

Case Study: Strategic Planning & Management Consulting

Catapult Brings Structure to the Management of Agency-Wide IT Modernization at General Services Administration

The Customer

The U.S. General Services Administration (GSA) manages such federal assets as government buildings, workplaces, motor vehicles, and other property. The agency is in the midst of making agency-wide technological changes to transform, re-engineer, and support business and agency operations and service delivery.

The Challenge

Recent change in the administration at the GSA brought a transformation in culture, in addition to new priorities. These priorities included being more technologically innovative; being more in touch with customers; fostering collaboration, knowledge sharing, and learning; and reaching new levels of operational excellence.

The administration also wanted these priorities to be put in place in a short timeframe. What would usually take years to accomplish had to be done in months.

The Deliverables

Catapult had an existing relationship with GSA, having won an enterprise-wide technology infrastructure consolidation contract called the GSA Infrastructure Technology Global Operations (GITGO) in 2007.

Catapult anticipated the culture change and worked with the GSA's Office of the Chief Information Officer (OCIO) to perform an IT modernization study to gain an external perspective on how established and emerging information technologies could be leveraged to help the agency undertake its

transformation and achieve ongoing strategic business goals.

Once the study's results were determined, the next step was to implement them. When GSA issued a Request for Proposal, Catapult bid on and won the contract.

The contract called for a Program Management Office (PMO) whose purpose was to define and maintain the standards of process within GSA. One of the strengths of Catapult's management consulting practice is its expertise in running a PMO to ensure the milestones of a project are met.

Without the internal expertise to run and manage the PMO, GSA's OCIO relied on Catapult's experience. The PMO that Catapult ran supported the OCIO and senior GSA leadership by:

- Establishing a sense of urgency across the agency to meet the IT Modernization priorities on time.
- Creating an effective guiding coalition of GSA stakeholders.
- Formulating and communicating a strategic vision to all GSA employees.
- Understanding and removing obstacles to the vision.
- Planning for and creating short-term gains and deliverables.
- Anchoring change in the GSA IT culture.

Catapult standardized the management of the IT Modernization initiative, including supporting the management of change through coordination, governance, and communications.

The Results

Through the PMO, Catapult shared the OCIO's burden and provided all the information it needed to report progress to the GSA administrator. The PMO work on the IT Modernization ended in April 2011.

As a result of the lessons learned from the PMO work, Catapult is now managing the OCIO's strategic communications to GSA employees. The communications component includes:

- Emails to employees keeping them apprised of progress;
- Blog posts from the CIO that tout progress and describe future initiatives and projections;
- 'Brand' positioning for the IT modernization as a way to connect to stakeholders and target audiences with the right message.

Catapult is keeping communication open both to increase awareness of the initiative and continue to garner employee support.

Find out more about how Catapult Technology's capabilities can help your organization:

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