Using Technology to Create Work Efficiencies

Sharon Hauht, CPSM, C.P.M.
Purchasing Manager, Las Vegas Metropolitan Police Department
NPI Annual Conference, October 7, 2019
Goals and Objectives

- Identifying work processes where technology can create efficiencies
- Consider alternatives
- Selecting the best alternative
- Implementation of new technology
- Overcoming objections to change
- Report work efficiencies
Identifying work processes where technology can create efficiencies
Any work process that is manual and/or time consuming is a potential opportunity for technology to create efficiencies.
Identify most time consuming work processes

- Filing Paper / Retention
- Solicitation Development
- Solicitation Management
  - Advertising/Issue Bid
  - Receive Responses
  - Supplier Database Maintenance
  - Proposal Evaluations
- Reference Checks
- Pre-bid/Pre-Proposal Conferences
- Contract Signs
- Award
- Contract Management
- Selling Surplus Property
- Customer Service Surveys
- General Communication and Documents to End Users
- Prevailing Wage/Davis Bacon Certified Payroll Tracking
- Construction Project Management
- Insurance Tracking
- State Legislature Bill Tracking
- Supplier Outreach and Training
Considering alternatives
Filing Paper / Retention System

Traditional:
- File cabinets for project files
- When a project has been awarded, project file goes to the cabinet
- Whenever you have to touch the file, file is pulled out of the cabinet and file card is filled out and put in its place
- Whenever any correspondence, amendment, agenda item, insurance COI, or any other documentation is associated with the project, the paper is filed in the project file and put back in the cabinet

Consider:
- Storing all files electronically on server
  - Naming conventions for consistency
- Document Management software
  - Helps digitize paper records / imaging
  - Records retention
  - Automatic destruction
Solicitation Development

Traditional:
- Emails requesting information, back and forth to end user
- Solicitation/contract drafts, back and forth to end user to modify through interoffice or email
- Specifications, back and forth to end user to modify through interoffice or email
- Mark up hard copy boilerplate
- Send mark up to clerical to type

Consider:
- **Procurement Initiator (Word or Excel)**
  - All information required from the end user to generate a solicitation
  - Form questions should be in the same order as the corresponding information in your bid boilerplates
- **Develop solicitation/contract using electronic boilerplates (Word)**
  - Buyers modify boilerplates to create their solicitation
- **Intranet (SharePoint)**
  - Instruct end user to check document out, put back when done
Consider:

- **Purchasing Checklist (Work or Excel)**
  - Each step in the purchasing process is identified as a separate task

- **Project Traveler (Excel)**
  - Workbook of all most commonly used forms included as separate worksheet, information is put in once and formulas embedded in the worksheets populate same info through each worksheet
  - Started by the end user at the beginning of the procurement process
  - Workbook includes Initiator, Checklist, Award, Assignment, Competitive Bidding Exception Justification, Pricing Template, Specifications Development, Scope of Work Development, Independent Cost Estimate, Cost Analysis, Federal Procurement History Memo
Las Vegas Metropolitan Police Department

Project Traveler

Instructions

This electronic Project Traveler is designed to simplify the procurement process, gathering all the information for a project upfront from the Project Manager (PM) and traveling with the project through the procurement process. The Project Manager (designated end user representative) will initiate the procurement by filling out the applicable information on the worksheets in this workbook, then will email this Project Traveler to the applicable Purchasing Representative, along with any additional attachments, as required. At the same time, the Project Manager will cause to have a Purchase Requisition (PR) entered into SAP for the cost or estimated cost of the contract.

The first step in the process will be to determine the procurement type or method of procurement, which will determine the type of information which the PM will need to provide Purchasing (second step) to assist in the procurement of the Good or Service. The procurement types are outlined below to help in the selection. If PM is uncertain of the procurement type, Purchasing should be contacted at (702) 828-5788 or purchasing@lvmpd.com to help.

**STEP 1: DETERMINATION OF APPLICABLE METHOD OF PROCUREMENT**

<table>
<thead>
<tr>
<th>Method</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bid</td>
<td>Indicate the applicable method of procurement, based on the descriptions below.</td>
</tr>
</tbody>
</table>

**METHOD OF PROCUREMENT**

**BID - GOODS AND SERVICES**

The formal (advertised) Bid process is used when a product or general services (services which do not require a specialized technical skill or significant level of expertise) are required and exceed an expenditure of $50,000.
## SECTION 1: PROJECT BACKGROUND

Complete the general project information in Section 1, then, depending on the method of procurement selected below, you will complete the applicable additional section of this Procurement Initiator.

### METHOD OF PROCUREMENT

Indicate below which method of procurement applies. If uncertain, contact Purchasing at (702) 829-5788 or purchasing@lvpd.com:

<table>
<thead>
<tr>
<th>Method</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Bid - Goods and Services</strong></td>
<td>- Sealed Bid process (&gt; $50,000)</td>
</tr>
<tr>
<td><strong>Bid - Construction</strong></td>
<td>- Sealed Bid process (&gt;$100,000 local or &gt;$10,000 Federal funds)</td>
</tr>
<tr>
<td><strong>RFP - Goods and Services</strong></td>
<td>- Not suited to sealed bid process (i.e., competitive bidding exceptions which you would like to compete! (&gt; $50,000))</td>
</tr>
<tr>
<td><strong>Contract - Noncompetitive Proposal</strong></td>
<td>- Goods or Services, which are to be purchased without competitive solicitation process (any amount) (i.e., sole source, professional service, competitive bidding exceptions, etc.)</td>
</tr>
</tbody>
</table>

### GENERAL PROJECT DESCRIPTION / LVMPD PROJECT MANAGER (PM)

<table>
<thead>
<tr>
<th>Project No.</th>
<th>Purchasing will issue</th>
<th>Project Title</th>
<th>Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>500193</td>
<td></td>
<td>High Speed Camera and Lenses</td>
<td>April 30, 2019</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Material Group (SAP)</th>
<th>SAP Purchase Requisition No.</th>
<th>Purchasing cannot start the project without an appr...</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 2, 1915</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LVMPD Project Manager (PM) (during solicitation and award)</th>
<th>FM Title</th>
<th>FM Telephone No.</th>
<th>FM E-mail</th>
<th>Using Bureau/Section</th>
<th>Bureau Head Name</th>
<th>Purpose and Background for</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jason Mayer</td>
<td>PO</td>
<td>722-820-9520</td>
<td><a href="mailto:7925m@lvpd.com">7925m@lvpd.com</a></td>
<td>ARMOR</td>
<td>Jack Owen</td>
<td>Instructions: Define below major elements of work to communicate skills required. and technical needs associated with or skin to new essential outcomes. Further...</td>
</tr>
<tr>
<td>Project No. (Purchasing will issue)</td>
<td>605199</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------------</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Title</td>
<td>High Speed Camera and Lenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Start Date</td>
<td>April 30, 2019</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Material Group (SAP)</td>
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<td></td>
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<tr>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>LVMPD Project Manager (PM)</td>
<td>Jason Moyer</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PM Title</td>
<td>PO</td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>PM Telephone No.</td>
<td>702-828-8520</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>PM Email</td>
<td><a href="mailto:j7905m@lvmpd.com">j7905m@lvmpd.com</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Using Bureau / Section</td>
<td>ARMOR</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bureau Head Name</td>
<td>Jack Owen</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Purpose and Background for Project (Brief Scope)

This purchase is for a high speed camera system that will enable the ARMOR section to record and demonstrate explosive or reactionary combustion in a visual representation in order to enhance investigative and prosecutorial capability. This enhancement in the ability to record the ignition, combustion, and explosive nature of volatile substance and devices will assist prosecution by providing frame by frame examples of the compounds and the damage resulting from ignition. In utilizing this technology (on actual device or reconstruction), ARMOR will be able to show the concept and destructive nature of the material utilized by suspects that result in more effective prosecution. This concept evolved from discussions with the DA’s office regarding past cases and events.
Solicitation Management

Traditional:
- Maintain bidders list
- Proof solicitation, advertise, issue
- Send (mail, fax, email) notification to prospective bidders
- Make copies of solicitation
- Distribute solicitation to planholders (collect $?)
- Track planholders list
- Develop and issue addendum, send to planholders and make extra addendum copies for extra copies of solicitation
- Manually open bids
- Manually tabulate bids
- Send results to interested parties

Consider:
- Post solicitations on your website or FTP site
- Electronic Bidding (E-Procurement) Software - SAAS
  - Post solicitations
  - Receive bids/proposals
  - Maintain supplier database
  - Evaluation module
  - Post awards
  - Reduces supplier errors
  - Solicitation templates saved for reuse
  - Forms library
  - Audit function
  - Bid Tabulation
Bid Response - 605199 Addendum 1

Information has been changed as part of an addendum. See 'Bid History' for details.

Bid Number: 605199 Addendum 1 (High Speed Camera and Lenses)
Close Date & Time: 6/6/2019 02:00:00 PM (PT)
Time Left: 23 days 5 hours 15 minutes 3 seconds

Response Status: NOT SUBMITTED - To complete your response, you must click 'Submit Response' in the Response Submission tab.

Supplier Response Summary

When you have completed your response, click the 'Submit Response' button below.

General/Corporate Address
Supplier Name: LVMPD
Address: 400 B 5, MLK Blvd 4th Floor
Las Vegas, NV 89151
Phone: (702) 828-3944
Fax: 
Contact Name: 
Email: 

Your User Profile
Title: 
Name: Mrs. Beth Hurley
Office Phone: (702) 828-3944
Fax Phone: 
Mobile Phone: 
Email: b14587h@lvmpd.com

Supplier Note to Buyer
Supplier Notes

Digital Signature
By submitting your response, you certify that you are authorized to represent and bind your company.

* Your Full Name: 
* Your Email Address: 

Submit Response
**Invited Suppliers**

<table>
<thead>
<tr>
<th>Supplier Name</th>
<th>City</th>
<th>State</th>
<th>Zip</th>
<th>Invite</th>
<th>Classifications</th>
<th>Invite Date</th>
<th>Invite Email</th>
<th>Response</th>
<th>Lines</th>
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</thead>
<tbody>
<tr>
<td>Battery Systems, Inc.</td>
<td>Garden Grove</td>
<td>CA</td>
<td>92841</td>
<td>Auto</td>
<td>OBE</td>
<td>5/14/2019</td>
<td><a href="mailto:bids@batteryystems.net">bids@batteryystems.net</a></td>
<td>Unsubmitted</td>
<td>1</td>
</tr>
<tr>
<td>Bridgeview Power</td>
<td>College Point</td>
<td>NY</td>
<td>11356</td>
<td>Auto</td>
<td>OBE, CCD</td>
<td>5/14/2019</td>
<td><a href="mailto:lisa@bridgeviewpower.com">lisa@bridgeviewpower.com</a></td>
<td>Unsubmitted</td>
<td>3</td>
</tr>
<tr>
<td>247 Security Inc.</td>
<td>Alpharetta</td>
<td>GA</td>
<td>30022</td>
<td>Auto</td>
<td>APA, OBE, DVET, VET, PBE, AA, APA, HA, NA, WBE, OBE, LBE, SBE, CCD</td>
<td>5/14/2019</td>
<td><a href="mailto:ecrooks@247securityinc.com">ecrooks@247securityinc.com</a></td>
<td>No Response</td>
<td></td>
</tr>
<tr>
<td>26 Plus Promotions</td>
<td>Maple</td>
<td>ON</td>
<td>L6A 0K4</td>
<td>Auto</td>
<td>AUTO</td>
<td>5/14/2019</td>
<td><a href="mailto:info@26pluspromotions.com">info@26pluspromotions.com</a></td>
<td>No Response</td>
<td></td>
</tr>
<tr>
<td>3 Phases Renewables</td>
<td>El Segundo</td>
<td>CA</td>
<td>90245</td>
<td>Auto</td>
<td>CCD</td>
<td>5/14/2019</td>
<td><a href="mailto:admin@3phasesrenewables.com">admin@3phasesrenewables.com</a></td>
<td>No Response</td>
<td></td>
</tr>
<tr>
<td>3D Datacom</td>
<td>Sparks</td>
<td>NV</td>
<td>89431</td>
<td>Auto</td>
<td>OBE</td>
<td>5/14/2019</td>
<td><a href="mailto:ajohnson@3ddatacom.com">ajohnson@3ddatacom.com</a></td>
<td>No Response</td>
<td></td>
</tr>
<tr>
<td>3DI, Inc.</td>
<td>Brea</td>
<td>CA</td>
<td>92821</td>
<td>Auto</td>
<td>APA, OBE, SBE, DBE</td>
<td>5/14/2019</td>
<td><a href="mailto:Carlos.Culebro@3disystems.com">Carlos.Culebro@3disystems.com</a></td>
<td>No Response</td>
<td></td>
</tr>
<tr>
<td>4 The Truck</td>
<td>Henderson</td>
<td>NV</td>
<td>89011</td>
<td>Auto</td>
<td>NBE, LBE, SBE</td>
<td>5/14/2019</td>
<td><a href="mailto:adam@4thetruck.com">adam@4thetruck.com</a></td>
<td>No Response</td>
<td></td>
</tr>
</tbody>
</table>
Reference Checks

**Traditional:**
- Call references and ask list of questions
- Mail, fax or email list of questions to referenced

**Consider:**
- **Boilerplate list of questions + project-specific questions**
- **Use Survey software to send to references and receive responses**
  - Free – 10 questions
  - Provides analytics
Pre-bid/Pre-Proposal Conferences

Traditional:
- Post conference date in solicitation
- Prospective bidders/proposers attend conference at your place of business
- Teleconference?
- (?) Security check in
- (?) Attendees require escort

Consider:
- **Online Meeting / Web Conferencing software - SAAS**
  - Attendees attend webinar virtually
  - No need to drive or fly in
  - Can attend conference from anywhere in the world with wifi access
  - Can attend via computer, tablet, mobile phone or telephone
  - Interactive
  - Share screen (show solicitation document)
Contract Signatures

Traditional:
- Print contract (in duplicate)
- Route for wet signatures – interoffice, mail or overnight service ($$)
- Administratively had to keep track of where documents were at
- Paper, toner and postage costs

Consider:
- Esignature - SAAS
  - Legal in all 50 states and many countries
  - More secure with multiple levels of encryption
  - Higher visibility into status of approval process
  - Can be signed using computer, tablet or mobile phone
  - Multiple signatures can be obtained in a matter of minutes
  - Saves paper, toner, postage costs and TIME!
Award

Traditional:
- Type agenda item
- Submit to Agenda Coordinator
- Agenda Coordinator sends agenda items to print and make copies for Board / citizens
- Agenda Coordinator records and transcribes meeting
- Posts pdf online for citizens

Consider:
- If law allows, resolution to governing body delegating award authority to CFO or Purchasing Manager
- Agenda Management software
  - Agendas created online
  - Standardize workflows and approvals
  - Run meeting, capture motions and votes and generate minutes in seconds
  - Shares content with citizens, increasing transparency
Contract Management

Traditional:
- Excel spreadsheets
- Financial software

Consider:
- Access Database
- Contract Management module of eSourcing software
Selling Surplus Property

**Traditional:**
- Traditional bid, sell to the highest bidder
- Live auction

**Consider:**
- **Online auction - SAAS**
  - Free to agencies
  - Sell new/used surplus items
  - Buyer coordinates pick up
  - Auction company sends you check or ACH monthly
Customer Service Surveys

**Traditional:**
- Didn’t do at all
- Sent out email, interoffice or mail

**Consider:**
- Online Survey - SAAS
  - Free – 10 questions
  - Provides analytics
General Communication and Frequently Requested Documents to End Users

**Traditional:**
- Interoffice Memo
- Email

**Consider:**
- **Everyone Post** (i.e., LVMPD Everyone)
- **Intranet - SharePoint** - Post:
  - Calendar - Agenda deadlines
  - Purchasing staff contact information
  - Potential supplier information and diverse supplier lists
  - Links to Purchasing Cooperatives
  - Commonly used forms
  - Reference materials (i.e., Purchasing Procedures Manual)
  - Frequently requested contracts
Our Vision
To be the safest community in America

Announcements
Potential Suppliers / New Products
2/11/2018 7:26 AM
by Sharon Hauht
Purchasing is contacted on a regular basis by potential suppliers who are interested in doing business with LVMPD. Look under the "Potential Suppliers" in the left column and there are two listings of the latest and greatest goods and...

Electronic RFQs - GSA eBuy Program
3/28/2018 2:12 PM
by Sharon Hauht
Now you can obtain under $50,000 quotes electronically from the US GSA eBuy Program. Go to Documents > Forms > Request for Quotes (RFQ) and you will see the GSA eBuy Instructions to follow.

Search this site

Contacts

Current View

Add new announcement

Upcoming Events
5/20/2019 8:00 AM FAc - May Meeting
Note the change in start time.
6/3/2019 4:00 PM FAc - June Meeting - Purchasing Cutoff
6/24/2019 9:00 AM FAc - June Meeting
6/28/2019 4:00 PM FAc - July Meeting - Purchasing Cutoff
7/22/2019 9:00 AM FAc - July Meeting

Links
- NASPO-VICCA
- National Intergovernmental Purchasing Alliance
- National Joint Powers Alliance
- US Communities
Prevailing Wage / Davis Bacon Wage
Certified Payroll Tracking

Traditional:
- Paperwork nightmare – set up files by project, contractor and subcontractors
- Receive certified payrolls monthly
- File paperwork by project, by contractor, by subcontractor
- Follow up with non-compliant companies

Consider:
- FTP site set up with electronic file cabinet
  - Contractors post to file cabinet
- Labor Compliance Software
  - Collects, verifies and manages labor compliance
  - Variety of reports available to help assure compliance
  - Reduces risk of audit failure and fines
  - Can collect data – DBE, ethnicity, gender, veteran status
  - Pay by bulk dollar volume or by project
Construction Project Management

Traditional:

- Hard copy documents
  - Bids
  - Subcontractor lists
  - RFIs
  - Submittals
  - Jobsite logs
  - Schedules
- Email communication
- Filing in overflowing file cabinets

Consider:

- FTP site set up with electronic file cabinet
- **Construction Management Software - SAAS**
  - Document Tracking and Management
    - Photo storage
  - Permissions to control access
  - Bid Management/Submittals
  - Jobsite Logs
  - Scheduling
  - Estimation
  - Email Communication / Doc Sharing
Insurance Tracking

**Traditional:**
- Don’t track at all
- Request COIs after award
- Receive COIs
- Review COIs
- Document and notify supplier of non-compliances
- File acceptable COI in project file
- (?) Document in financial software expiration dates

**Consider:**
- **Third party insurance document tracking service**
  - Track insurance requirement compliance
  - Timely communications to suppliers
  - Track expirations
  - Online compliance reporting
  - Online file cabinet - Certificate Library
State Legislature Bill Tracking

Traditional:
- Didn’t track at all
- Wait for agency lobbyist to brief
- If online, print bills, file in binder, check legislature website daily for updates

Consider:
- If offered, sign up and use the Personalized Tracking Service
  - Tag bills you want to watch
  - Calendar meetings of watched bills
### Manage PLT Subscriptions

Enter search text

**Subscription Type**
- All
- View by Tag
- All

No dead bills in this selection.

**Exclude Dead Bills**

You are tracking 22 subscriptions of unlimited.

<table>
<thead>
<tr>
<th>Select Tag</th>
<th>Actions</th>
<th>Name</th>
<th>Details</th>
</tr>
</thead>
</table>
|            |         | **AB29** | Description: Revises provisions relating to contractors and construction projects. (BDR 54-241)  
Sponsor: Committee on Commerce and Labor  
Tags: Add Tags  
Note: Making changes to NRS 624, repeals the requirement that a general building contractor must be a prime contractor for that purpose |
|            | ![Edit](edit.png) | ![Delete](delete.png) | ![Add Tag to Checked](add_tag.png) | ![Remove Tag from Checked](remove_tag.png) |
|            | ![Edit](edit.png) | ![Delete](delete.png) | **AB86** | Description: Revises provisions relating to governmental purchasing. (BDR 27-182)  
Sponsor: Committee on Government Affairs  
Tags: Add Tags  
Note: Makes changes to NRS 332 and NRS 333. Specific to NRS 332, "Clean-up" bill making several language changes, allows for exclusive use of online bidding process, increases formal bid threshold to $100K, adjusts advertising requirements, allows for joining contracts from cooperative purchasing groups. |
|            | ![Edit](edit.png) | ![Delete](delete.png) | **AB136** | Description: Makes various changes relating to public construction. (BDR 28-145)  
Sponsor: Frierson, Benitez-Thompson, Carlton, McCurdy, Daly, Assefa, Backus, Billbray-Axelrod, Carrillo, Cohen, Duran, Flores, Fumo, Gorelow, |
Supplier Outreach and “How to do Business” Training

Traditional:
- Schedule room
- Send invites to selection off bidder’s lists
- Track RSVPs (room capacity)
- Generate attendee list / sign in sheet
- Make copies of training Powerpoint to distribute to attendees
- Hold in-person meeting

Consider:
- **Record Powerpoint and put on website**
  - 24/7/365 access to training
- **Digital Training - via Web Conferencing software - SAAS**
  - Advertise via Bid Solicitation software - Automatic invitation to specific commodity or service providers
  - Schedule virtual meeting room online
  - No limit to attendees
  - Auto attendee list
  - Screen Sharing of training Powerpoint
  - Interactivity and collaboration
Selecting the Best Alternative
How should I select an alternative?

- RFP
- Google internet, request demo
- Colleagues / Joinder
Implementation of new technology
Implementation Steps

- Think through possible objections ahead of time and come up with ready-made counter measures
- Initial event should be town-hall type information event, presenting rationale and plan for change
- Listen to objections with an open mind
- Explain the benefits of the change
- Specify next steps
- Outline future communications channels for questions
- Communicate how people will learn the specifics of what will be required of them, from whom and when
- Training program implemented and evaluated
Overcoming Objections to Change
Fear of Change

Objection
- Lack of Competence
- Loss of Status
- Overloaded and Overwhelmed
- Will I lose my job?

How to overcome
- Assure will be brought to competence
- Inevitability of change and offer to help adjust
- Re-emphasize why change is needed, praise and be patient
- Reassure, if applicable
The Skeptic

Objection
- Not convinced
- No role model
- Distrust of change agents

How to overcome
- Listen, vet and change the idea, as needed
- Pilot program - small successes others can see
- Open with information and communication
Risk of Change > Risk of Standing Still

Objection
- This is the way we’ve always done it
- If it ain’t broke, don’t fix it
- Loyal to people connected with the old way
- May really believe proposed change is a bad idea

How to overcome
- We reserve the right to improve
- Eliminate the mundane, time consuming tasks, so time is better spent
- Diplomacy honoring past contributors to the old process can help with resistance
- Listen to the naysayers; ask for advice, assign responsibility
Report increases to work efficiencies
Spread the Good News

- Track costs and report cost savings to management
- Post on Intranet for users
  - New procedures/instructions
  - New forms
  - Cost savings
- Celebrate!
In Summary

- Identified work processes where technology can create efficiencies
- Considered work process/technology change alternatives
- Ways to choose the best alternative
- Ways how to best implement new technology
- Prepared for objections to change
- Ideas to report work efficiencies
Overcoming Resistance to Change: Top Ten Reasons for Change
Resistance, by A. J. Schuler, Psy.D., Dr. A. J. Schuler is an expert in
leadership and organizational change. To find out more about his
programs and services, visit www.SchulerSolutions.com or call (703) 370-
6545.

Change Management: Overcoming Objections,
www.projectmangementportmanteau.com
Questions?