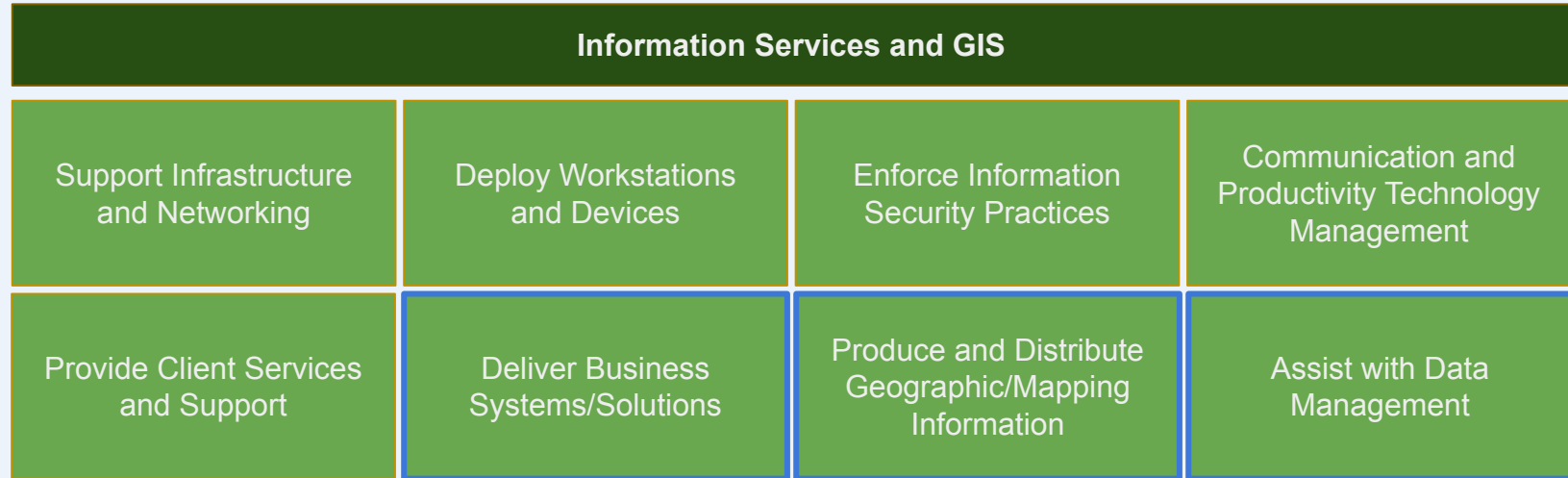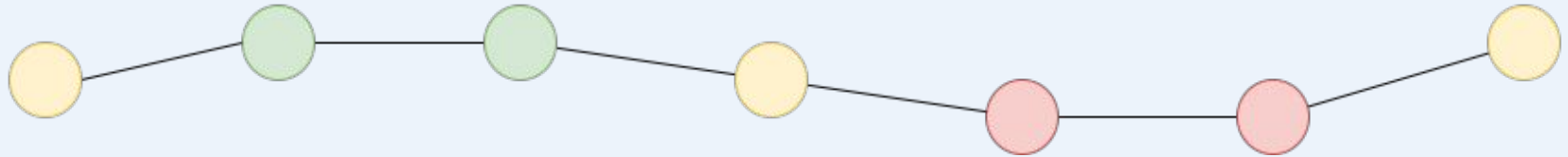# Change Management Consultation: Process Automation for Regional District

Regional District on Vancouver Island, BC
Information Systems (IS) and Geographic Information System (GIS)
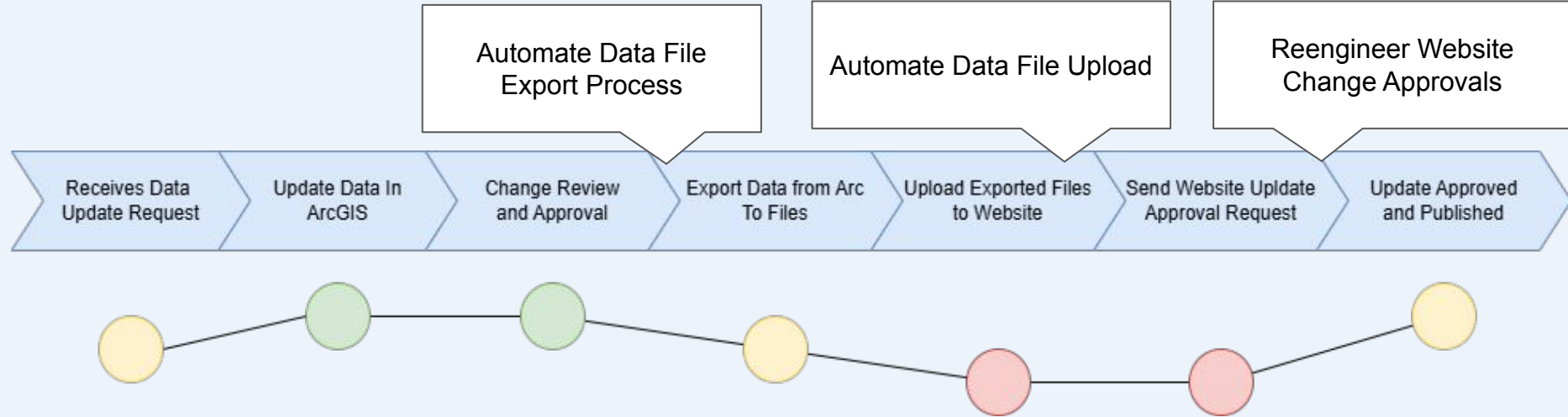
Core Processes - Value Chain

Information Services and GIS			
Support Infrastructure and Networking	Deploy Workstations and Devices	Enforce Information Security Practices	Communication and Productivity Technology Management
Provide Client Services and Support	Deliver Business Systems/Solutions	Produce and Distribute Geographic/Mapping Information	Assist with Data Management

Current Process & Empathy Mapping

Receives Data Update Request	Update Data In ArcGIS	Change Review and Approval	Export Data from Arc To Files	Upload Exported Files to Website	Send Website Update Approval Request	Update Approved and Published

"The data file export and upload process makes everyone sad; the only benefit is that it's pensionable time."
- GIS Team

Suggested Improvements

Process KPIs

| KPI	Measure	Target	Data Source	Frequency	Importance
Time spent on export and upload process	Time spent on process (export, checking, upload)	Less than 15 minutes per week	GIS Staff with tool assist to track time and record counts	Weekly	Logging time and changes made tracks effort over time and monitors if performance changes over time.
Time delay between data upload and approval	Time spent waiting on approval	Less than 10 minutes per week	GIS Staff email notifications	Weekly	Time delay should remain consistent, a deviation may indicate larger issues in data quality or system performance.
Satisfaction of provided data	5-point scale and comments fields (quantitative & qualitative)	80%+ satisfaction	(Future) Feedback Form	Quarterly	End users should be satisfied with the quality, accuracy, and delivery of the file.

Recommendations for Change

Based on our criteria, weights, and scoring among 4 options - we recommend:
Automation within Existing Process and Available Technologies

- Allow us to meet our time-reduction KPIs;

- Data quality will remain under RDN control;

- Highest cost efficiency;

- Feasible to resource the work;

- Technical expertise exists for target technologies:
  - Esri - ArcGIS;
  - Safe Software - FME;
  - Microsoft - Azure Platform

Project Management Recommendation

Based on outlined needs, a **Hybrid Approach of Traditional & Agile Methods** is suitable to manage this project.
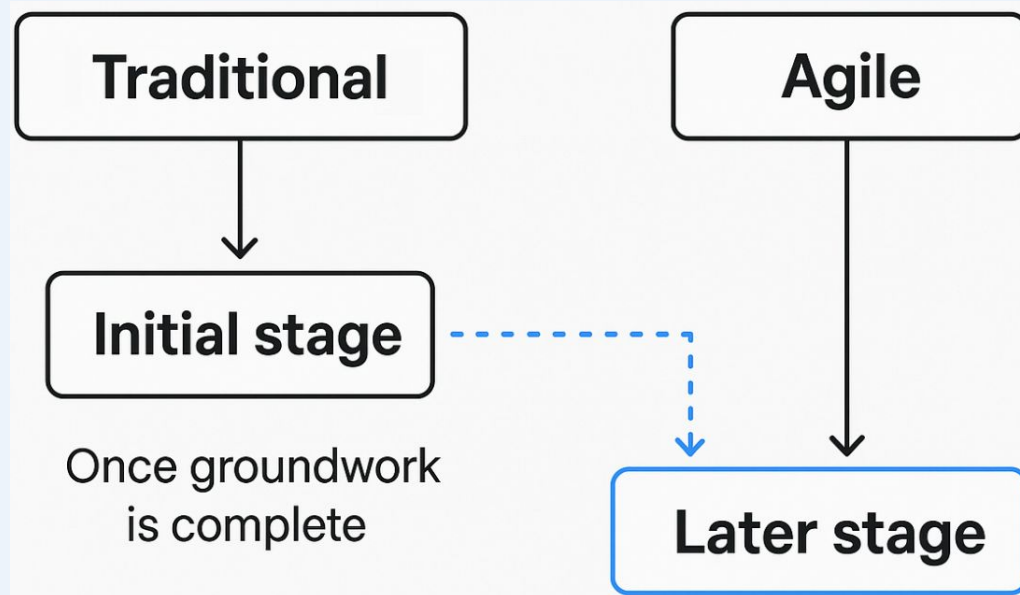
Top Project Risks

PERSONNEL RESOURCING

STAFF RESISTANCE TO CHANGE

SECURITY AND COMPLIANCE GAPS

COST OF TECHNOLOGY SUBSCRIPTIONS

PAIN Mapping (resistance & small wins)

	Concerns	Targeted Small Win
Priorities	- Process improvements get top priority over other business needs - Change management around improving operational processes	- Show business value through data - Get approval for proof of concept, show (quantify) benefits, extrapolate proof to the future-state vision
Anxiety	- Replacing job tasks and over-reliance on automations - Lack of knowledge and training → end-users not understanding new tech - Support team unsure of new tech monitoring and maintenance	- Demonstrating time freed from small tasks, directing towards higher-value work (and reduce backlog) - Conduct short learning sessions to train staff → turn resistance to champions - Document full process and have manual fallback in case of failure
Inertia	- Resistance to technology changes - Overall resources (time, finances, staffing) for changing processes and procuring technology	- Addressing anxieties - Formal planning for in-house staff, or seek approval/budget to hire contractors
Noise	- Competing priorities - Additional workload	Formalize priorities, reshuffle/reschedule other project/work, hire additional staff or contractors

Minimum Viable Product - Simplified Timeline

#	Task	Area		Week	1	2	3	4	5	6	7
1	Finalize ArcGIS Extract	IT - GIS			■						
2	Provision Azure Storage	IT - Infrastructure			■						
3	Configure Azure Front Door	IT - Infrastructure				■	■				
4	Develop Azure Static Site	IT - Business Solutions					■	■			
5	Build and Test Automation Workflow Iteratively	IT - Business Solutions			■	■	■				
6	Website Changes	IT - Business Solutions						■			
7	End-to-End Testing	All							■	■	
8	Go-Live	All									■