

The Importance of Change Management in Managing IT Projects in the Public Service of Trinidad and Tobago

Kerion C. Richards

Public Service Transformation Division, Ministry of Public Administration, Port of Spain, Trinidad and Tobago, West Indies
E-mail: kerion.richards@gmail.com

(Received 28 February 2013; Revised 15 August 2013; Accepted 23 August 2013)

Abstract: *The Trinidad and Tobago Government has recognised the power and potential of information technology (IT), the systems they facilitate, and their overall importance to the development of a modern and progressive society. Over the past decade, the government has made substantial investments in public service modernisation which looked at simplifying access and delivery of public services using IT as the platform. However, the expected benefits were not realised as IT projects continue to be delivered late, over budget and missing key features and functionality. This study identifies the factors that cause the failure of IT projects, determines the extent to which change management methodologies are used in IT project management, and presents an integrated approach to IT project management in the Public Service. A sample of IT professionals (drawn from across the public service) participated in an online survey which sought to identify the characteristics of IT project failure and the change management issues affecting IT projects. It was found that the timely delivery of IT projects was a major challenge for project managers, and the lack of adoption of change management practices in managing projects was among the top causes of IT project failure. In light of these findings, the paper proposes the integration of change management and project management activities to assist managers in the planning and execution of future IT projects in the Public Service of Trinidad and Tobago.*

Keywords: *Change management; project management; information technology; integration; Public Service*