Change Management & Technology **in the Public Sector**

Explore how Change Management is successfully accomplished as part of an overall Technology Change Programme when 3 Key Components are prioritised.

3 Key Components of a Successful Technology Change Programme

1 Stakeholder Buy-In

For complex inter-agency projects, getting buy-in from senior stakeholders can mean the difference between success and failure.

2 Business Readiness

A major component of Technology Transformation is overcoming resistance to change & ensuring operational ownership is in place.

3 Technology Adoption

Being prepared for the changes being brought by the implementation of a new technology, requires wide scale preparation hand in hand with business readiness.

1. Stakeholder Buy-In

One of the key roles of sponsors during any change is to build a coalition of support among important stakeholders in the organisations involved in the overall change vision.

In our experience, building this buy-in is critical for Government projects, in order to deliver them quicky and cost effectively. A large number of our projects, although sponsored by a single agency, can involve multiple other Public Sector bodies and the sponsoring agency often does not have direct control over the decision making of those other agencies. This makes stakeholder buy-in one of the single most important components of the success of a project.

5 Ways to Help Drive Stakeholder Buy-In

1. Present and Champion a Compelling Case for Change
OpenSky's Change Manager works with the client sponsor to equip stakeholders with the right information and research to establish the compelling reason for change.

2. Use Plain Language
Technology projects can often be described in an overly complex way, we use plain-spoken terms and tailor the conversation to the user not the technologist.

3. Build a Project Advisory Group
Ensuring key stakeholders are part of a project advisory group and that this group receives frequent 2-way communications.

4. Regular Project Demonstrations
The wider project group should receive monthly or bi-monthly updates and presentations on the project progress.

5. Coach Client Sponsors
Client Sponsors are argueably the single greatest asset for the project with overall accountability for the project.

PASS DUBLIN CITY COUNCIL

Comhairle Cathrach Bhaile Átha Cliath
Dublin City Council

The Pathway Accommodation and Support System (PASS) is an online shared system utilised by every homeless service provider and all local authorities in Ireland. The system provides 'real-time' information in terms of homeless presentation and bed occupancy across the Dublin region.

OpenSky & Dublin City Council worked in close collaboration to ensure key stakeholders in local authorities and NGOs:
1. Understood the rationale and benefits behind building a shared client database.
2. Were involved in decision making throughout the process.
3. Had their views taken into account in the system build.

"I wish to take this opportunity to commend the staff of Dublin City Council who upgraded the pathway accommodation & support system (PASS) with minimum disruption to vital Services". Darragh O'Brien T.D.

2. Business Readiness

Business Readiness is the process of managing change within the enterprise and is critical to the success of Technology Transformation projects.

In our experience, the preparation for the operational change is more important and always comes before the change brought about by a new technology implementation. Without a solid groundwork completed on Business Readiness, staff will more often than not, distrust the new technology, and cultural resistance to change will be endemic in the organisation. This will result in major barriers to the adoption of any new Technology change.

People & Organisational Change
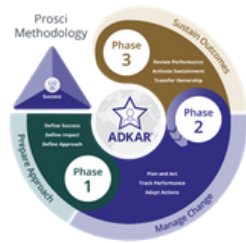
We use the PROSCI-ADKAR® model of change to allow us to understand the model of change and analyse it properly both at the individual and organisational levels.

PHASE 1 - Prepare Approach

The OpenSky team work with the client to **Define Success** (what we are trying to achieve), **Define Impact** (how change impacts individuals) and **Define Approach** (what steps we need to achieve success).

PHASE 2 - Manage Change

Bringing the Change Strategy to life we; **Plan & Act** (develop ADKAR blueprint to support people impacted by change, **Track Performance** (track and sustain progress) and **Adapt Actions** (use learnings to adapt our strategy).

PHASE 3 - Sustain Outcomes

Ensuring change is adopted and the client is committed to sustaining the change by: **Reviewing Performance** (after go-live, reviewing outcomes, documenting lessons learned), **Activate Sustainment** (identifying gaps and activating relevant sustainment roles), and **Transfer Ownership** (transferring knowledge and assets, as well as celebrating change management successes).

PRS - NATIONAL TRANSPORT AUTHORITY

The Project Reporting System (PRS) manages the applications for capital grant funding to the NTA by local authorities, transport operators and State bodies for the undertaking of sustainable mobility projects of all types,

As part of the system analysis, OpenSky worked with the NTA and Stakeholders to understand the existing procedures and processes in place for Local Authorities and other Sponsoring Agencies. This part of the work was critical to ensuring the technology solution was a fit to the existing proceses employed.

The PROSCI approach was used to manage the change where this was necessary and build future sustainable outcomes as part of the project.

During the first 3 Post-Live days (20th Aug 2021), PRS processed €15 million in claims with minimal user issues.

3. Technology Adoption

Adoption refers to the operational ownership, as well as the continuous process of engaging users of that system prior, during and after go live to ensure that they will effectively and efficiently use the system to its maximum potential.

Technology Adoption should blend seamlessly and be a component of the overall Business Readiness Planning. In this way Technology Adoption starts very early in the cycle with the rationale for the technology change interwined with the Business change objectives. Socialising these changes in advance paves the way toward successful end user training, as it gives the users a chance to be comfortable with changes before they have to learn a new tools which they will utilise in day to day work.

4 STEPS TO SUCCESSFUL TECHNOLOGY ADOPTION

1. SELECT APPROPRIATE BUSINESS CHAMPIONS

Those chosen to drive adoption within the organisation, must understand the goals of the overall business change and why the technology change is needed. Business Champions should be enthusiastic, good communicators and be in a position to continuously influence and motivate others.

2. USER TRAINING

OpenSky and the Client should jointly plan the end user training prior to go-live & also carry out refresh sessions after go-live

3. ON-SITE TECH CHAMPION

This person should be placed onsite during go-live preparation and during the hyper support phase (4 to 8 weeks after go-live), to help resolve teething issues quickly and help strengthen training.

4. HYPERCARE POST GO-LIVE

OpenSky will activate hyper-support for a period after go-live which will keep the project team available and the support desk targeting quick response times for user queries during this period.

RTB360 - RESIDENTIAL TENANCIES BOARD

RTB360 is the key digital plaform which enables the RTB to set up to support and develop a well-functioning rental housing sector. It provides a digital channel to manage registrations, dispute resolutions and investigations and sanctions.

Both RTB & OpenSky worked tirelessly to ensure a smooth adoption pathway for the new RTB360. Starting with internal Business Champions in RTB who were key business experts involved with OpenSky in the system design, all the way to extended preparation for Go-Live for both OpenSky and RTB consultants and finally to an OpenSky Hypercare programme post live.

RTB360 went live on the 15th of November 2021, having processed thousands of registrations in 2 weeks, is heralded as a prime example of successful technology adoption.

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www.openskydata.com

Tel: +353-45-855675
Email: info@openskydata.com

HEAD OFFICE
OpenSky Data Systems
Premier Business Center B
Osprey Business Campus Devoy Quarter
John Devoy Road
Naas, Co. Kildare
Ireland
Eircode W91W0D0

INTERNATIONAL OFFICES

Katowice	Poznan	Karnataka
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