1GovEA
GOVERNMENT ENTERPRISE ARCHITECTURE

siri #5

AMALAN PENGURUSAN PERUBAHAN DALAM PEMBUDAYAAN
ENTERPRISE ARCHITECTURE (EA)

PENGURUSAN PERUBAHAN

Pengurusan Perubahan dalam EA merupakan pendekatan yang memacu penerimaan dan pembudayaan EA supaya inisiatif yang dilaksanakan memberi nilai tambah kepada organisasi.

Awareness · Excitement · Commitment · Knowledge
Communication Channels
End Users · Programme/Project team · Management Level

Penyertaan daripada pasukan projek 1GovEA, pihak pengurusan atasan dan juga penjawat awam (end-users) penting bagi mewujudkan Pengurusan Perubahan EA yang berkesan.

Manfaat yang diperoleh daripada Pengurusan Perubahan EA adalah:-

▶ Meningkatkan kesedaran dan kesediaan amalan EA dalam kalangan penjawat awam

▶ Meningkatkan komitmen pemegang taruh/*stakeholder*

▶ Meningkatkan kefahaman terhadap objektif inisiatif EA

▶ Mengekalkan *expected outcomes* pegawai dan agensi terhadap pelaksanaan EA

Penggunaan pelbagai saluran komunikasi seperti forum, mesyuarat khas dan hebahan elektronik antara pasukan projek 1GovEA, pihak pengurusan atasan dan penjawat awam akan meningkatkan tahap keberkesanan pembudayaan EA.

Pengurusan Perubahan perlu dijalankan serentak dengan pelaksanaan EA bagi memastikan pemahaman yang berterusan dalam kalangan penjawat awam Malaysia.

MAMPU
BERSAMA-SAMA MELAKSANAKAN TRANSFORMASI

1GovEA Infoblast - Change Management in 1GovEA Implementation

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As revealed by leading change management studies, there is a trend of an increase in failure for project implementation due to people-related change issues. New projects often do not succeed due to lack of awareness as well as unmanaged issues arising from both the project and user side throughout the duration of the implementation. Therefore, Change Management is crucial throughout the implementation of an EA. The ultimate goal of any change initiative is to ensure that all the relevant stakeholders are ready, willing, notified and are able to perform their roles in implementing an EA practice.

There are various benefits that a Change Management practice could bring to an organization if it is implemented well. The following are some of the expected benefits:

- Awareness, readiness and a sense of ownership.
- Sufficient buy-in from the senior management.
- Commitment among the various stakeholders to work together and contribute.
- Organizational effectiveness and efficiency is maintained or even improved through acknowledgement of stakeholder's concern.
- Clear understanding of the objective of an initiative.

In order to manage and implement EA Change Management activities through a consistent and holistic approach, a Change Management Office (CMO) will be established to monitor and coordinate Change Management activities. The CMO will play a crucial role in monitoring and coordinating change management activities through capability development and communication plans at the respective agencies.

At the agency level, it is proposed that the CMO be established within the Enterprise Architecture Office (EAO). CMO will be headed by a Change Management Lead and assisted by few change practitioners. The number of change practitioners needed

would be based on the budget allocation and workload at respective agency. The structure of the CMO at agency is shown in Figure 1.
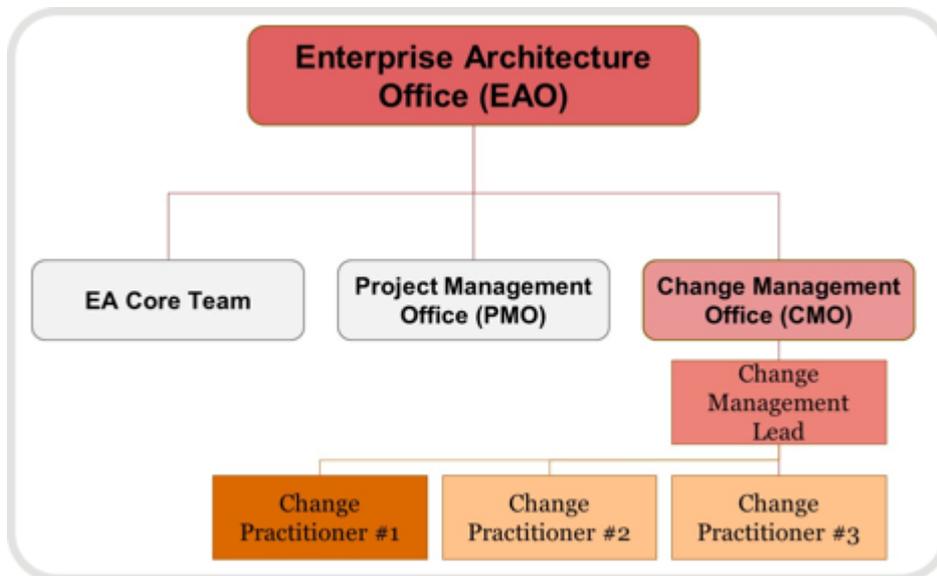
The office would generally be responsible to oversee the change initiatives implementation within agency and become the coordination point for cross department collaboration efforts. The main focus for CMO at the agency is to ensure the respective agency meets the objectives on time and budget in implementing change initiatives which will eventually increase buy in from stakeholders and utilization of 1GovEA.

The Capability Development Plan describes the skill sets required, training programs and the training methods proposed for each of the identified roles within the EA practice at the agencies. Along with the Capability Development Plan is the 1GovEA Capability Maturity Model that can be used to measure the capability maturity level of the public sector agencies as they continuously develop their Enterprise Architecture skills through a structured manner. The maturity level could be used as a gauge during an evaluation period upon the completion of each training or EA development cycle, or as a scheduled capability evaluation throughout the year.

The purpose of the Communication Plan is to establish a structured communication process that will serve as an integral part to the public sector agency's Enterprise Architecture implementation. It describes the specific communication themes, audiences and channels across each of the communication stages i.e. of Awareness, Excitement, Knowledge and Commitment. The Communication Plan also shares the

communication activities and methods that should be adopted to obtain stakeholders' commitment and increase awareness to the various stakeholders at the agencies.