secure the endorsement of a senior sponsor

D. Address misconceptions about the public sector

E. Provide information on length of role and professional development opportunities

F. Adopt a lean, transparent and responsive hiring process

We then look at how certain countries have incorporated these considerations into their advertising process.

1. Key strategies

A. Write a compelling, purpose driven mission statement

Governments have a unique proposition which lies in the work they do and the scale of impact they are able to have. You should seek to adopt a purpose driven mission statement which outlines this social impact. This appeals to a candidate's sense of duty and desire to make the world a better place. Meaningful work and societal impact are among the top factors current candidates look for when they are considering a job. The Canadian Digital Service describes their role in the following way: 'We're transforming Government, our product will impact people's everyday lives. It's an exciting thing to be a part of, we need you'. The United States Digital Service (USDS)'s mission is 'to do the greatest good for the greatest number of people in the greatest need'. Tech companies do try to frame their work in this way for example John Keels states 'do you want to be part of a team that shaping the new normal' or Epic Technology outlines that they have 'an unwavering commitment to making the impossible possible' but governments have a distinctive impact that they can use.

B. Adopt a proactive multichannel approach to advertising

Simply posting the job advert on a website has not been found to be effective enough. Organisations are much more likely to attract digital talent with an innovative approach to recruitment. In practice this involves posting the advert on a variety of platforms such as social media, and tech hiring platforms that

digital talent uses. Additionally, offline engagement such as seeking talent via conferences, forums, and speaking at tech panels and meetupswill be important in establishing yourself as a credible digital employer. It could also involve speaking to head-hunters and niche consultancies. Successful organisations regularly share blog posts and videos where employees talk about their role and their team.At USDS, employees speak for themselves and show the human face of government.GovTech Singapore showcases testimonials of Smart Nation Fellows and the UK's GDS uses videos.

C. Secure the endorsement of a senior sponsor

The endorsement of a senior sponsor through a video endorsement or as part of an announcement has been found to be highly persuasive in encouraging potential private sector applicants to apply to public sector roles. For example, in the UK Government, videos of senior leaders or their inclusion in the advertising of the role are regularly used to explain how the role fits into overall departmental strategy (see below). In Peru, an important reason they were able to attract private sector digital talent was through having the support of the Prime Minister.

Illustration1: Foreword for a CDIO job advert by the Permanent Secretary of the Department of Work and Pensions, UK

Foreword from Peter Schofield

Thank you for your interest in the post of Chief Digital and Information Officer (CDIO) at the Department for Work and Pensions. It is my privilege to lead over 75,000 colleagues who collectively do work that makes a real difference in the lives of our citizens. We support almost every UK citizen at some point in their lives – from providing support to disabled people, to getting people back into work, through to providing financial security to pensioners for now and the future, and working with separated parents to agree child maintenance payments. We are there for citizens often during very difficult times in their lives. We take this responsibility seriously and we are transforming our way of working to implement the largest welfare reform programme in a generation so that we can provide better services for our customers.

We have the largest and most complex technology business in Western Europe. Whoever takes this role needs to have the capability to lead at this scale. DWP has been on a journey and no more acutely than in Digital. Five years ago IT in DWP was characterised by being outsourced to large companies delivering services for DWP. We chose to bring in a CDIO who would transform the way we work in DWP and start us on our digital journey. In the four years that Mayank Prakash has been with us he has led digital group and has invested in our digital estate, ensured that our legacy systems are more stable and secure, and driven an agile culture of development.

We are entering the next phase in our evolution as a department, a phase characterised by working across lines of business and functional boundaries.

My executive team and I have been working on our vision and strategy for the next 5 years and beyond. Looking forward, we see huge opportunities to use digital systems to change the way we work and provide a better service to those who rely on us. More claimants will be able to interact with us through online platforms. And there is the opportunity for us to use data and analysis to identify those who need more help and support. We need to see the opportunities and embrace them.

The CDIO we are looking for needs to be someone who has the personal skills to help the whole Department embrace these opportunities. The CDIO needs to have the depth of understanding of the scale of our technology and the opportunities that digital creates. The emphasis needs to be on being a team player while understanding and driving the digital transformation.

Building relationships is key so the successful person will drive change within a large and complex organisation. They are able to bring people with them as they challenge the status quo and solidify relationships with a broad group of people. They also demonstrate leadership and charisma that excites the organisation to drive change forward.

If you have the ambition to transform the way millions of citizens interact with Government, to change people's lives for good all across the country, and to be part of a dynamic leadership team, I look forward to hearing from you.

Peter Schofield
Permanent Secretary, DWP

D. Address misconceptions about the public sector

Many private sector hires are likely to be apprehensive about government, especially in the digital space. They may view the culture as inhibiting and believe they will have less independence, responsibility, and ownership. Culture has been found to be more critical than salary when applicants are choosing to apply.You could address this concern by emphasizing what support will be provided to the successful candidate, who they might be reporting to, the level of autonomy they will have and the

equipment and tools at their disposal (that they might not necessarily expect in a public sector context). Using photos and videos of current staff could also be useful.

E. Provide information on length of the role and professional development opportunities

Some government schemes such as the Presidential Innovation Fellows in the US, GovTech Singapore's Smart Nation Fellowship and Etalab in France have found that placing a time-limit on roles ranging from 3-12 months has helped attract private sector talent who do not want to commit to being life-long public servants. However, if you are hiring from the diaspora you may want to make this time period longer and instead, highlight the career growth opportunities and development that will be available.

F.   Adopt a lean, transparent and responsive hiring process

Two of the biggest barriers to getting a job in government are understanding how the hiring process works and knowing where to look for the right opportunities. Governments tend to use complex language, unintuitive hiring platformsand have requirements that an external candidate may not have experience of e.g. a government style CV. You should consider making the process as clear and easy to navigate as possible. One strategy involves building a dedicated microsite for hiring, the UK's Department of International Trade and Ministry of Justice offer two high quality examples. You should also make the process as candidate centric as possible. Make sure they are looked after throughout, this could be via being responsive to their queries or ensuring the process itself is not lengthy, current best practice suggests that it should not take longer than 30 days from the point the candidate has expressed their interest. Since public sector hiring can take almost 2.5 times longer than other industries, in-demand talent could choose to look elsewhere. The Canadian Digital Service has ensured it has a clear, transparent process. They also make sure the candidate is given a view of what to expect.Current tech companies in Sri Lanka also seem to follow this general approach. Xiteb states they are very responsive, most companies post job adverts which are not lengthy and are easy to submit.

Illustration 2: A screenshot of the UK Government Digital Service's hiring microsite

Government Digital Service helps government work better for everyone. We are a world leading organisation that has inspired many other governments globally to follow our example.

Learn more about GDS

COME BECAUSE OF THE WORK STAY BECAUSE OF THE PEOPLE
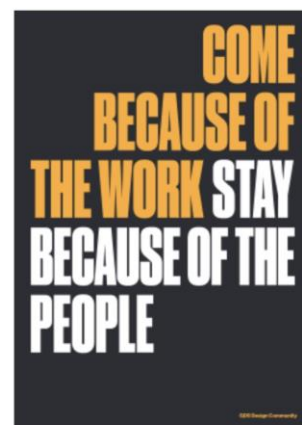
2. Examples of the strategies in practice

A. United States

Through adopting an innovative approach, USDS has been able to recruit alumni from more than 50 top tech companies. Initially, the hiring process took over 300 days to complete, USDS reduced this to just over 30 days. Alongside emphasizing how their work changes the lives of millions of Americans, they showcase their culture and team on the [online publishing platform Medium](#), where [some testimonials](#) note how similar if not better it is than the private sector. The team typically faces a turnover rate of 30-40% annually, so they have a dedicated hiring team to recruit new talent, they are also responsible for hand holding prospective talent via keeping in regular contact with them, walking them through complex steps and improving the process based on candidate feedback. USDS recruited subject matters to conduct the interviews. Another critical strategy adopted by USDS was active advertising, they built credibility within the tech industry by attending forums and connecting with leaders, pursuing and persuading them to join.

Illustration 3: Screenshots from the Presidential Innovation Fellows Programme's [website](#)
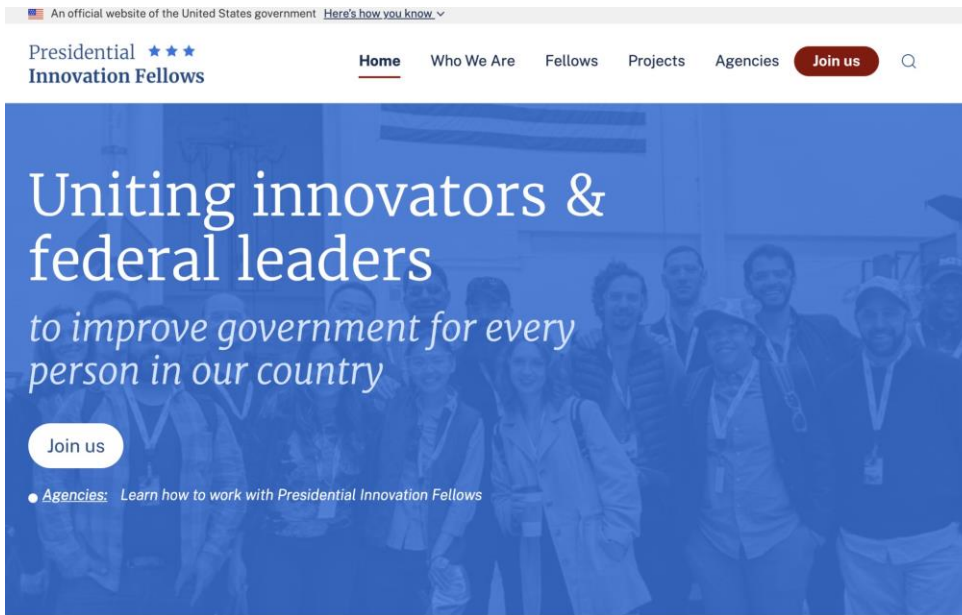
B. Singapore

Singpore's GovTech makes a concerted effort to attract overseas talent, via hosting the annual Singapore Tech Forumwhere they demonstrate how the nation is a dynamic tech ecosystem. They also created the Smart Nation Fellowship Programme which allows overseas

Singaporeans based in the private sector to work with them for a time limited role between 3-6 months.Their website displays Fellow testimonials, highlighting how past Fellows have been from Tesla, YouTube and Amazon. They simplified the Government hiring landscape by creating a common HR scheme for technologists across agencies, which also clarifies how they can pursue leadership opportunities. Finally, the agency is located directly underneath the Prime Minister's Office, as part of the Smart Nation Digital Government Group.

C. United Kingdom

The Government Digital Service developed the Digital Data and Technology Profession Capability Framework which standardised digital skills across the civil service. This was an important stepping stone in terms of attracting and developing such capabilities in the public sector. GDS also had senior level sponsorship. They changed the way that the Government communicated, they did this via regular blogging, developing podcasts and working openly. This transparency became one of the ways through which they attracted talent not only from outside of government, but inside. More recently the UK Government launched the Number 10 Innovation Fellows programme which is based on the US Presidential Innovation Fellows scheme. The programme is supported by an advisory board of digital and tech leaders in the public and private sector as well as academia.

D. India

To date it has been difficult to put in place lateral transfers between the Indian Administration Service and the private sector. When the Aadhaar Biometric Identification project was given the go-ahead, one of the founders, Nandan Nilekani, intentionally set the goal of giving identification to 600 million Indians over the course of 5 years, because he noted the value of such challenging goals from his time in the private sector. Through its mission the Aadhaar project was able to corral many talented people from government and technology experts from the private sector. The latter joined as volunteers or took sabbaticals from organisations which included the likes of Hewlett Packard and Intel, no privileges apart from a government job were offered. A non-government organisation called Ispirit now offers to be a hub for private sector volunteers who want to work on the hard problems in the Government space.

How to create buy-in for CDIOs

This section is addressed to anyone wanting to create buy-in for the creation of the CDIO role and the development of new digital services in government. This may include the ICTA, UNDP and also CDIOs when they are in office.

1. Importance of creating buy-in

It is key that political figures and senior officials actively support the creation of the CDIO role, the higher in the hierarchy the better. It is especially important that the Secretaries to the Ministries and the heads of the government organisations (such as Director-Generals, Commissioner-Generals and Permanent Secretaries) where a CDIO position will be created:

- Acknowledge the need for digital transformation in their organisation, and the value they could drive from the development of new digital services

- Support the creation of the new CDIO position and everything it entails (e.g. having a new Board member, giving them authority over the existing IT team, etc.)

Without the support of their hierarchy, CDIOs will not be able to fulfill their remit. CDIOs need to be able to rely on sponsors to:

- Help resolve any blockers that may arise (e.g. for budget, hiring new team members, or over collaborations with other government organisations)

- Be ambassadors of change, to influence the mindset and ways of working of their entire organisation. Digital initiatives and roles that are not supported at the top are likely to fail in a hierarchical structure

Yet many senior officials are struggling to see the opportunities digital transformation offers. This is one of the reasons why few digital service projects realise their full potential.

2. Common apprehensions from senior officials

From our experience, senior government officials across the world can be categorised into three main profiles:

Digital ambassadors	Digital followers	Digital skeptics
Digitally savvy people, who use digital tools on a regular basis (e.g. active on corporate social networks) Forward-looking leaders, who are eager to accelerate digital transformation within their organisation	People who have a limited and theoretical knowledge of digital transformation, but despite their lack of control of the topic, they are willing to embak their organisation on a digital transformation journey	People who have little or no knowledge of the benefits digital transformation could bring to their organisation People who are reluctant to change, and/or have a stake in the status quo, and value continuity and stability

At this stage, we do not find it strategic to start a dialogue with 'Digital skeptics. We recommend focusing on 'Digital ambassadors' and 'Digital followers'. However, even they may be reluctant to the creation of a CDIO role in their organisation. From our experience the reasons for opposition will most likely be:

- A concern that it will incur **extra expenses**, threatening their ongoing projects due to a tight budget

- A sense of **non-urgency**, as they have always managed to deliver services without specific digital leadership, and as they may have many other priorities they are juggling right now

- A fear that new digital initiatives may **fail**, as it may already have happened in the past, leading to potential embarrassment

- A **lack of understanding** of what digital transformation means, which may lead them to say that they do not need new digital talent, separate from their IT division

- A fear of losing **credibility, legitimacy and control** as they feel they do not have sufficient knowledge and experience in the digital field to supervise digital initiatives

- A fear that they will eventually lose **power** over some aspects of their current remit

- A fear that the creation of the new role will absorb too much of their **time**, and distract them for their day-to-day activities

- A fear that digital transformation will result in more **transparency**, holding them better accountable for errors or frauds

There may be more reasons for senior officials not to support the creation of the new CDIO role. You should ask them to express their worries to find the right arguments and arrangements that may dismiss them.

3. Motivators

There are four main arguments that may convince senior officials of the importance of starting their organisation's digital journey, and hire a CDIO to take the lead on it.

A. Better public services

Senior officials need to see digital as an enabler to help them deliver their mission to serve their country, and its citizens. They need to understand how digital technologies and user-centred design will help them deliver better services to people.

The digitisation of public services will also create benefits for its 'secondary users' i.e. civil servants. Streamlining services and leveraging digital technologies may result in less manual work for civil servants, leading to greater productivity. It may also result in more data on public service usage, allowing senior officials to make better informed decisions.

B. Money savings

Senior officials will be more sensitive to opportunities for reducing inefficiencies in their current operations, thus saving money, rather than starting new greenfield projects. Revisiting existing services may be more strategic than investing in new ones, at least in the short term. Senior officials will need to be clearly informed about the outcomes they can expect from digital service projects, both to create buy-in, and managing expectations.

However, some senior leaders may think that the risks associated with digital service development may counterbalance their expected benefits. Using examples of successful digital services in other countries may not be sufficient to convince them. They may retort that because of differences in local contexts, chances of success vary. Therefore, using local examples of successful digital services can be more relevant, even outside of the public sector. For example, the adoption of mobile money in Sri Lanka can be used to illustrate the digital savviness of citizens, and their appetite for online services.

C. Pride in being ahead of their peers, and fear of lagging behind

Senior officials can be motivated by the fear of lagging behind. They do not want their organisation to be seen as underperforming in comparison to others, whether they are from the same government or neighbouroughing countries. The digital maturity of most if not all government organisations in Sri Lanka is very low. Therefore, using foreign countries as models could be more efficient to create a sense of competition, and convince senior officials of the need to accelerate digital transformation. International rankings can be a useful tool to use, like the 2020 United Nations E-Government Survey. Sri Lank is ranked 85th on the latest issue of this survey, 28 ranks behind Thailand, and 8 behind Vietnam. Sri Lanka's Online Service Index
(OSI) is very similar to the one of Pakistan, which improved twice better than Sri Lanka since

2018 (+15% vs. +8%). At this pace, Pakistan should rank better than Sri Lanka in two years.

D. Political capital gains

The successful development and delivery of digital public services will allow senior officials to gain political capital. They need to see the digitisation of services as a way to get more visibility and credibility both from citizens and the government in place. Involving heads of government organisations in the choice of the services to digitise is key. They need to understand how 'quick wins' can be beneficial to them both at an organisational and personal level. By quick wins, we mean service development projects that involve a relatively low level of risk and that can be done fairly rapidly, while creating significant value for their users. These quick wins can be showcased through conferences, online blog posts, etc., and allow heads of government organisations to receive recognition from their hierarchy. The fact the President of Sri Lanka is also the Minister of Technology should reinforce this argument. He will certainly give special attention to the success of digital transformation projects.

We recommend using these arguments to convince senior officials of the need for digital transformation, and the creation of the CDIO role. It is important that they see the benefits of it in the

short term. At this stage, they do not need a longer-term view of the role, and how its remit could evolve over time. At the beginning of the UK Government Digital Service (GDS), the team introduced themselves as "*the people behind the GOV.UK website*". They did not want to share all their ambitions on day one in order not to scare people. Eventually, they did gain some powers at the expense of others, for example, through standards and spending controls that applied across all government organisations.

4. Immediate next steps

A. Create allies

The President of Sri Lanka

The President of Sri Lanka is also the Minister of Technology. His title and background make him an ideal candidate for supporting digital transformation. He is also one of the few people with strong soft power over heads of government organisations. This is a key attribute the ICTA is missing, and will need to secure their buy-in. The Presidential Secretariat should be seen as the main sponsor of the new CDIO role.

In Peru, the digital team benefited from the strong and visible support of the country's Prime Minister, as shown on the photo below. Pictures, videos, and posts in social media showing the strong links between the CDIOs and their team with political figures in Sri Lanka will help them get visibility and trust from senior officials.

Illustration 4: Photo of the former Prime Minister of Peru, Fernando Zaval, visiting the Government digital team

Independent international organisations, such as UNDP

Heads of government organisations are more likely to give credibility to programmes supported by various actors, including independent international organisations such as UNDP, rather than programmes conducted autonomously by the ICTA.

B. Know who you are talking to

Digital skeptics

You need to quickly identify who may block or support the creation of the new CDIO role. As of today, it is not worth trying to convince people who are firmly reluctant to change, and do not see the value of digital services. They will eventually embrace digital transformation, due to the increasing pressure from their peers.

Digital ambassadors

You should target the government organisations where to create the new CDIO role based on their digital maturity, and the digital awareness of people at their head. Most people will be convinced with time, once you have successfully delivered some digital services that have made the life of citizens easier. To start with, focus on the people who have been waiting for this opportunity to kickstart the digital transformation of their organisation. They will be your ambassadors, and may be able to convince their peers better than you.

In Rwanda, this role was done by the Minister of Justice Johnston Busingye. When the one-stop shop for digital public services Irembo was launched, lots of Ministries and government agencies were reluctant to have their services made available on a platform they did not control. Irembo's CEO would meet with the Minister of Justice, asking for his help to convince other heads of government organisations. Because the arguments came from one of their peers, without any background in digital and technology, they got more easily convinced.
He knew how to reassure them, using simple words.

Illustration 5: Screenshot of a retweet from Johnston Busingye, Minister of Justice in Rwanda,

highlighting the benefits of digital services in the open

C. Create a sense of ownership.

Senior officials, including heads of government organisations will need to feel some level of ownership over the creation of the new CDIO role to support it. This can be done by involving them closely in the selection of the first services to digitise within their organisation, and the hiring process of CDIOs. Their opinion should be valued, although it should be clear that they will not have the last word over who will be recruited, and their roadmap.

It is also important to have the organisation's budget holder aware and supportive of the new CDIO role. Their influence could have important consequences on the ability of CDIOs to do their work, and build their team. People controlling budgets need to see the CDIO hiring programme as an opportunity to streamline existing services and create savings in the long term, rather than an additional line of costs on their budget in the short term. The creation of the role should indeed incur extra spending at first, as it will require upfront investment (hiring team members, investing in new tools). However, with time, it will lead to savings.

To a lesser extent, IT teams should be brought onboard. As of today, they do not have much power in

government organisations. Therefore they should not be able to block the service development

projects CDIOs are aimed to start. Yet their knowledge will be precious to CDIOs, who will need to be

able to rely on their work.

5. Longer term considerations

A. Show, don't tell.

Heads of government organisations and other key stakeholders will be more convinced by the success of live services, than future digital transformation plans. The best thing CDIOs and their team can do to create buy-in after a few months in office is to launch a service that delivers value to its users.

Share your success both internally, and externally, for example through blog posts and social media. Include pictures and videos. Be transparent about what you have achieved, whether it is being able to reach a wider number of users, creating time savings or money savings, etc.

The more echo you get in the media, the better. Their enthusiasm, and the enthusiasm from the service

users will have a snowball effect on senior officials. They will be able to see more clearly and tangibly

the benefits of digital transformation, and the importance of the CDIO role. **B. Leverage your allies.**

Political sponsors are likely to show their support in a discrete manner, until you deliver a first successful service. You should make the most of it then.

In 2018, the digital team of the Government of Argentina built an online driving license. One of the first things they did once the service went live, was to visit President Macri. They showed him how to use his digital driving license. He quickly became an ambassador of the service, explaining to others how to use it, and recommending them to use it. This triggered the interest of senior officials.

Illustration 6: Photo of President Macri showing his digital driving license in 2018

In the UK, it is mandatory for digital teams to test new services with their minister. This is documented in the UK Government Digital Service Standard, as followed:

8. Test with the minister

You must test your service with the minister to meet point 18 of the Digital Service Standard. You'll have to explain how you did this at your service assessments.

Why you must test with the minister

Ministers are accountable for everything produced by their departments, so you need to show them your service before it goes live.

How you'll be assessed at alpha

To pass the alpha assessment, you need to confirm that the minister responsible for the service will test it before it goes live.

How you'll be assessed at beta

To pass the beta assessment you need to explain how you'll test the service with the minister responsible for it.

How you'll be assessed at live

To pass the live assessment, you need to show evidence (a video, photos or a signed letter) that the minister responsible for the service has tested the full service from beginning to end, including any legacy or offline parts.

By showing tangible results quickly, digital teams will secure the support of their hierarchy. Organisations without CDIOs will want to achieve similar successes, whether it is because they see the value in delivering more user-centred services, or because of their fear of lagging behind.

In Rwanda, the team behind Irembo, the one-stop shop for public services used this to encourage a sense of competition between government organisations. Six months after Irembo went live, they launched a monthly ranking of the organisations delivering key public services. The ranking was based on a rating system that considered various objective criteria (e.g. the number of new services organisations delivered online). It was not made public, but was only shared with the organisations listed in the ranking. However it created such a competitive drive, that organisations started to share their ranking online.

Illustration 7: Screenshot of the ranking of government agencies in Rwanda, based on digital service delivery

KAMENA, 2017

UKO UTURERE DUKURIKIRANA MU KWESA IMIHIGO KU IREMBO

Regions	MINALOC Services provided	MINALOC Services not provided	MINIJUST Services provided	MINIJUST Services not provided	NIDA Services provided	NIDA Services not provided	RLMUA Services provided	RLMUA Services not provided	Igiteranyo Services provided	Igiteranyo Services not provided	Dosiye zose	Ijanisha Services provided	Ijanisha Services not provided	Iminsi serivisi ibonekera muri rusange	Ijanisha mu kwesa imihigo
Nyarugenge	3364	3	277	4	684	270	243	92	4568	369	4937	7.5%	92.5%	1.23	94.4%
Gasabo	5554	23	933	175	1093	271	1044	316	8624	785	9409	8.3%	91.7%	2.59	90.2%
Kicukiro	4326	104	575	4	574	160	774	119	6249	387	6636	5.8%	94.2%	3.52	89.6%
Musanze	2810	5	550	28	409	38	570	66	4339	137	4476	3.1%	96.9%	4.31	89.6%
Rulindo	1519	2	95	3	182	104	110	7	1906	116	2022	5.7%	94.3%	3.60	89.5%
Rusizi	1872	49	86	5	222	58	246	29	2426	141	2567	5.5%	94.5%	4.83	86.4%
Bugesera	2049	29	149	297	286	184	398	215	2882	725	3607	20.1%	79.9%	2.00	82.9%
Ruhango	1417	31	80	23	217	202	83	50	1797	306	2103	14.6%	85.4%	3.70	82.6%
Gakenke	1683	98	46	73	216	30	105	24	2050	225	2275	9.9%	90.1%	5.14	82.3%
Kirehe	2796	32	59	17	145	478	96	22	3096	549	3645	15.1%	84.9%	4.37	80.5%
Nyamasheke	2159	1	87	2	157	127	301	20	2704	150	2854	5.3%	94.7%	7.19	80.5%
Gatsibo	1566	186	169	82	336	70	341	21	2412	359	2771	13.0%	87.0%	5.03	80.3%
Nyabihu	1632	20	12	14	110	73	35	193	1789	300	2089	14.4%	85.6%	5.30	78.6%
Ngoma	2166	172	253	211	153	83	308	37	2880	503	3383	14.9%	85.1%	5.31	78.2%
Nyagatare	795	71	66	4	259	62	437	64	1557	201	1758	11.4%	88.6%	6.39	77.9%
Karongi	1422	105	93	12	85	90	96	45	1696	252	1948	12.9%	87.1%	6.05	77.7%
Kamonyi	2054	182	102	20	280	326	264	159	2700	687	3387	20.3%	79.7%	4.50	76.2%
Rwamagana	962	89	132	23	331	135	220	175	1645	422	2067	20.4%	79.6%	4.59	75.9%
Gicumbi	1386	218	95	57	118	167	82	61	1681	503	2184	23.0%	77.0%	3.99	75.5%
Kayonza	1101	93	120	28	316	419	107	43	1644	583	2227	26.2%	73.8%	3.26	75.1%
Rubavu	3209	134	102	3	1596	1038	359	44	5266	1219	6485	18.8%	81.2%	5.79	74.0%
Burera	1664	269	189	5	85	356	336	64	2274	694	2968	23.4%	76.6%	5.36	71.7%
Nyamagabe	772	36	58	13	97	146	134	37	1061	232	1293	17.9%	82.1%	7.30	70.7%
Huye	1780	169	488	96	185	524	99	46	2552	835	3387	24.7%	75.3%	6.04	68.9%
Gisagara	1192	191	30	7	106	325	38	32	1366	555	1921	28.9%	71.1%	5.74	66.4%
Ngororero	1663	54	55	23	139	354	181	116	2038	547	2585	21.2%	78.8%	8.04	66.3%
Rutsiro	1778	0	50	1	117	1564	137	35	2082	1600	3682	43.5%	56.5%	5.39	61.8%
Muhanga	2666	23	541	46	228	527	218	287	3653	883	4536	19.5%	80.5%	10.77	60.4%
Nyanza	1164	170	71	35	156	1056	111	59	1502	1320	2822	46.8%	53.2%	3.88	58.0%
Nyaruguru	753	64	15	4	107	949	37	56	912	1073	1985	54.1%	45.9%	2.53	56.0%
Total	59274	2623	5578	1315	8989	10186	7510	2534	81351	16658	98009	17.0%	83.0%	4.86	

Annex

Further reading

- ['Building Better Digital Services Teams'](#) in State of Digital Transformation, Harvard
  Kennedy School Belfer Centre for Science and International Affairs, October 2018
- ['How government can recruit innovative talent'](#), Nesta, May 2016
- ['Why Companies Hunt For Talent on Digital Platforms, Not in Resume Piles'](#), Forbes, May 2021
- ['Six Strategies for Hiring Tech Talent in Government'](#), Code for America, September
  2019

Job description of the Chief Digital Information Officer of the UK Department for Work and

Pensions, 2019

Civil Service

Department for Work & Pensions

Chief Digital Information Officer
Department for Work and Pensions

SCS Pay Band 3

Reference: 18811-068L
Closing date: 23.59, Monday 14 January 2019

This is an interactive document and is best viewed using Adobe Acrobat Reader.
Click here to download. To print this document, click here.

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ICTA
ideas actioned
Information and Communication Technology Agency

LIGHTING DIGITAL
A Journey that Enabled Digital Transformation

Foreword from Peter Schofield

Thank you for your interest in the post of Chief Digital and Information Officer (CDIO) at the Department for Work and Pensions. It is my privilege to lead over 75,000 colleagues who collectively do work that makes a real difference in the lives of our citizens. We support almost every UK citizen at some point in their lives – from providing support to disabled people, to getting people back into work, through to providing financial security to pensioners for now and the future, and working with separated parents to agree child maintenance payments. We are there for citizens often during very difficult times in their lives. We take this responsibility seriously and we are transforming our way of working to implement the largest welfare reform programme in a generation so that we can provide better services for our customers.

We have the largest and most complex technology business in Western Europe. Whoever takes this role needs to have the capability to lead at this scale. DWP has been on a journey and no more acutely than in Digital. Five years ago IT in DWP was characterised by being outsourced to large

companies delivering services for DWP. We chose to bring in a CDIO who would transform the way we work in DWP and start us on our digital journey. In the four years that Mayank Prakash has been with us he has led digital group and has invested in our digital estate, ensured that our legacy systems are more stable and secure, and driven an agile culture of development.

We are entering the next phase in our evolution as a department, a phase characterised by working across lines of business and functional boundaries.

My executive team and I have been working on our vision and strategy for the next 5 years and beyond. Looking forward, we see huge opportunities to use digital systems to change the way we work and provide a better service to those who rely on us. More claimants will be able to interact with us through online platforms. And there is the opportunity for us to use data and analysis to identify those who need more help and support. We need to see the opportunities and embrace them.

The CDIO we are looking for needs to be someone who has the personal skills to help the whole Department embrace these opportunities. The CDIO needs to have the depth of understanding of the scale of our technology and the opportunities that digital creates. The emphasis needs to be on being a team player while understanding and driving the digital transformation.

Building relationships is key so the successful person will to drive change within a large and complex organisation. They are able to bring people with them as they challenge the status quo and solidify relationships with a broad group of people. They also demonstrate leadership and charisma that excites the organisation to drive change forward.

If you have the ambition to transform the way millions of citizens interact with Government, to change people's lives for good all across the country, and to be part of a dynamic leadership team, I look forward to hearing from you.

Peter Schofield
Permanent Secretary, DWP

Contact Us

About the Department for Work and Pensions

The Department for Work and Pensions (DWP) provides services and support to around 20 million people and is responsible for over 730 million benefit payments each year totalling nearly £180 billion.

At the same time, it is engaged in delivering a once in a generation programme of welfare reform to:

• Tackle poverty and welfare dependency through a simplified welfare system that encourages people to find work, rewards responsible behaviour and protects the most vulnerable;

• Promote high levels of employment by helping people who are out of work, including people in disadvantaged groups move into work;

• Help people meet the challenges of an ageing society and maintain standards of living in retirement;

• Provide opportunity, choice and independence to help disabled people to take an equal role in society.

Our priorities are to:

• Run an effective welfare system that enables people to achieve financial

independence by providing assistance and guidance into employment;

• Increase saving for, and security in, later life;

• Create a fair and affordable welfare system which improves the life chances of children;

• Deliver outstanding services to our customers and claimants;

• Deliver efficiently: transforming the way we deliver our services to reduce costs and increase efficiency.

Read our single departmental plan to find out more about how we are performing against our objectives.

We provide our services in a number of ways, for example through Jobcentre Plus, The Pension Service, the Child Maintenance Service and partner organisations.

For further information please go to www.gov.uk/government/organisations/department-for-work-pensions.

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About DWP Digital

Everything we do in DWP Digital (known as 'Digital Group' internally) is driven by user needs – whether these are the needs of our customers or our colleagues. Our products enable delivery of support that helps millions of people, such as Universal Credit, Personal Independence Payment and New State Pension. Internally, we're modernising one of Europe's biggest IT estates across 800 locations and creating a 'digital workplace' to help colleagues connect and collaborate. We pioneer innovative use of data to drive business intelligence and automation and share 10 million data records every day across government and with other partners. Our security team plays a vital role in protecting DWP's customers, colleagues, data and systems from daily cyber-attacks.

These are exciting times in Digital Group. We're transforming public services on which millions rely at pace, driving continuous progress through fortnightly releases and designing next-generation systems which can accommodate policy changes across successive parliaments.

We're reducing reliance on big suppliers, designing and delivering more digital products ourselves, and – where we continue to outsource our work – working with a much wider range of innovative commercial partners.

Central to this transformation is a focus on culture and capability. Alongside developing the skills of our existing colleagues, we're recruiting hundreds of specialists who are the very best in their fields. We value collaboration and creativity as much as technical capability. We're building an organisation where colleagues are empowered to deliver.

Our leaders inspire DWP Digital to be the best at what we do: an innovative, outward-looking digital organisation where people love what they do and are proud to make a positive difference to millions of people's lives.

To find out more about our work and the people who deliver it, follow @DWPDigital and read our regular blogs.

Contact Us

About the role

The work we do in DWP provides support to nearly every UK citizen at some point in their life.

The complexity and scale in which we work is unprecedented. In our digital function, we transact £170 billion a year, we manage 50 million lines of code and we have one of Europe's largest IT estates operating across 850 buildings and 90,000 desktops.

We are currently looking to recruit a new Chief Digital Information Officer (CDIO). This role is critical to our transformation as a department servicing around 20 million citizens each year. The role aims to drive transformation by driving digitalisation of the business by using the potential of modern online technologies and data.

Reporting to Peter Schofield, the DWP Permanent Secretary, you will be responsible for 10 direct reports and role model leadership for 2,600 colleagues in Digital Group, with an annual budget of £1.2 billion.

Key Responsibilities will include:

- Designing and delivering the digitalisation strategy for DWP linked with our service excellence strategy including working across different lines of business to deliver policy intent through user-centered digital services. Ensuring that the right processes, procedures and technologies are designed, used and integrated to make sure that digital becomes ingrained in the business;

- Promoting new ways of working and information technology-enabled innovation, driving and building sustainable digital capability across the Department to support Civil Service and Digital Strategy priorities developing a culture which is able to build, attract and retain talent across the function;

- Delivering digital and information systems and services to over 75,000 DWP colleagues;

- Role modelling the desired leadership behaviours expected of all our senior leaders, whilst creating the right culture and conditions to empower people to work across organisational boundaries, in multi-disciplinary teams, in service of our strategic priorities;

- Providing assurance that strategic risks are identified and managed and where appropriate escalated and shared with Senior Stakeholders, including Ministerial teams;

Contact Us

About the role

- Developing collaborative strategic partnerships working across Government including Cabinet Office, Treasury, Government Digital Service and other Departments in service of dealing with the most complex issues, sharing best practice and deploying shared services;
- Establishing strategic, sustainable relationships with suppliers and vendors.

In addition your role will require you to:

- Contribute to and actively participate in the executive leadership of DWP as we deliver unprecedented change to the welfare system, and to the products and services it delivers;
- Manage complex relationships with a wide range of internal and external stakeholders including partners and vendors;
- Deliver high quality, stable and resilient live IT services and lead the strategic management of the supplier contract.

CDIO Team Structure

CDIO
- CDIO Private office
- Children, Health and Pensions Director
- Digital Design, Architecture and Planning Director
- Digital Workplace and Platforms Director
- Digital Delivery Director including integrated agile methods
- Data and Analytics Director
- Operations Digital Director
- UC Digital Director
- Chief Technology Officer
- Engineer Practice Director

Contact Us

Person Specification

This role is complex and challenging. To be successful in this role you will need to be an exceptional, innovative technologist and leader who has the ability to connect with people at all levels. Your proven strategic and technical capabilities, combined with significant experience of working at the highest level in a large multi divisional private or public sector organisations, will form a solid foundation to build on within this digital innovation role.

In addition to the above you must be able to demonstrate:

- **Outstanding leadership** with a proven track record in setting a clear vision and role modeling an inclusive, collaborative culture which focuses on building current and future capability, and where high performing teams thrive;
- A proven track record of **building and managing complex senior stakeholder relationships**, channeling differing or conflicting views, to ensure that both the digital and broader business directorates are bought into the digitalisation strategy and are therefore moving in the same direction;
- **Extensive experience leading, developing and implementing digital strategies** to scale in complex private or public organisations. You will be able to combine your understanding of the customer with an understanding of how digital technology will reimagine customer experiences;

- The **ability to grasp complex business processes and provide insight on how they might be enabled through digitalization.** Crucially to achieve the spending review commitments, you will have a history of aligning business strategies with financial challenges;
- An **ability to establish meaningful business case and performance metrics** by which digital effectiveness and value is, or could be, achieved will be coupled with your flair to engage, communicate and influence to demystify digitalisation and further embed it within the organisation.

Whilst not essential, it is preferable that you will be able to demonstrate;

- Strong **analytical skills**, with the ability to quickly distil large amounts of information from a variety of sources into sound recommendations and communicate complex issues clearly.

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Salary and Benefits

Salary

£180,000 per annum

More may be available for exceptional candidates.

Existing Civil Servants will be appointed in line with the Civil Service pay rules in place on the date of their appointment.

Benefits

Whatever your role, we take your career and development seriously, and want to enable you to build a really successful career with the Department and wider Civil Service. It is crucial that our employees have the right skills to develop their careers and meet the challenges ahead, and you'll benefit from regular performance and development reviews to ensure this development is ongoing. As a Civil Service employee, you'll be entitled to a large range of benefits.

This includes:

- 25 days annual leave on entry, increasing on a sliding scale to 30 days after 5 years' service. This is in addition to 8 public holidays.

  This will be complemented by one further day paid privilege entitlement to mark the Queen's Birthday;

- a competitive contributory pension scheme that you can enter as soon as you join where we will make a significant contribution to the cost of your pension; where your contributions come out of your salary before any tax is taken; and where your pension will continue to provide valuable benefits for you and your family if you are too ill to continue to work or die before you retire;

- flexible working patterns including part-time or time-term working and access to Flexible Working Schemes allowing you to vary your working day as long as you work your total hours;

- generous paid maternity and paternity leave which is notably more than the statutory minimum offered by many other employers; and

- childcare benefits (policy for new employees as of 5 April 2018): The government has introduced the Tax-Free Childcare (TFC) scheme. Working parents can open an online childcare account and for every £8 they pay in, the government adds £2, up to a maximum of £2000 a year for each child or £4000 for a disabled child. Parents then use the funds to pay for registered childcare. Existing employees may be able to continue to claim childcare vouchers, so please check how the policy would work for you here;

- interest-free loans allowing you to spread the cost of an annual travel season ticket or a new bicycle;

- the opportunity to use onsite facilities including fitness centres and staff canteens (where applicable);

- occupational sick pay.

Contact Us

Application Process

Application

Russell Reynolds Associates, an executive search agency, have been appointed to assist with this appointment.

To apply for this post, you will need to submit the following documentation by no later than **23:59 Monday 14 January 2019.**

1. A **CV** setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps within the last two years;

2. A **Supporting Statement** (no longer than two pages) explaining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role, with particular reference to the criteria in the person specification;

3. Names of at least two professional referees who may be contacted at short list stage, i.e. before final interview.

4. Confirmation from you that you are happy for Russell Reynolds Associates or its client to undertake any necessary background checks, including career, credit and qualifications, or similar at the appropriate stage in the process. No checks will be undertaken without your prior knowledge.

5. Notification of any dates you are unable to accommodate within the indicative timetable.

6. A completed **Diversity Monitoring Form**. All monitoring data will be treated in the strictest confidence, will not be provided to the selection panel and will not affect your application in any way. The completion of the Diversity Monitoring Form is mandatory but it includes the option 'prefer not to say'.

Failure to submit both a CV and Supporting Statement will mean the panel only have limited information on which to assess your application against the criteria in the person specification.

Applications should be submitted via email to Responses@ RussellReynolds.com ensuring that you quote reference number 18811-068L.

All applications will receive an automated response.

Longlist and Shortlist

A panel, including the hiring manager, will assess your application to select those demonstrating the best fit with the role by considering the evidence you have provided against the criteria set out in the 'Person Specification' section. Failure to address any or all of these may affect your application.

The timeline later in this pack indicates the date by which decision is expected to be made, and all longlisted and shortlisted candidates will be advised of the outcome as soon as possible thereafter.

Contact Us

Application Process

Russell Reynolds Associates Interviews

All candidates selected at Longlist stage will be formally interviewed by Russell Reynolds Associates.

Assessment

If you are shortlisted, you will be asked to take part in a series of assessments which could include psychometric tests and a staff engagement exercise. These assessments will not result in a pass or fail decision. Rather, they are designed to support the panel's decision making and highlight areas for the panel to explore further at interview.

As part of the assessment process you will also be invited to attend a fireside chat with Kevin Cunnington (Head of the Government Digital Service).

Full details of the assessment process will be made available to shortlisted candidates.

Selection process

June Milligan, a Civil Service Commissioner, will chair the process. The Civil Service Commission has two primary functions:

• Providing assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition.

For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel.

• Hearing and determining appeals made by civil servants under the Civil Service Code which sets out the Civil Service values – Impartiality, Objectivity, Integrity and Honesty – and forms part of the relationship between civil servants and their employer.

More detailed information can be found at on the Civil Service Commission website:

http://civilservicecommission.independent.gov.uk.

In addition to June, the panel members will be:

• Peter Schofield (Permanent Secretary, DWP)

• Debbie Alder (Human Resources Director General, DWP)

• Jeremy Fleming (Director, GCHQ)

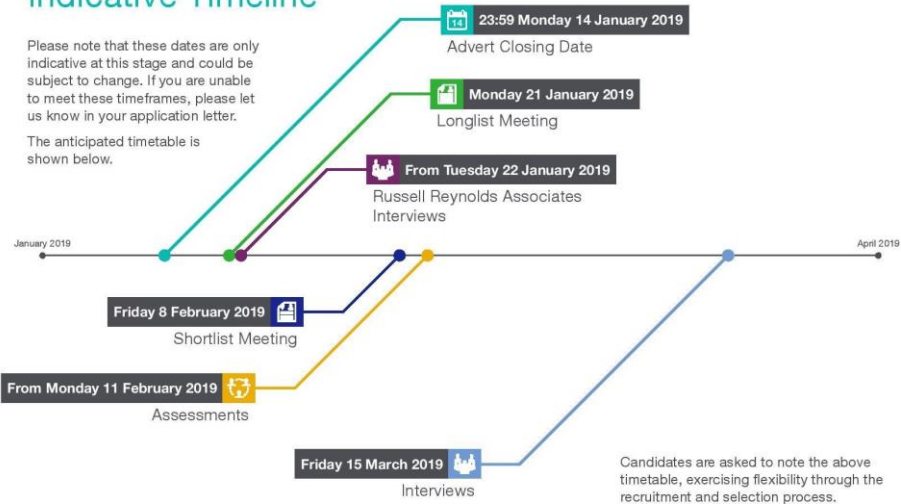• Jacky Wright (Chief Digital and Information Officer, HMRC).

Offer

• Regardless of the outcome, we will notify all candidates as soon as possible after the final interview.

Contact Us

Indicative Timeline

Please note that these dates are only indicative at this stage and could be subject to change. If you are unable to meet these timeframes, please let us know in your application letter.

The anticipated timetable is shown below.

23:59 Monday 14 January 2019 — Advert Closing Date

Monday 21 January 2019 — Longlist Meeting

From Tuesday 22 January 2019 — Russell Reynolds Associates Interviews

Friday 8 February 2019 — Shortlist Meeting

From Monday 11 February 2019 — Assessments

Friday 15 March 2019 — Interviews

January 2019 — April 2019

Candidates are asked to note the above timetable, exercising flexibility through the recruitment and selection process.

Contact Us

FAQs

1. Can I apply if I am not currently a civil servant?

Yes. This role is open to suitably qualified people in the external market and to existing civil servants and those in accredited Non Departmental Bodies.

2. Is this role permanent?

This role is being offered on a permanent basis.

3. Is this role suitable for part-time working?

This is a full-time role and is not available for part-time working. However, applications from job-share partnerships will be welcomed.

Flexible-working arrangements will be considered. You should discuss your needs with the hiring manager if you are invited to interview.

4. Will the role involve travel?

Yes – travel to hubs across the UK.

5. Where will the role be based?

You can be based in any of our DWP Digital hubs: London, Manchester, Leeds, Newcastle and Blackpool.

Please note that you will be required to be in London a few times a week.

6. Can I claim back any expenses incurred during the recruitment process?

No. Unfortunately we will not be able to reimburse you, except in exceptional circumstances and only when agreed in advance.

7. What nationality do I need to hold in order to apply?

To be eligible for employment to this role you must be a national from the following countries:

- The United Kingdom
- The Republic of Ireland
- The Commonwealth*
- A European Economic Area (EEA) Member State
- Switzerland
- Turkey

Certain family members of EEA, Switzerland and Turkish nationals are also eligible to apply regardless of their nationality.

(*Commonwealth citizens not yet in the UK, who have no right of abode in the UK and who do not have leave to enter the UK are ineligible to apply.)

For further information on whether you are eligible to apply, please visit Gov.UK.

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8. Is security clearance required?

Yes. If successful you must hold, or be willing to obtain, security clearance to **DV** level. More information about the vetting process can be found at the following link Security Vetting and Clearance.

9. What reasonable adjustments can be made if I have a disability?

We are committed to making reasonable adjustments in order to support disabled job applicants and ensure that you are not disadvantaged in the recruitment and assessment process. Reasonable adjustments could include; allowing extra time during selection tests; ensuring that information is provided in an accessible format or; by providing training.

If you feel that you may need a reasonable adjustment to be made, or you would like to discuss your requirements in more detail, please contact us in the first instance.

If you wish to receive a hard copy of the information, or in an alternative format e.g. Audio, Braille or large font then please contact:

scs.recruitment@cabinetoffice.gov.uk

If you cannot apply online, please post your application to:

Executive Recruitment, Civil Service Talent, LG72, 100 Parliament Street, London, SW1A 2BQ.

Please quote the **vacancy reference number** on the envelope.

10.What is the role of the Civil Service Commission in relation to recruitment into the Civil Service?

The Civil Service has two primary functions:

- to provide assurance that selection for appointment to the Civil Service is on merit on the basis of fair and open competition as outlined in the Civil Service Commission's Recruitment Principles. For the most senior posts in the Civil Service, the Commission discharges its responsibilities directly by overseeing the recruitment process and by a Commissioner chairing the selection panel.

- to hear and determine appeals made by civil servants under the Civil Service Code which sets out the Civil Service values – Honesty, Integrity, Impartiality and Objectivity – and forms part of the relationship between civil servants and their employer.

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FAQs

11. Will the Civil Service Commission oversee this role?

Yes. As this role is one of the more senior posts within the Civil Service, a Commissioner will oversee the recruitment process and chair the selection panel.

More detailed information can be found on the Civil Service Commission website.

12. What do I do if I want to make a complaint?

The law requires that selection for appointment to the Civil Service is on merit on the basis of fair and open competition as outlined in the Civil Service Commission's Recruitment Principles.

If you feel your application has not been treated in accordance with the Recruitment Principles, and you wish to make a complaint, you should contact kashifa.moreland@dwp.gsi.gov.uk in the first instance.

If you are not satisfied with the response you receive from the Department, you can contact the Civil Service Commission via their website.

13. What should I do if I think that I have a conflict of interest?

Candidates must note the requirement to declare any interests that might cause questions to be raised about their approach to the business of the Department.

If you believe that you may have a conflict of interest please contact sarah.vale@cabinetoffice.gov.uk before submitting your application.

Contact Us

Diversity & Inclusion

The Civil Service is committed to becoming the most inclusive employer in the UK.

A great place to work

We are committed to understanding, respecting and representing as broad a range of views and backgrounds as we have in UK society. We know that diverse perspectives and experiences are critical to an effective, modern Civil Service.

Our vision is to ensure the Civil Service represents modern Britain and is a truly inclusive employer – an example to other employers. We will create an organisation where diversity is not only respected and valued – but celebrated.

What's in it for me?

We want to maximise the potential of everyone who chooses to work for us - regardless of background.

If you're interested in becoming a world class leader, developing your career with us – starting with this interesting and challenging role – or doing things differently and inspiring colleagues, then the Civil Service is the place for you.

Our passion for diversity and equality means creating a work environment for all employees that is welcoming, respectful, engaging, and enriched with opportunities for personal and professional development.

What's next?

You've taken the first step and looked through this job pack to understand the skills and experience needed to perform this role. Now join us in achieving our ambitions and let us help you achieve yours. Find out more.

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Should candidates wish to discuss the role further before submitting an application please contact **Harriet Freedman** on **+44 (0)207 839 7788**.

This campaign is being run on behalf of the department by Executive Recruitment. Executive Recruitment is part of Civil Service Talent, part of Civil Service HR, and is a central government expert service specialising in the attraction, search, selection and recruitment of senior civil servants.

The team is regularly commissioned by departments and other government organisations to deliver end-to-end recruitment for some of society's most important leadership and specialist positions, including Deputy Director, Director, Director General and Permanent Secretary posts.

Our work is regulated by the Civil Service Commission where necessary and supported by the equality campaign group Stonewall.

Cabinet Office is a Disability Confident employer.