

**第9回 仮想政府セミナー**  
**Introduction**  
**Shared Servicesを考える**  
**～Old but New Challenge～**

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# シェアードサービス(SS) ～Definition (定義)～

- **複数部門で行っている同類の業務を一つの部門に集約し、その集約された部門から既存部門にサービスとして提供する業務モデル**
  - 目的が大切であって、ITも業務も対象とし得る
- **シェアードサービス対象の分類**
  1. IT infrastructure
  2. Enterprise IT Services
  3. Business Support services
  4. Mission Services

# コモディティ IT

## 1. IT インフラストラクチャ

➤ 例：データセンター、ネットワーク、デスクトップ  
機器、モバイル機器

1. IT infrastructure
2. Enterprise IT Services
3. Business Support services
4. Mission Services

## 2. エンタープライズ IT サービス

➤ 例：電子メール、ウェブインフラ、コラボツール、  
ヘルプデスク、セキュリティ、ID・アクセス管理

# サポートサービス ミッションサービス

## 3. ビジネスサポートサービス

- 例：予算、会計、人事、資産、調達管理、パフォーマンス管理

1. IT infrastructure
2. Enterprise IT Services
3. Business Support services
4. Mission Services

## 4. ミッションサービス

- 例：Geospatial(地理空間)、健康、安全保障など

# シェアードサービス ～古くて新しいチャレンジ～

## ➤ 目的と利点(Aim & Benefits)

- スケールメリットの追求によるコストダウン
- サービス品質の統一・向上
- 既存部門はコア業務に集中

## ➤ 課題(issues)

- barriers, resistance, cultural change
- 組織間の壁、組織・人の抵抗、組織文化改革

# シェアードサービス ～壁・抵抗・文化～

- **Schulman DS、Harmer MJ、Dunleavy JR & Lusk JS. 1999. *Shared services: adding value to business units*. New York: John Wiley & Sons、Inc .**
- “barrier” 22件
- “resist” 35件
- “culture” 59件

# 政府のシェアードサービスは？

## SHARED SERVICES IN GOVERNMENTS

# 政府の最近の取組

## programs in governments

- **Canada**      **Shared Service Canada (2011～)**
  - » 法律に基づく強制
  - » ITインフラから
- **英国UK**      **Next Generation Shared Services : strategic plan (2011～)**
  - » バックオフィス系(人事給与、調達、会計)
- **米国USA**      **Shared First (2011～)**
  - » 近年の出発点 : 25 POINT IMPLEMENTATION PLAN TO REFORM FEDERAL INFORMATION TECHNOLOGY MANAGEMENT (2010)
  - » “cloud first” policy
- **日本Japan** **政府共通プラットフォーム (2011～)**



# 成功の要素 success factors

## 1. トップダウンの意思と強制

- トップのコミット leaders commitment
- 制度的強制 mandate

## 2. ボトムアップの誘導と受入

- 課題への対処 Overcome b/c
  - 組織文化の壁 cultural barrier
  - セキュリティ security concerns

## 3. 優れたガバナンス構造 good governance

- 本筋からぶれない管理体制 robust/flexible management
- 明快なArchitectureによる指針
- BPR
- Change Management

- 左の要素の官民比較
- 民では private

- 官では government

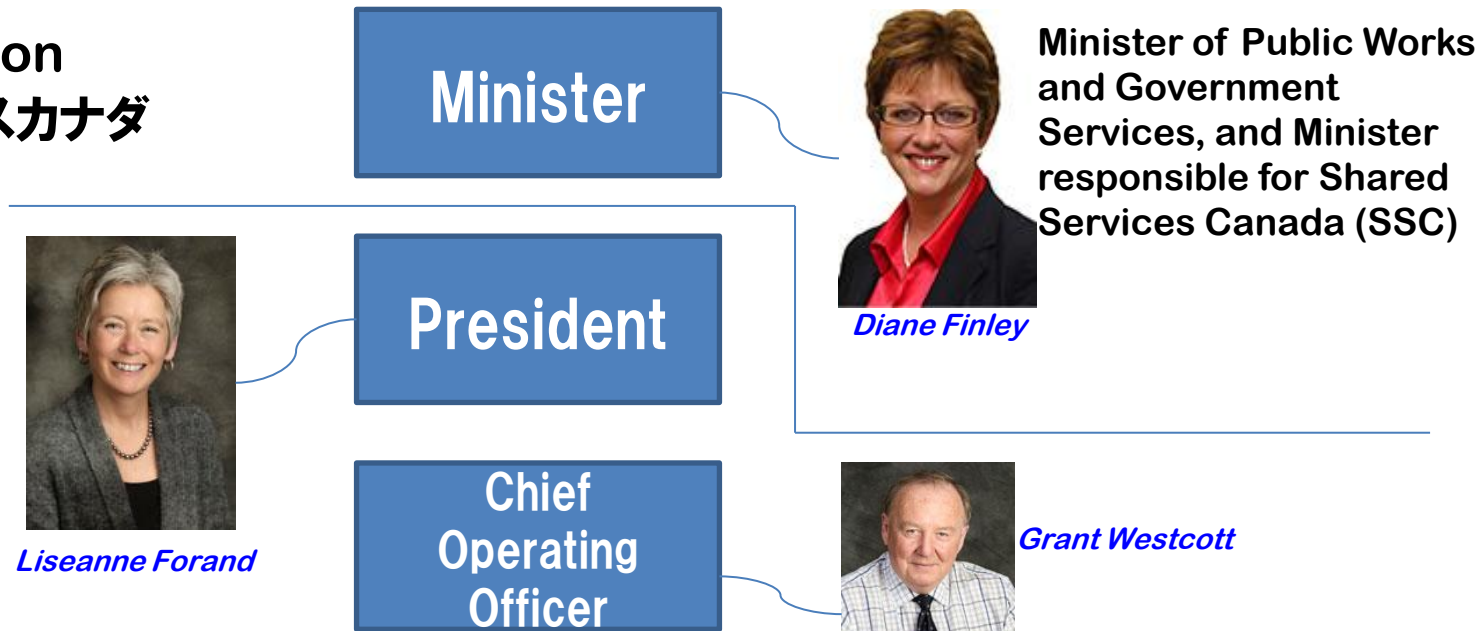


優れたEAの合意

# Canadaの取組

- ボランタリーから強制へ バックに二本の法律 two laws
  - 2011年8月 シェアードサービスカナダ(SSC)設立
  - 2011年8月 親省から1,300人移転 (※)
    - Public Works and Government Services Canada
  - 2011年11月 各省(43組織)から5,000人、予算、資産、契約を移転 (※)
  - 2012年4月 SSCがインフラについて完全に説明責任
  - 2012年6月 Shared Services Canada Act 女王裁可  
(※) The Public Service Rearrangement and Transfer of Duties Act, 1985
- 当面の対象分野
  - 電子メールプラットフォーム email
  - データセンター datacenter
  - 通信 telecommunication
  - エンドユーザーデバイス用ハード・ソフト調達 end user devices

# SSC organization シェアードサービスカナダ の組織



## Plan and Design 企画設計

## Build 立ち上げ

## Operate 運用

## Management 管理

Senior Assistant Deputy Minister, Transformation, Service Strategy and Design

Senior Assistant Deputy Minister, Projects and Client Relationships

Senior Assistant Deputy Minister, Operations

Senior Assistant Deputy Minister and Chief Financial Officer, Corporate Services

*Peter Bruce*

**Six DGs**

**Four GDs**

Four Regional Leads  
Seven Portfolio Leads  
One DG

Five DGs  
Chief Information and Security Officer

# Peter Bruce

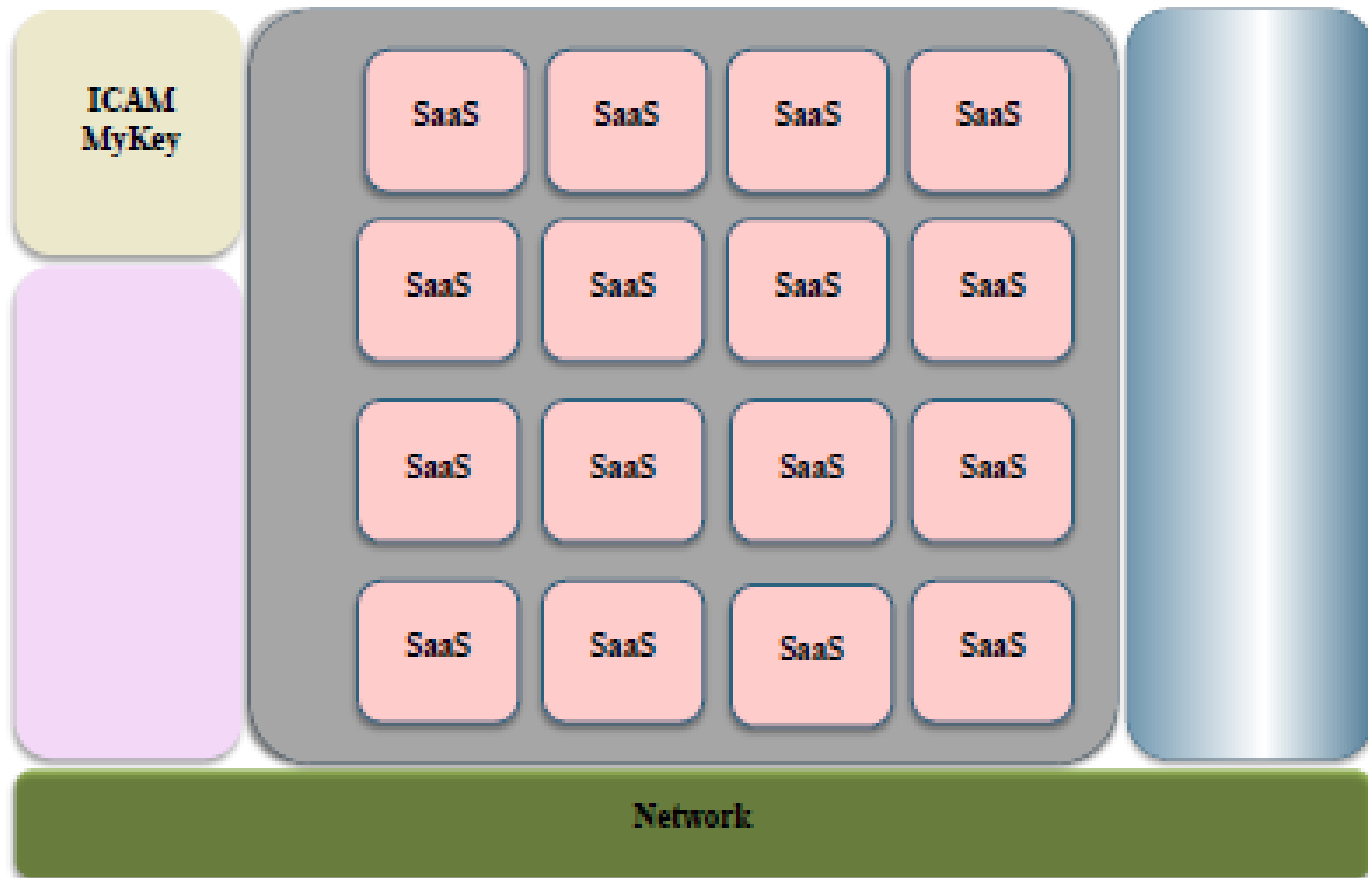
- Shared Services Canada (シェアードサービスカナダ)
- Senior Assistant Deputy Minister, Projects and Client Relationships (上級副次官補)
- <前職>
- Vice President of Information Management and Information Technology at Canadian Food Inspection Agency (カナダ食品検査庁情報管理情報技術副総裁)
- Chief Information Officer at Agriculture and Agri-Food Canada (カナダ農業食料省CIO)
- Deputy Chief Information Officer for the Government of Canada. (カナダ政府副CIO)

**Let's enjoy the speech  
and discussion**

# Figure 8 – Cloud Computing Model: United Kingdom

- This diagram illustrates the United Kingdom's cloud computing model. The question posed is whether SSC should start as the U.K. did with the Broker Functions/SaaS. This model consists of five components, three of which are:
  - Identity, Credential, and Access Management (ICAM) such as myKEY
  - SaaS deployment (multiple)
  - Network
- In this model, deployments must be managed and service-level agreements (SLAs) must be managed in a multi-service provider environment.

# Cloud Computing Model: United Kingdom Should SSC start as the UK did with the Broker Functions/SaaS?

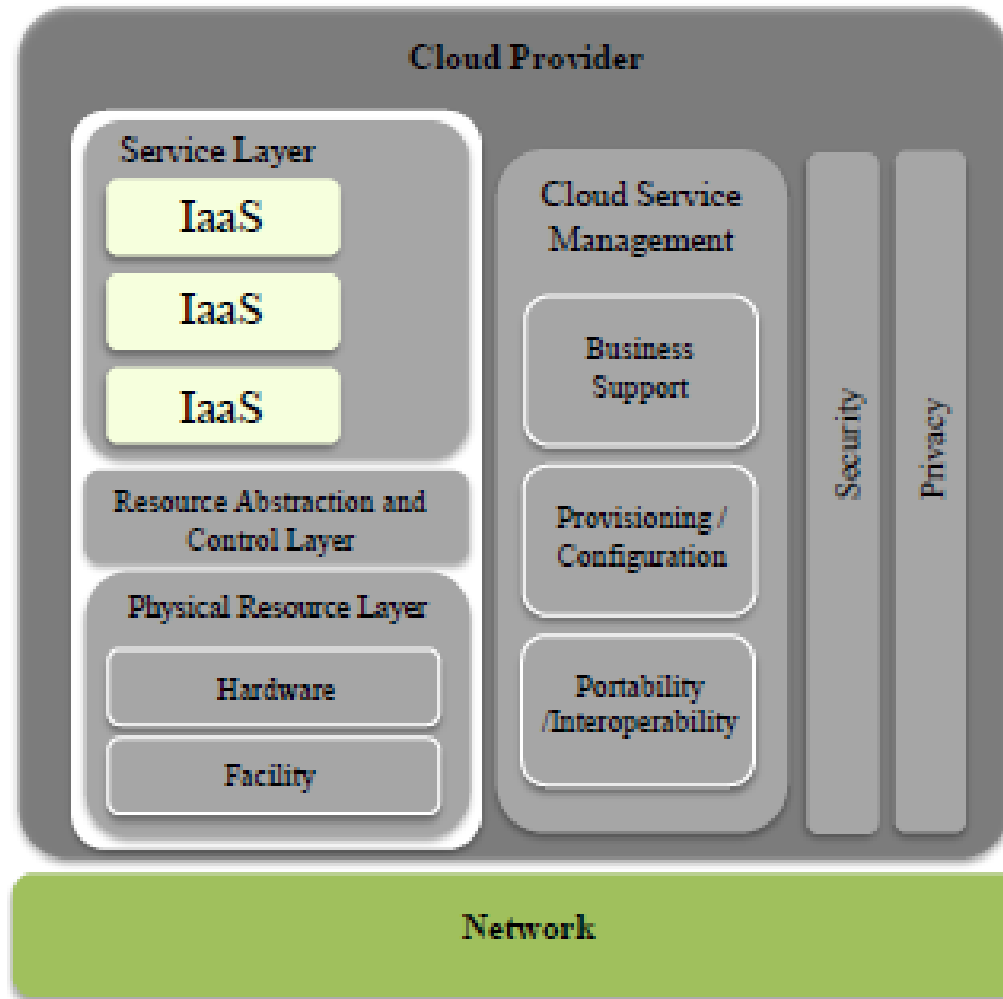


# Figure 9 – Cloud Computing Model: United States

- This diagram illustrates the United States' cloud computing model. The question posed is whether SSC should start as the U.S. did with IaaS. In this model, the two main components are the cloud provider and the network.
  - The cloud provider consists of:
    - the service layer (multiple instances of IaaS), the resource abstraction and control layer, and the physical resource layer (hardware and facility)
    - cloud service management including business support, provisioning/configuration, and portability/interoperability
    - security
    - privacy
- This computing model is based on a “cloud first” policy, using FedRamp/procurement and security certification, starting with IaaS deployment, cloud service management per vendor. ICAM is in place but not leveraged.



# Cloud Computing Model: United States Should SSC start as the U.S. did with IaaS?

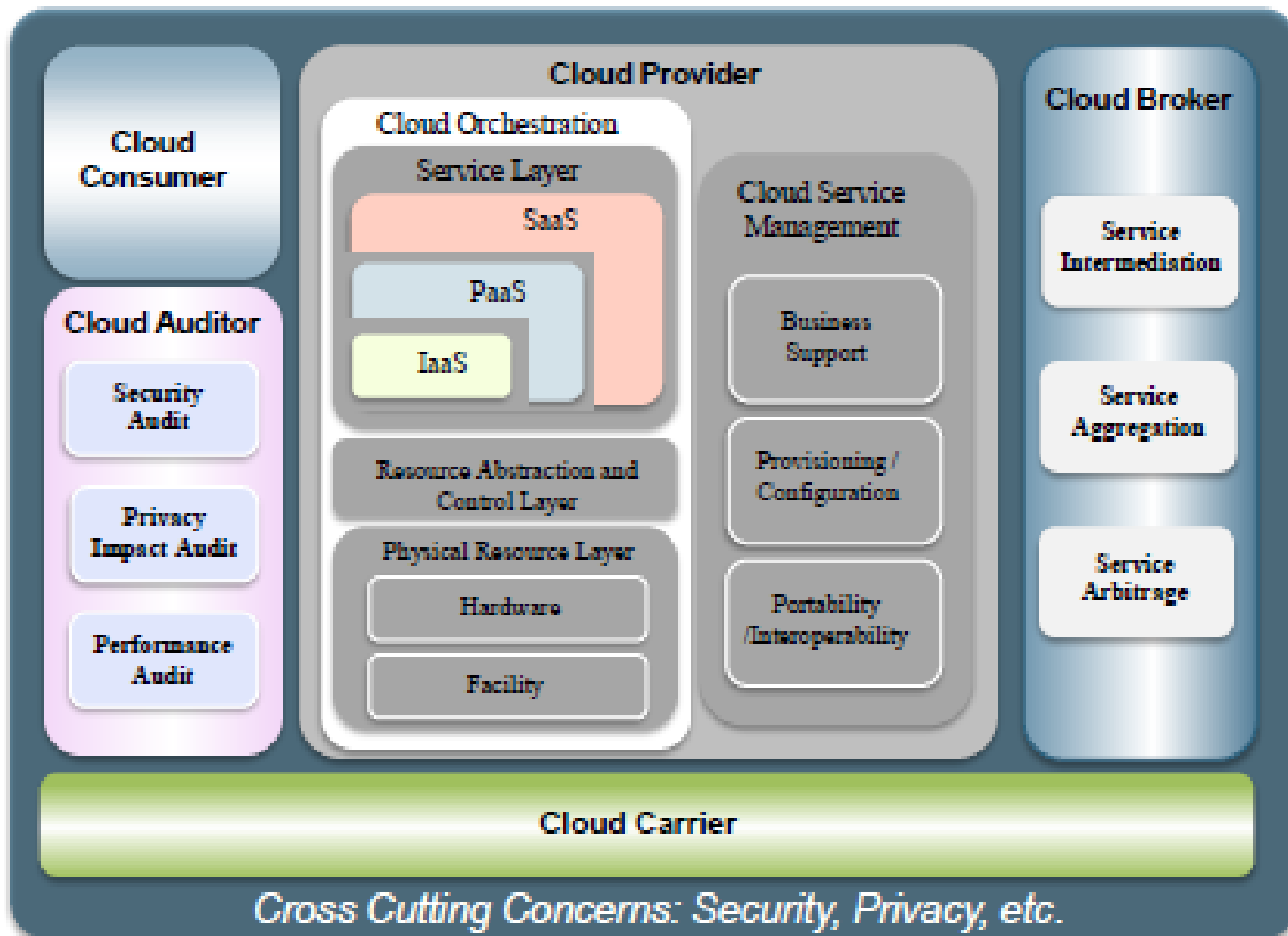


# Figure 5 – Cloud Computing: Defining Shared Services Canada's Role

- This figure depicts the National Institute of Standards and Technology (NIST)'s reference architecture for cloud computing, also used by SSC. The five roles include: the cloud consumer, cloud auditor, cloud provider, cloud broker, and cloud carrier.
- The cloud auditor has three components: security audit, privacy impact audit, and performance audit.
- The cloud broker has three components: service intermediation, service aggregation, and service arbitrage.
- The cloud provider has two main components: cloud service management, and another component comprised of the service layer, resource abstraction and control layer, and physical resource layer. Cloud service management includes business support, provisioning/configuration, and portability/interoperability. The service layer includes Software as a Service (SaaS), Platform as a Service (PaaS), and Infrastructure as a Service (IaaS). The physical resource layer includes hardware and facilities.

# Cloud Computing: Defining Shared Services Canada's Role

## Internal Private Cloud and External Cloud services should be defined by the same Service Architecture?



# Draft NIST CC Reference Architecture

