



# Reimagining humans' place in digital transformation

Northern Ireland's Driver and Vehicle Agency is accelerating its digital transformation programme. To ensure that no staff were left behind it engaged Fujitsu to initiate an organisational development exercise. Through four design-thinking workshops it developed 170+ actionable ideas, developed a clear vision of future roles and kept staff on board.

## About the customer

The Driver and Vehicle Agency (DVA) provides driver and vehicle testing, licensing and enforcement in Northern Ireland. It ensures compliance with the requirements of all relevant European and national legislation. DVA has embarked upon a major business transformation programme. The aim is to create a cohesive, modern and responsive organisation that provides effective regulation and accessible services to the public and transport industry.



Industry: **Public Sector**



Location: **Northern Ireland**



People: **790+ employees**



Web: [infrastructure-ni.gov.uk/driver-and-vehicle-agency](https://infrastructure-ni.gov.uk/driver-and-vehicle-agency)

## Challenge

DVA wanted a clear picture of current and future roles to facilitate the ongoing digital transformation of the organisation.

## Solution

- Fujitsu conducted a workplace, worktype and workstyle analysis for key employees

**“Fujitsu was very responsive and adaptive, and continuously flexed its approach to match our objectives. This was critical to the success of the OD exercise.”**

Denise Black, Organisational Development Director, DVA



# 100%

of participants rated Fujitsu 10/10

All employees who took part in the Fujitsu workshops scored it full marks

## Enabling digital transformation

The Driver and Vehicle Agency (DVA) has undertaken a bold digital transformation programme aimed at introducing modern workstyles to the organisation. One consequence is that the roles of administrative and management staff within one of the business areas will change dramatically. For example, booking and rostering (B&R) MOT tests is currently dependent on manual processes, paperwork and spreadsheets. Automating such processes will eliminate much of the day-to-day admin.

The challenge then was to identify how and what roles could be redesigned. DVA thought an exercise in organisational development (OD) would be the ideal way to identify how tasks would change and give clarity on the roles that remain.

“We knew that in a year or two, the jobs as they exist today would no longer be there in that format. We needed to consult our staff in order to clarify exactly what they do and envision how this might change,” explains Denise Black, Organisational Development Director, DVA. “We wanted a neutral third party to conduct the research. Its recommendations would give us fresh clarity and independent thought.”

## Deep analysis reveals new insight

DVA had already engaged Fujitsu to carry out application development across the business as part of the transformation programme. This gave Fujitsu unique insight into the organisation, making it the ideal OD partner. Fujitsu initiated a workplace, worktype and workstyle analysis, working with two key user groups: admin staff and test centre managers.

Four design-thinking workshops captured information, ideated solutions, and determined future needs in relation to the new B&R system. This resulted in the creation of 12 personae and user stories, providing the DVA with a much better idea of the types of activities each role performed. Fujitsu then prepared an impact assessment and analysis of what roles might look like in the future, following the implementation of the new B&R system.

“These workshops enabled us to clearly identify 95 activities carried out by admin staff and how these will be affected by the wider digital transformation programme,” explains Denise Black. “It also categorised 170+ ideas for change, grouped under HR, technology and culture, which gave us insight into what is important to our employees.”

## Shining a light on workstyles

The most important output from the OD exercise was in creating a concrete vision of what the admin and management roles will look like as they evolve. This enabled an honest conversation with employees as to their future at DVA. It also generated actionable ideas, such as integrating systems more tightly within a single service management model.

In addition, it allowed Fujitsu and DVA to accurately map the processes involved in the B&R system, highlight best practice and incorporate it into the new B&R platform that is being built. Such was the overall success of the OD exercise that every single participant rated it ten out of ten in the post-workshop survey.

“Fujitsu is very responsive and adaptive, enabling it to flex its approach to match our objectives. This was critical to the success of the OD exercise,” concludes Denise Black. “I have worked with many OD practitioners over the years, and Fujitsu certainly ranks among the best of them.”

## FUJITSU

Reimagine your employee experiences

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