


Didn't We Already Buy That?
The Tortured Road of Government IT Investment and How You Can Change It

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Didn't We Already Buy That?

- Common pitfalls and current issues of technology implementations
- Strategies for successful evaluation of a technology solution
- Best practices for implementing a technology solution
- Measuring the impact of solutions



Didn't We Already Buy That?

- You don't need technical knowledge to ask important questions
- Your (and your colleagues') expertise in how you do your job is essential to getting your money's worth



Once Upon a Time - I was an IT Director

Bad things I did:

- Selecting a solution that users don't want to use
- Exceeding the project budget
- Scope creep
- Thinking procurement is just to hard
- Old school procurement and fast-moving technology
- Not knowing what success was

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Technology is Always Changing

- Mobility and BYOD
- Cloud
- Shared services
- Case management
- Going paperless
- Transparency
- Self-service and eGovernment

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What's Pushing You Forward?

- Reduced IT staff
- Budget
- Technology advancements
- The gnawing feeling that we need to invest to keep up

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What's driving you (and your tech)?





Trend Strategic Reaction



Trend-influenced Technology

– Are you hearing and thinking about...?

- Transparency
- Self-service
- Shared services
- Mobility



Strategic Technology



– Are you thinking about...?

- Adoption
- Buy-in
- Prioritization
- ROI and TCO



Reactive Technology


- Are you responding to...?
 - Constituent demands
 - Staff reduction
 - Funding cuts
 - Compliance problems
 - New leaders




Before You Evaluate...

– Understand what's driving your IT, it affects:

- Vendor selection
- Staff assignment
- Budget allocation
- Contract terms
- Selection of project starting point
- Coordination of projects




What is Success for You?



Evaluation

- Being able to define project success helps:
- Selection- Does the vendor understand the connection between their product and **the outcomes you want**
- Manage project costs - Avoid scope creep and change order costs



Evaluation Takes Commitment



Time!




I don't understand technology




Meetings and consensus



Education




- What can the solution do?
- What are the common features and functionalities?
- Any relevant standards/legal requirements you need to meet?




Evaluation – Key Steps

- Know what your outcomes must be
- Define success
- Revisit your procurement rules and processes BEFORE you buy
- Review standard terms and conditions - do they even apply?
- Consider the burden of response




Evaluation – Key Steps

- Educate staff for smarter bids and selection
 - Even if you need to have a parade of vendors to do it
 - Don't forget online research
 - Peers
- Hold user group discussions
 - What do they need?
- Cooperative purchasing options
 - Share a procurement process or licensing
 - Use GSA or other purchasing vehicle




Evaluation and Selection Keys


Education




User input



Outcomes




Your foundation - Mission, Goals, Statute, Mandate, Funder, Code, Ordinance



Setting the Stage


Implementation success:

- Takes time – is therefore often underestimated and neglected
- Needs project management skills




Setting the Stage

- Implementation success:
 - Needs to be demonstrated through measures
 - Needs executive support
 - Needs multi-year strategy for your core solutions
 - Is not just installing the software




Where Optimism Goes to Die

- Implementation is change management
 - Education for discovery
 - Answering concerns
 - Detecting resistance and acknowledging it






Where Optimism Goes to Die

- Implementation is change management
 - Champions
 - Parallel systems
 - Eating the elephant



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Implementation – Overview

Education about the technology	User input for features and testing	Agree Your Outcomes, then Measure
		

Your Foundation - Mission, Goals, Statute, Mandate, Funder, Code, Ordinance

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What We Always Forget

- Training!
 - Before
 - During
 - After
 - User training and sustainable user training
 - Focus groups
 - Annual user days

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What We Always Forget

- Outcomes
 - Discovery – the good, the bad and the ugly
 - Executive agreement
- Measures
 - The baseline - How can you judge/prove improvement if you don't know the "before" story?



Measures – Where Do You Start?



Cost




Time




Where to Start – Which Technology, When?

- Examine your budget for areas of cost you would like to reduce
- Where have you lost staff?
- Where have you lost expertise?
- Where do have bottlenecks in constituent service?
- Compliance issues?
- Time study or business process improvement?




Consider Efficiency

- Reduced staff
- Changed constituent
- Workload management
- Connecting human time to tasks only humans can do
- END RESULT – Better constituent service and satisfaction with your organization




How do you measure efficiency?

- Ease and speed of retrieval of information
- Leverage data
- Ease of moving between tasks
- Moving between key solutions
- Moving between departments
- Prioritization is supported



How do you measure efficiency?

- Speed to decision or obligation – meeting mandated timeframes
- Time to complete a task
- Tasks/Unit/Hour
- Reduced steps
- Simultaneous review/access
- Process transparency



Best Practices – Document and Educate

- The “annual” report
 - Previous process
 - Challenges
 - Improvements
 - Next steps

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Best Practices – Document and Educate

- Ask to report
- User groups and events
 - Improvement in the user experience/stress/workload
 - Explain to each other ways they are using OnBase in non-technical terms

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Successful IT Initiatives

- Managing the Managers
 - Persistent education
 - Using their desires, trends
 - Speaking their language
 - Efficiency
 - Cost savings
 - Increased productivity
 - Same staff, more work
 - Less staff, same work



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How Will We Know If it Worked?

Outcomes	Did it Work? Measures	Adoption and Change Management
		

Mission, Goals, Statute, Mandate, Funder, Code, Ordinance

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Questions/Comments?

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