

# 2008

*PROVIDING CUTTING-  
EDGE KNOWLEDGE TO  
GOVERNMENT LEADERS*



IBM Center for  
The Business of Government



## Research Announcement

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Albert Morales

## Letter to Colleagues

April 2008

Dear Colleagues:

We are very pleased to be in our 10th year at the IBM Center for The Business of Government. Since the Center was created in 1998, we have made research awards to over 300 scholars to examine new approaches to improving the effectiveness of government at all levels resulting in more than 200 published reports and books.

Our ten years of experience have demonstrated the viability and effectiveness of a research stipend program in which academics from across the world compete to prepare thoughtful and insightful research reports to assist public sector executives at all levels of government in effectively responding to the mission and management challenges facing them. The quality of Center reports continues to be high. We encourage you to review our research areas closely, including our topics of special interest, in selecting a topic on which to prepare your proposal.

We look forward to receiving proposals in response to this Research Announcement and to continuing our work with the world's leading researchers. Since the creation of the Center, it has been our goal to document and better understand the transformational activities and initiatives now being undertaken by innovative government leaders across the world.

It is an exciting time to witness the continued transformation of government as it becomes more citizen focused, results oriented, performance driven, and collaborative in nature.

We are happy to answer any questions you have regarding the IBM Center for The Business of Government and our research stipend program.



Jonathan D. Breul

Handwritten signature of Albert Morales in black ink.

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# Guidelines

## Who Is Eligible?

Individuals working in: Universities, Nonprofit organizations, Journalism.

## Description of Research Stipends

- Unless otherwise requested, individuals receive the research stipends.
- Recipients are responsible for producing a 30- to 40-page research report with practical advice or insight for public managers in one of the areas presented in the following pages.
- The manuscript must be submitted within six months of the start of the project.
- Recipients will select the start and end dates of their project.
- Reports must be written for public sector executives and managers. Reports should examine new approaches to improving the effectiveness of government. Reports must provide practical insights and advice. We are looking for very practical findings and recommendations – not just theory and concepts – in order to assist managers in effectively responding to mission and management challenges.
- **Please identify which public sector executives and managers would be the primary audience for the report:**
  - Federal
    - National Security and Intelligence Agencies
    - Homeland Security Agencies
    - Other Civilian Agencies
  - Education
    - K-12
    - Higher Education
  - State and Local Governments
  - Other National Governments

## Size of Research Stipends

\$20,000 for each research paper

## Application Process

Interested individuals should submit:

1. A cover page with:
  - a. Name
  - b. Institution
  - c. Contact information
  - d. A 100-word executive summary describing the following:
    - i. Purpose,
    - ii. Methodology, and
    - iii. Result of the proposed project
2. A three-page description of the proposed research
3. A résumé (no more than three pages per author).

Post your submission, in Adobe .pdf format, online at: [businessofgovernment.org/apply](http://businessofgovernment.org/apply). If you are unable to provide a .pdf, Word documents are acceptable. If you are unable to submit online, please mail your application to:

Jonathan D. Breul, Executive Director  
IBM Center for The Business of Government  
1301 K Street, NW  
Fourth Floor, West Tower  
Washington, DC 20005

## Deadlines

The funding cycle deadlines are: October 1, 2008 and March 2, 2009

Applicants will be informed of a decision regarding their proposal no later than eight weeks after the deadline.

## Frequently Asked Questions

### Proposals

Can the proposal or résumé be more than three pages each?

No.

Do you need to itemize a budget in the proposal or describe how the \$20,000 research stipend will be used?

No. The research stipend can be used as deemed appropriate by the researcher.

Does IBM give research stipends larger than \$20,000?

No.

Does the research stipend include overhead for the individual's institution?

No.

Can the recipient's institution receive the research stipend?

Yes. Individuals receiving a research stipend have the option of requesting that the stipend be paid directly to their institution. However, no overhead costs will be included in the research stipend.

Can I submit more than one proposal at a time?

No. Researchers are asked to submit only one proposal per review cycle.

Can independent researchers or consultants apply for research stipends?

Independent researchers or consultants must have an affiliation with a nonprofit organization, an academic institution, or a journalistic institution. A letter from one of those organizations describing the affiliation must be included in the proposal.

Can I apply if I live outside the U.S.?

Yes. Foreign applicants may apply and work can be performed outside the United States.

### Can graduate students apply for research stipends?

Yes, if the proposed research is part of a graduate student's doctoral dissertation, he or she may apply for a stipend. The proposal should include a letter of endorsement from the individual's dissertation director.

### How quickly must the research project be completed?

Recipients select the start and end dates of the research project. Recipients must submit a completed manuscript no later than six months after the selected start date. Research projects should start no later than three months after the stipend is awarded.

### What criteria are used in reviewing research proposals? Ask yourself these questions:

- Is your proposal of high value to government managers?
- Is your proposal timely for government managers?
- Does your proposal add new knowledge and understanding to the topic addressed in the study?
- Do you articulate how you will incorporate useful actionable insights and recommendations?
- Does your proposal demonstrate outstanding command and knowledge of the topic?
- Does your proposal demonstrate the potential for the final report to be clear, understandable, and highly communicable?

## Research Reports

### Who is the audience for completed reports?

Reports must be written for public sector managers at all levels of government with the goal of providing them useful, actionable insights and recommendations.

### What should a completed research report contain?

A completed report should examine new approaches to improving the effectiveness of government. It should assist public sector managers in effectively responding to their mission and management challenges. It should provide insight or advice on a very practical - not theoretical or conceptual - level. The report should contain a very brief executive summary and a table of contents identifying the issues and topics addressed. It should also include, where appropriate, findings and recommendations for public managers.

### How long is the research report?

30 to 40 pages.

### How will the report be published and disseminated?

The Center will publish the report and disseminate it to government managers.

### Can recipients publish research from the report in other publications?

Recipients retain all rights to the research and can publish research findings anywhere they wish. However, the IBM Center for The Business of Government must be cited for providing support for the project.

# CROSS-CUTTING MANAGEMENT ISSUES

## Citizen-Centric Service Delivery

Service delivery is no longer just about effectively managing customer interactions – it’s about changing the way organizations manage their internal and external processes, work streams, and information technologies to improve the quality and efficiency of their customer-facing operations. Citizen-centric service delivery is a strategy and a set of management practices, enabled by technology, to maintain and optimize relationships and encourage new forms of citizen engagement. Areas of interest include:

- drivers that encourage (or inhibit) a citizen focus
- drivers that encourage (or work against) a customer focus for a government entity whose customers are other government entities
- metrics that encourage a customer or citizen focus

## Collaboration: Networks and Partnerships

Traditional public institutions work well to deliver routine services in stable environments. However, agencies increasingly face difficult, non-routine problems that demand collaborative solutions, often via networks and partnerships. Areas of interest include:

- governance models that mix hierarchical and networked approaches
- ways of addressing accountability and resource distribution in networks and partnerships
- “better practices” for managing within and between networks and partnerships
- ways of developing management skills and career paths in a networked environment
- ways of ensuring that stakeholders view networks and partnerships as legitimate
- case studies on the use of collaboration as a credible means of addressing societal challenges

## Contracting and Acquisition

The federal government depends more on contracting today than at any point in its history. It spends less on a percentage basis to manage those contracts than ever before. It depends on contracts that are increasingly complex, and has difficulty recruiting and retaining the staff to manage those contracts. It finds itself regularly dealing with the fall-out from badly managed contracts or contractors taking on roles more properly belonging to the government. Areas of interest include:

- options available to the government for strengthening its work force
- improving management of contracts
- different types of contracts available
- private sector approaches that can be adapted to the public sector
- case studies of other key issues in contracting

## Cyber-Security and Privacy

Computers are embedded in almost everything the government does. Increasing computer interconnectivity – most notably the growth in the use of the Internet – has revolutionized the way computers are used. While the benefits have been enormous, this widespread interconnectivity and increased dependence on computers also poses significant risks to government operations and personal privacy. Areas of interest include:

- recommendations to improve the cyber security of national critical infrastructures

- case studies of ways to balance program and security needs
- implications for privacy

## Financial Management

Managing money in government is serious business. Managing funds means more than simply keeping the books straight and helping to ensure that funds are not misspent. These funds need to be invested and deployed strategically based on reliable, timely, high quality information that helps policy makers and program managers make difficult choices in a highly complex environment. Areas of interest include:

- effectiveness in supporting organizational mission
- asset management, cost accounting, and erroneous payments
- financial workforce development
- integrating financial and performance information to make budget and management decisions
- risk management and modeling

## Human Capital Management

Public sector chief human capital officers face unique challenges to drive optimum performance through strategic management of human capital, improve human resources service delivery, and reduce the overall cost of the human resources function. Areas of interest include:

- the strategic alignment of human capital and strategic human resource management
- workforce planning and deployment
- talent management including the recruitment, retention and development of talent
- developing a results-oriented performance culture
- leadership and knowledge management, learning, and workforce development
- workforce security, telework, and workforce transformation
- human resource service delivery models and accountability

## Innovation

Innovation means developing new ideas or changing current thinking in fundamental ways. It spans virtually all disciplines, is increasingly global, and starts in any number of places. Areas of interest include:

- ways of encouraging and managing innovation
- diffusion strategies
- implementation measures
- case studies on innovation in agency business models, operations, services, and management

## Leadership

Leadership in the public sector requires a balance between experience and vision. Public sector leaders face far more oversight and constraints than their private sector counterparts. Areas of interest include:

- case studies of successful public sector leaders, their techniques, their impact, and lessons learned

## Managing for Performance and Results

Governments can better position themselves to address challenges by focusing on accountable, results-oriented management approaches. The challenge is using performance information to make informed decisions and allocate resources on the basis of citizen-centric services and outcomes instead of around agencies and programs. Areas of interest include:

- development of longer-range foresight for both programs and budgets
- models of results-focused management
- case studies of ways to align budget, personnel appraisals, contracts, etc. around results
- case studies of greater transparency and citizen engagement around intended results
- case studies of cross-cutting, results-oriented measures across agencies and programs

## Market-Based Government

We define market-based government as “a body of tools and incentives that guide public action by embodying some of the beneficial characteristics inherent in private sector markets.” In recent years, the focus has been on competitive sourcing and privatization. However, our areas of interest are broader and include:

- external markets created to serve public purposes
- internal markets, such as shared services
- different tools and approaches with market-based characteristics, such as auctions, vouchers and emissions trading

## Shared Services

Shared services bring together services common to multiple organizations in a single operational unit to increase efficiency and effectiveness. Developed for the private sector, shared services are becoming more common in the public sector. Shared services require significant culture change for organizations that must move from a “do it yourself” model to purchasing services. Areas of interest include:

- case studies of effective governance and clear accountability in the public sector
- lessons learned from private sector efforts
- relevant benchmarks and metrics for both service providers and users

## Supply Chain

The best commercial supply chains measure order-to-receipt time in two days or less, with near perfect probability. This speed is backed up by nimble systems capable of rapidly responding to unexpected contingencies and surge requirements. The commercial sector rapidly adopted modern, information-based supply chain systems as an imperative to remain competitive in the worldwide marketplace. However, the shift to such systems in the public sector has met with significant resistance. Areas of interest include:

- strategies to speed the adoption of new supply chain management approaches in the public sector
- case studies of best practices in public sector supply chain management

## Web 2.0. Going Beyond e-Government

Using information technology in the government is not just about doing the same things better. It is about recognizing the commonality between agency programs, eliminating redundancies and embracing a customer-centric view. Technology makes it easier to move, manage and manipulate information anywhere on earth. Areas of interest include:

- case studies of electronic delivery of information, programs, and services
- case studies of how programs have been redesigned to reflect the customer viewpoint
- the impact of customer-centric approaches on organizational culture
- the impact of technologies such as Web 2.0, social networking, blogging, and wikis
- the use of technology to increase transparency and citizen engagement

# MISSION and PROGRAM AREAS

## Customs, Ports and Border Management

Around the world, the threat of terrorism, illegal immigration, and challenges stemming from the globalization of commerce are reshaping the fundamental nature of national borders and how they are managed. Critical questions include:

- What innovations are taking place in managing these challenges?
- Are there new technologies that can be applied?
- As border security increases, what models are needed for the detention and removal of illegal immigrants?
- How can different models of immigration reform be integrated with economic needs?

## Defense Warfighter

The principles of network-centric operations are transforming warfighter operations. Providing interoperability within and between military forces is critical in today's world of asymmetric warfare and the increased focus on coalition operations. Areas of interest include command and control (C2), battle space awareness, force application, force protection and focused logistics within the war theater, and the connection of back-office operations to the battle space. Seamless integration of telecommunications and technologies, the application of service-oriented architectures, and open standards are critical to this transformation. Critical questions include:

- How can improvements be made across operational stove-piped programs?
- How can collaboration and C2 effectively co-exist and complement each other within the warfighter domain?

## Environment and Energy

"Green" issues are becoming increasingly important to society as global economic growth pushes environmental limits. Addressing these issues will require government leadership, changes to markets, new technology, and international diplomacy. Public managers will need to take a leadership role that includes "command and control" regulations, emissions trading, taxes, efficiency standards, using the government's buying power to drive behavior, and labeling the "greenness" of traded goods and services. Critical questions include:

- What strategies can help make products more efficient?
- Are there ways to focus more broadly on the larger economy (e.g. the savings from road congestion charges)?
- Are there new tools to assess the true global impacts of a policy?
- What are the case studies of how government has leveraged various approaches to address environmental and energy issues?

## Homeland Security

The mission of the Department of Homeland Security (DHS) is to protect against terrorist attacks aimed at the U.S. homeland and to ensure that the country is well-positioned to respond to, and recover from, high-consequence events including terrorist attacks and natural disasters. DHS must continually improve its ability to provide a single strategic umbrella for these efforts, while coordinating its mission with a range of other critical players, including the intelligence community, the Department of Justice,

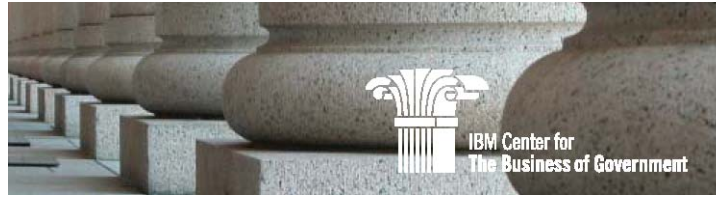
the Department of State and other federal agencies, as well as state and local governments and the private sector. Critical questions include:

- What models and innovations are required to protect the homeland and defeat terrorism?
- What can be done to improve the effectiveness of DHS operations, improve maritime, aviation and other critical infrastructure security, heighten disaster preparedness, strengthen U.S. borders, and improve information-sharing?
- Can computer modeling, simulation, and visualization help design and implement better transportation security solutions?
- Are there models and examples that highlight actions that the next administration should consider when addressing information-sharing across organizations?
- What essential principles and specific recommendations can improve information-sharing that facilitates the movement of passengers and cargo while protecting competitive interests and personal privacy worldwide?

### Social Services & Social Security

Social programs address social risks (e.g. old age, disability, unemployment, sickness, child protection) by providing a financial and benefits-based safety net for individuals and families. Contribution-based programs (e.g. pensions, labor accidents, health insurance) protect a broader cross section of society. These programs are critical to serving all citizens and, in particular, the needy and vulnerable populations. Tightening budgets, demands for citizen-centered services, an increasing focus on accountability, and the need for collaborative delivery models have combined to create complex challenges for social service delivery organizations. These programs exist around the world with many common problems and solutions. Critical questions include:

- Are there comparative analyses with other national and international organizations?
- Are there best practices in one field that can be adapted elsewhere?
- Are there new ways of delivering more services for the same or lower cost?



## About the IBM Center for The Business of Government

The IBM Center for The Business of Government connects public management research with practice. Since 1998, we have helped public sector executives improve the effectiveness of government with practical ideas and original thinking. We sponsor independent research by top minds in academe and the nonprofit sector, and we create opportunities for dialogue on a broad range of public management topics

The Center is one of the ways that IBM seeks to advance knowledge on how to improve public sector effectiveness. The IBM Center focuses on the future of the operation and management of the public sector.

## About IBM Global Business Services

With consultants and professional staff in more than 160 countries globally, IBM Global Business Services is the world's largest consulting services organization. IBM Global Business Services provides clients with business process and industry expertise, a deep understanding of technology solutions that address specific industry issues, and the ability to design, build and run those solutions in a way that delivers bottom-line business value. For more information visit: [ibm.com](http://ibm.com).

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