

Defining Modernization Outcomes

Modernization is not always about cost savings or cost avoidance. In fact, agencies can often suffer double expense during implementation due to sustaining legacy processes or procedures while implementing and testing new ways of doing business. Modernization outcomes can result from either improvements to the **operating environment** or **process-related efficiencies**. Improved outcomes result in an increased ability to perform mission activities effectively and efficiently. Outcomes can include sufficient staffing to perform mission activities; ability to acquire the right talent; increased process efficiency; improved user experience; reduction in audit findings involving management of workforce, financial, and technology resources; employee retention; increased employee satisfaction; decreased absenteeism; and activities fostering future talent development.

Key Questions

1. What evidence can be utilized to guide modernization efforts to improve customer, user, or employee satisfaction?
2. What outcomes should be prioritized for modernization based on my agency's operational priorities?
3. How can I ensure that outcomes are achievable and present meaningful targets?
4. What modernization changes to the operating environment are required to affect desired outcomes?
5. What process-related changes can be made to improve outcomes without procurement actions?

Checklist

Conduct interviews, surveys, and comparative studies to target areas for improvement.

Meet with agency leaders to confirm operational priorities.

Engage key stakeholders to select and define the value of modernization activities.

Conduct an analysis of service measures, key performance indicators, and cost-benefit determinations on proposed process improvements and system modernizations.

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