



# A data-driven approach to change

Using data and AI to deliver better user experiences with government agencies



Today's advanced AI technologies can help improve agency customer and employee experiences—and help speed the implementation and increase the value of your technology transformations, too.

It's rare to find an agency at any level—federal, state, or local—that isn't actively engaged in some technology modernization effort. Indeed, it's rare to find one where multiple efforts aren't underway simultaneously.

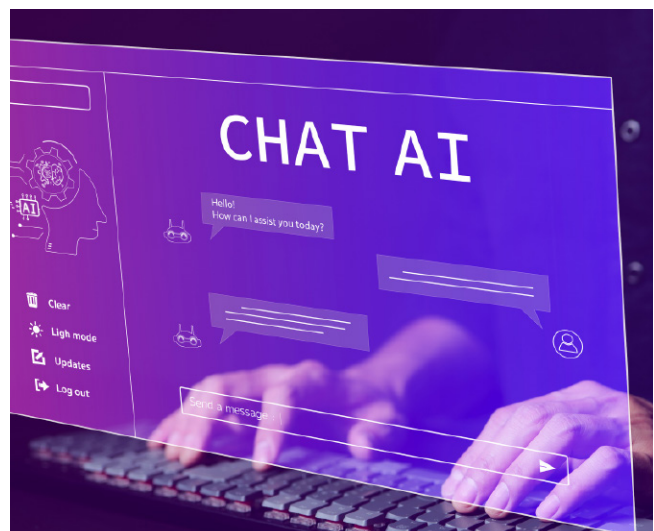
Juggling these many efforts can be an enormous challenge, especially given the magnitude of the impact they can have—organizationally and on individual employees or agency customers. In fact, an increasing number of transformation projects are experience-focused, with the goal of providing substantially improved employee or customer interactions.

These efforts, of course, are designed to have a significant positive impact—improve productivity, constituent or employee satisfaction, enhance decision-making, and so on. Many of these solutions give users access to advanced AI and data analytics capabilities; often the projects are initiated for that reason alone.

Perhaps, therefore, it's a bit ironic that these same AI and data analytics capabilities aren't being leveraged more throughout a transformation to improve the employee and customer experiences. By leveraging today's rapidly evolving technology and available tools, government agencies can better distill large amounts of data to derive holistic insights, promptly identify areas for improvement, and drive innovative initiatives to enhance service delivery and implementation—and the user experience with the agency.

## Why modern government is important

Government agencies in the US must modernize in order to keep up with changing user needs, regulations, and health and public safety requirements. Leaders of modern governments rethink business processes and service delivery models to more effectively achieve their mission. This article is one of a series that features how modernizing affects the government workforce and the user experience, improves security and public trust, and accelerates the digital journey. KPMG team members offer insights intended to help guide governments in their modernization efforts to encompass all processes, technologies, policies, and the workforce so each works together to create connected, powered, and trusted organizations.





## A data-driven approach throughout

With a data-driven change approach, the human impact can become far clearer far sooner. It can enable agencies to weave change management and people-centered thinking into the entire process, from project inception to deployment and beyond.

To drive improved experiences, we need to understand the unique needs of the impacted groups and involve them throughout the process so we can design the right future state. Leveraging a data-driven change approach is an effective way of accomplishing this.

### A data-driven change approach can:

- Help make the requirements-gathering phase far more productive and inclusive of all impacted groups
- Improve the collaboration between IT and the business side of the agency
- Help the business better identify the need for such projects in the first place
- Help IT pivot sooner to change requests during implementation, saving precious time and effort
- Help the business avoid over inundating employees or constituents with change
- Continue to help postdeployment by verifying or re-evaluating assumptions and identifying areas for improvement.



In short: A data-driven change approach can help the agency achieve better outcomes, with positive customer perceptions and ratings, lower attrition rates, faster adoption, reduced downtime at go-live, reduced need for rework, lower error rates, and more—with the added benefit of speeding project implementation and increasing its overall value.



## Improving requirements gathering

It's become almost cliché to say that the business side should be driving the requirements of any technology effort. This is not always the case at government agencies, however, largely because the budget and the responsibility for the project sits with IT. But a data-driven approach can help to facilitate the collaboration between the two to help ensure the business side is heard, so that the impact of the effort on users—both agency customers and employees—is fully considered and the user experience factored in.

At the outset, it's essential to identify the right stakeholders and get their input on requirements. Data and AI tools can facilitate this process by helping to identify and align the stakeholder group. They can help to streamline the gathering of input, helping to collect, summarize, visualize, and manage the feedback to help both the business side and IT make smarter decisions at the outset.

Not all stakeholders are equal, nor are the impacts a project will have on them. It's important, therefore, to collect change impacts, starting with identifying everyone who's impacted but also the extent to which they're impacted. The impact may be different over time, too, with some impacted earlier in the process and others later.

An online dashboard with a heat map generated by a solution such as Microsoft PowerBI, for example, can show which employees or constituents may be impacted and the extent to which they're impacted by a change at any point in a transformation. These tools can automate and continuously update the visualizations, replacing manual tools such as PowerPoint or Excel (if used at all).

The ability to account for this dynamism rather than assuming all are equal can significantly improve the chances of delivering a design that works for those impacted and, therefore, overall project success.



## Enhancing development with continuous real-time feedback

Requirements gathering is often seen as a one-time, up-front milestone. There can be a tendency to “check the box ‘done’” once the requirements have been initially identified and the spec or requirements document written and approved. IT can then get on with the business of implementation.

Here, data-driven insights from the requirements gathering phase can also help developers identify points in the development cycle where user feedback is needed. It can help create approval milestones or identify places where mockups or prototypes may help developers and stakeholders better align expectations. It can also help build timelines that won't overwhelm teams that may be stretched across multiple projects. Data collection throughout the project can be equally critical. Analyzing feedback from employees or customers in real time throughout the process can provide valuable insights with little effort—especially if it's automated using today's technologies.

For example, a natural-language chatbot powered by a large language model (LLM) with retrieval augmented generation (RAG) technology can enable developers and user experience designers to easily query volumes of AI-generated transcriptions from stakeholder meetings or user-testing sessions. This would enable them to “go back” and look for requests or preferences that may guide their current design or implementation decisions. This will also allow change management teams to understand where there will be potential, sometimes unavoidable, pain points, and address these earlier with engagement and training mitigations to help avoid adoption issues later.

With enhanced, real-time visibility into user input throughout the implementation process, surprises can be eliminated. Such ability to pivot early can be an enormous cost and time saver for IT and the business side alike.



## Tracking success better

Once the requirements have been gathered and the final solution delivered per those requirements, IT can claim success, whether or not the technology actually delivers value in the way it was intended or the impact on employees or customers has been positive or fully accounted for. A data-driven approach here, too, can bring the customer or employee experience into the success equation by adding UX-based key performance indicators (KPIs). For example, for systems used by constituents, social listening solutions could help to capture sentiment or identify dissatisfaction and inform the need for changes or the development of new features or projects to understand and correct impediments to usage postdeployment.

It can also help broaden the definition of success by considering all transformation efforts that may be underway rather than looking simply at individual projects discretely. For example, the same data visualization tools can also aggregate data from multiple projects to provide a single, wholistic view to help understand the impact of all of the transformative efforts underway across an agency. More typically, projects and their change impacts are considered in isolation and don't account for situations where one stakeholder group may be impacted by several highly disruptive changes at the same time.

**Both before project inception and after project deployment, data and AI can be leveraged to help deliver more value by better understanding the impact on users.**

## About KPMG

With today's data and AI technologies, KPMG can help agencies transform their approach to transformation. We can help agencies develop a culture of data-driven change.

KPMG has worked with federal, state, and local governments for more than a century, so we know how agencies work. Our team understands the unique issues, pressures, and challenges you encounter in the journey to modernize. We draw on our government operations knowledge to offer methodologies tailored to help you overcome these challenges and work with you from beginning to end to deliver the results that matter.

The KPMG team starts with the business issue before we determine the solution because we understand the ultimate mission. When the way people work changes, our team brings the leading training practices to make sure your employees have the right knowledge and skills. We also help your people get value out of technology while also assisting with cloud, advanced analytics, intelligent automation, and cybersecurity. Our passion is to create value, inspire trust, and help government clients deliver better experiences to workers, citizens, and communities.



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