Building IM Capacity
CIDA Case Study

Presentation to IM Days
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Overview

- CIDA Overview
- The Journey
- Results – HR Viewpoint
- Advantages
- Next Steps
- Impact on Agency IM
- Lessons Learned
- Available Material

CIDA … An Overview
Organisation

- The Canadian International Development Agency (CIDA) is Canada's lead agency for development assistance

- Multiple partners

- International mandate

- Roughly 2000 employees

- 7 program branches, 5 corporate branches, Policy Branch, President's Office and Minister's Office,

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CIDA … An Overview
Information Management… Then

- Federated IM model
  - IM and Technology Branch (IMTB) and various levels of IM maturity within all other branches

- Poor corporate oversight on traditional IM functions

- Emerging data management issue through SAP usage for aid project administration

- Uncoordinated efforts throughout Agency

- Minimal corporate compliance with GC regulations and policies

- No IM requirements expressed and integrated into System Development Life Cycle (SDLC)

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CIDA … An Overview
Information Management … Now

- Clear IM functions identified
- Tasks allocated and coordinated between appropriate resources within the BIO team
- IM competency profiles used throughout organisation for staffing, performance management and learning plans.
- Standard classification levels
- Generic work descriptions – reviewed by corporate functional authorities
- Standard business processes (ongoing)
- Clear and uniform roles and responsibilities for Branch and Corporate resources
- Establishment of communities of practices

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The Journey Begins

- Announcement to proceed with EDRMS (RDIMS) implementation
- Capacity issues raised
- Various levels of IM maturity throughout organisation, including a weak corporate team
- Required the assessment of the current state of affairs
  - Who, what, when, where and how?
- Action was required

Journey Begins...

- The announcement of the planned EDRMS project created an immediate need to increase IM capacity within the organisation

- Recognition that a federated IM model could work, however required oversight and tighter controls around processes

- Began Branch Information Office (BIO) project in 2003, established a baseline study *in* order to determine what a future IM organisation looked like.

BIO… From Project to People

- Established baseline for entire Agency IM
  - Who, what, when, where and how?
- Identified required IM functions
  - Focus on functions, not levels
    - what do the program areas need to manage their information?
  - Consultations: committees, senior management, managers, users as well as the existing IM community
  - Results: data, corporate reporting, web, RM, IT and management/planning requirements.
- Challenged existing vision of IM at CIDA
- Only after all this did we look at the people currently in position

Engaging HR

- Formed joint IMTB – HR working group to address the development and implementation of the identified functions
    - Developed IM competency profiles for each function using ORO proposed competency profiles when available
    - Wrote generic job descriptions for each major function
    - Developed organisational model
    - Then submitted to classification for analysis and assignment of classification levels

Branch Information Office (BIO) Functions Model
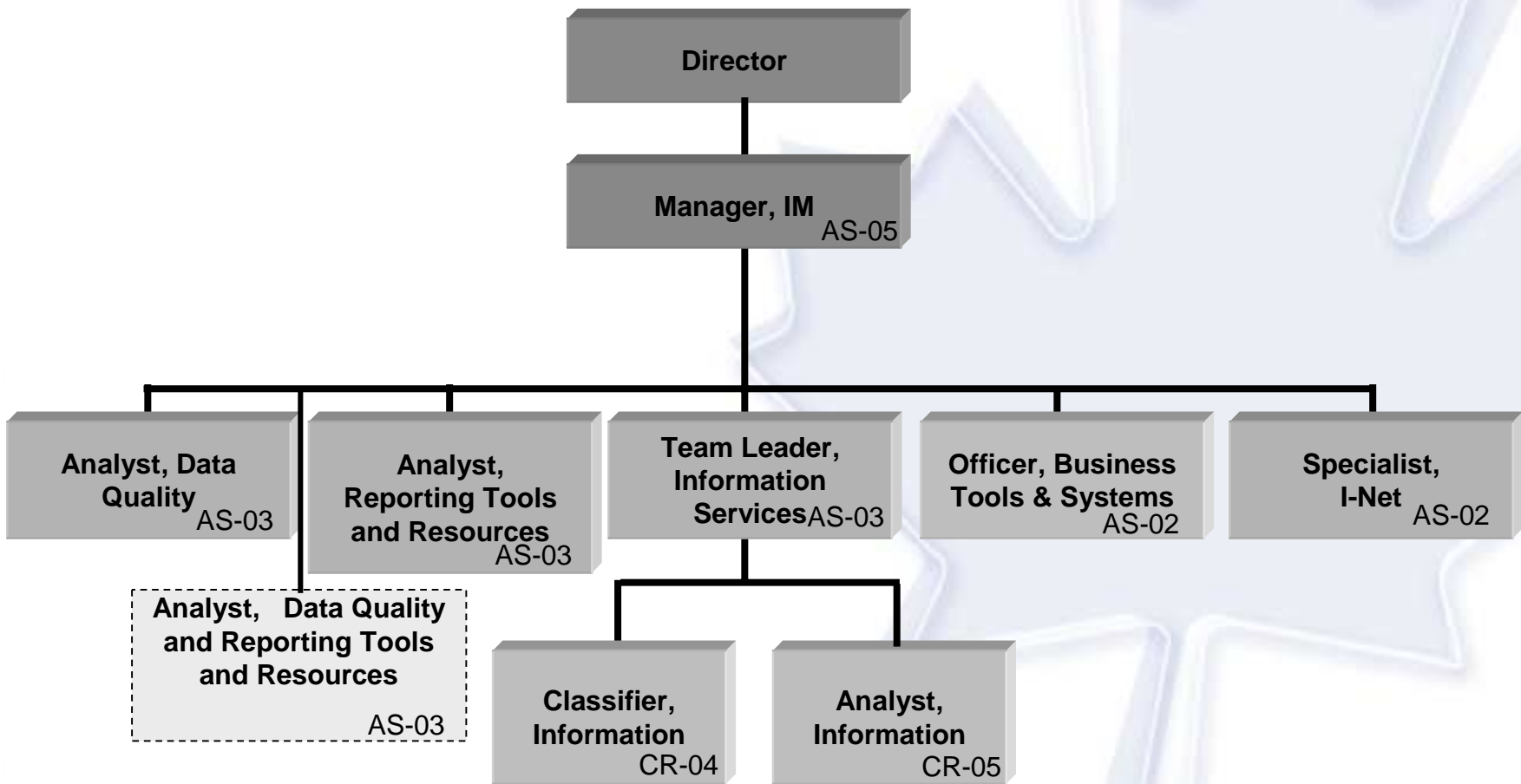
BIO functions & levels

IM Manager

AS-05

Planning, development, management and delivery of IM programs and services

Data Quality

AS-03

Advice, guidance and support on data quality issues (coding tables, Electronic DM systems, portals, db systems, document repositories, etc.)

Reporting Tools & Resources

AS-03

Advice, guidance, assistance and support for the creation and production of branch/corporate reports for internal and external reporting requirements.

Combined Data Quality and Reporting Tools

AS-03

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BIO functions & levels

Specialist I-Net

AS-02

Management of branch I-Net sites and related document. Advice, coaching and support to staff on content development to ensure compliance with standards and security.

Business Tools and Systems

AS-02

Assessment of branch requirements for technology-based business tools & systems; coordination of implementation of branch & corporate tools & acquisition/support of non-networked tools.

Team Leader, Information Services

AS-03

Record & document management services & advice to branch, support & facilitation of information as an asset & compliance with IM policies, standards & guidelines.

Information Analyst

CR-05

Provision of information management support services

Information Classifier

Provision of on-going RM and DM services

CR-04

Consult IM Community and Union

- Presented the proposed model to existing community to seek feedback
  - Results:
    - Individuals attached to current job descriptions
    - Emotional discussions
- Engaged unions
  - Seek support, comments and advice
- Modified model, competency profiles and job descriptions where possible

Enhancing Agency HR Processes

- Classification
  - Each Branch had their Classification Officer
  - Increase oversight
  - HRCS assigned Classification Officer to the project
- Staffing
  - Each Branch had their Staffing Officer
  - Corporate actions vs individual actions
  - HRCS assigned Staffing Officer to the project
- IMTB became lead in coordinating requirements for model

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Enhancing Agency HR Processes

- Developed and implemented much more controlled oversight into classification and staffing actions
- Corporate actions became norm as opposed to individual Branch actions
- Planning
  - Each Branch IM Manager now accountable for their IM staffing requirements: corporate HR actions require planning
- Bitting the bullet
  - Cannot make everyone happy
  - Installing controls on other branches' resources
- Increasing communications between IM and HR

Results
Branch Information Offices

- Implemented BIO model in each program delivery area
- Identified 8 major IM related functions
- Each function has a generic competency profile
  - Assists in HR planning such as performance management, training/learning plans, staffing actions, etc
- Each major function has generic job description

Results
Branch Information Offices

		IO Competency requirements matrix						
		(based on TB's IM Competency Profile - February 2005)						
		Competencies						
		IM Technical Competencies						
Branch IO positions	**Level**	Planning	Collerction, creation, receipt & capture	Organization	Use and Dissemination	Maintenance, Protection & preservation	Retention & disposition	Evaluation (new)
IM Manager	AS 5	Solid	Solid	Solid	Solid	Solid	Solid	Solid
Analyst Reporting tools and resources	AS3	Basic	In-depth	Solid	In-depth	Fundamental	Fundamental	Fundamental
Analyst Data Integrity	AS3	Basic	In-depth	Solid	In-depth	Fundamental	Fundamental	Fundamental
Team Leader, Information Services	AS3	Solid	Solid	in-depth	In-depth	solid	Solid	Fundamental
Specialist I-Net	AS2	Basic	In-depth	in-depth	Solid	Fundamental	Basic	Fundamental
Officer, Business tools and systems	AS2	Basic	Fundamental	Basic	Solid	Fundamental	Basic	Fundamental
Classifier Information	CR4	Basic	Fundamental	Fundamental	Fundamental	Basic	Basic	Basic
Analyst, Information	CR5	Basic	Solid	Solid	Solid	Fundamental	Fundamental	Fundamental

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Results
Branch Information Offices

IO Competency requirements matrix

(based on TB's IM Competency Profile - February 2005)

Competencies

Branch IO positions	Level	IM Behavioural Competencies						
		Visionning	Client Svc Orientation	Communication	Influencing	Team work & partnership	Creative problem solving	Planning and Organizing for results
IM Manager	AS 5	Expert	Expert	Expert	Expert	Expert	Expert	Expert
Analyst Reporting tools and resources	AS3	Entry	Intermediate	Intermediate	Intermediate	Entry	Intermediate	Intermediate
Analyst Data Integrity	AS3	Entry	Entry	Entry	Entry	Entry	Entry	Entry
Team Leader, Information Services	AS3	Intermediate	Intermediate	Intermediate	Entry	intermediate	Intermediate	Intermediate
Specialist I-Net	AS2	Entry	Intermediate	Intermediate	Intermediate	Entry	Intermediate	Intermediate
Officer, Business tools and systems	AS2	Entry	Intermediate	Entry	Entry	Entry	Entry	Entry
Classifier Information	CR4	Entry	Entry	Entry	Entry	Entry	Entry	Entry
Analyst, Information	CR5	Entry	Entry	Entry	Entry	Entry	Intermediate	Entry

Advantages - BIO

- Branches now communicate and discuss consistent problems
  - Workflow discussions and corporate proposals to IMTB from Branches happen regularly
- Helps IMTB identify preliminary requirements
- Increased our focus on a strong IM/IT governance model
- Established various communities of practice
- Continuous discussions and evolution on branch vs corporate roles and responsibilities
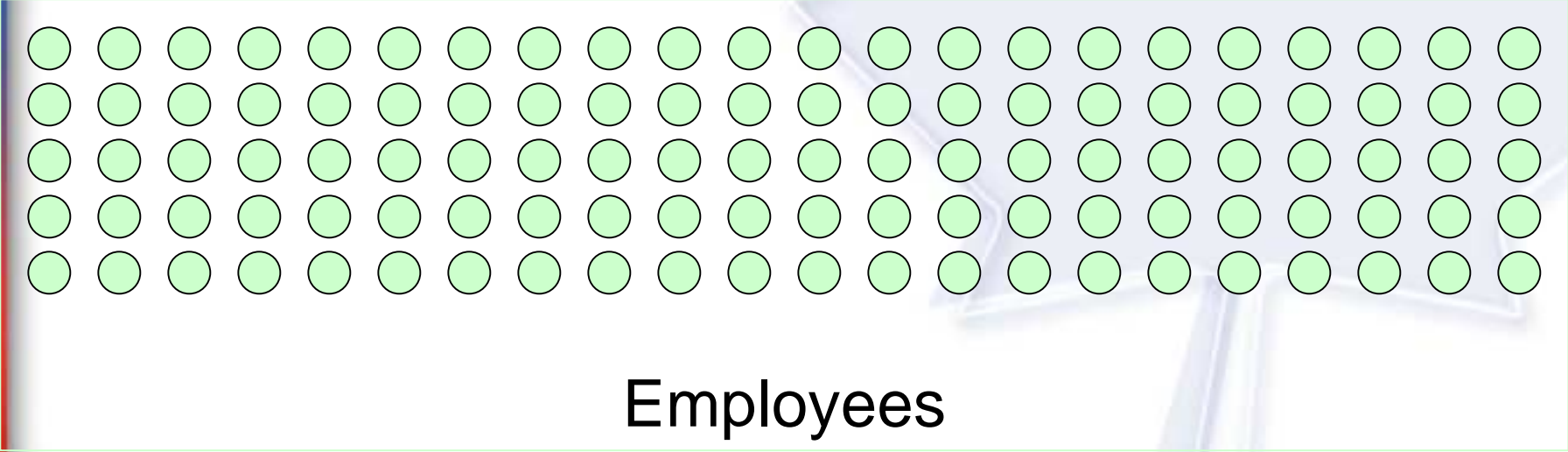
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Advantages - BIO

- BIOs have become an extension of IMTB in branches
    - Without IMTB having to commit additional resources
- Facilitated hiring of new staff through corporate competitions
- Embedded IM in business areas

Advantages - BIO

IMTB

Division	Division	Division	Division	Division	Division	Division	Division	Division	Division	Division

Employees

Advantages - BIO

IMTB

BIO	BIO	BIO	BIO
Americas	Asia	Multilateral	Policy

| Division	Division	Division	Division	Division	Division	Division	Division	Division	Division	Division

Employees
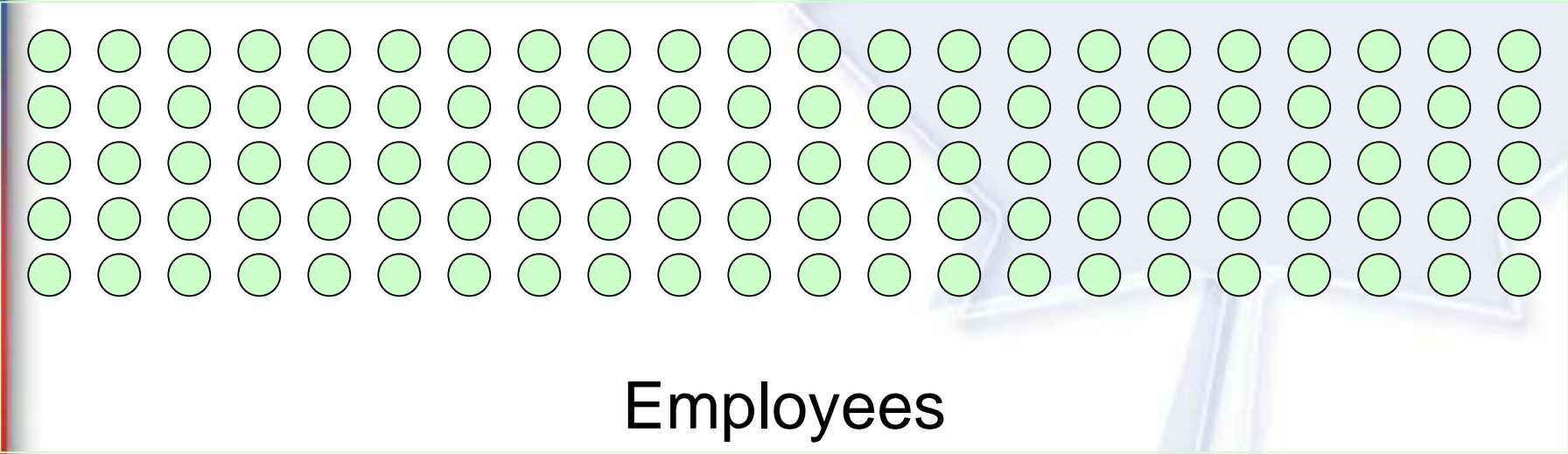
What's Next for BIOs?

- Learning framework
  - Developed based on generic competency profiles
  - Each function has a learning path
  - Mapping against learning opportunities
  - Currently focusing on courses/training, future editions will also contain options such as job shadowing, coaching, mentoring, assignments within CIDA, etc.

- Increasing capacity and understanding of IM
  - Strengthening connections and knowledge

- Pools of qualified candidates
  - Replacing needs based staffing actions

Impact of BIOs
on Information Management

- Moving from IM awareness to business impacts
- Focusing on both business processes and IM principles, as a result of embedded IM into programming areas
  - HR staffing processes
  - Contracting processes
  - SAP aid project management processes
  - Aid delivery processes

Strategy	Organisation
IM/IT	Process
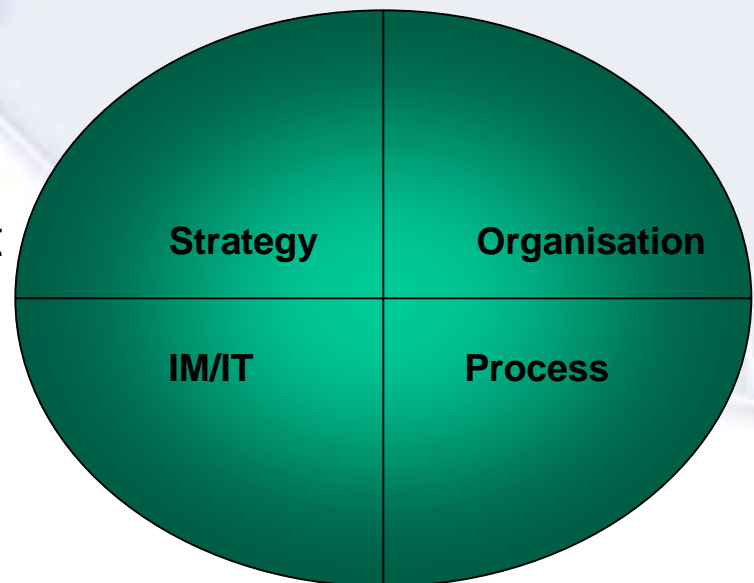
Impact of BIOs
on Information Management

- RDIMS implementation

  - 50 + coaches in programming branches in addition to IMTB's Lead Coach function

  - Continuous process of analysis with clients and IM experts in programming branches

  - Guaranteed capacity to deliver change management activities required to implement RDIMS

Lessons Learned (1)

- Federated model ensures continuity and resources for IM

- Getting resources out in the programming areas is key

- When developing capacity, identify functions first
  - Engage business areas, what information services do they need?
  - Forget classification levels!

- Engage HR areas as quickly as possible: how to build consistent processes to develop capacity throughout organisation

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Lessons Learned (2)

- Engage unions as quickly as possible when moving to generic job descriptions for the organisation

- Communication: engage programming branches, seek buy-in early from all possible parties

- Utilize ORO resources as early in the process as possible
  - Draft competency profiles
  - Assessment tools

- Build both corporate strength and program branch information management capacity simultaneously

Lessons Learned (3)

- Move IM outside its traditional boundaries
  - Move towards business analysis
    - What are Agency's core business processes and where is information being produced?
    - Aid delivery, administrative processes, etc
  - Workflow
  - Data quality
  - Corporate reporting

- Capacity development does not only mean adding resources
  - Streamlining of functions and available resources
  - Education

Available Documentation

- Competency profiles for each function
- Job description for each function
- Learning Framework (draft)

QUESTIONS?