



IAE

Challenge

A secure Gov client, enacting the transformation to cloud-based working, encountered issues with the change being tech-led, rather than user-led, specifically identifying the role of their Analysts function and the negative impact the transformation was having on their needs to facilitate optimised work efficiency.

48% of analysts' time was spent on searching and merging data sets, the analyst would then logon to multiple tools to analyse the acquired data set, consuming more analysts time.

Although the client's existing analytical tools were highly effective, the work processes Analysts used were bottlenecked and did not interact with each other on a practical level. Analysts had to switch systems, go through over 100 steps, and export data at various points in the system, all of which undermined the security of the data they were working on.

The client identified that their transformation to the cloud created an opportunity to modernise their systems, listen more effectively to the real problems faced by their Analysts, and adapt their tools and processes to future-proof the Analyst function.

Approach

AE were commissioned to understand and articulate the Analyst's needs, and design approaches that were user-centric, as well as appropriate for the security level, and for cloud-based working.

The team had to understand different stakeholder groups needs, their pain-points, best- and worst-case scenarios for their workflow and, use appropriate governance and scheduling frameworks to navigate a complex national security environment, across multiple sites and a mixture of tactical and analytical work functions to deliver people-focussed change-management and organisational readiness and futureproofing.

AE created a query broker which conducted multiple searches across many data sets and then brought back the results to a global cache hosted on VPC. Tooling was then integrated to use the data. We deployed the product using our experienced Business Change personnel utilising the ADKAR Framework.

Knowledge gaps were identified around the areas in which Analysts could link up and prevent duplication of effort.

Solution

AE used the data and experiences gathered to generate a core issues list, identifying a “top 5” which were causing problems for the majority of mission teams across different areas of the client.

These issues centred on unintegrated systems, and the impact of exporting data to move it across different tools and used this knowledge in conjunction with the transformation to cloud programme to make best use of the change opportunity and, crucially, ensure the transformation did not make these issues any worse for users.

The fundamental phases of delivery were Planning, Execution and Monitoring. AE worked with the client to create and execute a plan to achieve vision and delivery aspirations in line with the Cloud Adoption Programme.

Throughout the delivery lifecycle, performance was monitored across the Analyst stakeholder community, as well as the AE team’s delivery performance, to track efficiency and feed any lessons learned back into the process.

AE were also able to identify the following activities that would add value for the client and support sustainability of the changes being made:

- ✓ Re-establishing cross-cutting client relationships to facilitate better collaboration, and deliver the analyst platform solution more efficiently
- ✓ Integration of key management and team members to deliver effective change adoption, and adapting comms to meet the needs and preferences of different key stakeholder communities.

Digital Transformation for Information Advantage

Results

- AE designed a “Future Analysts Tradecraft Model” to articulate how users wanted to apply their tradecraft within the new systems, informed by the insights provided by the Analyst teams.
- As a result of AE’s intervention, a renewed sense of coherence was generated across teams from the Enterprise-level users perspective down, with a picture of all key users and their needs mapped.
- This identified 3 key archetypes across the Analyst functions, how their mission works, and where teams overlap, which is now being used to inform portfolio decision-making, as well as feeding into tactical delivery and engineering.
- Analysts saved an unprecedented amount of time and money and were more effective. They were able to spend more time on investigating and analysing, rather than data aggregation. The tooling gave a huge leap in ability to discover and source information
- By adopting a UNIFY approach, data generated by user queries were collated in the form of a global cache, enabling better security processes to be enforced, and cutting down on the number of steps Analysts were required to take to make use of their data, and fewer instances of data export required.

As a result of the team’s senior stakeholder engagement strategy, Director-level endorsement of UNIFY adoption as the client’s long-term vision was secured. Effective communications resulted in greater awareness of the IAE brand representing the different Analyst functions and their activities (measurable by a 10-fold increase in comms readership), and the wider reassessment of potential pathways for training analysts to adopt Cloud pathways and better facilitate efficient ways of working.

