RESEARCH PLAYBACK

"A BETTER PLACE TO WORK"

DISCOVERY: DCLG IT MODERNISATION PROJECT

rainmaker solutions | Department for Communities and Local Government

"We're not served brilliantly by IT. It's not like walking into Google HQ, but then it's not going to be. We're a government department, and we're always going to be perhaps a couple of steps behind the curve on new technology. But I accept that, as long a I can do my job, which I can, with a few frustrations."

EUROPEAN PROGRAMMES | OVERALL IT ASSESSMENT

PROJECT BACKGROUND

PROBLEM STATEMENT

DCLG is an organisation which has many users based across the UK and is supported by 11 arm's length bodies (ALBs). To be truly effective, its users need to collaborate in a more productive manner with one another, ALBs, as well as hundreds of other public and private organisations. Currently, its ability to flex with and thus benefit from the latest demands of technology is limited. It is also experiencing challenges with the use of space. It is now embarking on a major business change programme over the next 16 months and requires support to make the change.

WHAT THE PROJECT AIMS TO ACHIEVE

The project's aim is to establish user profiles which may be used by DCLG to aid it in making the necessary choices around the selection of collaboration and sharing tools such as Microsoft Office 365 and Google's G Suite and to place DCLG in a position to move into the next phase of its programme to become a 'better place to work'.

OBJECTIVES

- Develop user profiles that capture the needs of varied users across DCLG

- Deliver input and feedback into future production design or selection

- Assessment of existing systems to establish the extent to which they meet needs
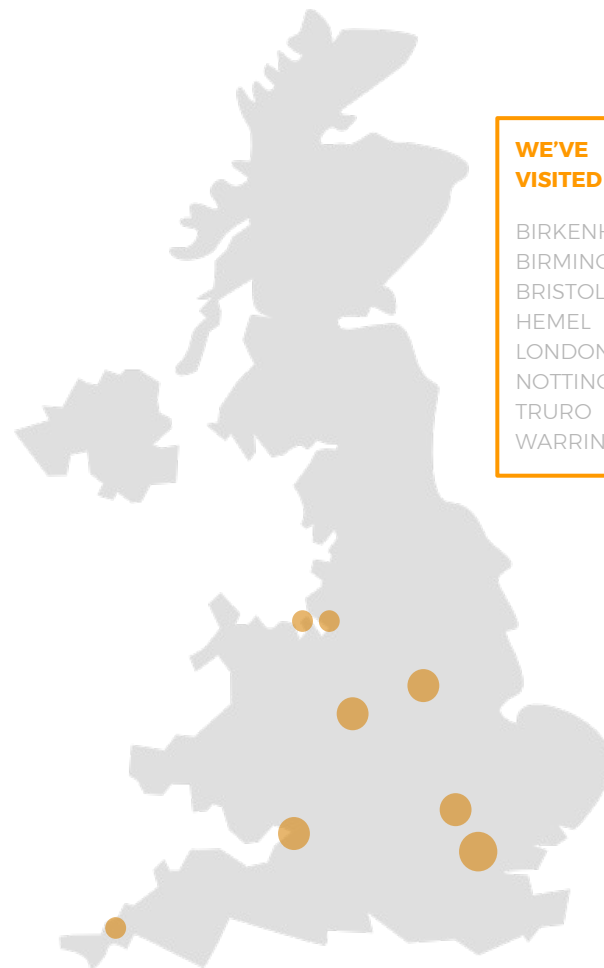
PROJECT ACTIVITY SUMMARY

DURING THE PROJECT, WE HAVE...

- Engaged **77** people from DCLG, PINS, HCA and BEIS staff in the Local Growth team.

- Researched user behavior with a focus on collaboration and flexible working, identifying existing software, hardware and workarounds being used.

- Created personas based on research insights that reflect user needs across DCLG and arm's length bodies.

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- Assessed the extent to which existing software being used meets the needs of the organisation's users.

WE'VE VISITED ...

BIRKENHEAD
BIRMINGHAM
BRISTOL
HEMEL
LONDON
NOTTINGHAM
TRURO
WARRINGTON

4

KEY FINDINGS

DISCOVERY KEY FINDINGS

COMMUNICATION

Fundamental and multi-faceted, communication is a complex challenge. Distributed teams, email fatigue, and changing expectations around technology are a potent mix.

FLEXIBILITY

Flexible working benefits many in the department. However, there are cultural and practical barriers that are preventing a more holistic adoption of this approach.

MODERN WORKFORCE

The current DCLG IT provision underwhelms most users. Many use more modern devices and software at home. DCLG newcomers have often experienced more advanced systems elsewhere. Changing expectations are creating new demands and opportunities in the workplace.
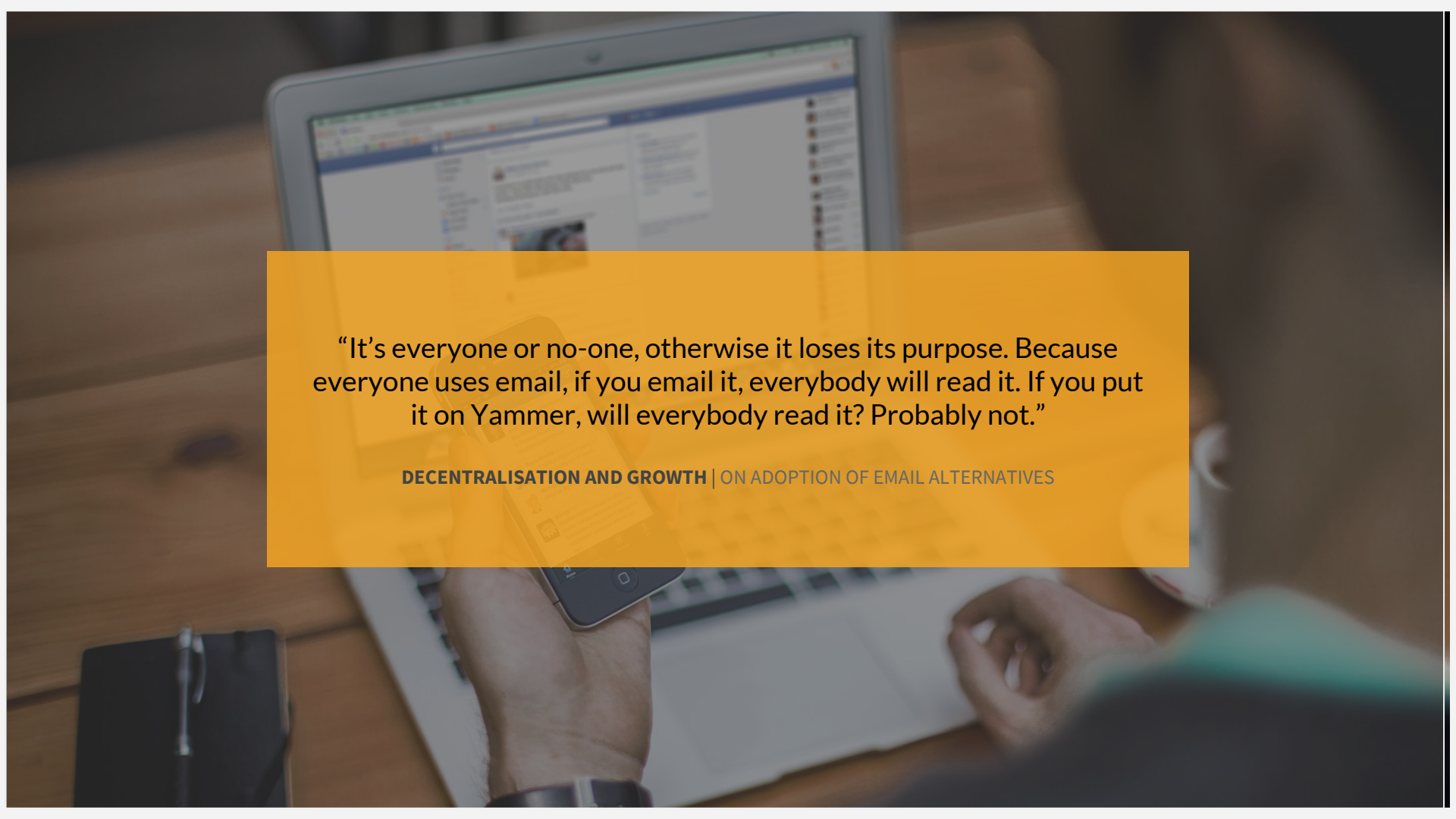
LEARNING

A hardware and software refresh will be enthusiastically welcomed, but there are deeper issues within the department, particularly related to learning, training and support, that will also need to be addressed.

BLURRED LINES

Modern teams blur many lines; teams come together from across locations and departments, inside and outside of government. Modern teams, and their desire to work collaboratively, are not well supported by the current systems and policies.

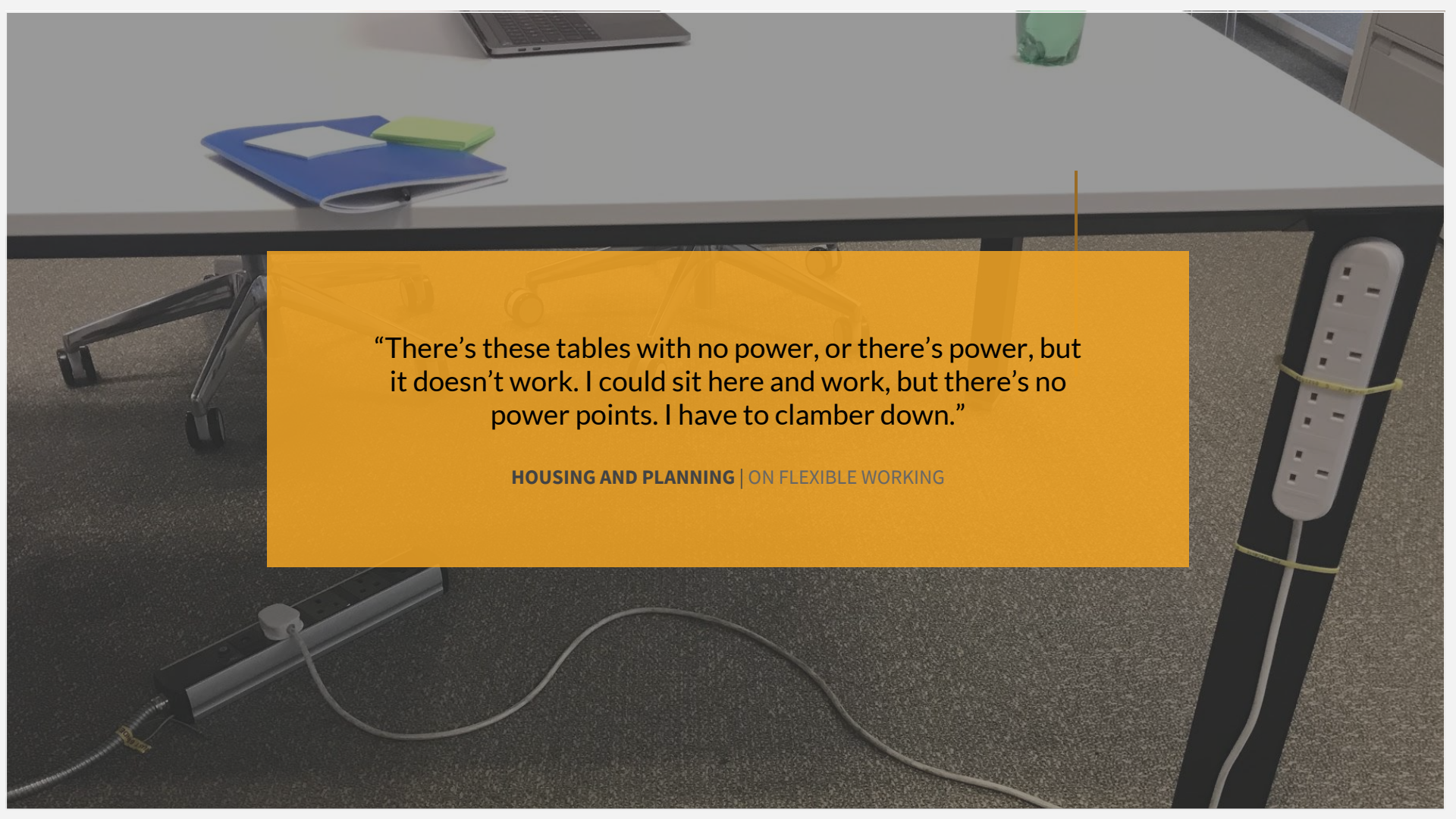"It's everyone or no-one, otherwise it loses its purpose. Because everyone uses email, if you email it, everybody will read it. If you put it on Yammer, will everybody read it? Probably not."

DECENTRALISATION AND GROWTH | ON ADOPTION OF EMAIL ALTERNATIVES

MULTIFACETED COMMUNICATION CHALLENGE

- **Email is the most frequently used tool in DCLG** and is currently used for communication, document storage and collaboration. This **usage causes issues with security, information accessibility, version control** and **records management**.

- We found pockets of teams using **SMS or WhatsApp**, often to **send urgent messages** to people in meetings via personal smartphones. Asked why, they felt that it was a faster and more reliable way to ensure the message was seen vs email.

- Many users expressed a **preference for face-to-face meetings over conference calls**, as reading body language was important to them. Some expressed hope that video conferencing may help mitigate need to travel to be physically present at meetings.

- **Adoption of Lync across the department is patchy.** It is rarely used outside of immediate colleagues or friends. People aren't confident the message will be seen or responded to, so instead will send an email.

- Related to Lync, the **daily disposal of chat history benefits those concerned about FOI requests**, but makes it difficult to use IM as place for meaningful conversations over time.
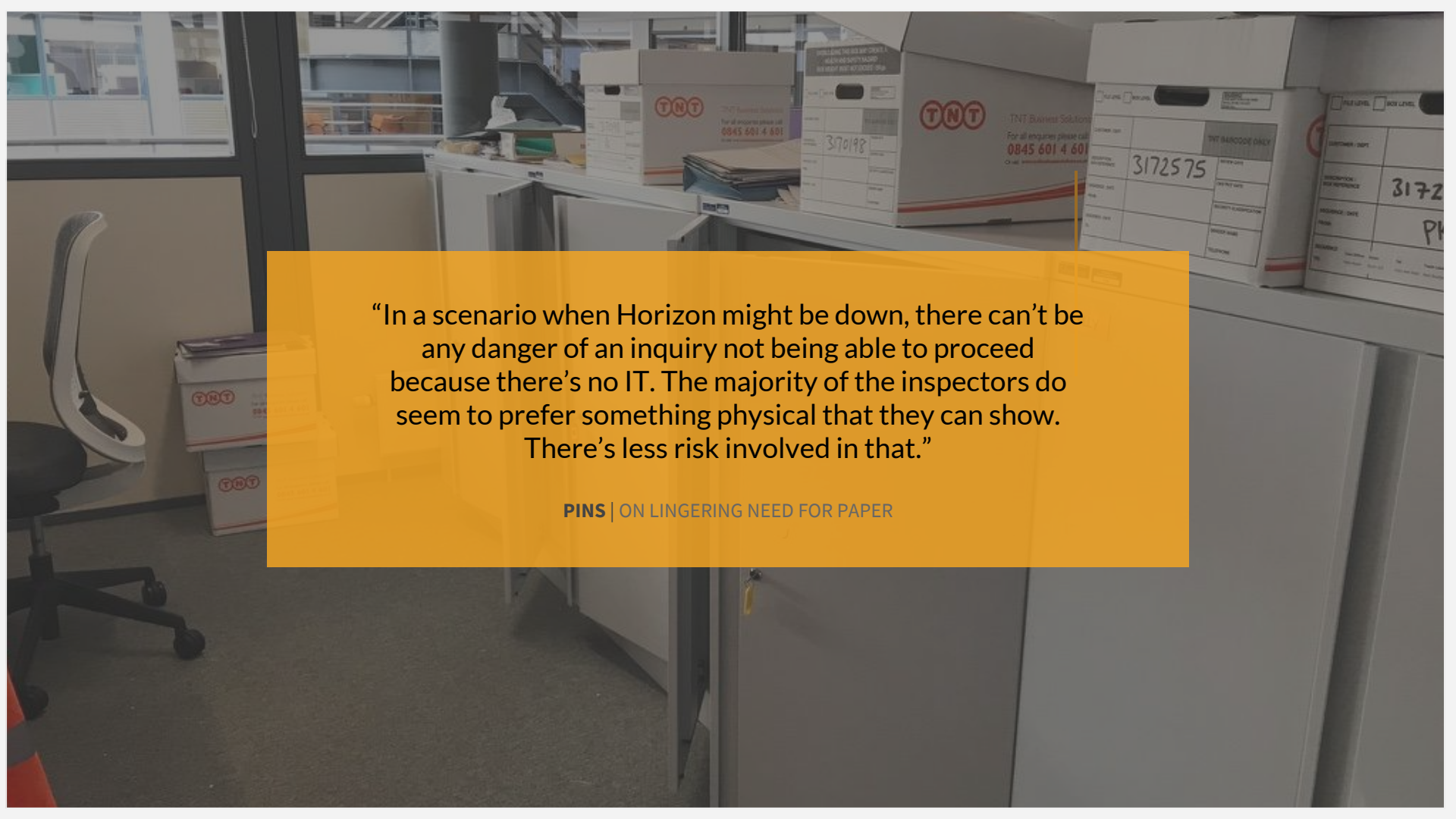
"There's these tables with no power, or there's power, but it doesn't work. I could sit here and work, but there's no power points. I have to clamber down."

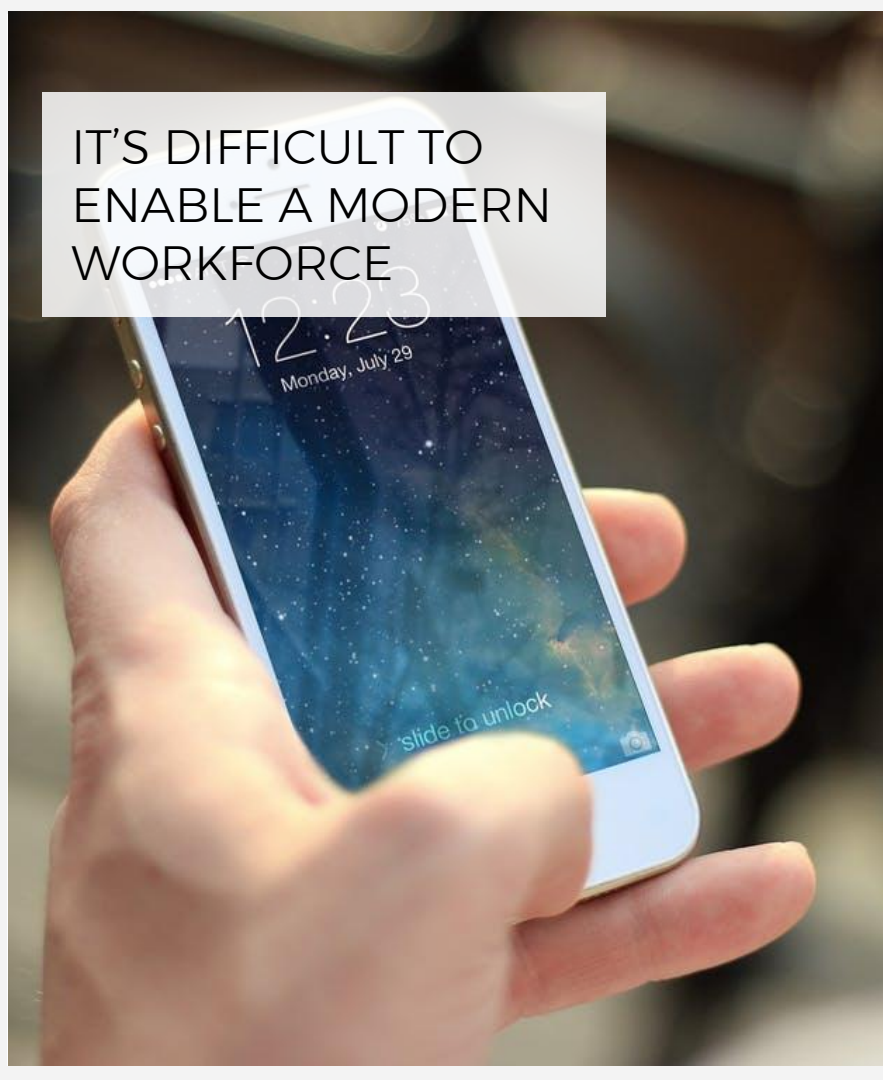**HOUSING AND PLANNING** | ON FLEXIBLE WORKING

FLEXIBLE WORKING HIGH & LOWS

- Top-down support is critical to enable flexible working regardless of IT or space provisions. We heard of **senior managers discouraging staff from working from home or even away from their desk**.

- The overwhelming **majority of users interviewed do not hot-desk**, instead sitting in the same desk when they are in the office**.** Arguments against hot-desking included that it hurt team communication and that it was impractical due to physical constraints (paperwork, speciality equipment). **Rarely adopted in regional offices**, where desks outnumber staff.

- The majority of users that we spoke to worked from home at least one day per week and felt that the **existing IT provision (laptops, Citrix, telephony) made it reasonably easy to work from home**. That said, many complained about the reliability of MiCollab and wanted a headset for hands-free calls.

  - Contradictory? Users generally do not see a connection between being able to work from home and giving up a desk while at work.

- Connectivity is a frequent challenge for those who work away from the home or office. **Working while offline is not possible for many**; public Wifi access is often blocked, preventing work while on trains or at non-government sites.

"In a scenario when Horizon might be down, there can't be any danger of an inquiry not being able to proceed because there's no IT. The majority of the inspectors do seem to prefer something physical that they can show. There's less risk involved in that."

PINS | ON LINGERING NEED FOR PAPER

IT'S DIFFICULT TO ENABLE A MODERN WORKFORCE

- **Users want secure, officially-sanctioned ways to work** that are as powerful and easy-to-use as the consumer apps they use at home. Some are using their own discretion to use non-standard tools on their own devices to improve their ability to work effectively.

- Users described **security policies as inhibitive and frustrating**. Most common complaints were repetitive password entry (Worxmail), inability to connect to public Wifi networks and inability to utilise new software without 'writing a business case' beforehand.

- **Technical users have needs that outpace current IT systems and policies**. A modern up-to-date web browser is required for many online tools. These types of users need access to the latest tools, and the ability to keep their tools up-to-date in order to work effectively within their fast changing fields.

- Line of Business tools (i.e. Dispatch Box, E-Claims, Inspector Scheduler) and shared HR/Finance tools (i.e. SAP) **provide significant usability and productivity challenges**. Users often have no choice or better alternatives available.

- The **current hardware provision often fell short of user expectations**. Laptops were described as heavy, bulky, slow and with insufficient battery life. Port replicators were frequently unreliable in every office visited. **Monitors, particularly in regional offices were typically old and very small**. Very few people had dual monitors, even when their work demanded it.
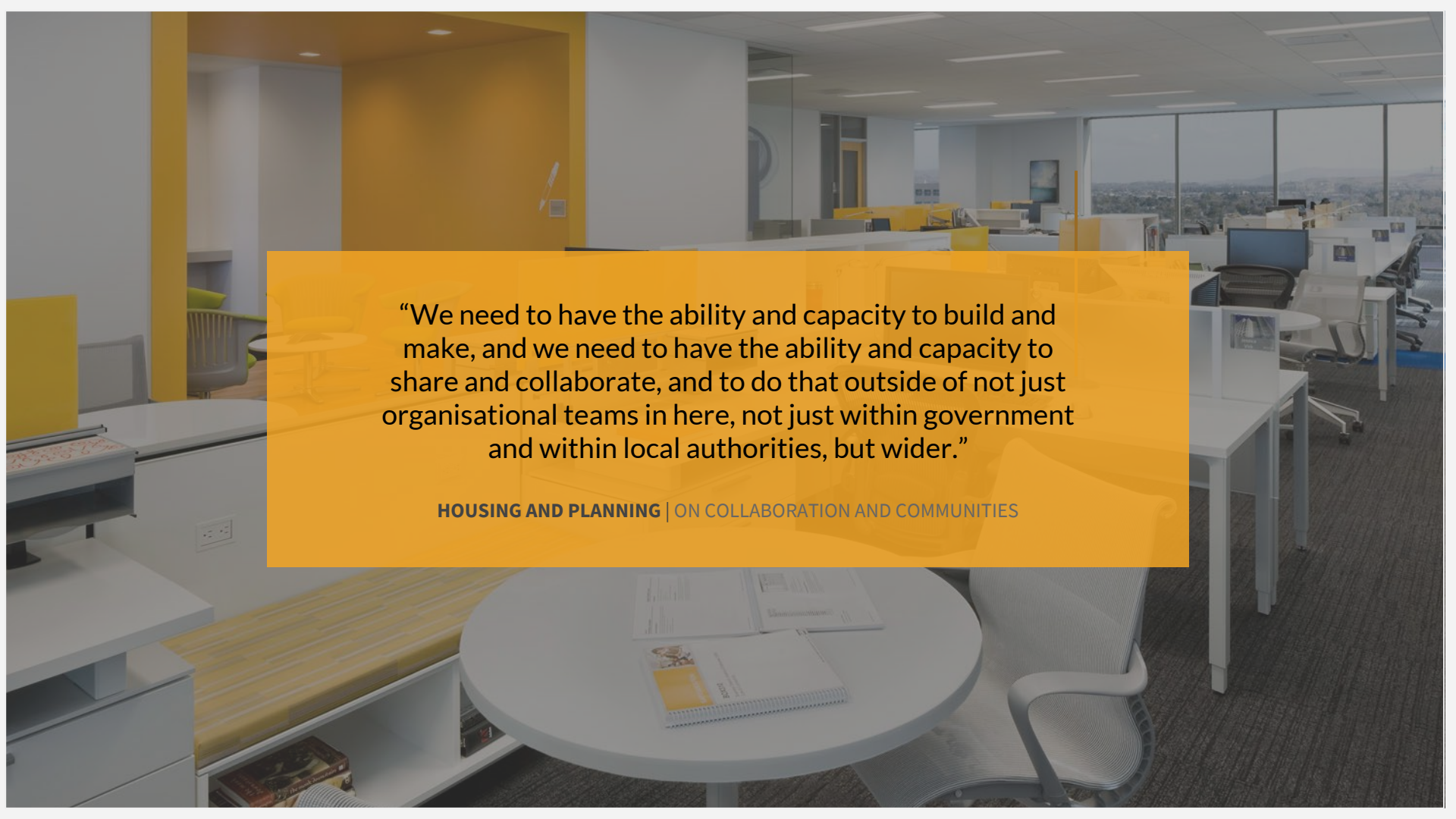
"The world of IT stopped when I joined DCLG"

HOUSING AND PLANNING | ON DCLG IT

THERE ARE ISSUES BEYOND HARDWARE & SOFTWARE

- Many users expressed concern that while they knew enough to do their job today, **they didn't have the knowledge to improve and do a better job tomorrow**. They knew the software could do more, but weren't confident that they would have the time or ability to get there.

- We heard several comments related to the timing of support related to tech rollouts. Previous rollouts seem to have done a good job of sharing information in advance, and providing support at the time of delivery. However, **many users said they often don't have the time or opportunity to use new systems immediately**, and needed support after the initial launch, which often isn't available. Others arrived in the department after rollout training had occurred, and had no support to learn the system.

- There is a feeling that **DCLG's dated IT was limiting their professional growth and development**. Many users expressed a sentiment that **the department was behind the curve technologically**. Most had more up-to-date devices at home. Several expressed envy that other departments had better kit. One person said that **DCLG is "de-skilling" staff**, another that "the world of IT stopped when I joined DCLG".

"We need to have the ability and capacity to build and make, and we need to have the ability and capacity to share and collaborate, and to do that outside of not just organisational teams in here, not just within government and within local authorities, but wider."

HOUSING AND PLANNING | ON COLLABORATION AND COMMUNITIES

TEAMS MAY BLUR TRADITIONAL LINES

- Work and project teams are **split across multiple locations**, which creates challenges for communication and collaboration.

- DCLG works closely across departments, with ALBs and external parties. However, IT **systems don't link up** and aren't accessible by those external to the department, making it difficult to collaborate across organisations.

- We heard of **amalgamated teams**, where (for example) staff from DCLG and BEIS worked together on the same team in the same location, but with different IT systems. This made it **difficult to share files, view calendars/schedule meetings** and use email distribution lists.

- Most people could easily share information and files on a shared network drive when working with their regular day-to-day team. When it came to working with their other teams, such as project teams, committees or communities, the **work was constrained by a lack of common tools for collaborating and sharing**. This resulted in collaboration being limited to phone calls, emails and attachments.

PERSONAS

Service design starts with identifying user needs. If you don't know what the user needs are, you won't build the right thing. Do research, analyse data, talk to users. Don't make assumptions. Have empathy for users, and remember that what they ask for isn't always what they need.

GDS DESIGN PRINCIPLE #1

PERSONA OVERVIEW

PROCESSORS

Support the business by receiving and processing information for the purpose of consumption by others.

OVERSEERS

Manage teams, monitor activity and regularly share updates on progress.

FIRST RESPONDERS

Supports teams or other business functions through handling queries and special requests.

REVIEWERS

Evaluate a particular case or body of information against certain criteria and pass judgement on it.

DECISION MAKERS

Frequently in meetings and often pressed for time, these leaders are the key high-level decision makers.

TECHNICAL SPECIALISTS

Developing and troubleshooting complex technical systems, analysing data sets.

CREATORS

Create documents, plans, and other artefacts for consumption and review by others.

PROCESSORS

Support the business by receiving and processing information for the purpose of consumption by others. Tasks are often focused around a workflow, structured and predictable and can involve administrative responsibilities.

Examples: Invoice Approvals Team, Rent Charges Team, HR, Records Management

NEEDS

- Reliable and constant access to the internet to access web-based tools

- Simple way to send and receive large files to partners outside of government

- To quickly access line of business tools for data entry and case management

- Accurately review, understand and compare large sets of information

CHALLENGES

- Having to find workarounds for line of business tools

- File management and version control, especially when working with partners outside of government

- Mentally processing subtle changes between versions of large documents

- Reviewing large documents on small screens

"Having colleagues to talk to is a very important aspect of the job. It's got lots of layers and compliance and process matters that have to be attended to."
ERDF | ON INTRA-OFFICE COLLABORATION

"I would expect us to have a tool available that allows us share documents securely and quickly with whoever we need to."
PLANNING | ON FILE SHARING

"It's such a nightmare to get claims in, get them checked, get them through firewalls, and get them paid."
ERDF | ON IT BARRIERS

"In the civil service we are always one step behind and we don't have the latest version of Excel, Word or any of the latest tech. "
FINANCE | ON IT IN CIVIL SERVICE

"The prime way of collaborating is email, because that way you're keeping an audit trail of what's been agreed."
IT MANAGEMENT | ON AUDIT TRAILS

"It's a bit of a dark art getting hold of somebody to help with faulty IT kit."
FINANCE | ON REGIONAL IT SUPPORT

OVERSEERS

Manage teams, monitor activity and regularly share updates on progress. Tasks are varied but include line management, attending meetings, co-ordinating staff, reviewing progress, reporting on financials and giving direction.

Examples: Middle Managers, Team Leaders

NEEDS

- A clear audit trail for decisions and approvals

- Work effectively with project team members outside of immediate team

- Visibility into what team is working on

CHALLENGES

- Spending face-to-face time with direct reports in other offices

- Team doesn't have confidence to learn new systems to do their job more effectively

- Frequently in procedural meetings, reporting status

FIRST RESPONDERS

Supports teams or other business functions through handling queries and special requests. First Responders are reactive and activities vary based on the type of request they are dealing with. But due to the amount of queries, they are often busy, and are constantly re-prioritising their work.

Examples: Personal Assistants, Helpdesk, IT Support

NEEDS

- To be readily accessible by, and have quick access to people and information

- Find and deliver information retrieved from multiple systems

- Communicate quickly and securely with contacts in and outside of DCLG

- To effectively manage and keep abreast of constant stream of queries and information

CHALLENGES

- Managing the constant influx of varied queries and requests

- Juggling competing demands for their time

- Finding uninterrupted time to fulfill requests or troubleshoot cases

- Quickly accessing tools, fighting through layers of security

"If we had a government IT version of WhatsApp that I was convinced was secure, I would love to use it. WhatsApp has filled the gap of something we didn't have."
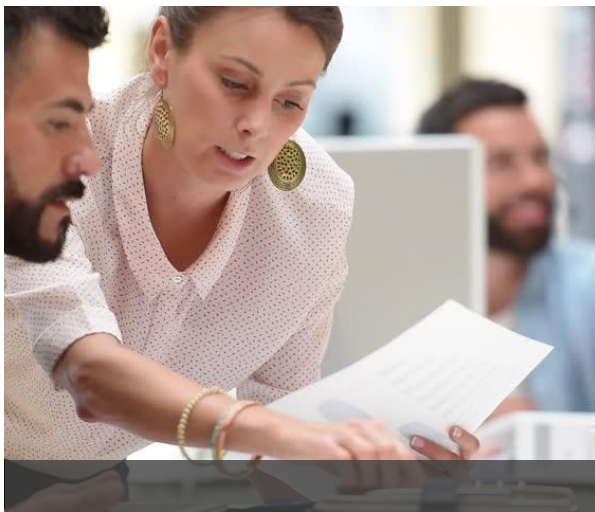**STRATEGY** | ON URGENT COMMUNICATION

"It's my job to make sure they are using their time in the most effective way. That they are at where they're supposed to be, on time, with papers."
FINANCE | ON ROLE

"Efficiency is the removal of frustration. Finding telephone numbers is a particular frustration"
CITIES & LOCAL GROWTH | ON CONTACTING PEOPLE

REVIEWERS

Evaluate a particular case or body of information against certain criteria and pass judgement on it. They differ to processors in that their work involves greater levels of complexity and decision making.

Examples: Inspectors, PINS Caseworkers, Compliance Teams, Legal Department

NEEDS

- To receive and share documents securely with external parties

- Line of business tools being used to function appropriately

- To access DCLG system and files when visiting external bodies

CHALLENGES

- Having to split documents into several emails just to send it pan government

- Having to find and waste time using workarounds as line of business tools do not meet needs

- Key email file attachments getting blocked and requiring IT support to release it

"We don't have a way to coherently share documents. We try to use Dropbox, etc. but get blocked often. Legally, they need it and have to keep electronic documents."
COMPLIANCE | ON SHARING DOCUMENTS

"There are desparate pressures all the time to shift more casework for the money, and the IT system fails all the time. If we only had sensible systems and software, we could get a lot more casework out."
PINS | ON SYSTEMS

It's got massive resource implications as we are doing the work for the applicant as well as our own.
COMPLIANCE | ON LINE OF BUSINESS TOOLS

DECISION MAKERS

Frequently in meetings and often pressed for time, these leaders are the key high-level decision makers. Not a demanding IT user as the majority of their time is spent attending face-to-face meetings, reviewing proposals/emails, and making decisions. May have a PA who deals with lower level administrative tasks.

Examples: Ministers, Directors, Senior Leadership

NEEDS

- Easy way to stay in close contact with key colleagues in the event of an emergency

- Communicate effectively to influence others

- Maintain audit trail of important communications and decisions

CHALLENGES

- Providing time-effective training for staff

- Too many meetings; difficult to participate effectively and influence when remote

- Having enough time to focus on important work

"My focus is to push the boundaries to enable people to work innovatively, collaboratively, flexibility, and take away some of the obstacles."
HOUSING | ON INNOVATION FOCUS

"When I'm dialing into fairly senior level meetings, you can't influence because you can't hear the voices."
PLANNING | ON INFLUENCING WHILE REMOTE

"I engage across the department and with other parts of government, and with local authorities to link people together to try to solve problems"
PLANNING | ON PRIMARY ROLE

TECHNICAL SPECIALISTS

Developing and troubleshooting complex technical systems, analysing data sets. Highly demanding user as they often require powerful hardware, non-standard software and flexible IT and security policies to complete their work.

Examples: Software Developers, IT Support, Data Scientists

NEEDS

- A security policy that supports the obtaining and running of applications they use for their job

- Robust and high performance device with sufficient processing power

- Access to specialty and cloud-based tools without having to use non-standard hardware

- Straightforward access to data stored by individuals and teams within the department

CHALLENGES

- Getting access to data that exists within the department

- Compatibility issues between non-standard/bespoke software and DCLG IT

- Software updates being blocked by security policy

- Standard hardware is not sufficiently powerful; non-standard hardware doesn't have full access rights on DCLG network

"New joiners are being given old kit with IE9 to do work on an SAP version that only works with IE11. Need to look at compatibility issues."
FINANCE | TECHNOLOGY ROLLOUTS

"Just get out of the way, and enable things."
HOUSING & PLANNING | ON ROLE OF IT

"It's buried in a shared drive, or in someone's personal drive and hidden behind layers and layers of macros, and you can't get a the actual data because it's in a hidden worksheet."
DATA ANALYTICS | ON ACCESS TO DATA

CREATORS

Create documents, plans, and other artefacts for consumption and review by others. This often includes authoring documents, drafting clauses and drawing up plans and often requires comments or insights from others. May create independently or in close collaboration with peers and superiors.

Examples: Legal, Policy, Planning, Compliance

NEEDS

- Simultaneously collaborate with colleagues in, and external, to DCLG

- To track the changes made to key documents easily

- Share and access documents of varying sizes with internal and external colleagues

CHALLENGES

- Maintaining a single master copy documents.

- Combining numerous amounts of feedback into a single master copy.

- Inability to edit a document on shared drive that is being edited by another.

"People aren't aware of collaborative software so they're not even aware you can work on the same document at the same time."
POLICY | ON COLLABORATIVE WORKING

"At the moment, I'm spending most of my time writing a document. I've got a write-up of my previous project. It's horrible to do on my laptop"
HOUSING PLANNING | ON HARDWARE FUNCTIONALITY

"Had to send a document the other day and had to split into 7 emails just to get it sent over."
COMPLIANCE | ON SHARING AND COLLABORATION

MULTI-LAYERED PERSONAS

M. JONES | CASEWORKER

Frequently on the move, working out of multiple locations. Learns quickly by watching a few tutorials and trying for herself.

J. SMITH | CASEWORKER

Rarely leaves the office for his casework. He seeks mastery when learning, preferring a classroom setting and detailed documentation.

WORK STYLE

| PROCESSORS | OVERSEERS | FIRST RESPONDERS | REVIEWERS | DECISION MAKERS | TECHNICAL SPECIALISTS | CREATORS |

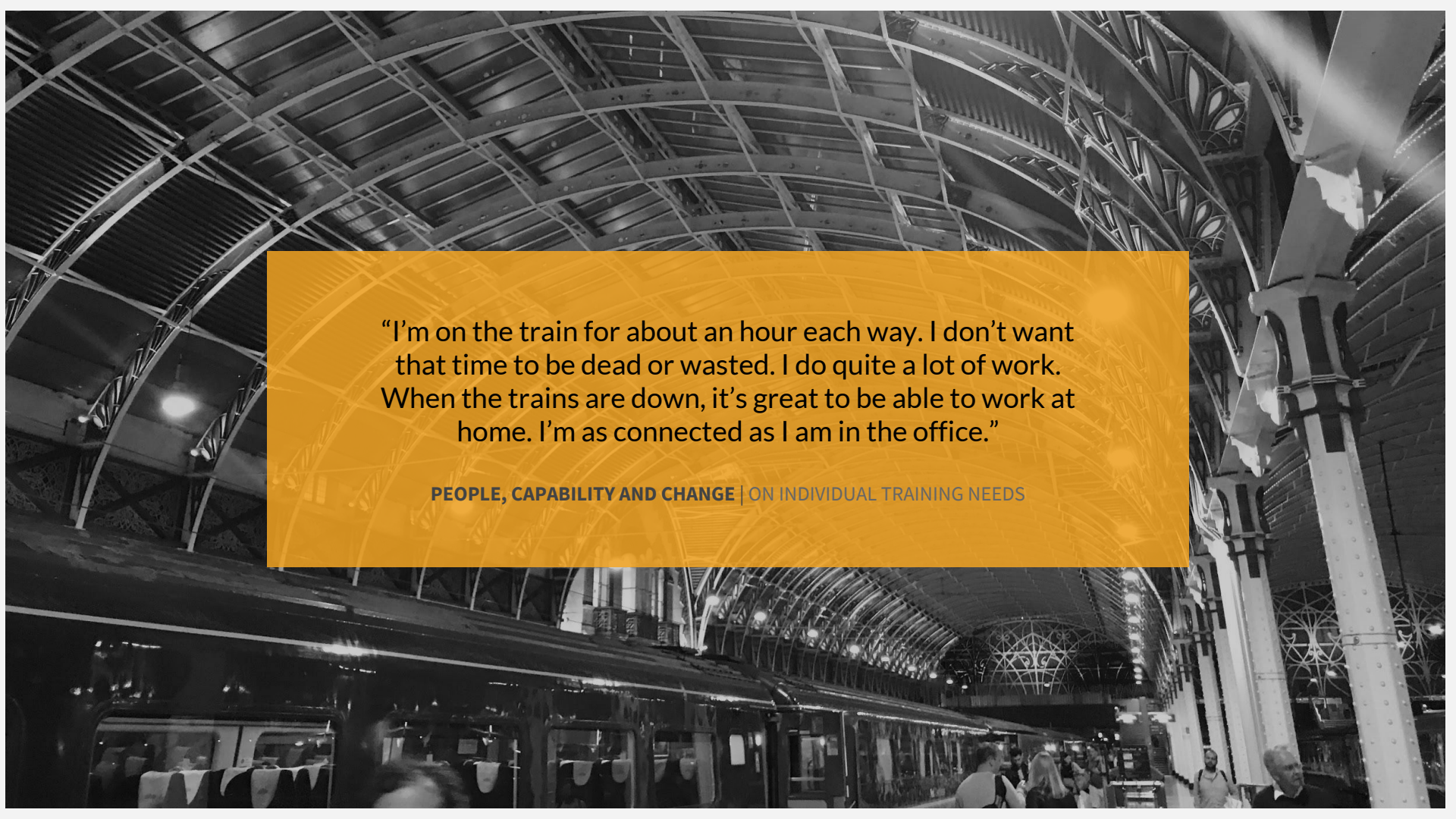**MOBILITY & TRAVEL**

| HOME BASED | TRAVELLER | OFFICE BASED |

LEARNING STYLE

| SELF SUFFICIENT | QUICK STARTER | KNOWLEDGE CRAVERS |

"I'm on the train for about an hour each way. I don't want that time to be dead or wasted. I do quite a lot of work. When the trains are down, it's great to be able to work at home. I'm as connected as I am in the office."

PEOPLE, CAPABILITY AND CHANGE | ON INDIVIDUAL TRAINING NEEDS

WHERE WORK HAPPENS

AT HOME	ON THE MOVE	IN AN OFFICE

AT HOME

Work out of the home, either in an office-like setting with a desk and chair, or in a more casual setting like a kitchen table or sofa. Personal Wifi and connectivity solution (i.e. VPN, Citrix) is required for gaining access to departmental systems.

Needs
- Easy and quick access to the DCLG system from home
- Means to communicate with colleagues remotely

Challenges
- Social/professional isolation
- Technical support
- Access to paper documents, equipment

ON THE MOVE

Typically occurs during commute or work-related travel. Working while on the move typically means working without a personal or departmental Wifi, instead depending on 3G/4G data, public Wifi (i.e. from train) or working offline. Goal is to maximize productivity; often involves solo or offline work as real time collaboration is difficult.

Needs
- Reliable connectivity or systems optimised for offline work
- Supportive colleagues and leadership

Challenges
- Connectivity, device portability/power
- Comfortable work environment
- Accessing DCLG system when away from office
- Collaborating with others

IN AN OFFICE

Office setting, typically at a fixed or hot-desk. Traditionally assumed to be the default location where work occurs. Workers primarily benefit from ability to interact with and collaborate with others in-person. Generally assumed to have reliable internet connection.

Needs
- Physical space for productive individual and team work
- Access to required speciality equipment

Challenges
- Working with distractions from open office
- Fully participating in meetings/events happening elsewhere

"Offer a whole range of different approaches. People learn differently and have different preferences. Some like face to face, some online, some floorwalkers. Really important to have that mix. Whatever works best for them."

PEOPLE, CAPABILITY AND CHANGE | ON INDIVIDUAL TRAINING NEEDS

SELF-DESCRIBED LEARNING STYLES

SELF SUFFICIENT

"Just get out of the way, and enable things."

These learners embrace technology, are eager to adopt the new, and will quickly test the limits of the technology and policies that surround it. If any level of help is needed, they are likely to turn to peers or Google to find an answer rather than traditional support.

Needs
- Full access to the system, with little to no need for formal instruction
- Minimal documentation, only needed if key things are non-obvious or can't be found through an online search
- Peer network for support

QUICK STARTER

"When I needed it, I just looked at the instructions, went ahead and did it."

These active learners like to learn by doing, and benefit from lightweight instruction or modelling to demonstrate best practices. We found this to be the most common group of learners within DCLG.

Needs
- Quick overview of key capabilities, practical examples
- Necessary information regarding access/getting logged in, etc.
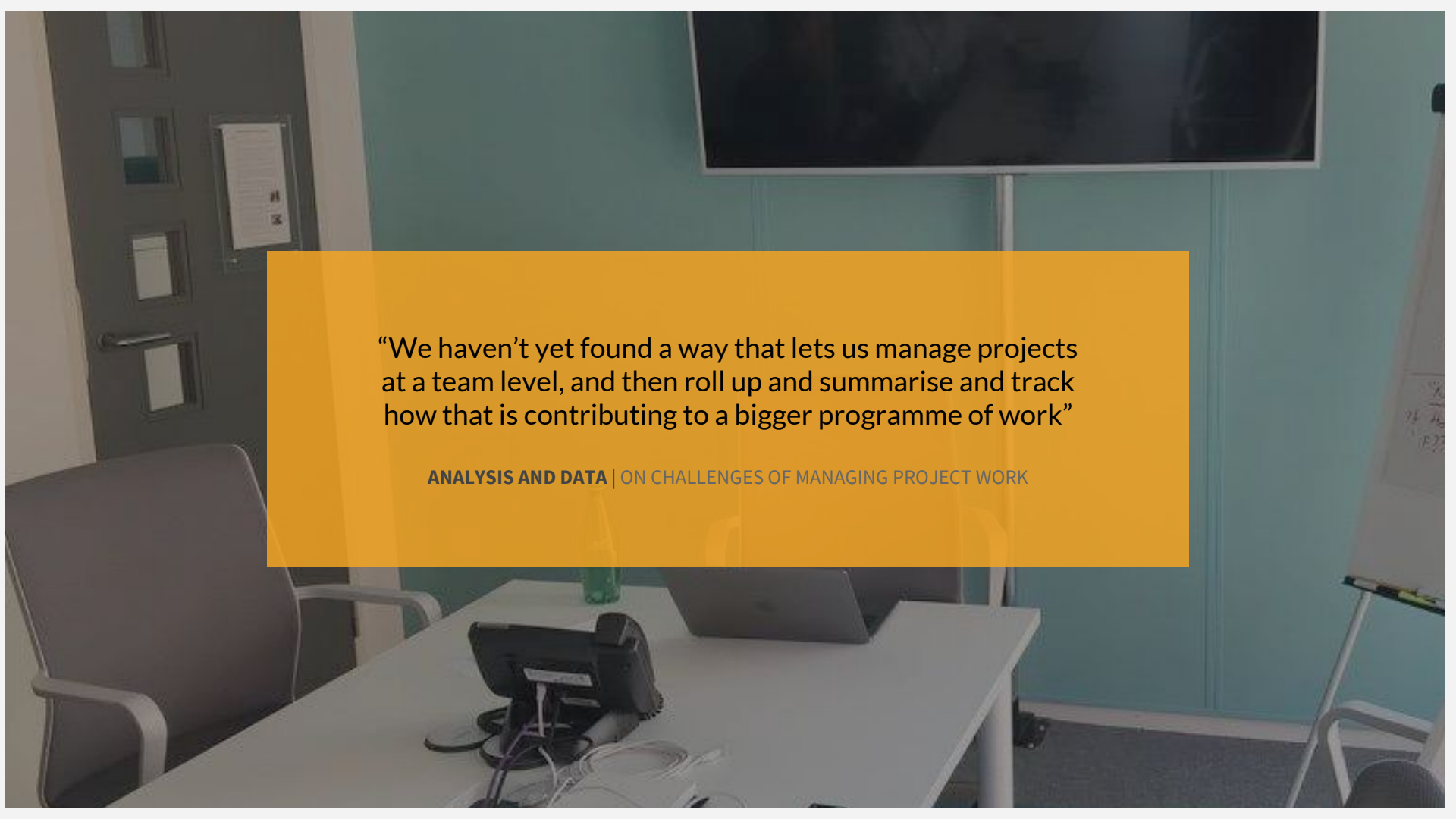- Details about where to go if/when they need more support

COMPREHENSIVE LEARNER

"I do like formal processes or training, and then I go away and learn it in more detail."

Comprehensive Learners like to develop their understanding through a combination of guided instruction, practical examples and written documentation. Many are in search of mastery and efficiency, looking for shortcuts and productivity gains.

Needs
- Understanding of how things work
- Open environment where questions can be asked freely
- Information regarding additional support - future classes, deskside support, etc.

"We haven't yet found a way that lets us manage projects at a team level, and then roll up and summarise and track how that is contributing to a bigger programme of work"

ANALYSIS AND DATA | ON CHALLENGES OF MANAGING PROJECT WORK

PRIMARY TEAM TYPE

SERVICE DELIVERY

Service delivery teams exist to provide an ongoing service to others. Delivery can be internal or external to the organisation. Examples at DCLG could be a procurement team providing purchasing services within the department, an IT team providing technical support or or PINS inspectors serving citizens and local authorities through the appeals process.

These teams typically engage over long periods of time, and team members often see this role as their primary job.

Needs

- Clear processes or guidelines for consistently delivering service
- Methods for two-way communication with those they serve
- Information management

PROJECT TEAM

Project teams typically form in an attempt to introduce something new to the organisation or to address a specific problem. Teams may disband after the project is completed or discontinued; project team life is variable.

Project team members often have a different "day job", which they may need to do in addition to their project team work.

Needs

- Clear direction and scope of work
- Members may need time away from their day job to do project work
- Means to share work with each other and easily track project status
- Physical space to meet, develop team identity, post artefacts

CLIENT RELATIONSHIP

Client relationship teams exist to foster and manage relationships, most commonly with external stakeholders. These can be vendors, grant applicants/recipients or other partners with whom frequent conversation and interaction is beneficial. Team members frequently travel for work to meet clients, to network and to stay current in their particular field.

Needs

- Ability to work effectively from wherever they are
- Methods for quickly sharing information outside of team (and organisation)
- Easy travel and/or communications software in order to have effective meetings/conversations with clients and team members

ADDITIONAL TAKEAWAYS

"Given that geographically, we are spread and down here we're so isolated, if we're going to a meeting it's an hour and half before you leave the county. If we could make use of shared facilities, whatever they are, it would probably be better because it would be less travel."

EUROPEAN PROGRAMMES | ON REGIONAL ISOLATION

REGIONAL OFFICES

USERS NOTED CHALLENGES WITH...

"Good IT and good communication is obviously vital given the way our offices are spread out around the country. We need to have the access, and be able to talk to people. The easier we can do that, the better."

DCLG TRURO | ON COMMUNICATION

INCONSISTENT PROVISION

Equipment provided is inconsistent between DCLG offices, with the regional offices often missing out to the London office. Regional offices feel that they get substandard equipment (notably monitors) and second-hand laptops.

ACCESS TO IT SUPPORT

Without any on-site IT support, regional offices are at a disadvantage when it comes to resolving hardware and network/infrastructure problems. As a result, the role of the IT Focal Point is especially important in regional offices as this may be the only person that can help.

HQ-CENTRIC

Meetings, training and key events are often held in London, even though 2MS commonly doesn't have the capacity to support visitors. If unable to travel to London, people from regional offices often miss out.

ISOLATION

Regional offices are commonly made up of members of distributed teams. Distances between cities often make it difficult to work together face-to-face. Poor quality dial-in meetings and lack of video conferencing can leave people feeling isolated.

"Issues with specialist software and hardware do require a certain level of expertise and specialist knowledge. The current arrangements can result in long gaps between reporting a problem and getting the appropriate specialists in to deal with the problem."

HOUSING AND PLANNING | ON SPECIALTY HARDWARE AND SOFTWARE

REASONABLE ADJUSTMENTS

USERS NOTED CHALLENGES WITH...

"My experience of the current IT support arrangements is that they do not provide an effective service for assistance software users"

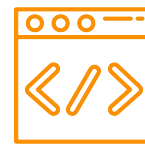**DISABILITY NETWORK** | ON IT SUPPORT

KNOWLEDGE MANAGEMENT

- Knowing who to go to to get help with reasonable adjustments.

- Knowing where to access information regarding disabilities at work.

- Management not necessarily being aware of responsibilities to support team individuals with disabilities.
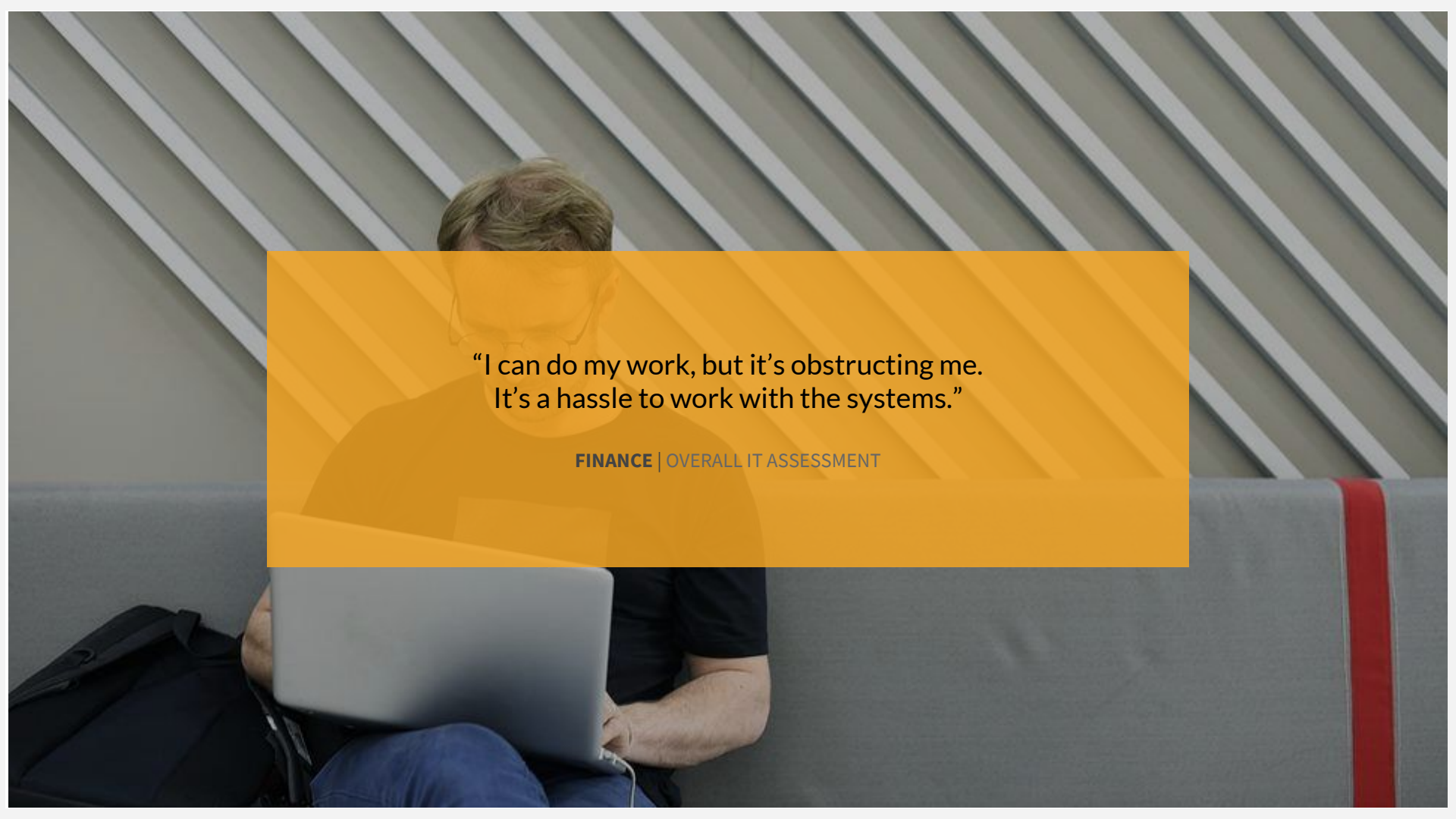
PROCESS

- There are long gaps between reporting a problem and getting the appropriate specialist to deal with the problem.

- There is often confusion around who is responsible at each stage of the process.

SPECIALIST IT NEEDS

- There is a disconnect between specialist disability software and IT applications which means they don't run properly.

- Hardware isn't equipped to handle specialist software like JAWS or Dragon meaning it often slows down or crashes.

- Inefficient workarounds and add-ons like allocating 2 laptops (one each for work and home) to compensate for the fact the laptop is too heavy.

"I can do my work, but it's obstructing me.
It's a hassle to work with the systems."

FINANCE | OVERALL IT ASSESSMENT

SYSTEM ASSESSMENT

USERS NOTED CHALLENGES WITH...

"I would say it's a 5 out of 10. I suppose expectations within government are so low with what you're going to get, you just accept it and try to get on with whatever you were given. I think we don't explore the possibilities that are out there."

RESILIENCE | OVERALL SYSTEM ASSESSMENT

OVERALL

- Current systems generally **meet, but rarely exceed, the needs of users**.

- Many seem resigned to the fact that they work in a government department, and they will never be cutting edge.

- Many only scratch the surface of possibilities, limited to their laptop or thin client, with frequent use of Outlook and Office, mostly while working from the office.

HARDWARE
Assessment: Barely meets needs

- Many feel that laptops are inadequate, as they are too bulky, too slow and with insufficient battery life.

- Port replicators were a frequent source of frustration.

- Monitors, particularly in regional offices, were too small; many would benefit from having a second monitor to enable more efficient work.

CORE/COMMODITY SOFTWARE
Assessment: Meets needs

- Core software is dated, but doesn't prevent people from working.

- Many are running more up-to-date versions of software at home and on their personal devices

- Citrix enables many workers to effectively work from home or on the go.

SYSTEM ASSESSMENT

USERS NOTED CHALLENGES WITH...

"Good, but could do better. It works fine, but … little things like not being able to use something as simple as Skype. It doesn't prevent you from doing your job properly, but they are annoyances that make your life more complicated."

EUROPEAN PROGRAMMES | OVERALL SYSTEM ASSESSMENT

LINE OF BUSINESS SOFTWARE
Assessment: Frequently does not meet

- LOB software is one of the biggest sources of frustration for those who use it regularly.

- The software is often slow, buggy, unreliable, missing essential features and has many usability issues.

- Those who use this software spend their entire work day using it, magnifying problems.
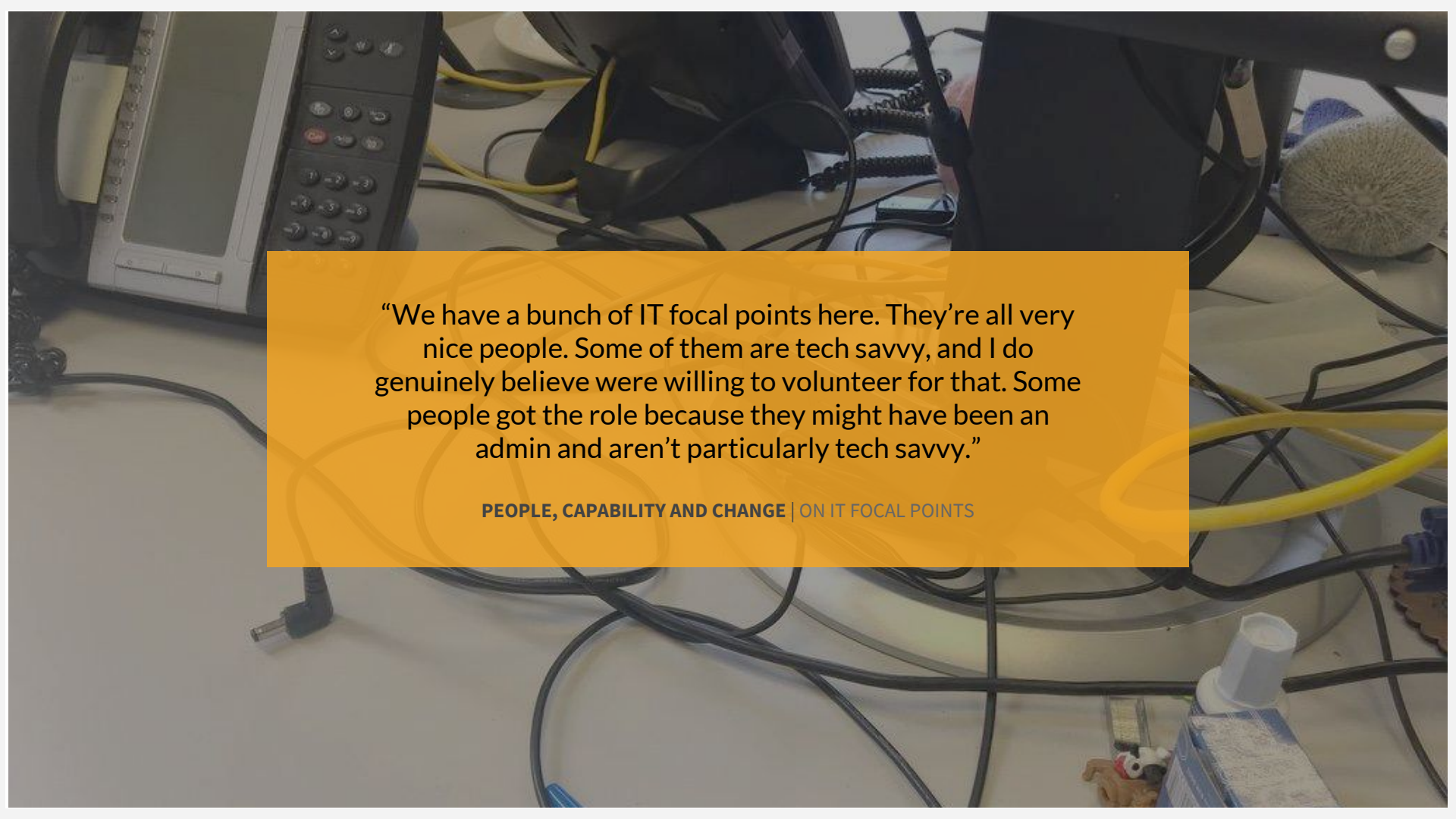
BYOD
Assessment: Meets needs

- Many have had positive experiences with their BYOD apps.

- Has enabled users to more easily access their work email and phone calls/messages while on the go.

- While useful, users frequently complained about call quality and reliability, as well as the need to enter passwords constantly in Worxmail

BUSINESS SUPPORT SYSTEMS
Assessment: Barely meets needs

- From the perspective of the general user base who only occasionally use business support software (SAP HR and SAP Finance most frequently discussed), their experiences were generally quite frustrating.

- Few found the software to be clear or intuitive.

- While highly unpopular, the software did ultimately seem to meet their needs.

"We have a bunch of IT focal points here. They're all very nice people. Some of them are tech savvy, and I do genuinely believe were willing to volunteer for that. Some people got the role because they might have been an admin and aren't particularly tech savvy."

PEOPLE, CAPABILITY AND CHANGE | ON IT FOCAL POINTS

IT FOCAL POINTS

"Having someone there that people can turn to for instant help and physical presence as opposed to help desk."

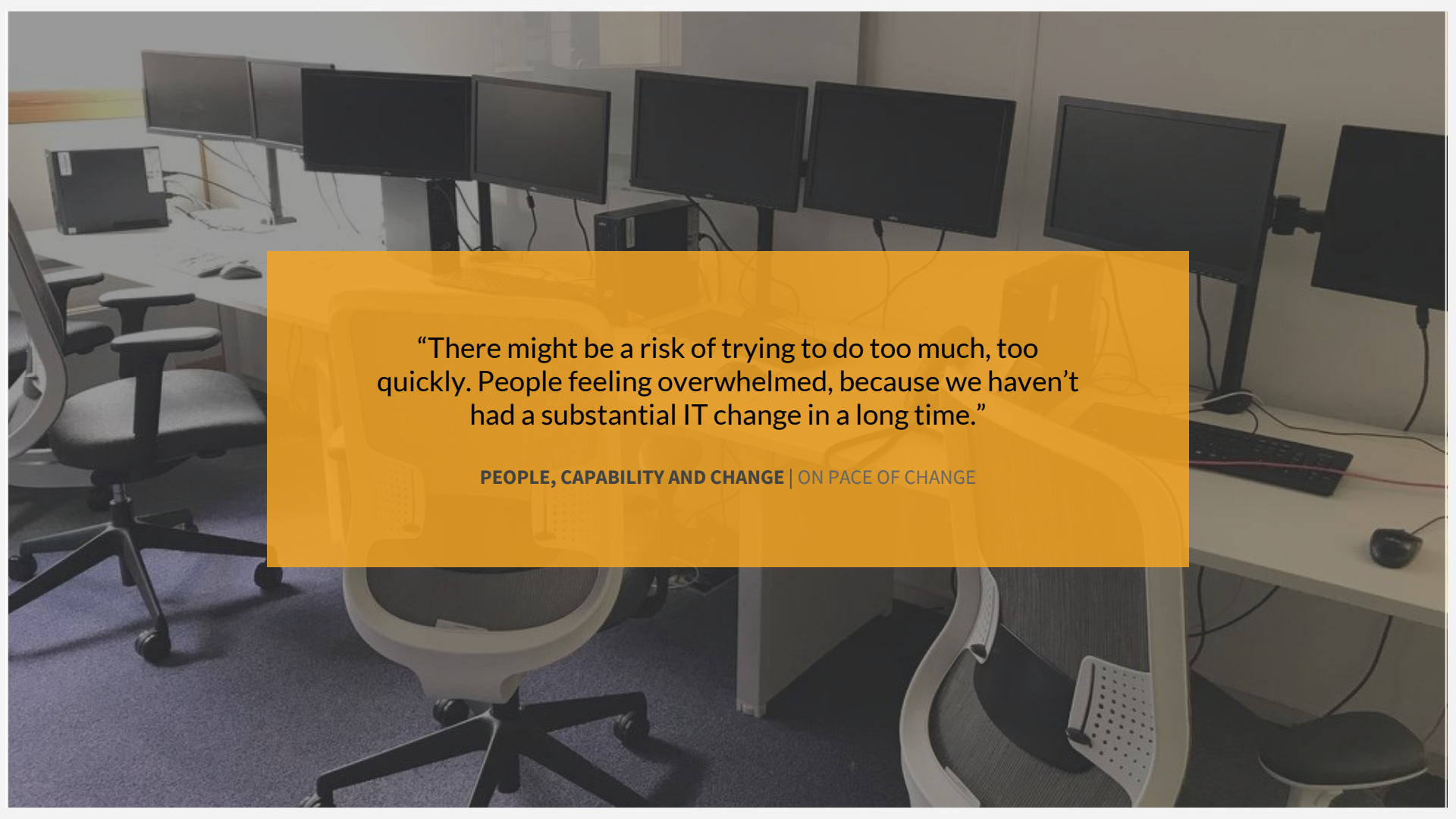**PEOPLE, CAPABILITY AND CHANGE** | ON DESIRED IT HELP

WHAT WE HEARD

IT Focal Points (ITFP) were discussed in the majority of our interviews. The ITFP role was widely seen as a good idea. However in practice, the effectiveness of the role seems to vary quite a bit.

The role seems to work best when the ITFP is technically inclined, motivated and has time to help out. ITFPs play an especially important role in regional offices where there was no on-site IT presence.

However, we heard from many people, particularly at 2MS, who felt that their ITFP was not technically skilled and merely served as an impediment or layer of bureaucracy, filling out forms rather than providing meaningful assistance.

ITFPs expressed frustration that they often didn't have enough information from IT about new initiatives and were often ill-equipped to solve problems.

SO WHAT?

People who were happiest with the role were people who had received help in troubleshooting a problem, typically related to hardware or software.

Those who felt most unhappy with ITFPs seemed more frustrated by the rules and process than the individual. They felt that it was often a waste of time to have to submit a request to the ITFP who in turn would submit the request on their behalf to IT. Many would have preferred to self-serve or contact IT directly.

There appears to be genuine benefit in having a localised conduit for two-way communication into and out of teams. User needs would be well served if they could quickly and easily self-serve for simple administrative-type requests (file sharing, permissions, hardware peripherals), but still retain a supportive face-to-face role for working through more complicated requests and for information exchange related to a team rather than just an individual.

"There might be a risk of trying to do too much, too quickly. People feeling overwhelmed, because we haven't had a substantial IT change in a long time."

PEOPLE, CAPABILITY AND CHANGE | ON PACE OF CHANGE

G SUITE vs OFFICE 365?

WHAT WE OBSERVED

Few DCLG users have had exposure to Office 365 or G Suite in their personal or professional lives. Most users are familiar with *the cloud*, but **don't fully understand the implications of working *in the cloud.*** There is a desire to work smarter, and an understanding that there are better ways to work … but there is little practical knowledge about what that actually means, or the extent of change necessary to fully modernise their way of working.

In the eyes and imaginations of the majority of users we spoke to, they just want a functioning system that enables them to, rather than prevents them from, working effectively.

Our research on user needs does not point to a particular office suite as being inherently better than the other for DCLG users. Both suites can offer new ways of working, but both can also enable today's culture of email-centricity and limited collaboration.

SO WHAT?

What our research does point to is that **the success of either suite will be determined by how the changes are rolled out.** It may require significant effort to move people toward a different way of working, and to break the culture of email.

The nature of teams and mobility will demand a different approach to *defaults*. By that, we mean the default hardware assumption shouldn't be thin client or bulky laptop. The default security settings shouldn't restrict public Wifi or require IT approval for file sharing. **Modern collaboration means that people and data are mobile. It depends on people being trusted to make good decisions.**

It's easy to give out new hardware and software, but without a concerted change initiative that supports all personas, at all different levels of tech savviness, across all different offices, with all different learning approaches, the department will not be fundamentally changed.

THREE THINGS TO REMEMBER

Collaboration & Culture
Presently, there are a number of barriers to modern collaboration, some technical, some cultural. The hierarchical nature of the department may help speed and support change, assuming leadership can be effectively engaged.

People are Individuals
Our multi-layered approach to personas demonstrate the complexity of people. Even if people share a similar approach to working, they may have wildly different approaches to where they work and how they learn. Expect the support they require to change to be different too.

Regional Offices Have Different Needs
Not only because they're not in London, but also because they have different people doing different work. Regional offices seem to work as closely with each other as they do with London.

THREE THINGS TO DO NOW

Quantify These Findings
We have an abundance of qualitative research which tells a rich story. We can now build on that by broadly surveying the org to better understand how widespread each of the personas and dimensions are across DCLG nationally.

Into the Line of Business Tools
We saw and heard that much of the software and tools internal to the department creates challenges for users. By understanding and beginning to address the most important issues here, you can almost certainly improve productivity and morale.

Imagine a Better Way
Many feel they don't have the time or imagination to create a better way of working. DCLG can help them by charting the path for them, and then sharing that vision widely.

NEXT PHASE

2nd PHASE OF USER RESEARCH

- Gather user feedback on the findings via means of survey.

- Run workshops to **agree any supplementary analysis** or **user research** required to support the work in this scope. This will engage with a wider range of staff members, ensuring that people are not only engaged with the research, but also informed.

- Identify any further user research which will enable enhance the Alpha/Beta phase.

- Work with Change Team on Change approaches and how the user research carried out in this phase informs the approaches..

- Further define the current system's ability to meet user requirements, both within the current state architecture and also potential future states by using a value mapping approach.

MOVE TO ALPHA / BETA PHASE

COMMENCE WITH A KICK OFF SESSION:

- **Review** existing collateral
  - Any existing work on a **multi-supplier service model**,
  - Draft **business case material**,
  - **User research** including the work carried out already by Rainmaker,
  - **Data and systems information**
  - **Current processes**
  - **Strategies**
  - **Commercial contracts**, etc.

THANK YOU

ICON LICENSING

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