Case Study: Enterprise Information Management In the Department Of Human Services

Australian Federal Government

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Dept of Human Services

Human Services Portfolio brings together Australian Service Delivery Agencies.

Directs, Coordinates And Brokers
Improvements to Service Delivery
The way we were!

Functions:
- Datawarehousing
- Some Corporate Reporting
- Corporate Systems SAP HR and Financials

Issues:
- Very slow delivery of corporate reporting
- Warehouse hadn’t delivered anything in 3 years
- Cost overruns on both small and large projects
- No visibility of work in the Branch
- Poor Image overall

Focus = Technology
The Dream!

• New integrated vision around Enterprise Information Management including:
  
  ➢ Information as a valued Asset, and
  ➢ This team will be the pre-eminent team in this space in Federal Government.

New Directions

• Management Information including;
  
  ➢ Performance Information
  ➢ Business Intelligence
  ➢ Demographic statistics
  ➢ Compliance Information
New Directions

• Information Management including:

  ➢ Information Integrity
  ➢ Metadata Management
  ➢ Records and Documents Management
  ➢ Information Capability Study

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New Directions

• Technology inc:

  ➢ Better DW processes
  ➢ New tools, both desktop and DW
  ➢ New Hardware (better and bigger servers)

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Really Important

• Customer Relationship Management:
  - Early Engagement
  - ‘Passionate Partnerships’
  - Environmental Awareness
  - Business Nous

People

Hard Skills:
  - Business Analysis
  - Technologies DB, DW, Desktop, SQL etc
  - Business Knowledge
  - Specialist Skills (data integrity, RDM, metadata, modelling etc)
  - Project Management
People

Soft Skills:

- Customer Relationship Management
- Team membership and leadership
- Environmental Awareness
- A Sharing nature
- Energy and Excitement

Team IMaCS

- An achievable vision;
- A team of Stars and a Star team;
- A plan designed to achieve both of these;
- A culture of support and sharing;
- Encouragement of learning;
- A place where ideas can surface;
- A ‘Can do’ mentality;
- An awareness of political realities; &
An ability to work with other areas to deliver outcomes that are valued by the business and make a difference to the organisation’s customers be they the:

1. Australian Public;
2. The Minister; or
3. The parliament.

Products

- Review IMaCS products in use, then:
  - Upgrade if necessary
  - Replace if necessary
  - Identify product gaps (being filled by adhoc queries against the data warehouse)
Service

- Early (and continuous) Engagement;
- Collaboration and collocation;
- Correct delivery timeframes;
- Iterative development with constant user involvement;
- Share business knowledge.

In this environment getting business to specify their needs is almost impossible.

Stakeholder Mgt

- ‘Passionate Partnerships’
- Early Engagement;
- Stakeholders take responsibility for their piece of work;
- Communicate early and often;
- ‘End User Computing’ policy
Technology

- Review all technology in use, both Hardware and Software:
  - Develop a priority list to upgrade or replace;
  - Identify gaps and develop a priority list and business cases to fill the gaps (or see if you can beg, borrow or steal it from somewhere in the org.)

Wins-Technology

- DW downloads time reduced from days to hours;
- New tool for end user adhocs;
- Software upgrades applied;
- Enterprise licencing for desktop tool;
- SAP Upgrade approved and almost completed;
- Integration of RDM from another Agency (invisibly to the agency);
Wins-People

- Several contract staff became permanent;
- ‘Baby BA’ and Intern program;
- A number of staff are undertaking speciality degrees;
- Significantly improved relations with stakeholders;
- Significant Senior Executive support ($);

Wins-Branch

- Delivery of Information, products and services on time and on budget;
- Visibility of all work in the Branch through the ICT Project Office;
- IM Policy;
- EDRMS feasibility project approved ($);
- End User Computing Policy; and
- Surviving with sense of humour intact.
Lessons!

- Enterprise Information Management is still just a collection of words on paper;
- Just writing papers and policy doesn’t cut it;
- Hire some passionate and knowledgeable people;
- Engage with the ‘oldtimers’ really positively;

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Lessons 2

- The technology is still new;
- The technology still doesn’t do everything it needs to do (or in fact all that the ‘glossy’ says it does);
- There is still never enough time to get everything done;
- All work in the Branch needs to be visible to those outside the Branch;

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Lessons 3

- Early Stakeholder Engagement pays real dividends;
- Support the stakeholders through any business processes necessary to get the work program up and running;
- Be proactive in the business with information offerings that you think they might be able to use; and

The Challenge!

- Somehow you need to still deliver products, services and information while you are cleaning up and continuously improving.
Knowledge Organisation

1. Become an exemplar of an information and knowledge organisation:
   • Techfests;
   • Knowledge Cafes; and
   • Tell the story
2. Connect to;
   • Organisational vision; and
   • How to be the best.

Knowledge Organisation

• Use your own software and tools
• Regular gatherings horizontally and vertically
• Celebrate every win, including wins by your customers
• The natural way is to share, and
• A culture of learning and sharing (5 masters, 3 bachelors, 1 certificate)
Share the enjoyment!

Lessons for Me!

- Have a passion for:
  1. information;
  2. the business;
  3. the story
  4. your people and keep them engaged in the story;
- Keep your finger on the pulse of all projects;
Lessons for Me!

• Get to every committee and governance meeting in the place on the pretext that information is needed for everything;
• Become very friendly with ‘Internal Audit’, (they can be your best friend!);
• Engage with all of the senior executives, you just never know where your support will come from; &
• Keep well, as you can’t afford to take time off!

Findings for Me!

Have fun and enjoy the ride, it is a Doozy!!!