



## **The State of Public Sector Partnerships in 2022**

State and Local • Education • Federal • Healthcare • Utilities • Transportation



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## Forward

Public services organizations underpin our economy and provide important services that most of us rely on daily. These organizations are committed to being responsive, providing quality service and having a positive impact on their constituents and communities, but in the most efficient manner possible. Technology is core to this mission, yet many government organizations depend on decades old legacy systems.

With increased attention on modernizing public services, IT consultancies play a critical role in working closely with government agencies and key stakeholders to develop and implement advanced systems tailored to each agency's specific needs and mission. These modernization initiatives can seem daunting and require deep understanding of the technology landscape, specific nuances of government organizations versus the private sector, and a methodology for effectively managing change. That's why an organization's relationship with its IT solutions provider is so critical.

invenioLSI commissioned a survey of 1,000 government employees and consultants (i.e., individuals who work at companies that provide products / services to the government) in the United States to better understand perceptions from both groups. The research covered a range of topics related to consultants' and government employees' awareness of each other's roles, their community impact, and trends that will affect the public sector in 2022 and beyond.

The report explores important findings from the survey and offers crucial takeaways for leaders in the public sector on how to better work with consultants to effectively modernize or digitally transform while delivering the best possible outcomes for constituents.



# Top Line Findings

The major constant running through these survey findings is that while government employees and consultants agree that their partnerships drive value for the public, there are disagreements on how they can make them happen and what work is needed to get there.

While there are no rivalries between these groups, there are points of disagreements that go beyond technology. For example, government employees generally feel that they are more tech-savvy than consultants give them credit for. A vast majority of them also claim they are open to technological changes, but much fewer consultants agreed that's the case, further highlighting the need for better communication between the two groups. Additionally, government employees recognize they need help with identifying and training employees on new technology, giving consultants further avenues to enable agencies to get up to speed on tech-savviness.

It is encouraging to see that both groups have positive views of each other as both have positive perceptions of public sector roles, thinking highly of their work together and believing that they have an impact on their community. This is not just encouraging for the government IT sector but the public at large, confirming that these two groups are committed to working together for the common good.

When it comes to technology, both groups are broadly aligned on the major issues, such as agreeing that government projects take too long to complete. About half of the respondents across both groups also said that governments should double their spending on IT projects. According to the consultants surveyed, they believe keeping up with technological advancements and improving IT systems are important for ensuring the success of public sector projects.



# THE TOP ISSUES

## THE PUBLIC SECTOR WILL FACE THROUGH 2023 INCLUDE:

Responding to complex challenges; upgrading outdated IT systems; and addressing the lack of trust in government. This breakdown includes:

### RESPONDING QUICKLY TO COMPLEX CHALLENGES



like climate change, demographic shifts, and the ongoing COVID-19 pandemic

### REPLACING LEGACY IT PROGRAMS



systems with more efficient and less expensive programs / systems

### LACK OF THE PUBLIC'S TRUST IN GOVERNMENT



The third most common challenge selected by **government employees** is addressing the lack of the public's trust in government

### KEEPING UP WITH TECHNOLOGY



The third most common for **consultants** is keeping up with technological advancements



## OUTDATED SYSTEMS

**58%** **56%**

OF CONSULTANTS OF GOVERNMENT EMPLOYEES

Just over half of consultants and government employees said that government IT programs / systems are outdated but governments are making progress in updating them.

## TECH-SAVVY WORKPLACE

**66%** **77%**

OF CONSULTANTS OF GOVERNMENT EMPLOYEES

Similarly, three-quarters of government employees agree that their place of employment is tech-savvy, while only two-thirds of consultants agree.

## GOVERNMENT EMPLOYEES NEED HELP WITH IDENTIFYING AND TRAINING EMPLOYEES ON NEW TECHNOLOGY.

**29%** IDENTIFYING NEW TECHNOLOGIES

**28%**

& TRAINING EMPLOYEES ON NEW TECHNOLOGY

are the most difficult parts of technology change management for government employees within their place of employment.

## TECHNOLOGICAL CHANGES

**91%**



OF CONSULTANTS

**77%**

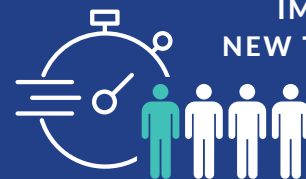


OF GOVERNMENT EMPLOYEES

Agreed they are open to technological changes, but only three-quarters of consultants agreed that's the case.

About one-quarter of government employees also indicated that:

IMPLEMENTING THE NEW TECHNOLOGY IN A TIMELY MANNER



and identifying a new technology that will fit in the budget are the most difficult parts.

**24%**



## Public Sector Challenges and Project Concerns

About half of government employees and consultants said that governments should double their spending on IT projects (51% of consultants and 47% of government employees.) Consultants generally think that technology-focused initiatives are important for ensuring the success of public sector projects. Specifically, they say that improving IT programs / systems (32%) and keeping up with technological advances (26%) are most important.

Government employees are more divided about the most important factors for ensuring the success of public sector projects. About one-quarter of them said that improving IT programs / systems (26%), responding quickly to challenges (26%), and getting approval / buy-in from the public (24%) are important for ensuring the success of public sector projects. Nearly two in five government employees who think that public sector projects fail often think that they are unsuccessful due to governments having outdated IT systems (38%), being unable to respond quickly to challenges (38%) and spending too much time focusing on politics (37%).





Imbalance on Perception of Tech Competence

There is an imbalance in how tech-savvy government employees view themselves and their employers compared to how consultants view their tech-savviness.

A MAJORITY OF GOVERNMENT EMPLOYEES THINK THEY ARE TECH-SAVVY



CREATING VALUE FOR CITIZENS AND RESPONDING TO TODAY'S CHALLENGES



Furthermore, consultants are significantly more likely than government employees to agree that the governments' current IT programs / systems are holding them back from creating value for citizens and responding to today's challenges.

Nearly half (45%) of consultants agree / strongly that public sector projects fail often, compared to just one-quarter (26%) of government employees. Both groups agree the top mistake the public sector makes when buying external services / solutions is a lengthy procurement process (42% of consultants and 43% of employees.)

In addition to understanding the technology landscape, government employees also bring a clear understanding of the ideal consultant they want to work with.

THE RESEARCH SHOWS THEY TEND TO LOOK FOR CONSULTANTS WHO ARE:



PROFESSIONAL



RELIABLE



TECH-SAVVY



DETAIL-ORIENTED



HONEST



ANALYTICAL PROBLEM SOLVER



DEMONSTRABLE DEPTH OF EXPERIENCE







Both Government Employees and Consultants Believe in the Public Sector

On the optimistic side, both government employees and consultants have positive perceptions of public sector roles, thinking highly of their work and believing that they have an impact on their community. They also recognize the importance of each other’s roles in completing public sector projects. A large majority of both groups say that a job in the public sector is desirable (65% of consultants and 71% of government employees). Additionally, 67% of consultants would consider working in the public sector in the future, but only 41% of government employees would consider becoming a consultant.

Both consultants and government employees respect each other’s roles. Over half of both groups responded that consultants and government employees contribute equally to the success of public sector projects (63% of consultants and 56% of employees.)

The majority of consultants (87%) and government employees (87%) responded that their work has a moderate to major impact on their community. Consultants and government employees also acknowledge the impact the other has. For example, two in five (43%) consultants say that government employees have a larger community impact than consultants.

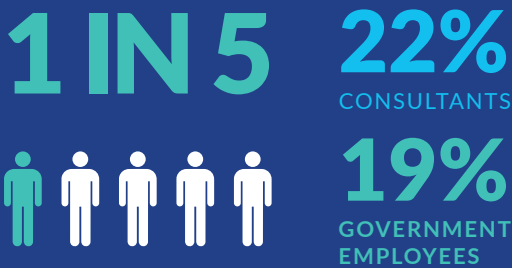
Consultants and government employees tend to receive positive feedback from the public more so than negative or neutral feedback. Two-fifths of consultants (43%) and government employees (40%) said they most often receive positive feedback from the public about public sector projects or initiatives. More consultants (42%) than government employees (32%) reported receiving neutral feedback, and more government employees (14%) say they receive negative feedback most often vs. consultants (9%).

FEDERAL GOVERNMENT HAS THE LARGEST IMPACT ON THE COMMUNITY.



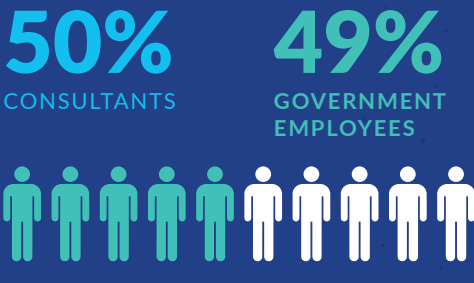
Both consultants and government employees tended to think that, of the three levels of government, the federal government has the largest community impact

STATE GOVERNMENT



Less than one-fifth of consultants and government employees thought the state government has the largest community impact.

LOCAL GOVERNMENT



Additionally, half of consultants (and government employees responded that the public has a major impact on the decisions the federal government makes about projects or initiatives.



## Final Takeaways

Based on these findings, invenioLSI has the following recommendations:



Government agencies should embrace innovation and newer technologies to create better value for citizens and respond to complex challenges such as climate change; upgrading outdated IT systems; and addressing the lack of trust in government. Relying on trusted consulting partners to help build these projects will be a smart path forward.



The public sector must shorten the procurement processes so solutions can be implemented faster and prevent a common point of failure for government technology.



Since government employees recognize they need help with identifying and training employees on new technology, forward-thinking consultants should help agencies with this process to not only expand their business opportunities, but also ensure greater success when implementing new projects.



Good change management practices are vital to project success. Not only will government workers need to embrace change, but consultants will need to look beyond implementing technology to seek out ways to help agencies and departments to change cultures and embrace new ways of working via communication, empathy, and hands-on training.



Consultant agencies need to communicate how they embody each of the traits that government agencies value, i.e., tech-savvy, detail-oriented, reliable, professional, etc. Ensure those traits shine through all communications and have customer references on hand to validate them.





Succeeding Together

## Methodology

On behalf of invenioLSI, TEAM LEWIS conducted research with 1,000 government employees and consultants (i.e., individuals who work at companies that provide products / services to the government) in the United States to better understand perceptions from both groups. Field research took place from February 15 to March 2, 2022. Survey respondents were provided by Op4G, a global online market research panel built to support data collection while simultaneously benefitting non-profits. For all survey respondents, TEAM LEWIS partners with Imperium to only work with companies that implement Imperium's quality control services on their sampling services. Imperium is solely focused on helping companies guarantee data integrity and comply with industry regulations. The survey has an overall margin of error: 3.10% with a 95% confidence interval.

## About invenioLSI

**invenioLSI is the #1 independent SAP solutions provider serving the Public Sector as well as offering specialist skills in the media and entertainment sector. We bring deep expertise combined with advanced technologies to enable organizations to modernize so they can run at the speed of today's business.**

**We know how to navigate the extraordinary complexities of international businesses and public sector organizations, working with stakeholders to drive change and create agile organizations of tomorrow using the technologies of today.**

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