



SPSH – Secure Mobile Communications

Challenge

In light of emerging global events, our client had an urgent operational requirement to work on secure government systems outside of their main operating buildings.

The solution was a secure and encrypted mobile device working over a virtual private network. This capability pushed the boundaries of existing security postures. The need for a mobile solution to revolutionise secure communications and exclusively bring together 3 multifaceted organisations within Secure Government was of the upmost importance.

The laptop was a highly controlled platform and paved the way for proven and renewed security practices. A complex myriad of interconnecting physical and mental challenges meant this risk driven project, plagued with covid related nuances, created a blend of hybrid working and methodologies to deliver a highly anticipated secure mobile IT solution.

Solution

Through the provision of BC, Comms and Delivery Management the AE team worked tirelessly at both tactical and strategic level. They prepared the End Users (EU), Project Managers and their teams, as well as senior stakeholders to step through the lifecycle of this new emerging technology using PROSCI © and ADKAR as the foundation.

AE became subject matter experts in technical aspects of the system and were able to translate this into lay person's terms for the End User. The team learned to operate it from the EU perspective, all the way through to 1st and 2nd line support. In doing so, AE were able to coach and mentor teams of IT specialists to truly understand the fine grained often complex technical detail of the product and to provide the best possible service to the EUs.

AE specialists were at the heart of connecting the technical expertise with the End Users. This created end to end life-cycle management including design and workflows which latterly influenced the future planning and product roadmap.

Solution

Our key strands of work focused on:

Agile Delivery Management

- ✓ Planning - Sprint planning and Sprint review in line with SAFe methodology to ensure effective agile delivery
- ✓ Reporting – Regular sprint checkpoints reported to the Senior Leadership Team
- ✓ Finances – Financial budget for the Project managed ensure the Project was on budget
- ✓ Risk and Issues - The major risks to the project were managed accordingly
- ✓ Requirements - Conducted requirements capture, prioritisation and backlog grooming.

Business Change Management

- ✓ Communications and Stakeholder Engagement – Using a multi-tiered model around senior leadership comms, middle management communication and communicating directly to the affected workforce. The AE Team conducted extensive stakeholder mapping across the 3 organisations. In addition, the team communicated internally to its central IT Dept, enabling the Product and Service Owners to fully onboard the new system and think holistically about futureproofing processes and procedures. Naturally, group impact analysis that supported the prioritisation of strategic Stakeholders became routine and engrained which enabled a comprehensive Comms and engagement plan to be exercised to great effect.
- ✓ Training - With this deep technical understanding AE were able to create a 1st class EU training experience which was adopted as best practice by the Dept. Using training needs analysis, creating training objectives and then training packages, AE became integral and central to every element of the project because their understanding and ability to translate technicalities to Director level was second to none.
- ✓ Business Processes – Numerous business processes were created tested and rolled out to the workforce to enable the lifecycle management of the technology. Including procurement and onboarding, 1st line service management, 2nd Line Service Management and off boarding.
- ✓ Concept of Operations - The team created concept of operations and enhanced Target Operating Models to ensure the technology could be operated and run as a service within oneIT.

Business Change Management

Results

- Business Change became the lynch pin in the race to win the hearts and minds of the EUs, driving and highlighting the real business needs during what was a challenging time of complex requirements gathering cross-organisations. The requirements were enveloped with security, risk and technicalities that created complexities beyond measure. AE were perfectly poised to adapt and support at all levels and represented views with respect and clarity.
- Relationship management and the ability to rapidly produce material for any given audience to articulate key messages or plans became instrumental and second nature for AE. We were joined at the hip with the project and programme managers to create and present this material to provide unfaltering support to the widest team.
- Deep technical understanding to bridge the gap between Developers and Directors meant AE were present in the full range of client interactions and became key speakers in most circumstances.
- Naturally, AE were able to flex between a variety of project methodologies and languages and spot gaps in expertise to consult, coach and manage seamlessly the need for business continuity. This ranged from working with degree interns learning code to seasoned Developers shaping the architecture, all the way through to business leaders and senior treasury discussions to secure the project's future.
- Fundamentally, AE provided a robust, resilient and consultative service by establishing an experienced team with mixed skillsets, complimented with that deep passion for people, that enabled the client to fully utilise them, at all levels and in all capacities, during what was a highly complicated and turbulent project.

