

Chief Information Officer Branch

*Welcome*  
*to the EMF Fall' 99 Symposium*

Managing IM/IT for Results

*“Partnering to Make IT Happen”*

November 22, 1999

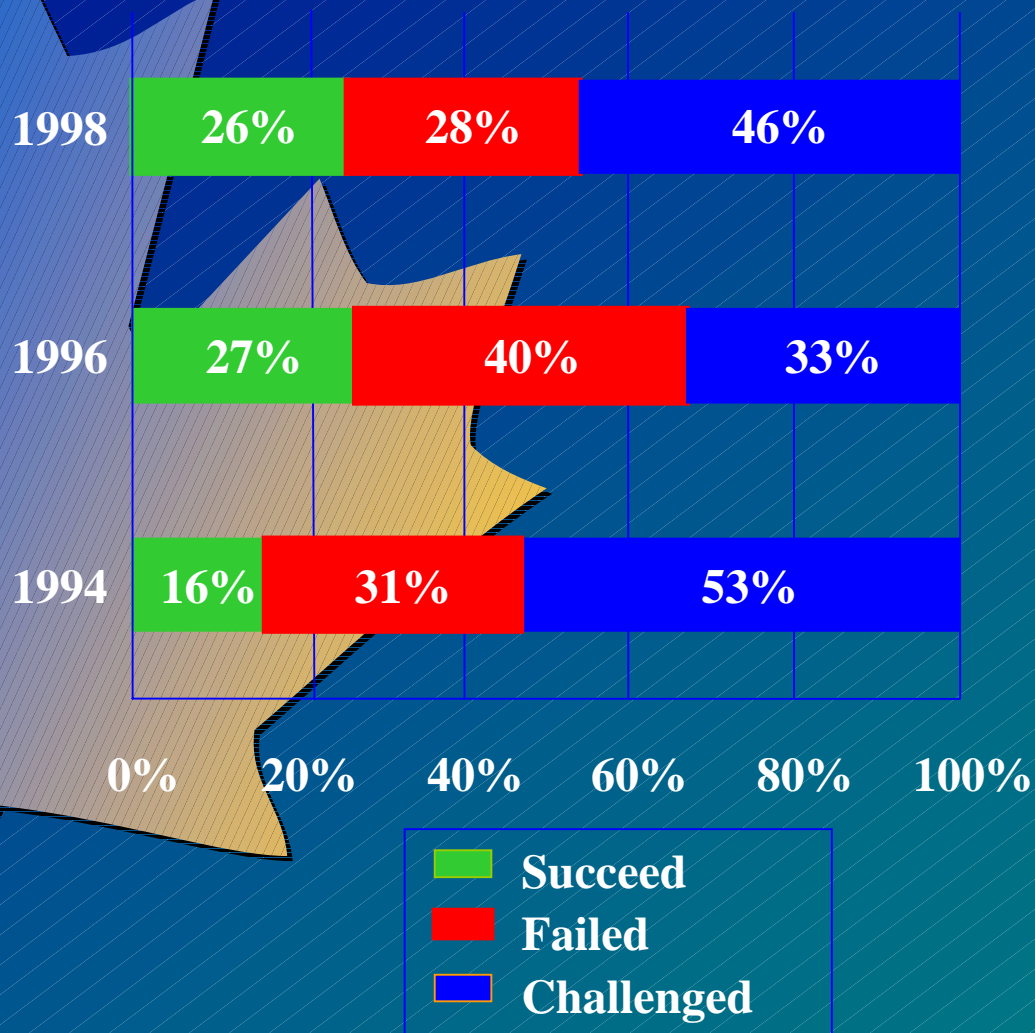
# Agenda for the Day

- ◆ **Update on the Enhanced Management Framework for IM/IT**
- ◆ **Implementing IM/IT investment management process - Lessons Learned**
- ◆ **Break**
- ◆ **Using Measurement to Manage**
- ◆ **Lunch**
  - ◆ **Keynote Address: The Management Board and Its Strategic Priorities**
  - ◆ **Awards**

# Why effective management of IM/IT for results?

- ◆ **Aligning IM/IT with business strategies & plans**
- ◆ **Maximizing return on IM/IT investments**
- ◆ **Minimizing risks**
- ◆ **Ensuring IM/IT projects are completed on time, on budget and deliver expected benefits**

# What's the track record?



- Government's track record is consistent with industry
- IT is a relatively new discipline
- Performance is improving by applying lessons learned
- Increasingly management issue not just a technology issue
- Historical information is more readily available
- Best practices are evolving

# The CHAOS Top Areas for Improvement

## ◆ **Business Alignment**

- ◆ **User Involvement** **20 Points**
- ◆ **Executive Support** **15 Points**
- ◆ **Clear Business Objectives** **15 Points**
- ◆ **Ownership** **5 Points**

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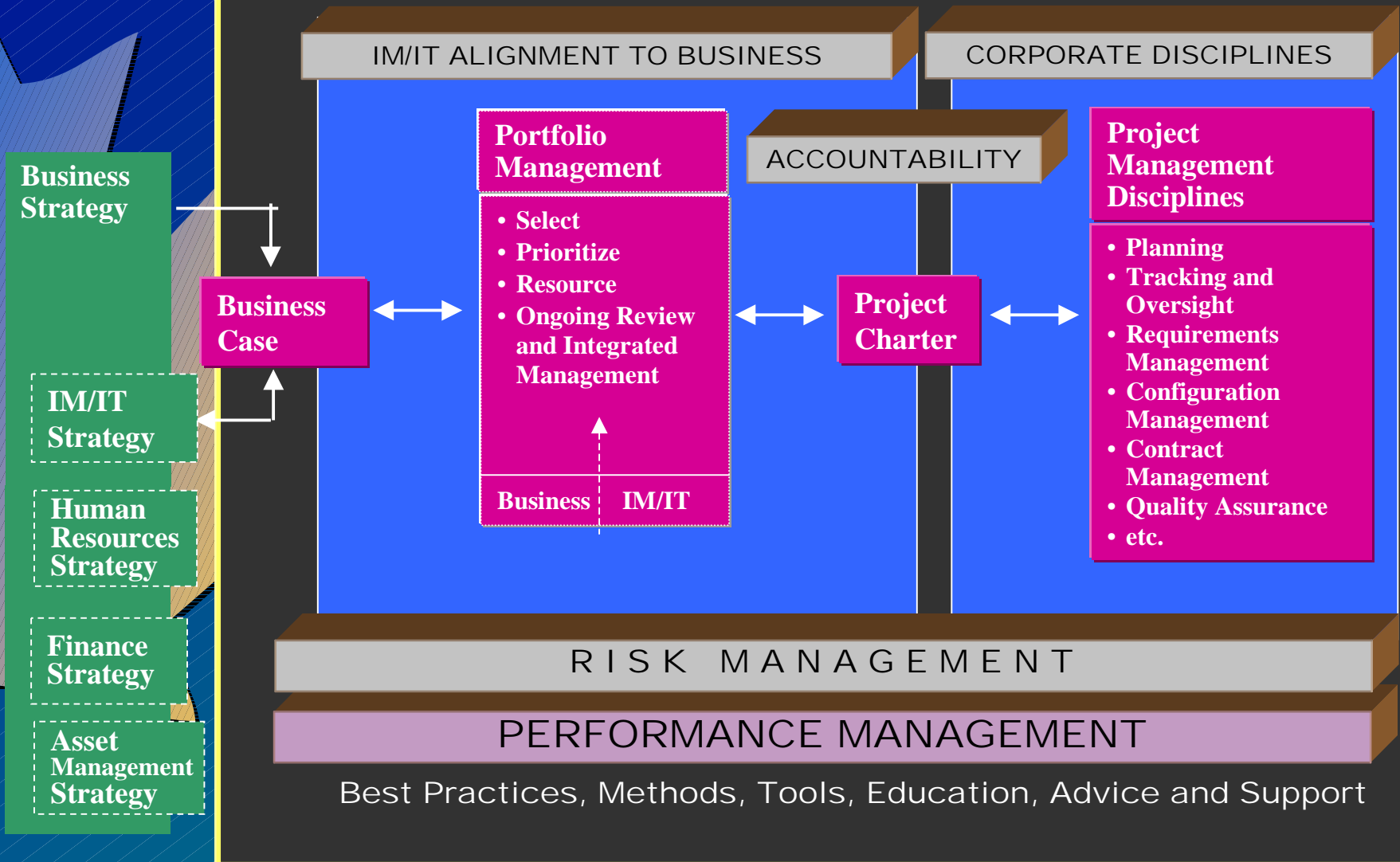
**55 points**

# The CHAOS Top Areas for Improvement (...cont'd)

## ◆ **Project Management**

- ◆ **Experienced Project Manager** 15 Points
  - ◆ **Reliable Estimates** 15 Points
  - ◆ **Small Milestones** 10 Points
  - ◆ **Firm Basic Requirements** 5 Points
  - ◆ **Competent Staff** 5 Points
  - ◆ **Proper Planning** 5 Points
- 
- 55 points**

# ENHANCED MANAGEMENT FRAMEWORK FOR IM/IT



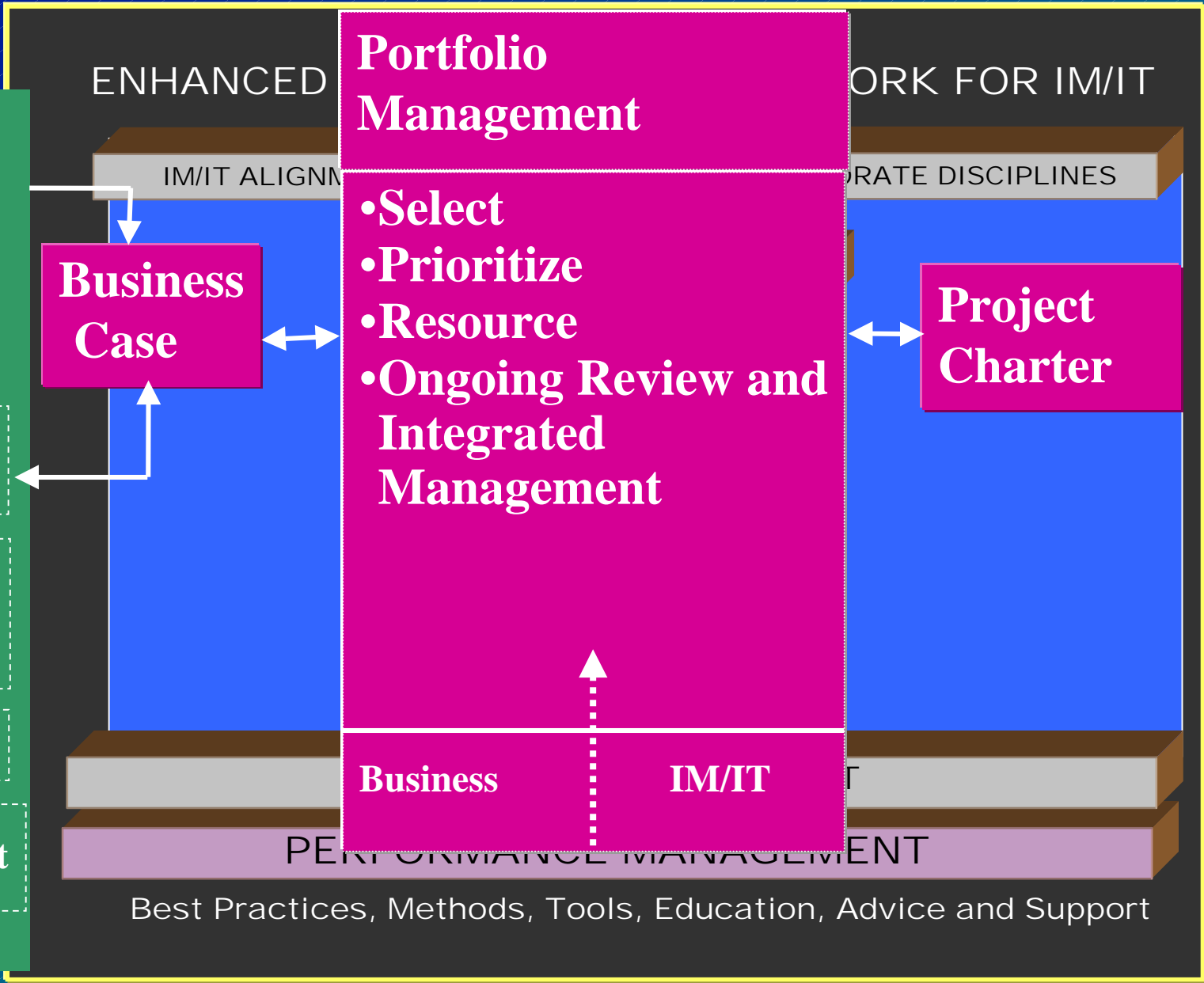
**Business Strategy**

IM/IT Strategy

Human Resources Strategy

Finance Strategy

Asset Management Strategy





# ENHANCED MANAGEMENT FRAMEWORK FOR IM/IT

IM/IT ALIGNMENT TO BUSINESS

CORPORATE DISCIPLINES

Business Strategy

IM/IT Strategy

Business Case

Portfolio Management

- Select
- Prioritize
- Resource
- Ongoing Review and Integrated Management

ACCOUNTABILITY

Project Charter

Project Management Disciplines

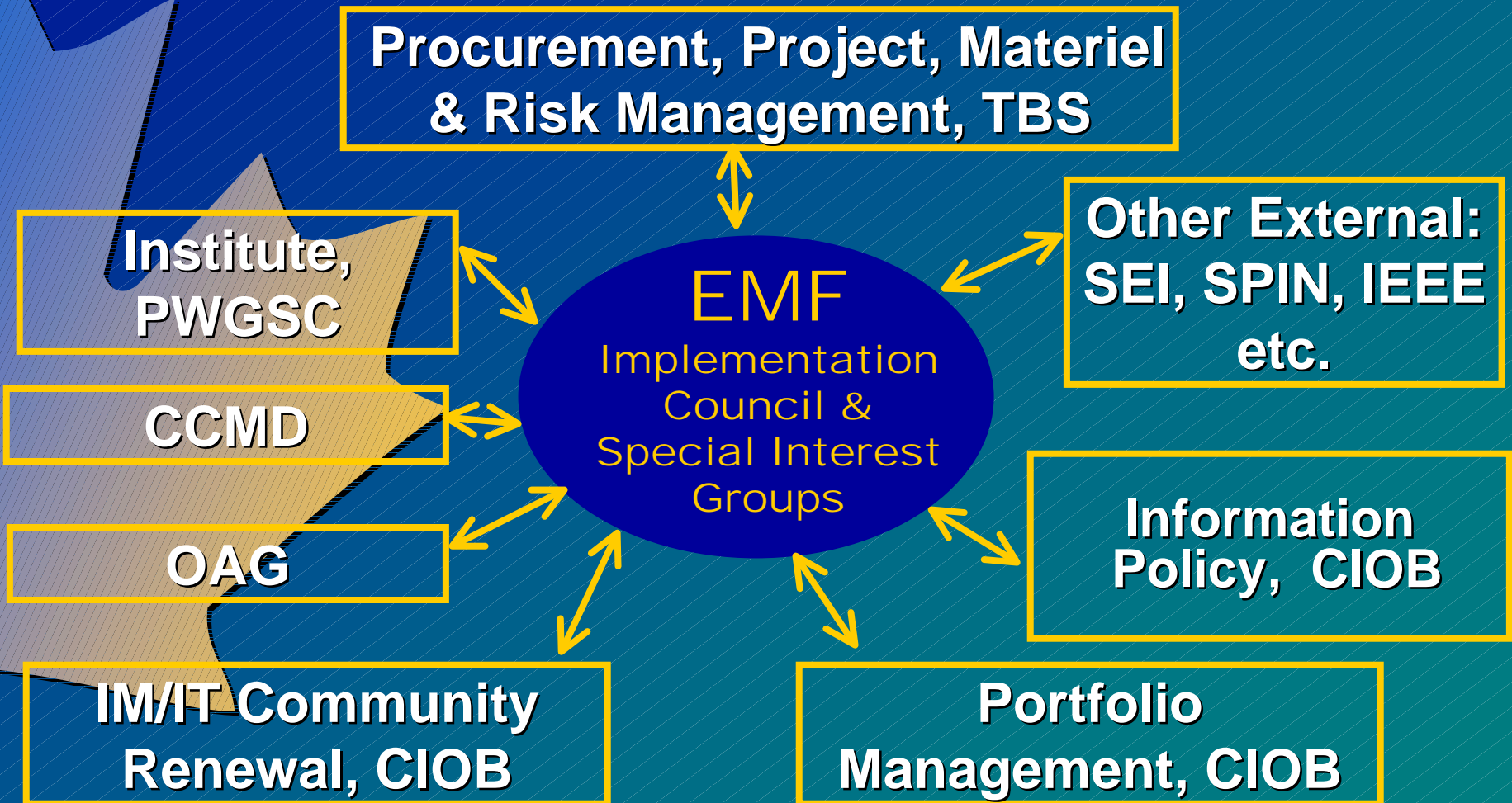
- Planning
- Tracking and Oversight
- Requirements Management
- Configuration Management
- Contract

PERFORMANCE MANAGEMENT

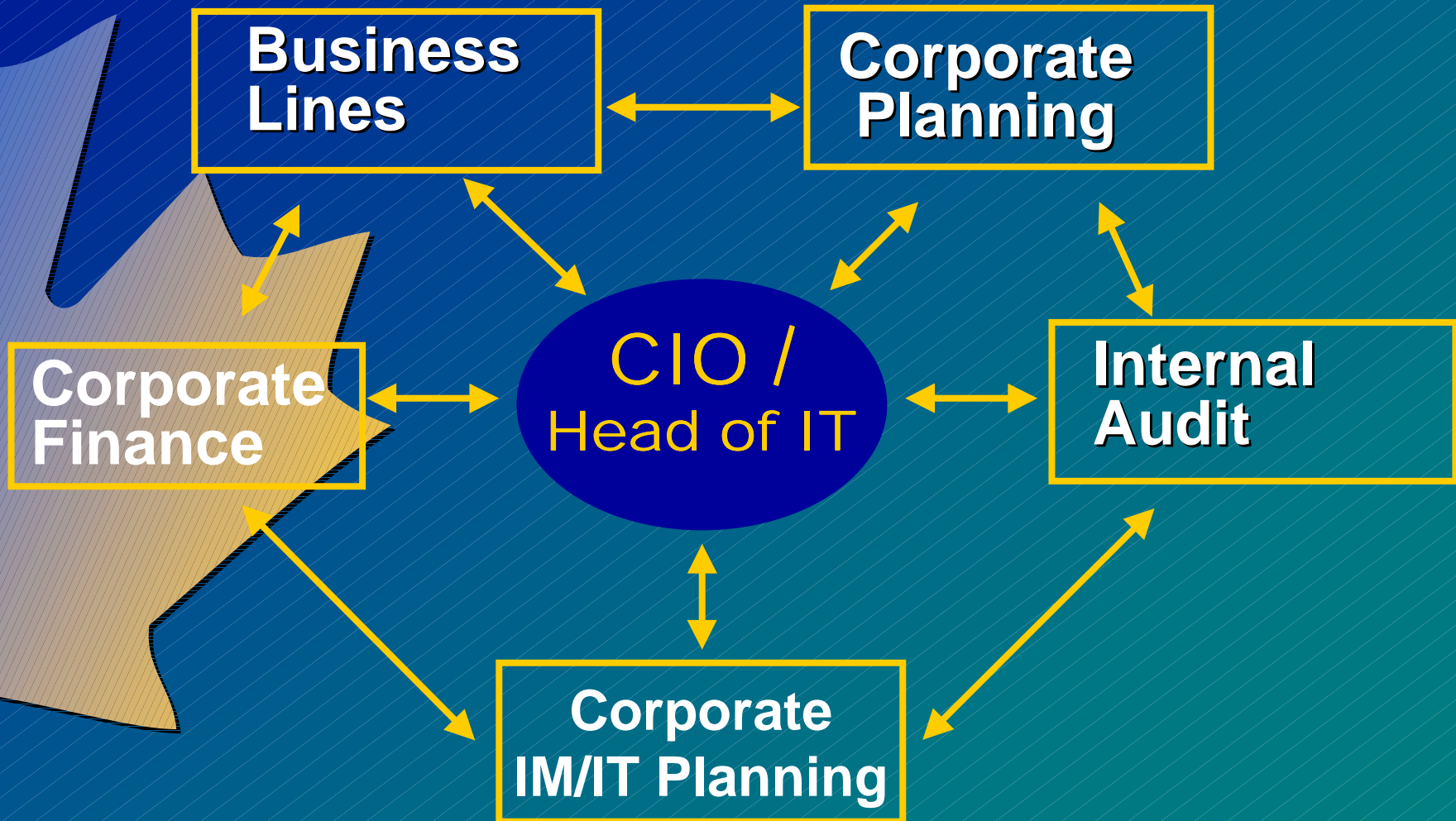
# Performance Management

- ◆ How is IM/IT aligning with strategic, client and internal business needs and plans?
- ◆ How is IM/IT supporting the delivery and effectiveness of the department's programs?
- ◆ To manage IT, we have to measure IT
- ◆ There is no one "best" approach to IT performance management
- ◆ Top management ownership and involvement is a critical success factor

# How do we implement EMF?



# How do you make IT Happen in your Department?



# Key Success Factors

- ◆ **Senior management commitment & participation**
- ◆ **Commitment & participation of key partners**
- ◆ **Resourcing**
- ◆ **Investment in people and processes not just technology**
- ◆ **Long-term view of continuous improvement**
- ◆ **Discipline ..... Back to the basics**

# Current Year accomplishments

- ◆ **16 departments shared EMF Implementation Plans - and 4 updates**
- ◆ **Evolution of the Framework**
- ◆ **Piloted mechanisms for departments to share best practices, lessons learned etc.**
- ◆ **Developed and delivered IM/IT track at Project Management Symposium**
- ◆ **Developed Project Planning, Tracking and Oversight processes, procedures, templates**

# EMF key deliverables for the next 12 months

- ◆ **Continue roll-out of EMF tools (e.g Executive Project “Health Check”, Audit Toolkit)**
- ◆ **Deliver regular symposia and workshops on key aspects of EMF**
- ◆ **Use benchmark study and other tools to measure effectiveness of the EMF**
- ◆ **Develop and improve mechanisms for sharing best practices**
- ◆ **Establish a pool of experts to provide external review function on high risk projects**