Nor’ini binti Ab. Rahman
Perunding ICT (Pengurusan Projek).
MAMPU, Jabatan Perdana Menteri Malaysia
anorini@mampu.gov.my

Pelaksanaan Pengurusan Perubahan dalam Projek ICT Sektor Awam

PICC, Putrajaya
24 November 2015 (Selasa)
Applying a Change management framework increases the probability of staying on schedule and budget, resulting in higher benefit realisation and ROI.

1. A structured approach to shifting individuals, teams & organisations from a current state to a desired future state.

2. The application of a structured process and a set of tools for leading the people side of change to achieve a desired outcome.

What?

Projects with excellent change management effectiveness are 6 times more likely to meet or exceed project objectives.

Why?

Applying a Change management framework increases the probability of staying on schedule and budget, resulting in higher benefit realisation and ROI.

Effective application of change management increases the success rate of organizational changes to as high as 96%.

1. Reduce Project Risks
2. Increase potential benefits of projects
Risks - when change not managed effectively

Why?

- Productivity declines
- Morale deteriorates
- Passive resistance escalates
- Valued employees leave the organisation
- Projects go over budget and past their deadline
- Active resistance emerges and sabotages the change
- Find workarounds to avoid new way of doing things or revert to the old way
- Divides are created in the organisation between ‘us’ and ‘them’
- The organisation builds a history of failed and painful changes
Change Management in Project Environment

Change is a continuous process not an event

Technical side of project
People side of project
The Kubler-Ross Change Curve

- **Shock**: Surprise or shock at the new situation/job.
- **Depression**: Low mood, lacking in energy.
- **Denial**: Disbelief, looking for evidence that it is not true.
- **Angry**: Recognition that things are different.
- **Frustration**: Initial engagement with the new solution.
- **Experiment**: Feeling more positive—learning how to work in the new situation.
- **Integration**: Change accepted & integrated, trust, commitment, enthusiasm.

Change Management in Public Sector Projects

Time

Morale
Change Commitment Curve

Willing/able to change

Shock/Resistance

Awareness

Understanding

Acceptance

Change aborted

Decision not to support implementation

Negative Perception

Confusion

Individuals “dropping” from the change curve

Note:  
- Green: With CM  
- Red: Without CM

Change Management in Public Sector Projects
Change Dimension

Direct & Manage the Change
Steer personnel into the right direction of the change

Enable the Change
Provide individuals & organisation with support, skills, tools to perform in a new environment

Lead the Change
Demonstrate management commitment to the change effort

Own the Change
Ownership & commitment to the change by individuals in the organisation

Culture

Ownership

Enablement

Leadership

Navigation

Desire to Change
Manage formal & informal values and beliefs to effect change
Change Management Team

ECERDC
Change Management Organisation Structure

Contoh

EAST COAST ECONOMIC REGION

Need to identify:
- Sponsor
- Champion
- Ambassador/Agent
- Target

Change Champions

Technical Lead
En. Helmi Abdul Hamid/En Abdullah

Awareness Lead
En. Ahmad Fawziah/En Syed Mohd Muhsin

Communication
En Khairulnizam

Training
En. Zurilan Mamat/En Nuri Adli
Change Management Models

Change Management in Public Sector Projects
Change Management Approach

- **Change Assessment**
  - Business Case For Change
  - Readiness for change
  - Awareness for change
  - Change issues & diagnosis

- **Change Management Planning**
  - Change Strategy
  - Change Mgt Team
  - Communication Plan
  - Change Management Plan

- **Change Management Execution**
  - Implement CM Plan
  - Awareness Programs
  - Stakeholder Engagement
  - Promotion activities

- **Monitor Change & Continuous Improvement**
  - Success measurement
  - Share findings with Key Stakeholders
  - Review output & identify trends

Change Management in Public Sector Projects 11
Change Readiness Assessment

Macro Level:
- Clarity on the vision for change
- Perception on leadership involvement & engagement

Micro Level:
- Capability & support to facilitate change

Process questions revolved around modules related to the new processes:
- I am aware the different processes
- I am able to perform transaction in the following process
- I understand the steps involved in the following process
- I understand how the process impact me
- I understand the benefits that can be achieved

Questions in the form of checklist with specific stakeholders that has excellent understanding of the technology progress.
Communication Plan

Key items in communications
- Strategy
- Plan
- Materials
- Delivery channels
- Feedback
- Measure effectiveness

- “How do we get there?”
- Define key messages to be communicated
- Identify message receivers
- Determine communication vehicles
- Identify message senders
- Determine message timeframe
- Determine feedback method
Communication Channels

Group support
- Champions

Group Chat
- Whatapps
- Telegram

Facebook

Enewsletters
- Quarterly

Email Blast

Portal

Roadshows

Awareness & Trainings

FAQs

Online training

Brochures

Buntings

Task force

Call Service center

Virtual Suggestion box
Communication Tools

Communication objectives

Inform
- Broadcast e-mail
- v-mail
- Cascade briefing
- Poster notice

Motivate
- Hotline
- CBT/ e-learning/ website
- Chat room/ shared database
- Audio/video tape

Educate
- Website (eRoom)
- Regular emails/newsletters
- E-newsletters
- Q&A/FEEDBACK database
- Interactive staff attitude surveys (web-based or used at events)
- Web-enabled meeting/forum

Support
- Focus groups
- Workshop
- Staff meeting
- Away day
- Conference
- Interviews with stakeholders
- Explanatory survey
- Personal letter
- Forum
- Team events
- Review/feedback sessions
- Planning workshops
- Operational and strategic meetings

Method / Materials
- Face to face
- Printed materials
- Awareness
- Understand
- Acceptance
- Commitment

Level of Commitment
Suggested Content:

1. Scope and Objectives
2. Strategy/Approach
3. Resources
4. Change Management Activities
5. Criteria/KPIs
6. Schedule (of activities)
Success Measurement

Success

What people think it looks like

Success

What it really looks like
Success – The Iceberg Illusion

What people see

What people don’t see

Success is just the tip of the iceberg

SUCCESS

HARD WORK
PERSISTENCE
OCCASIONAL LATE NIGHTS
DISCIPLINE
REJECTIONS
COURAGE
CRITICISM
CHANGES
RISKS
GOOD HABITS
PASSION
INNOVATION
DEDICATION
HONESTY
Methods of Measurements

Qualitative

- Deals with Descriptions
- Data can be observed but not measured
- Colours, Textures, Smells, Taste, Appearance, Beauty
- Qualitative: Quality

Quantitative

- Deals with numbers
- Data which can be measured
- Length, heights, area, volume, weight, speed, time, temperature, humidity, costs, ages
- Quantitative: Quantity

Like

Ambiguous

Slow

Easy

Awkward

Efficient

CONFUSING

2m32s
76.8%
1,127

16d12m55y
$45,849

1,127

Change Management in Public Sector Projects
Methods of Measurements

Qualitative
- Change Impact
- Go Live Support
- Customer Satisfaction
- Survey
- Awareness Feedback
- Assessment

Quantitative
- Stakeholder Analysis
- Training
- Transfer of Technology
- TNA Analysis
Case Study: Single Sign-On Project

To design and deliver a Single Sign On solution for MyGov Portal

Scope:
- Integration to MyGov Portal (www.malaysia.gov.my) - the key portal for Malaysian citizen, corporate & civil servant to access to online application provided by government agencies in Malaysia
- Web Single Sign On for thirty (30) online applications

Users need to register each time they use online application in different agencies → many Usernames and Passwords

One username and Password to access to 30 agencies’ selected online applications
1. Project Details and Contacts
2. Table of Contents
3. Document Control
   3.1. Document Versions
   3.2. Document Distribution
4. Overview
5. Executive Summary
   5.1. Overview and Scope
   5.2. As-Is and To-Be
6. Project Overview
   6.1. Acknowledgement
   6.2. Project Goals
   6.3. Critical Success Factors
   6.4. Change Management
7. Change Management Strategy
8. Objectives
9. Project Stakeholders
10. Guiding Principles
11. Communication Approach
12. Change Management Activities Summary
13. Change Management Action Plan
14. Roles & Responsibilities
15. Reviewed and Endorsed By

The SSO change management team will be engaging the various stakeholders at MAMPU and the 30 Agencies (in their respective roles) with the eventual target of reaching the public, business users and the civil servants.
SSO Project – CM Objectives

CM Objectives:

- Ensure buy-in from the Agencies leadership of the Project
- Provide a bridge between the sponsors who have initiated the project, the project team who are implementing the project and the agencies
- Keep all stakeholders informed throughout the change process
- Promote the SSO Project to agencies

The purpose the CM Plan is to ensure the change readiness of the 30 pioneer agencies
SSO Project – Project Stakeholders

PROJECT LEADERSHIP
- Project Steering Committee
- Project Technical Committee

PROJECT TEAM
- Project Director
- Project Manager

INTERNAL STAKEHOLDERS
- MAMPU DG
- Government CIO
- MAMPU SSO Team
- MAMPU Staff

EXTERNAL STAKEHOLDERS
- Agencies Heads
- Agencies IT Departments
- Agencies Staff/Civil Servants
- Agencies Public/Individual User
- Agencies Business User

Legend
- Sponsor
- Champion
- Ambassador
- Target

Change Management in Public Sector Projects
## Stakeholder Role Matrix

<table>
<thead>
<tr>
<th>Role</th>
<th>Responsibilities</th>
<th>Who</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sponsor</td>
<td>• Champion the importance and value of the transition to the new MAMPU SSO Project by communicating with other stakeholder groups  &lt;br&gt; • Make key decision in terms of direction, funding and resources for the project  &lt;br&gt; • Communicate the value of the project to PEMANDU and across MAMPU leadership</td>
<td>• DG of MAMPU  &lt;br&gt; • Government CIO  &lt;br&gt; • Project Steering Committee  &lt;br&gt; • Project Technical Committee</td>
</tr>
<tr>
<td>Champion</td>
<td>• Advocate the importance and value of the transition to the new MAMPU SSO Project by communicating across operational leadership  &lt;br&gt; • Has the power to help enforce consequences</td>
<td>• Agencies Head  &lt;br&gt; • Project Director</td>
</tr>
<tr>
<td>Ambassador(^1)</td>
<td>• Responsible for implementing the MAMPU SSO Project, accountable for its success  &lt;br&gt; • Act as change initiators. Deliver accurate and positive change messages of the MAMPU SSO Project to others.  &lt;br&gt; • Channel feedback to MAMPU SSO Project Change Management Team  &lt;br&gt; • Facilitate in road shows/meetings/workshops</td>
<td>• Project Manager  &lt;br&gt; • MAMPU SSO Team  &lt;br&gt; • Agencies IT Departments  &lt;br&gt; • As per existing Change Agent Network in the relevant agencies</td>
</tr>
<tr>
<td>Target</td>
<td>• Understand the objectives of the MAMPU SSO Project  &lt;br&gt; • Proactively provide meaningful feedback  &lt;br&gt; • Understand and utilize the new process due to the MAMPU SSO Project</td>
<td>• MAMPU staff  &lt;br&gt; • Agencies staff / Civil Servants  &lt;br&gt; • Agencies public/individual users  &lt;br&gt; • Agencies business users</td>
</tr>
</tbody>
</table>

\(^1\) To leverage on MAMPU existing Change Agent Network at relevant agencies
## SSO Project – CM Activities Summary

<table>
<thead>
<tr>
<th>No.</th>
<th>Change Management Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Stakeholder Engagement</td>
</tr>
<tr>
<td>2.</td>
<td>Sponsor Update</td>
</tr>
<tr>
<td>3.</td>
<td>CIO Meeting</td>
</tr>
<tr>
<td>4.</td>
<td>Government CIO Message</td>
</tr>
<tr>
<td>5.</td>
<td>Project Steering Committee CM Update</td>
</tr>
<tr>
<td>6.</td>
<td>Project Technical Committee CM Update</td>
</tr>
<tr>
<td>7.</td>
<td>Change Ambassador Briefing</td>
</tr>
<tr>
<td>8.</td>
<td>Change Ambassador Update</td>
</tr>
<tr>
<td>9.</td>
<td>Go-Live Announcement</td>
</tr>
<tr>
<td>10.</td>
<td>MAMPUD Portal Update on SSO</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>No.</th>
<th>Change Management Activities</th>
</tr>
</thead>
<tbody>
<tr>
<td>11.</td>
<td>Official Memo</td>
</tr>
<tr>
<td>12.</td>
<td>FAQS</td>
</tr>
<tr>
<td>13.</td>
<td>MAMPUD Facebook SSO Update</td>
</tr>
<tr>
<td>14.</td>
<td>MAMPUD Twitter SSO Update</td>
</tr>
<tr>
<td>15.</td>
<td>MyGov Portal SSO Update</td>
</tr>
<tr>
<td>16.</td>
<td>Performance Checkpoint</td>
</tr>
<tr>
<td>17.</td>
<td>SSO Bunting</td>
</tr>
<tr>
<td>18.</td>
<td>SSO Brochure</td>
</tr>
<tr>
<td>19.</td>
<td>Video Message</td>
</tr>
<tr>
<td>20.</td>
<td>Job Aid Card</td>
</tr>
</tbody>
</table>
### SSO Project – CM Action Plan

<table>
<thead>
<tr>
<th>No</th>
<th>Phase</th>
<th>Programme</th>
<th>Objective</th>
<th>Activity</th>
<th>Stakeholder</th>
<th>Duration/Frequency</th>
<th>Person-In-Charge</th>
<th>Measurement</th>
<th>Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Planning</td>
<td>Stakeholder Identification</td>
<td>To identify the stakeholders for the SSO Project</td>
<td>Meeting and engagement with MAMPU Project Director</td>
<td>MAMPU Project Director</td>
<td>Apr 2013</td>
<td>Project Manager</td>
<td>List of stakeholders</td>
<td>Endorsed stakeholders’ list</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Channel Identification</td>
<td>To identify channel of communications to be leveraged in the project</td>
<td>Meeting and engagement with MAMPU Project Director</td>
<td>MAMPU Project Director</td>
<td>May 2013</td>
<td>Project Manager</td>
<td>List of communication channel</td>
<td>Endorsed communication channel</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Promotion and Awareness</td>
<td>To agree on the promotion and awareness campaign</td>
<td>Meeting and engagement with MAMPU Project Director</td>
<td>MAMPU Project Director</td>
<td>Jun 2013</td>
<td>Project Manager</td>
<td>List of promotion and awareness campaign</td>
<td>Endorsed promotion and awareness campaign</td>
</tr>
<tr>
<td></td>
<td></td>
<td>As-Is and To-be Report</td>
<td>To identify the current status and readiness of the participating agencies</td>
<td>Presentation of RA and SRS reports</td>
<td>MAMPU Project Director</td>
<td>Apr /May (Phase 1)</td>
<td>Project Manager</td>
<td>RA report and SRS Report</td>
<td>Endorsed RA and SRS reports</td>
</tr>
</tbody>
</table>
|    |                  | Change Ambassadors (CA)            | To appoint the change ambassadors at MAMPU and the 30 pioneer agencies    | • To identify the roles and responsibilities of CA  
• To define the CA criteria | Government CIO and Agency CIO  | Jun 2013                      | Project Manager    | List of CA          | Endorsed list of CA at 30 Agencies | CA at Agencies appointed                      |
|    |                  | Change Management Plan             | To agree on SSO Project Change Management Plan                            | Presentation of Change Management Plan       | MAMPU Project Director and Project Team | Jun 2013            | CM Team            | Change Management Plan   | Endorsed Change Management Plan              |
SSO Project – Communication Process

Develop Communications

Review Communications

Approve Communications (if necessary)

Distribute Communications

Evaluate Communications Efforts / Materials

Responsibility:
- Change Management Team

Tasks:
- Draft communication materials (articles, memo, e-mails, etc.)
- Make changes / updates

Project Manager / Change Management Team

Tasks:
- Review with Sponsors / Project Manager and/or Change Ambassadors / PMO / MAMPU Corporate Communications
- Send materials to Sponsors / Project Directors / PMO for approval
- Make changes / updates

Sponsors / PMO

Tasks:
- Review and approve communication materials

Change Management / PMO / Change Ambassadors

Tasks:
- Distribute communications via the selected channel(s)

Change Management Team

Tasks:
- Obtain & analyze feedback
- Refine communication plan

Change Management in Public Sector Projects
# Phase III

## Change Management Promotions and Sessions

<table>
<thead>
<tr>
<th>BIL.</th>
<th>Item</th>
<th>% Weightage</th>
<th>% Finish</th>
<th>Plan Start</th>
<th>Plan Finish</th>
<th>Actual Start</th>
<th>Actual Finish</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Change Ambassador Network Briefing - Phase 3</td>
<td>4</td>
<td>4</td>
<td>03/02/14</td>
<td>28/02/14</td>
<td>31/03/14</td>
<td>31/03/14</td>
<td>Completed</td>
</tr>
<tr>
<td>2.</td>
<td>Stakeholder Engagement Session Phase 3 for (CIO &amp; Head of Agency)</td>
<td>5</td>
<td>5</td>
<td>06/03/14</td>
<td>28/03/14</td>
<td>18/03/14</td>
<td>09/05/14</td>
<td>Completed</td>
</tr>
<tr>
<td>3.</td>
<td>Stakeholder Engagement Report (CIO &amp; Head of Agency)</td>
<td>3</td>
<td>3</td>
<td>31/03/14</td>
<td>04/04/14</td>
<td>18/03/14</td>
<td>12/05/14</td>
<td>Completed</td>
</tr>
<tr>
<td>4.</td>
<td>Newsletter – No. 5</td>
<td>3</td>
<td>-</td>
<td>05/05/14</td>
<td>30/05/14</td>
<td>-</td>
<td>-</td>
<td>As per schedule.</td>
</tr>
<tr>
<td></td>
<td>Newsletter – No. 4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>The 4th newsletter is to be delivered after launching.</td>
</tr>
</tbody>
</table>

**Total** 15 12
**PHASE III**

**CHANGE MANAGEMENT PROMOTIONS AND SESSIONS**

<table>
<thead>
<tr>
<th>BIL.</th>
<th>ITEM</th>
<th>% WEIGHTAGE</th>
<th>% FINISH</th>
<th>PLAN START</th>
<th>FINISH</th>
<th>ACTUAL START</th>
<th>FINISH</th>
<th>STATUS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Change Ambassador Network Briefing - Phase 3</td>
<td>4</td>
<td>4</td>
<td>03/02/14</td>
<td>28/02/14</td>
<td>31/03/14</td>
<td>31/03/14</td>
<td>• Completed</td>
</tr>
<tr>
<td>2.</td>
<td>Stakeholder Engagement Session Phase 3 for (CIO &amp; Head of Agency)</td>
<td>5</td>
<td>5</td>
<td>06/03/14</td>
<td>28/03/14</td>
<td>18/03/14</td>
<td>09/05/14</td>
<td>• Completed</td>
</tr>
<tr>
<td>3.</td>
<td>Stakeholder Engagement Report (CIO &amp; Head of Agency)</td>
<td>3</td>
<td>3</td>
<td>31/03/14</td>
<td>04/04/14</td>
<td>18/03/14</td>
<td>12/05/14</td>
<td>• Completed</td>
</tr>
</tbody>
</table>
| 4.   | Newsletter – No. 5 Newsletter – No. 4                               | 3           | -        | 05/05/14   | 30/05/14 | -            | -      | • As per schedule.  
• The 4th newsletter is to be delivered after launching. |

**TOTAL** 15 12
## SSO project – time line

<table>
<thead>
<tr>
<th>2012</th>
<th>2013</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Start 13 Dec 2012</td>
<td>9 Jan 2013</td>
<td>Prototype Availability</td>
</tr>
<tr>
<td>Kick-Off 9 Jan 2013</td>
<td>SDD Phase</td>
<td></td>
</tr>
<tr>
<td>Official KickOff 14 Feb 2013</td>
<td>Equipment delivery to MAMPU – COMPLETED</td>
<td></td>
</tr>
<tr>
<td>Ph I Requirement Assessment (10 Agencies)</td>
<td>Load Test (PST)</td>
<td></td>
</tr>
<tr>
<td>Ph II Requirement Assessment (10 Agencies)</td>
<td>Ph I Go-Live (Original Date: 31/10/13 – New Date: 06/11/13 – Due to 2nd migration &amp; integration)</td>
<td></td>
</tr>
<tr>
<td>SDD Phase</td>
<td>Development Start</td>
<td></td>
</tr>
<tr>
<td>Ph II RA</td>
<td>Development Completion</td>
<td></td>
</tr>
<tr>
<td>SDD Phase</td>
<td>UAT Sign-off</td>
<td></td>
</tr>
<tr>
<td>Ph II RA</td>
<td>Ph II Go-Live (Original Date: 25/11/13 – New Date: 02/12/13 – Due to 2nd migration &amp; integration)</td>
<td></td>
</tr>
<tr>
<td>SDD Phase</td>
<td>Development Completion</td>
<td></td>
</tr>
<tr>
<td>Ph III RA</td>
<td>Ph III Requirement Assessment (10 Agencies)</td>
<td></td>
</tr>
<tr>
<td>Ph III RA</td>
<td>SRS</td>
<td></td>
</tr>
<tr>
<td>Ph III RA</td>
<td>Simulation</td>
<td></td>
</tr>
<tr>
<td>Ph III RA</td>
<td>UAT</td>
<td></td>
</tr>
<tr>
<td>Ph III RA</td>
<td>UAT Sign-off</td>
<td></td>
</tr>
<tr>
<td>Ph III RA</td>
<td>Ph III Go-Live (22/05/14)</td>
<td></td>
</tr>
<tr>
<td>Ph III RA</td>
<td>FAT Sign-off</td>
<td></td>
</tr>
<tr>
<td>Project completed on time</td>
<td>Project End 05th-Jun</td>
<td></td>
</tr>
</tbody>
</table>

- **We Are Here 15/5/14**
- **Completed: 93.31%**
Topic Summary

CHANGE MANAGEMENT


Case Study – SSO Project
Conclusion
Terima Kasih

Nor’ini binti Ab. Rahman
anorini@mampu.gov.my