



This a conference about the cloud. A lot of subjects have been discussed. The Internet of Things, Datacenters, The self-driving car, Big Data, Security and Technology Stacks. All these subjects are about change. We are the ones who have to make this change happen. We are the ones that have to create a world that is good for ourselves and our children. We are the ones who have to manage change. This presentation is about change. How to build a Government Cloud? The change is realized by following eight steps, introduced by John Kotter in his book: Leading Change.



I was the first CIO of the Central Government in The Netherlands (also known as Holland). To understand my contribution it is important to know something about this country. It is small, but played an important role in the history of the world. And has the ambition stay important . Holland is well-known for tulips, cows and wooden shoes. But these are not the most important drivers of the achievements of the nation. The most important factor in Holland's history is water. Half of the country lies below sea-level. That means that there has been a permanent fight against water. To keep the water out we build dikes and sophisticated installations. We became world specialists in water management. And we learned that collaboration was an absolute necessity for being successful. People needed each other in fighting the water. No-one could do it alone. Working together is in the genes of the people. The fight against water was also the origin of many innovations, such as windmills. Water was also a source of inspiration because of the presence of the ocean and the possibility to discover the world by ship. We build fast ships and sailed across the world, while establishing trade-agreements and setting up the stock market as a whole new concept.

As a CIO I was very aware of the fact that my mission, setting up a system of CIO's across central government, was very much depending on my ability to connect to the different Ministry's and to be innovative in setting up new ways of collaboration.

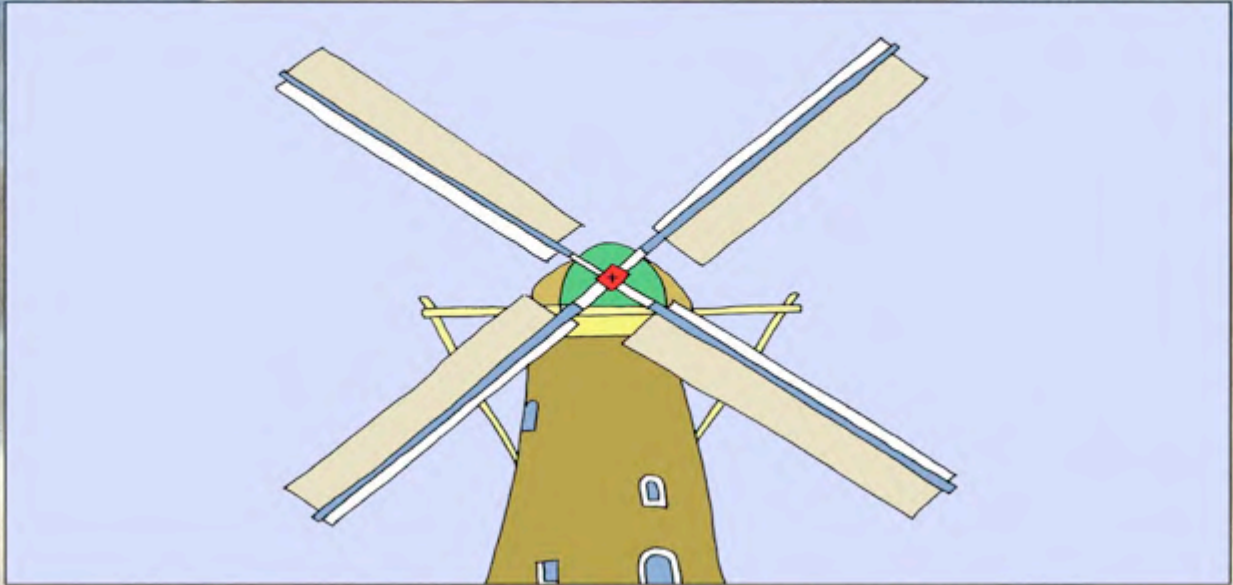


Step 1. Change doesn't really happen if there is no real urgency, or, the other way around, if there is something going really wrong, people are more willing to do things in a different way. There was a lot of bad news about ICT-projects going wrong, and Parliament wanted something to be done about that. Because other countries already used the concept of a CIO, the National Audit Office suggested appointing a CIO on every Ministry and a CIO for Central government as a whole. We all started in the first half of 2009.



Step 2. The next step was building the team that could really make the change happen. All the Ministry's used to work in their own organization, in their own silo. This resulted in a very scattered ICT-infrastructure. Although all CIO's had to deal with the same issues, the big challenge was to start collaborating on solving the issues. This was only possible by collaboration and by changing the way work was done traditionally.

They all realized it was time to get into learning mode and work on developing a common language. They did workshops on architecture, governance, leadership and started using the same vocabulary on these topics. They had meetings every month and did a two-day-conference every six months to be able to elaborate and to invest in the team. They looked for inspiring examples and good practices abroad and accepted no replacement in the meetings by their deputies. The team was ready to design a vision.



Step 3. The windmill is both a symbol of collaboration (you need a lot of windmills to pump the water) and innovation (windmills are also used to saw and to ground the wheat). The symbol is used here to present the four main goals on the Strategy of the CIO's. Every sail symbolizes a specific goal.

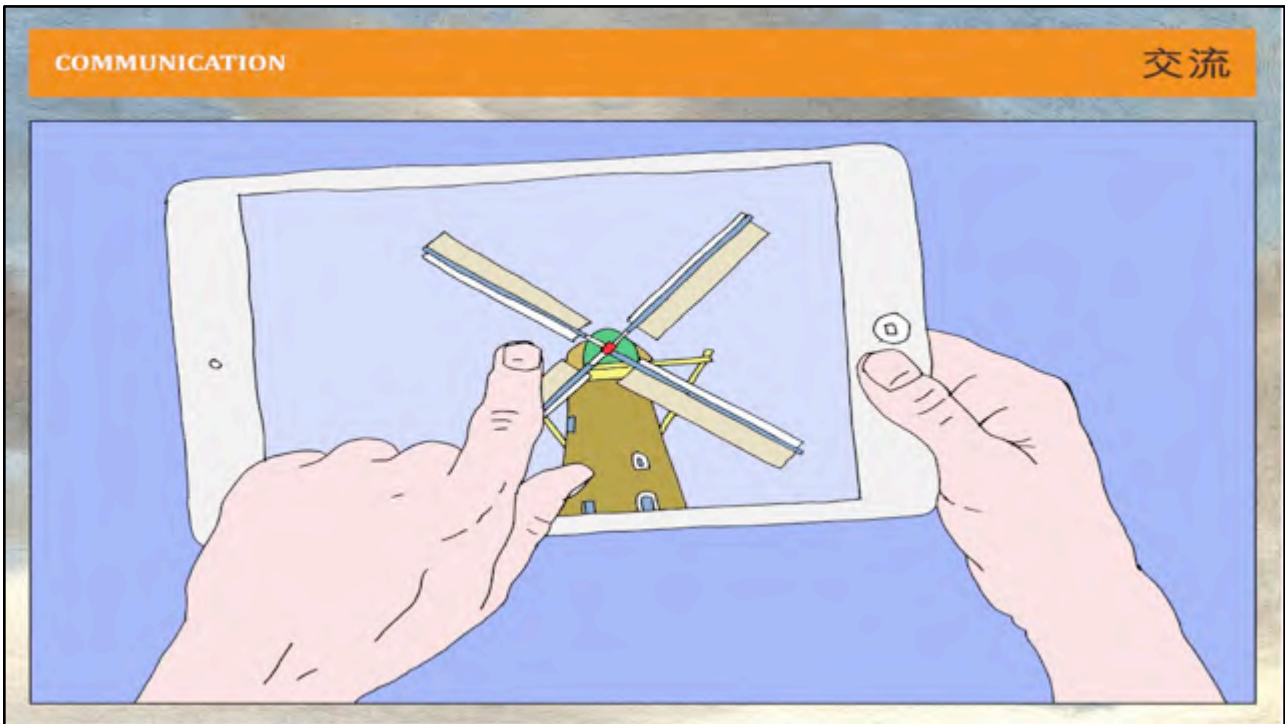
Goal nr 1: No more accidents in large ICT-projects

Goal nr 2: Creation of a secure and robust information-infrastructure (the government cloud)

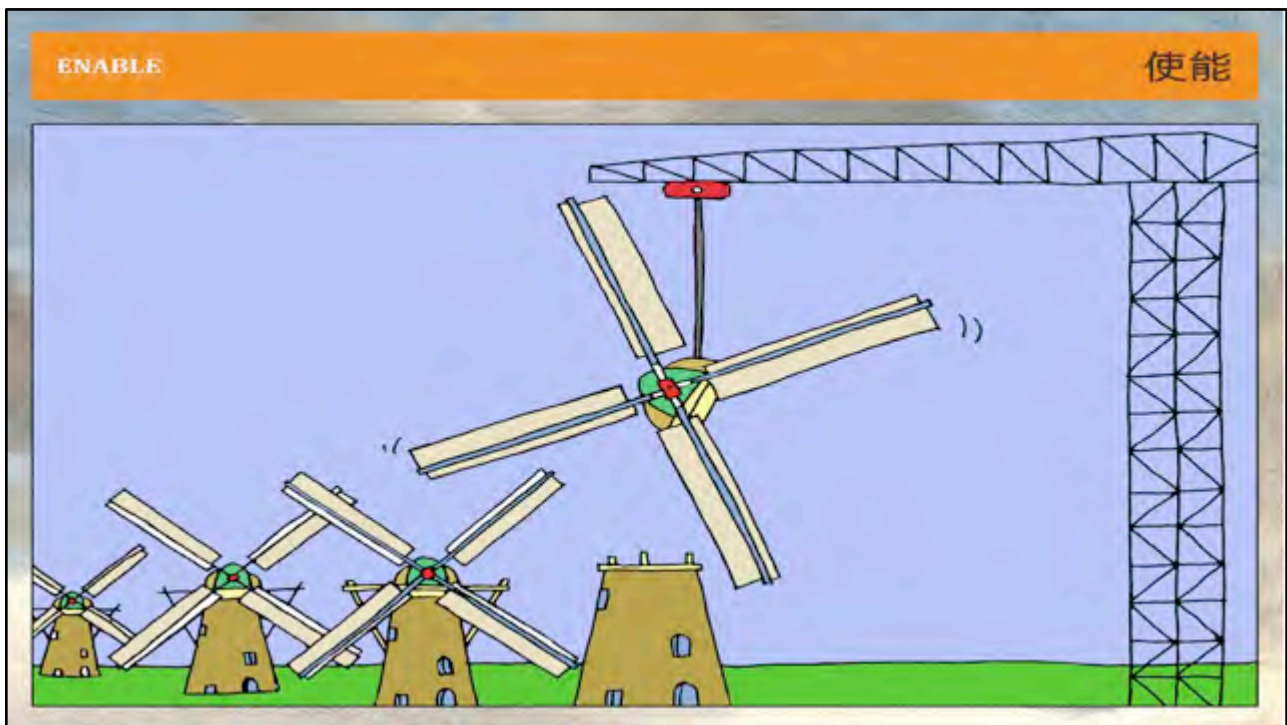
Goal nr 3: Facilitate civil servants to be able to work any time, any place and on any device in a secure way

Goal nr 4: Make the CIO-system work





Step 4. The strategy of the CIO's was presented in Parliament as a historic novelty. It was the first ICT-strategy for central government as a whole. The strategy was the result of a lot of communication. Within government, with vendors, with consultancy-agencies, with experts from other countries and with universities. After the presentation of the strategy the communication went on. The organizations that had contributed were very interested in discussing the execution of the plans. And thus the strategy became well known and broadly accepted.



Step 5. The CIO's are just one of the many people that are relevant for getting the job done. ICT is not a favorite subject for top management and top management realized it was time to invest time to be able to master the basics of ICT. They are in most cases the owner of large ICT-projects and to be in the position to make the right decisions, top managers are all obliged to do a number of ICT-workshops. The peer-review approach (Gateway) that was copied from the United Kingdom was highly appreciated in The Netherlands. By performing reviews (4 days) on projects of the colleagues, top managers developed awareness and skills. A lot of effort was put into education of the ICT-population, most of it inspired by the European Competence Framework.

SUCCESS (SHORT TERM)

成功（短期）



GATEWAY



DATA CENTERS



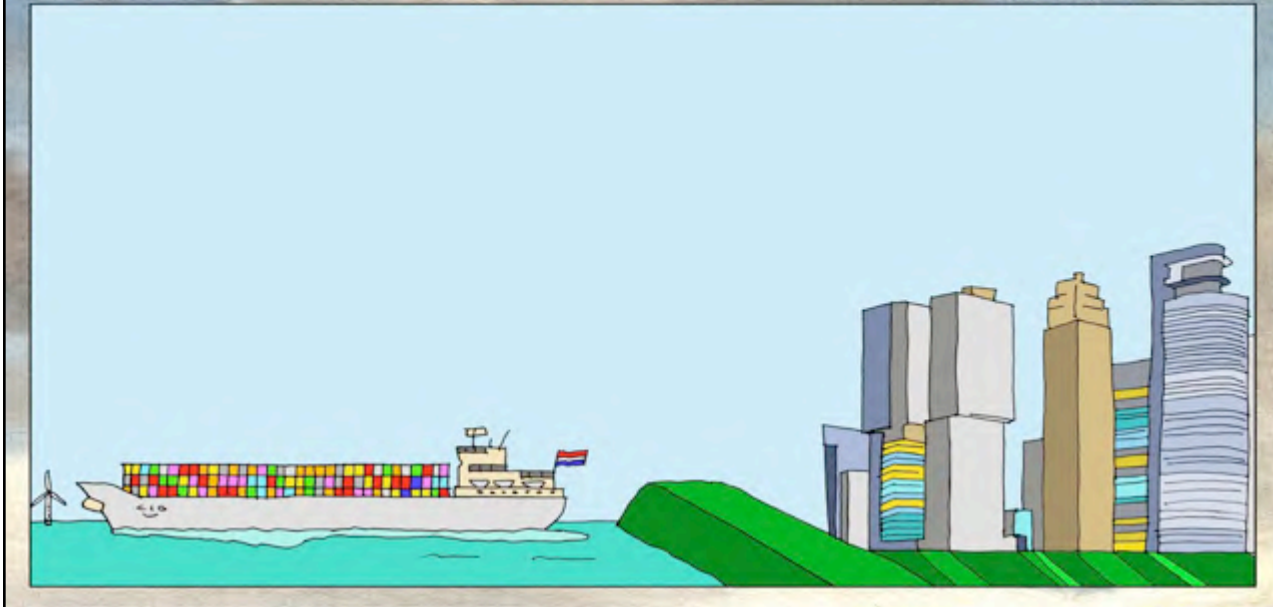
PROCUREMENT

Step 6. A strategy works better when there is success on a relatively short term. To express the results of the CIO's, Jaap Haenen, former CIO of the Ministry of Finance and a member of the CIO-team, was asked to come on stage. He pointed out the success of the already mentioned Gateway-reviews and stated that the number of datacenters was reduced from 66 to 4. The 4 datacenters are, together with the connecting networks and security-policy, the heart of the private government cloud. As a former representative of the Ministry of Finance he is very much interested in money and more specifically in the possibility of saving money. By working together in procurement the CIO's saved millions of Euros.



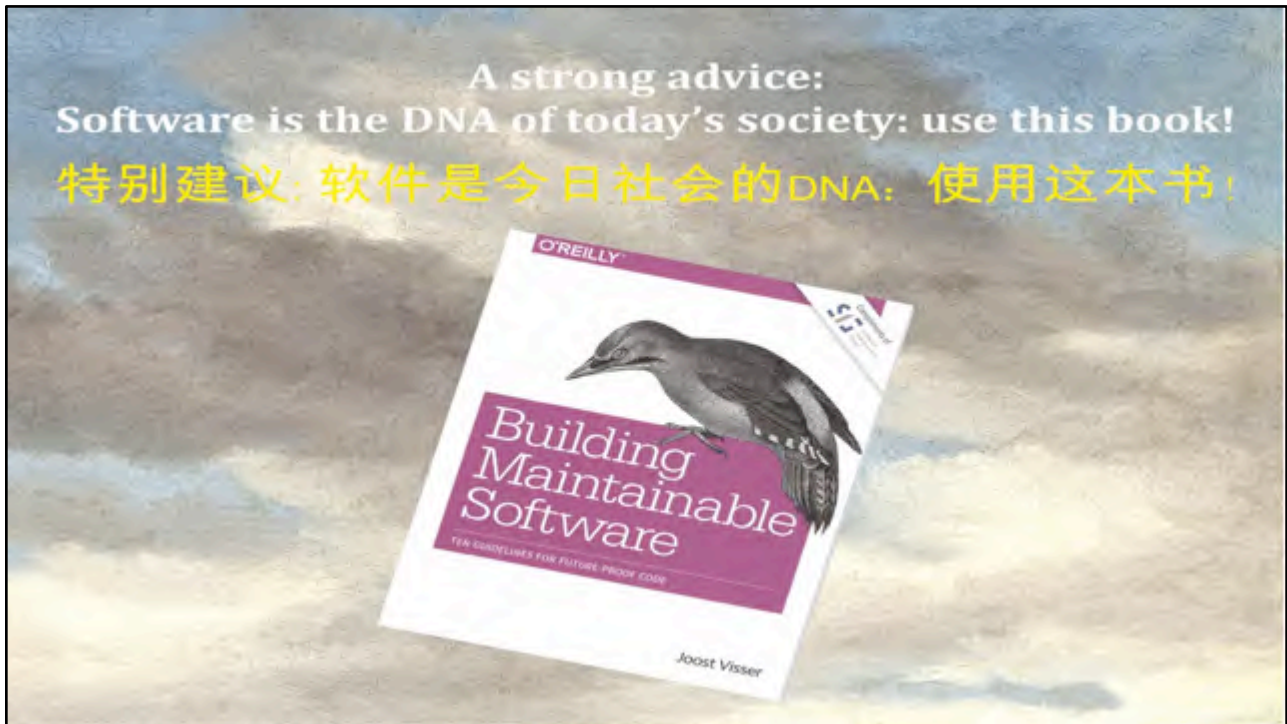


Step 7. To make sure that a strategy is not just a document, controls should be installed. The results are monitored. The large ICT-projects are presented on internet on the ICT-dashboard. Progress on the strategy is closely monitored and an overview of the results was discussed every 6 months with all the CIO's.



Step 8. The strategy is no longer a plan. It is the way we work. The government cloud is evolving. Civil servants use state-of-the-art technology. Large ICT-projects are getting in better hands (although press likes to write about the things that go wrong) and the CIO-system works. The team did a good job. In the meanwhile our cities get smarter by making use of new possibilities. The relationship of The Netherlands with water is still a source of inspiration for innovation. The Netherlands is the biggest Internet-hub in Europe. A digital port to Europe.

A strong advice:  
Software is the DNA of today's society: use this book!  
特别建议: 软件是今日社会的DNA: 使用这本书!



Closing remarks. ICT is the driver of change in modern society. Almost everything is software-defined. And the big question is: who looks after the quality of software? Software is the DNA of today's society and making sure that the quality is right is very important. This recently published book gives 10 guidelines for developers. Simple but very effective. <http://shop.oreilly.com/product/0636920049159.do>