Achieving Strategy with IT projects through Business Process Change

Presented by Alex Attard
October 2008

Incorporating ICT into the Regional Development Agenda: Using e-Government Systems as the Driver
Barbados
Management of the Benefits Network

Aligning strategic initiatives and processes
- developing a benefits network for strategic initiatives
- Undertaking process change
Aligning change initiatives with strategic goals

From an unclear vision to an IT solution in 30 minutes!!
Would you believe it possible?

Oh nobody told me this involved infrastructure changes

Oh we do not have time for such changes; we never agreed to this

Just why are we doing this: what are the benefits: I am not responsible for delivering anything!!

Lets get on with this: it is time critical
Aligning change initiatives with strategic goals

- What infrastructure changes are required to support the IT?
- What are the required projects to improve the processes? What are the precise benefits we are seeking?
- What IT support will be required of these revised processes?
- Which parts of the organisation will be involved in delivering the identified benefits?
- What are the strategic drivers we need to address?

Multiple iterations are required
Understand the drivers: explore the vision and benefits

- 1 Understand the drivers to the initiative
- 2 Scope the benefits
- 3 Confirm the visionary purpose
Identifying stakeholders from IT enabled change

- What IT application(s) will be required to support the business changes?
- What are the business related projects that will change the business? Magnitude? Difficulty? Change Management activities?
- What will be the improvement in the business unit that can be observed and measured as a result of this idea?
- What enhancements to the technical infrastructure will be required to support any new IT applications?
- What processes will be affected by this idea. And in what way?
- What will be the affect upon the business as anticipated in the business plan?
- Costs $$
- Benefits $$ and intangibles

Infrastructure  IT Applications  Business Redesign  Process /Function  Quantified Benefits  Visionary Purpose
Case Study - HRIMS

The following is an example of a current project analysed through the proposed Benefits Network.
Malta Information Technology and Training Services Ltd

**Infrastructure**
- Currently being determined

**IT Applications**
- HRIMS - New Payroll system integrated with HR system and AVS

**Business Redesign**
- Being defined with stakeholders

**Process /Function**
- P1: Consolidation of 3 payroll processing units
- P2: HR core functions will be included in the Payroll Systems
- P3: Re-engineering of key business processes
- P4: Technology to replace paper-based rules & regulations
- P5: Elimination of duplicate processes at corporate layer
- P6: Introduction of Automated Verification System
- P7: Real-time update without manual manipulation
- P8: Strengthen business process associated with client application support
- P9: New decision-making process
- P10: Improve management information gathering processes
- P11: Replacement of Common Database (CDB) & service pensions

**Quantified Benefits**
- B1: Labour cost savings
- B2: Direct administrative cost savings
- B3: Increased productivity
- B4: Minimising risk: systems recoverability
- B5: Application & data security
- B6: Improved quality of service

**Visionary Purpose**
- V1: Efficiency Eradicate data duplication Increase productivity
- V2: Aid business change
- V3: Provide e-services to govt employees
- V4: Ensure govt business continuity & support sustainability
- V5: Mitigate inherent risk of current systems
- V6: Make business requirement changes (employee conditions) from new fiscal policies
- V7: Added & improved effective management decision making process
- V8: Improve: overall HR / Payroll management, Quality & HR employee competencies
- V9: Decentralise responsibilities & operations as per Govt. HR strategies
- V10: Improve Payroll interoperability with corporate financial applications

**Achieving Strategy**
### Malta Information Technology and Training Services Ltd

#### Process /Function

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<th>Visionary Purpose</th>
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<td>V1 Efficiency</td>
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Understand the drivers: explore the vision and benefits

1. Understand the drivers to the initiative
2. Scope the benefits
3. Confirm the visionary purpose
Consider how you propose to deliver the benefits
Define the organisational units

6 Define the organisational units within this scope

7 Consider how you will deliver the benefits (at process level)
Define the tasks for the business change

8 Scope and define the tasks for the business change & applications
Consider the IT infrastructure implications
Adding Value to the Business

- Better business cases: complete, realistic and accurate
- Proof of benefits delivery: supports the evolving role of internal IT groups
- Better engagement with the business users: communication & empathy
- Drive accountability and ownership with the business users
- Terminate ill-conceived programmes earlier: prior to significant spend
- No ‘surprise’ programmes

Above all: deliver a higher average return on investment
Typical Drivers

- “Voice of the customer”
- Compliance
- Business necessity
- Personal whim
- Revenue growth
- Efficiency
- Reduce head count
- Unidentified (or claimed) inspiration

More often it’s a tangled and confused collection of all of these and is prone to growth!
What is a benefit?

An **observable improvement** in some significant aspect of **business performance**. It is an **outcome** of a change invention.

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**Observable Improvement**: It should be measurable

**Business performance**: It should link clearly to the business units balanced scorecard or Key Performance Indicators

**Outcome**: It should represent an element of the agreed success criteria for the change programme
Quantifying and valuing benefits

<table>
<thead>
<tr>
<th>Visionary Purpose</th>
<th>Quantified Benefits</th>
<th>Measure</th>
<th>Metric Improvement</th>
<th>Financials</th>
<th>Responsibility</th>
<th>Evidence</th>
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</thead>
<tbody>
<tr>
<td>Increased take-up</td>
<td>Improved Customer Service</td>
<td>Shorter queue length</td>
<td>Average queue length 6 to 2</td>
<td>€50,000 pa</td>
<td>Name…</td>
<td>Survey of ‘walk aways’</td>
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<tr>
<td></td>
<td></td>
<td>Less complaints</td>
<td>Weekly per location 35 to 5</td>
<td>€5,000 pa</td>
<td>Name…</td>
<td>Complaints register</td>
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</tbody>
</table>

Survey of ‘walk aways’
Generic business redesign questions

- Develop revised working practices, of what, scale of change, number of practices, how radical, stakeholder impact & issues.
- Review external best practice, for what, scale, area and method of search.
- Define the needs of the technical system, scope of the system, functionality.
- Define security, confidentiality, privacy requirements, criticality, scale, functionality.
- Cultural change, scope, degree of change, likely resistance, stakeholder issues.
- Redefining individual roles, degree of change, desired involvement, likely resistance.
- Changing the organisation structure, degree of change, likely resistance.
- Training: who, about what, duration.
- Gaining stakeholder buy-in, scale, difficulty, likely resistance.
- Creating confidence, in whom, numbers of individuals.
- Implement a change programme / redesign, which process, how, how radical, scale, likely resistance.
- Data to be held, format, quality, responsibility.
- Data conversion, scale, existing format & quality.
- Develop a communications programme, content, recipients, frequency, format.

(These form the basis of Business Redesign projects and are merely meant as prompts to your thought process: only include them if relevant and material. The italicised text reflects the type of data that is required to be determined for each type of redesign project.)
Generic IT applications associated questions

- Understand the precise needs, *scale complexity, impact, access, reliability, volumes*
- Ascertain package functionality, *number of alternatives, complexity of each*
- Pilot possible solutions, *scale, aims*
- Decide on technical solutions, *involving whom*
- Test and accept the system, *volumes, complexity, desired involvement*
- Supplier evaluation, *potential numbers, selection criteria, involvement*
- Interfaces, *number, between what, volumes*
- Licensing agreements
- On-going support requirements, *numbers, roles*

*(These form the basis of Business Redesign projects and are merely meant as prompts to the thought process. Should only be included if relevant and material. The italicised text reflects the type of data that is required to be determined for each type of project)*
Generic infrastructure questions

- Understand the existing IT infrastructure, *generation, integration, compatibility*
- Network traffic, *volumes, peak loads*
- Accessibility, *access required*
- Hardware implications

*(These form the basis of Business Redesign projects and are merely meant as prompts to your thought process: only include them if relevant and material. The italicised text reflects the type of data that is required to be determined for each type of redesign project)*
## National ICT Strategy – Stream 5 Timelines - 2008

<table>
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<tr>
<th>Quarter</th>
<th>Task Description</th>
<th>Quarter</th>
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<tr>
<td>2Q2008</td>
<td>CMS</td>
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<tr>
<td>4Q2008</td>
<td>e -government 2.0</td>
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<td></td>
<td>MyForms</td>
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<td>Rich Public Web space (10%)</td>
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<td>e-Pass</td>
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<td>e-Gov Alliance – nurturing</td>
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<td>Sourcing Strategy &amp; Framework</td>
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<tr>
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<td>Building Competencies in line Ministries</td>
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<td>Delivering on e-Procurement</td>
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## National ICT Strategy – Stream 5 Timelines - 2009

<table>
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<tr>
<th>Quarter</th>
<th>Activities</th>
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<tr>
<td>1Q2009</td>
<td>e-ID and mygov.mt Project continuation</td>
<td>5.1 &amp; 5.11</td>
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<tr>
<td></td>
<td>myAlerts</td>
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<td>Empowering Citizens through e-Participation</td>
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<td>Infrastructure Investment – all entities on CSC</td>
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<tr>
<td>2Q2009</td>
<td>MyBills</td>
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<td>Deploying e-Agents</td>
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<td>Gov GIS Framework - Strategy</td>
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<td>3Q2009</td>
<td>Private Sector Integration into mygov.mt</td>
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<td>Deploying an e-Court Platform</td>
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<td>Common &amp; Shared Document Management</td>
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<td>4Q2009</td>
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<td>e-Government take-up Programme</td>
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<td>Electronic communications channel</td>
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<td>Enacting e-Gov Legislation enactment</td>
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<td>Anti-Fraud Programme</td>
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<td>Strengthen Corporate ICT governance</td>
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<td>Unified Collaborative &amp; Messaging System</td>
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# National ICT Strategy – Stream 5 Timelines - 2010

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<th>Activity</th>
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<td></td>
<td>Marketing &amp; Commercialisation</td>
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<td>NIDMS Deployment</td>
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<td>Deploy IHIS &amp; Electronic Patient Record</td>
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<td>Realisation of the Benefits Programme</td>
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<td>Up-scaling MITTS to IT excellence</td>
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<td>First-class Interoperability Framework</td>
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<td>e-ID integration for all</td>
<td>3Q2010</td>
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<td>Public access to info</td>
<td>3Q2010</td>
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<td>Mobile and digital TV service delivery</td>
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<td>Pan European eGov initiative</td>
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<td>G2B Virtual Centre</td>
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<td>e-Gov R&amp;D cluster</td>
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<td>Open Access to National GIS base map &amp; layers</td>
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MyGov (V2.0) timeline

June 2008
Issue EU tender for myGov Phase0

Sep 2008
Define integration between myGov and eGov sites

Q1 2009 - Phase 1
- myForms (additional 100 forms)
- Migrating existing eGov sites to myForms
- myBills
- Online communities
- Thematic news

Dec 2008 - Phase 0
myGov Phase 0 launch, to include:
- New interface
- Improved visibility
- myForms (50 forms)
- Common CMS
- MITC web site with Google, Youtube/flickr

Q2 2009 - Phase 2
- Interoperability framework for myGov
- Private sector integration to myGov
- Public sector introduction of myGov

Q4 2009 - Phase 3
- Electronic ID card
- NIDMS
Adapting the Workforce to the Changing Environment

Pre 2007
NOC
1 Data Centre
Stand Alone Systems
Low Service Levels

2007 -
NOC
2 Data Centres
Clustered Systems
24x7
High Service Levels
Complex Technologies

1st line Support
2nd line Support
3rd line Support

Escalation process
upgraded service quality
# Current Process

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<th>QA</th>
<th>SMD</th>
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<td>Requirements Definition</td>
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<td>Endorsed Architecture Document</td>
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Matrix of Project Stages against Stakeholder Involvement

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<thead>
<tr>
<th>Stage</th>
<th>Milestone</th>
<th>Date</th>
<th>Business Owner</th>
<th>Supplier</th>
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Next Steps

- It is not enough that we agree to this process between us. We must have endorsement from the highest level possible; therefore:

- CEO MITTS met with each Minister to evangelise this process and get buy-in.
- CEO MITTS presented process to Permanent Secretaries’ Forum
- CEO MITTS presented process to CIOs at next CIO Council

- This same process can be used for any type of project, not just ICT projects.
Thank you

Q&A

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