

**CHANGE MANAGEMENT & CAPACITY BUILDING  
IN  
E-GOVERNANCE PROJECTS**



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**THERE  
IS  
NOTHING PERMANENT  
EXCEPT  
CHANGE**

HERACLITUS, 500 BC

**WHAT IS CHANGE**

**MOVING FROM ONE STATE TO  
ANOTHER**

**GENERALLY FROM  
PROBLEM STATE TO  
SOLVED STATE**

**CHANGE MANAGEMENT (1)**

'Managing change refers to the making of changes in a planned and managed or systematic fashion.'

The aim is to more effectively implement new methods and systems in an ongoing organization.

The changes to be managed lie within and are controlled by the organization.'

## CHANGE MANAGEMENT (2)

'Managing change also refers to the response to changes over which the organization exercises little or no control (e.g., legislation, social and political upheaval, the actions of competitors, shifting economic tides and currents, and so on).

Practitioners distinguish between a knee-jerk or reactive response and an anticipative or proactive response.'

## PEOPLE REACT :when you say CHANGE, they say

*"This is a waste of time."*

*"Why change if it was working just fine before?"*

*"If it isn't broken, don't fix it."*

*"They never tell us what's going on!"*

*"How soon will this happen?"*

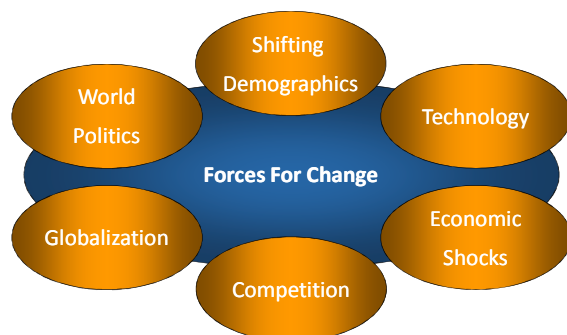
*"How will this impact me?"*

*"Will I receive new training?"*

*"What's in it for me."*

*"I doubt they are really serious about this."*

## FORCES FOR CHANGE



## IT DRIVEN CHANGES-1

### WORK PLACE:

MORE EFFICIENT CITIZEN-EMPLOYEE-EMPLOYER INTERACTIONS  
FEWER DUPLICATIVE EFFORTS FOR ALL  
NEW APPROACHES TO WORKING WITH CITIZEN  
REDEFINING CUSTOMER SERVICES (INTERNAL & EXTERNAL)

### STRUCTURE & MANAGEMENT:

NEED FOR FEWER LAYERS OF MANAGEMENT  
LESS NEED FOR SUPPORT STAFF  
MANAGING ACROSS DISTANCES  
SHARING INFORMATION  
MANAGING EMPLOYEES, COLLEAGUES & CUSTOMERS AT DISTANCE

## IT DRIVEN CHANGES -2

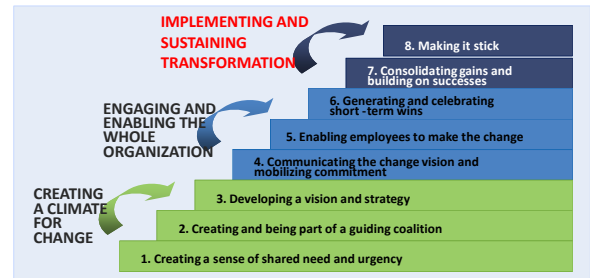
### MENTAL MODELS:

ASK HOW CAN IT BE USED TO ALLOW US TO DO THINGS THAT WE ARE NOT ALREADY DOING AND **NOT** HOW CAN WE USE IT TO IMPROVE WHAT WE ARE ALREADY DOING  
CUSTOMER IGNORANCE MAY **NOT** REMAIN A COMPETITIVE ADVANTAGE  
SELF MANAGED, ENLIGHTENED TEAMS WHICH USES KNOWLEDGE

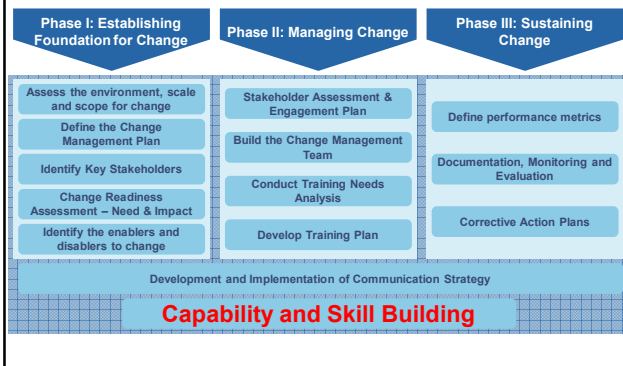
### FUTURE SCENARIO:

TELECOMMUTING  
ACCESS TO REAL TIME DATA  
NEED TO KEEP UP WITH CURRENT TECHNOLOGY  
DECIDE WHAT NEW TECHNOLOGY TO USE  
ON-LINE LEARNING 24 HRS A DAY AND 7 DAYS A WEEK  
TO WORK ALONE & IN PRIVATE

## AN EIGHT-STEP PROCESS FOR CHANGE MANAGEMENT



## OVERALL CHANGE MANAGEMENT FRAMEWORK



## PHASE I: ESTABLISHING FOUNDATION FOR CHANGE



### ACTIVITIES

- Assessing the Scale of change in terms of number of affected entities, users, geographical spread, etc.
- Assessing the scope in terms of policy, process, system and structure
- Assessing the existing environment to understand 'Change Readiness' and 'Culture' Assessments
- Preparing a Change Management Plan
- Identifying the key stakeholders, in terms of people impacted and those capable of influencing the outcomes of the change initiatives
- Identifying the key enablers and disablers of Change

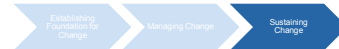
## PHASE II: MANAGING CHANGE



### ACTIVITIES

- Assessing the stakeholders for understanding their power, influence, impact and support in the project
- Mapping of various stakeholders and stakeholder groups
- Building the Change Management Team to make change 'happen'
- Defining the roles and responsibilities of the members of the Change Team
- Conducting Training Needs Analysis to understand the training objectives
- Prepare the Training Plan for addressing the training needs

## PHASE III: SUSTAINING CHANGE



### ACTIVITIES

- Identifying the performance metrics for measuring the success of 'Change' and cascading the same to the stakeholders
- Monitoring and evaluating the metrics to measure the change outcome and incorporate necessary modifications
- Developing a repository / knowledgebase for documentation of the 'Change'

## E-Governance Success & Failure Rate

35 % of eGov projects are total failures

- Initiatives not implemented
- Initiatives abandoned immediately

50% of eGov projects are partial failures

- Main stated goals not achieved
- Initial success but failure after an year
- Success for one group but failure for others

15% of eGov projects are successes

- All stakeholders benefited
- No adverse results

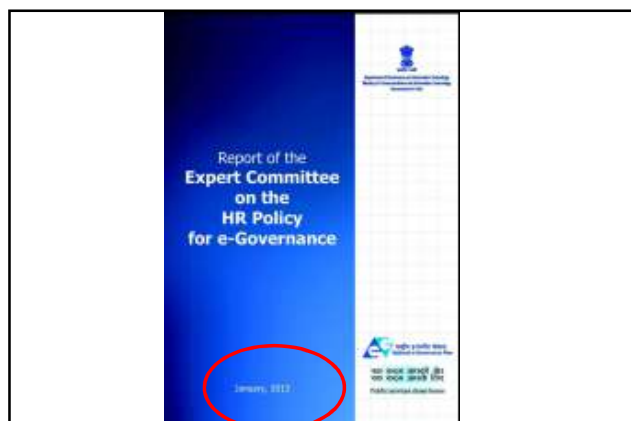
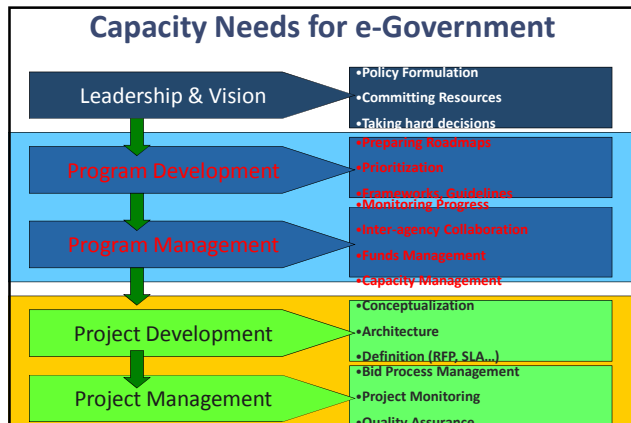
Most Failures are rooted in improper Project Development & Project Management

We need an Holistic understanding of eGov to improve Success Rate

## CHALLENGES IN TRANSFORMATION PROJECTS

People	Leadership	42%	<ul style="list-style-type: none"> <li>• Lack of Participation, Ineffective Communication</li> <li>• Lack of ownership</li> <li>• Limited endorsement / support</li> <li>• Poor planning &amp; Control</li> </ul>
	Organizational & Cultural Issues	27%	<ul style="list-style-type: none"> <li>• Lack of involvement</li> <li>• Lack of Readiness</li> <li>• Lack of understanding</li> <li>• Lack of strategic alignment</li> </ul>
	User Issues	23%	<ul style="list-style-type: none"> <li>• Fear of Job loss/Change</li> <li>• Inadequate Skill development/ Training / Lack of resources</li> <li>• Unclear Roles and Responsibilities</li> <li>• Lack of user buy-in</li> </ul>
Process	Process Issues	4%	<ul style="list-style-type: none"> <li>• Weak / inadequate processes</li> <li>• Poor process alignment</li> <li>• Faulty data</li> </ul>
Technology	Technology Issues	4%	<ul style="list-style-type: none"> <li>• Faulty data</li> <li>• Integration Issues</li> <li>• Configuration Issues</li> <li>• Over complex technology</li> </ul>

**Almost 92 % of the challenges in a transformation exercise are around people issues**



#### DEVELOPING HUMAN RESOURCES WITHIN THE GOVERNMENT FOR E- GOVERNANCE

##### HUMAN RESOURCE FACTORS FOR THE SUCCESS OF E- GOVERNANCE

- ❖ **Political and administrative leadership sensitized** to the transformational potential of e-Governance
- ❖ **Specialized skills** within the Government to conceptualize and manage e-Governance projects and **empowerment** of those entrusted with e-Governance responsibilities
- ❖ Engagement of the **rank and file of employees** and their willing support in the transformational process
- ❖ Ability to draw in the best talent from the private sector and academia HR interventions and policies are required to address the challenges in each of the above categories, with a focus on developing a specialized pool of talent in the Government, for managing e-Governance projects in the country.
- ❖ While external talent needs to be inducted to complement the human resource pool in the Government, in-house **expertise for e-Governance should be organically grown in the Government** by identifying officers with the right attitude, aptitude and capability, and building their skills through training and other capacity building interventions.

## Competency Benchmarking

- (1) Competencies required for performing work in each post should be laid down and each job should be performed by a person who has the required competencies for the job.
- (2) Competencies for all positions in e-Governance shall be defined in consultation with DeitY and posting of officers to these positions, whether through the Central Staffing Scheme route or through open competition or by following any other process shall be made based on the competencies defined for each position.
- (3) The Committee recognizes that initially there may not be many Government officers possessing all the competencies identified for the respective jobs. Selection of officers may, therefore, need to be made based on their aptitude, past experience and willingness to learn. Capacity gaps of such individuals shall be made good through an institutionalized training plan.

## Mandatory ICT Skills and e-Governance Training for Government Employees

- (1) Possessing basic ICT skills should be a mandatory requirement at the entry level for all positions in Government. Wherever currently such provisions do not exist in the Recruitment Rules, appropriate changes in the recruitment rules should be made.
- (2) In view of the need for ICT skills for all Government employees and the requirement for enhancement of ICT skills as they are promoted to higher levels, the Committee recommends as follows:
  - i. Basic ICT competence should be mandated for promotion in all cadres of Government employees from 2014 onwards, for which revision of recruitment and promotion rules needs to be taken up on priority.
  - ii. Competencies for different levels should be defined and promotions should be made subject to employees successfully completing the prescribed training course for which a comprehensive training framework shall be put in place.
- (3) Schemes to reward employees for possessing higher order skills and certifications and exemplary contribution to e-Governance should be developed.

## Training and Capacity Building

Training in e-Governance should be repositioned as an in-service mandate linked to career progression at all levels in the Government in line with the National Training Policy of the Government of India (2012). (Para 8.2)

The following priority areas have been identified to strengthen the capacity building initiatives:

- i. Continuing and expanding the current capacity building program
- ii. Developing and implementing a Comprehensive Training Framework
- iii. Setting up an e-Governance Academy as a premier institution for training, research and knowledge management
- iv. Developing Communities of Practice (CoP) to provide subject matter expertise and support the training initiatives
- v. Developing a mechanism for recognizing and rewarding skilled personnel

## Competency Framework for e Governance



#### MAJOR COMPETENCIES FURTHER DIVIDED INTO SUB COMPETENCIES

<b>Visioning and Strategic Leadership</b>	Strategic Management Domain & Process expertise Scenario Planning & Direction Setting	Decision Making & Result Orientation Business Process Reengineering Cross Sectoral perspective Business Modeling
<b>Program/ Project Management</b>	Project Management Contract Management Performance Assessment/ Audit Vendor Management	SLA Management Execution Excellence & Time Management On-going enhancements & changes Ambiguity Tolerance & Problem Solving
<b>Change Management</b>	Risk Management Understand and create case for change Adoption of Change	Leading Change People Management
<b>Procurement and Financial Management</b>	Procurement Management Negotiation and Conflict Management Financial Data Management	Financial Modeling & Impact Assessment Contract Management
<b>Technology Management</b>	Architecture and Design Network Design and Management Data Center Management	Configuration Management IT Security Management IT Service Continuity Management Exit Management

#### RATE OF CHANGE

*When the rate of change outside  
exceeds the rate of change inside,  
**the end is in sight***

- Jack Welch

#### WHO SURVIVES?

*It is not the **strongest** of the species that  
survive,  
nor the **most intelligent**,  
but the  
**most responsive to change**.*

- Charles Darwin  
1809-1882

#### HOWEVER

**“CHANGE IS NOT NECESSARY”**

**AS**

**“SURVIVAL IS NOT MANDATORY”**

W. Edwards Deming

**THANK YOU**

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