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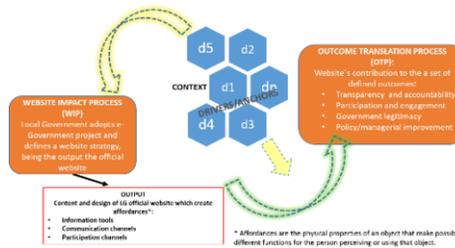
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An Exploration into Practice Intelligence in E-Government: A Way Forward

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Abstract: *Practice intelligence (PI)* is a new notion that refers to the learned expertise of sense making of problem spaces and the aligned learned expertise relating to appropriate decision/action in a particular problem space. Exploring Practice Intelligence in E-government research involves to specify and codify into academic knowledge the internal cognitive structures of designing and synthesizing the information used by e-government policy makers and practitioners.

In order to do this, we have defined two different policy processes from the wider set of decisions intervening in management practice: the **Website Impact and Outcome Translation Processes** which represent our object of study:



Objective of the research: To identify PI in the research problem (WIP & OTP).

- Sub-objectives:**
1. To reach a methodology to structure context for decision making
 2. To gather academic knowledge on the field of study
 3. To identify current patterns of professional practice in local government
 4. To do the above but applied to different national context and identifying anchors and drivers
 5. To propose a methodology to get PI by combining the above (context, academic knowledge and practical expertise) for decision making in each national context.

Methodology

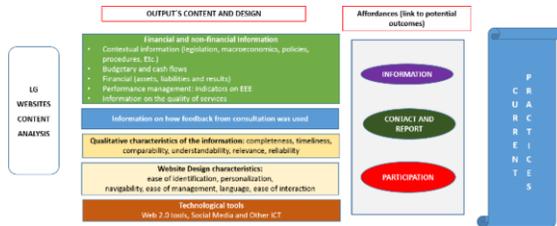


Research phases and expected/obtained results

1st Phase: to map context affecting management practice in the defined processes WIP and OTP. The resulting map of the context will be described for particular national contexts.

EMISSIONS	FACTORS	E-G PROCESSES
Economic development	GDP per capita, income level/economic status, unemployment, telecommunications infrastructure, internet access, presence of private IT vendor firms	E-G PROCESSES
Socio-economic characteristics	literacy, digital skills and digitalization, technology literacy, citizens' awareness of e-government, strength and breadth of the media, Development of the social media	
Demographic characteristics	Age, gender, ethnic diversity, population with disabilities, geographic dispersion, metropolitan status, population size	
Public Administration type	Anglo-American/Continental European	
Political characteristics	Unitary vs federal government, Age of Government, political competition, political open or identity, political participation or turnout	
External financial conditions	Dependency on EU/EC grants, budget cycles, imposed financial priorities and/or budget restrictions, dependency on donors' and emerging countries	
External control arrangements	External performance audits with scope on e-government	
Administrative/regulatory and strategy framework on e-government	Information and technology policies on standards, assessment models and methods, collaboration, information sharing and interoperability guidelines, risk management tools, other regulations affecting e-government	
Fiscal health	Budget/imbalance, debt, level of capital investment	
Organizational culture	Objectives and values, arrangements for measuring and evaluating organizational performance and capabilities, resistance to change/organizational inertia, Orientation to innovation	
Organizational structure and Organizational structure and inter-organizational arrangements at organizations	Hierarchy, decentralization and formal communication, organizational complexity and size, market-determined activities and marketization of public services, number of entities depending on the monitoring, interorganizational collaboration arrangements and networks	
Human capital, IT infrastructure and information and data management	Qualification, technical skills, expertise and motivation; IT policies and standards and IT system properties, information and data management	

2nd Phase: to identify current professional practice /action on e-government (uncompleted)



3rd Phase: mapping and associating the identified contexts with particular actions/policies/decisions allowing us to specify practice intelligence for specific contexts and also potentially demonstrate how this practice intelligence is changing (future task).

Implications/conclusions

We hope this work to interest other management researchers that the notion of practice intelligence is a fruitful area of work. We see knowledge relating to practice intelligence as adding to our understanding of management and its practice in addition to the long established models and conceptual frameworks developed through academic knowledge. The combination of academic knowledge and PI knowledge hopefully provides new and additional insight into management practices and particularly importantly, how management practices are changing.

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