



Integrating Service and Project Management to Get the Job Done Smarter, Faster & Better

The total forecasted spend in state and local government for 2018 is \$3.25 trillion.¹ Since this massive sum largely comprises taxpayer dollars, state and local governments need to be prudent about delivering services and managing projects on time, on budget and to citizen expectations.

But with information and tools distributed across multiple platforms, organizations often lack the unified view needed to perform work efficiently, make well-informed decisions, and meet service and project goals. The challenge is magnified when multiple services and projects are underway concurrently. All of this can result in budget and time overruns.

To overcome this, organizations are looking at how service requests are made and routed to improve response times and outcomes. There is also an increased focus on project planning and management for better delivery and resource utilization. An integrated work management platform combines service management and project portfolio management into a centralized hub to help governments gain visibility; automate workflows; enhance efficiency; and ultimately provide better experiences to the public, businesses and employees.

A DIFFICULT BALANCING ACT

Besides budgeting, scheduling, allocating resources, prioritizing tasks and managing other risks, the following broader challenges affect government organizations as they manage services and projects.

HIGH EXPECTATIONS FOR CONSUMER-ORIENTED SERVICES. Citizens, businesses and employees want government services to be as responsive, innovative and convenient as private sector services. To do this, government agencies must rapidly develop and deploy self-service web and mobile applications. Gartner predicts demand for mobile app development services will increase at least five times faster than IT organizations' capacity to deliver them by the end of 2017;² meaning organizations must have visibility into time and resources at the project and service management level. Once a self-service application is deployed, it must deliver a seamless, end-to-end user experience, and connect

data and workflows from multiple departments to meet customer needs at every step of service delivery.

RETIREMENTS AND KNOWLEDGE TRANSFER. Forty-five percent of state and local government jurisdictions responding to a recent survey noted an increase in retirements in 2016.³ As older workers retire, governments must gain insight into the workforce skills and experience they need to effectively provide services and manage projects. Retiring employees will need to transfer knowledge about projects and services quickly, efficiently and cost-effectively — ideally via self-service tools. The organizations that most effectively identify, capture, share and apply essential knowledge improve project outcomes by nearly 35 percent.⁴

TIGHT BUDGETS. Agencies are under pressure to stretch tight budgets and spend tax dollars responsibly. Given that personnel costs account for more than 40 percent of annual spending for state and local governments,⁵ organizations need to maximize employee time by streamlining workflows, reducing manual processes and ensuring each worker is in the right role. Organizations also need to ensure they successfully complete new projects and services. In one study, 52 percent of large government IT projects went over budget, were behind schedule or didn't meet expectations; 41.4 percent were abandoned or had to be restarted.⁶

DIGITAL EQUITY. As state and local governments progress in their digital transformations, they must ensure all constituents — regardless of their physical capabilities, economic status and geographic location — can access information and services. Public kiosks, mobile-friendly apps and other solutions that consolidate information and back-end workflows can help accomplish this.

INEFFICIENT, SILOED PROCESSES. Many organizations use paper-based templates and processes, as well as email, faxes, spreadsheets and office management suites to manage projects and services. These manual approaches are time consuming; lead to redundancies and outdated information; and inhibit transparency, reporting and collaboration. When governments use automated project management and service management tools, the systems are often siloed and redundant, making it difficult to get a comprehensive view.

➔ WORKING TOGETHER: SMARTER, FASTER, BETTER

Integrated work management solutions help address these challenges, and enable state and local governments to complete projects in ways that better serve citizens, employees and businesses. By consolidating service management and project portfolio management onto one platform with a single knowledge base, integrated work management solutions provide a complete picture. They allow organizations to automate workflows; increase efficiency; create sophisticated self-service portals; and track, analyze, prioritize and route small tasks and larger workflows.

Externally, citizens can use self-service portals to complete a variety of tasks. For example, they can look up recycling information, report a needed infrastructure repair, request a permit, reserve a camp site or check the status of a building project.

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Internally, agencies experience the same advantages. Take onboarding a new employee as an example, which typically involves IT, human resources, security and facilities. A single onboarding request to an internal portal can assign the appropriate task to the various departments, such as requesting equipment from IT, clearance from security, badge processing from facilities and benefits onboarding from human resources. IT teams also benefit and can manage the rollout of new software and servers, automatically route tickets and enable employees to submit requests via self-service tools. The possibilities are endless and will become even more sophisticated as states and municipalities develop smart city projects, integrate with the Internet of Things (IoT) and implement innovative mobile services.

➔ GETTING STARTED: BEST PRACTICES

The following best practices will help organizations manage work across the organization more efficiently, cost-effectively and successfully.

ESTABLISH A COMPREHENSIVE, USER-FRIENDLY KNOWLEDGE BASE. A well-built knowledge base promotes self-service and allows people to easily access the information they need. Think about how you will present, index and categorize information so users can easily find and use it. Crowdsource knowledge (judiciously) from multiple departments to make the knowledge base as comprehensive as possible.

CONSOLIDATE PROJECT AND SERVICE MANAGEMENT. This allows organizations to obtain a unified, accurate view of what tasks need to be done and what projects are assigned to who. It also helps optimize resources, allocate workers' time appropriately and improve project performance.

CHOOSE THE RIGHT TOOL FOR THE JOB. Users can become frustrated when they are asked to follow methodologies that are unwieldy or unnecessary for a given task or project. To encourage broad adoption of a project management methodology, consider the scale and complexity of each project, and then choose the model that best serves the project.

MAKE PROJECT MANAGEMENT A DISCIPLINE. Create a project management office (PMO), appoint a certified project management professional to lead it, and establish policies and procedures to help standardize and enforce best practices. In a survey of U.S. government IT leaders, respondents reported that their PMO had contributed to a 23 percent drop in the number of failed projects, a 35 percent increase in the number of projects that were delivered under budget and a 20 percent improvement in productivity.⁷

➔ INTEGRATED WORK MANAGEMENT PAVES THE WAY FOR MODERNIZATION

Project, program and service management are core functions in every government organization. Integrated work management platforms quickly connect citizens, employees and businesses with content and workflows so they can answer questions on their own and make well-informed decisions. In doing so, these solutions help ensure tasks, projects, events and services are initiated, supported, completed and reported efficiently and cost-effectively. As state and local governments work to modernize and transform their organizations, they can adopt an integrated work management platform to help address some of their most pressing challenges.

This piece was developed and written by the Center for Digital Government Content Studio, with information and input from TeamDynamix.

Produced by:



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For:

TeamDynamix

TeamDynamix cloud-based work management software gives organizations the ability to align, work together, and simplify their work management processes across their organization. Higher Education, K-12 districts, state and local governments, and nonprofits use the TeamDynamix project portfolio and service management platform to work together faster, better, smarter to fulfill service requests.

Endnotes:

1. Based on data from the Center for Digital Government and NASBO's Fiscal Year 2018 Proposed and Enacted Budget
2. www.gartner.com/newsroom/id/3076817
3. <http://slge.org/wp-content/uploads/2017/06/State-and-Local-Government-Workforce-2017-Trends.pdf>
4. www.pmi.org/-/media/pmi/documents/public/pdf/learning/thought-leadership/pulse/capture-value-knowledge-transfer.pdf?sc_lang=temp=en
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7. www.pmsolutions.com/articles/Government_PMO_Struggle_to_Prove_Value_JCB.pdf