

Getting to Business First!



Association of Workers'
Compensation Boards of Canada

IT Directors Forum – April 2013

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Chief Information Officer

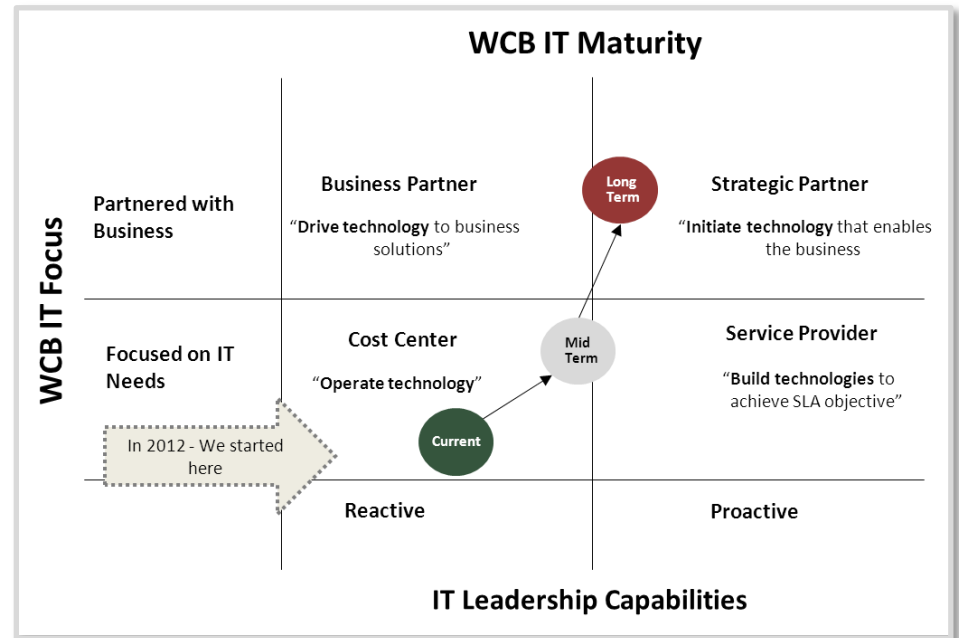
Saskatchewan WCB

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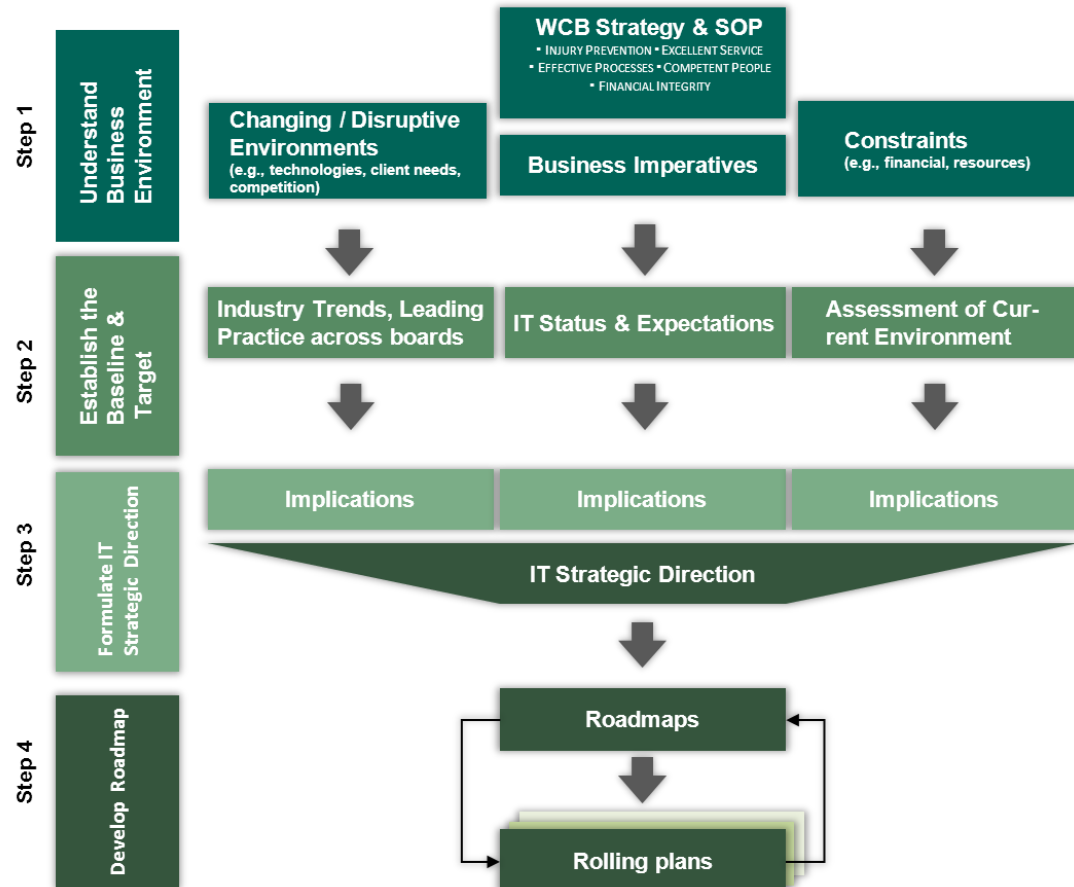
Change was overtaking value..

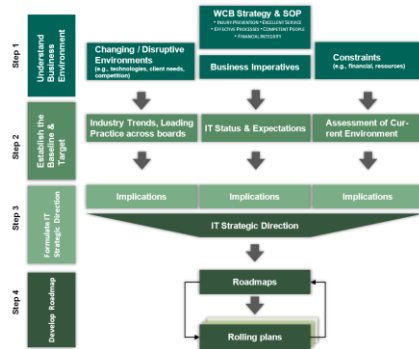
- New claims application driving IT focus shift
- Business/IT partnership performance
- Relationship & credibility
- Project & support backlog
- Vendor management
- Legacy “baggage” – approach, effort
- Currency and issue backlog
- Longer term uncertainties in a dynamic business environment
- ...
- A need for strong ITS leadership & representation
- ITS organizational misalignment
- Culture & process opportunities across the board
- ITS Capability mismatch



The Road to Maturity was open to us

- ❑ Evaluate overall business drivers and strategies. Consider business constraints that may impact IT strategy
- ❑ Understand IT leading practice as it related to our industry. Assess current capabilities & gaps i.e., baseline / benchmark current state of IT at WCB
- ❑ Reinforce the foundational pillars (dimensions) to be used to focus IT effort and strategy
- ❑ Develop and act on actionable roadmaps that will take IT from current state to future state





Context	IT Pillar
Are we doing the right things?	Managing IT Initiatives and Investments
	Managing IT Costs
Are we doing the right things right?	Performance Management of IT Services
	Delivery & Change Management
	IT Structure and Organization
	Currency in Enterprise Architecture (includes our Technology Focus)



- Broad brush KPI wish-list**
- ITS must deliver as an equal partner at the table with the business
- ITS must match it's project portfolio to business imperatives
- ITS must provide accountability and transparency to business partners
- Our cost profile must align with the industry
- ITS execution and business data delivery capabilities must evolve to empower the business
- ITS must provide stable operations and service delivery that measures up to expectations
- ITS must demonstrate an ability to reduce timelines from requirement to production
- ITS must develop & maintain the appropriate org structure, talent and capabilities
- ITS must prepare for future needs, evolving platforms, technical, data approach, application and data center roadmap



ACT

Org, control, workflow, approach changes that just “need IT Exec decisions to happen”..

Vs.

Larger headcount, cross functional needs that require \$\$\$ and must be projected

ORCHESTRATE

Right size the approach

Be honest – consider people, process and organizational tolerances, implications..

Proactively guide business expectations

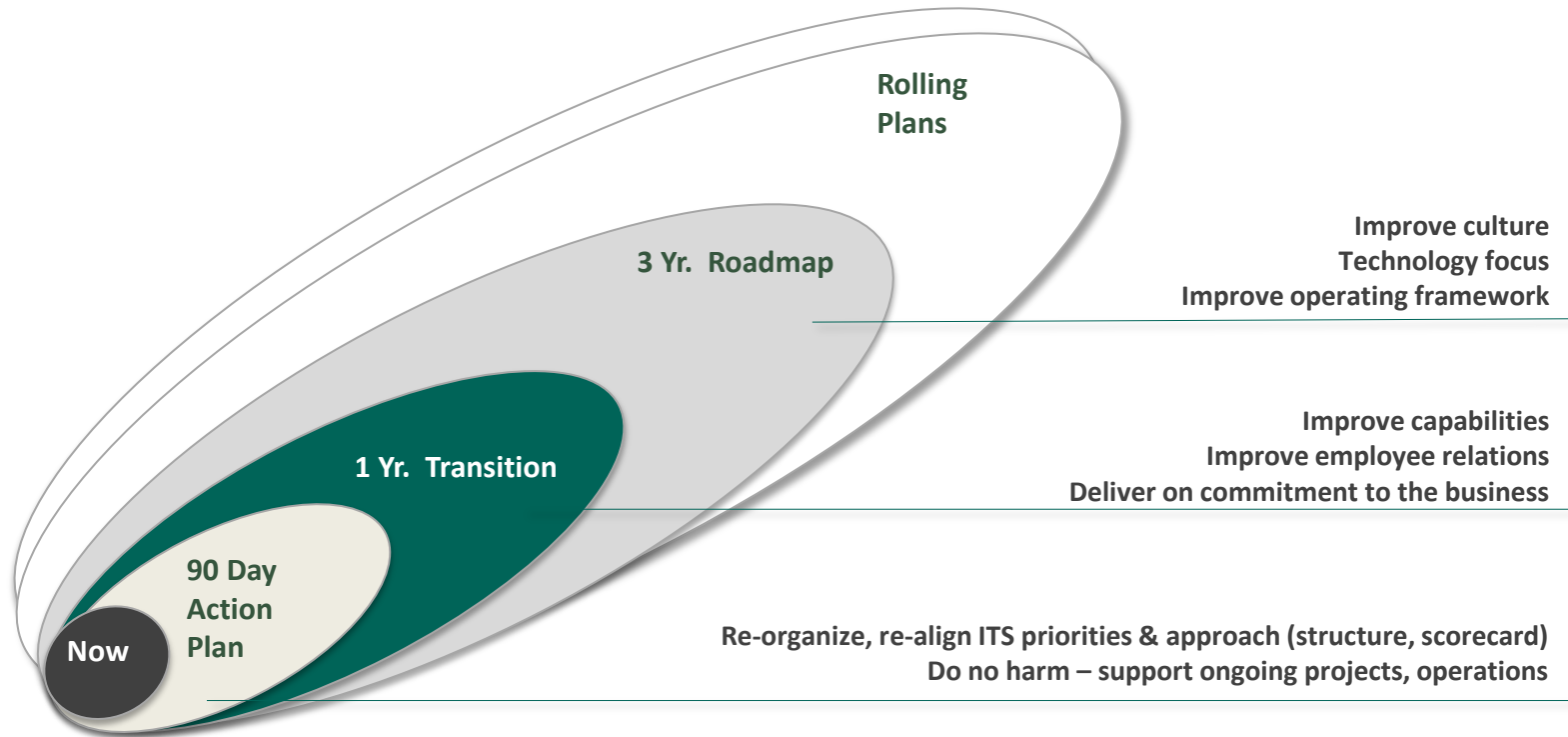
Plan your battles wisely



Business First!

INJURY PREVENTION • EXCELLENT SERVICE • EFFECTIVE PROCESSES • COMPETENT PEOPLE • FINANCIAL INTEGRITY

Transform ITS into a **business partner-focused service delivery organization** that can address current & upcoming opportunities and risks



Outline the vision & the mission



Our WCB corporate strategy drives our WCB ITS strategic planning approach

- ❑ **At the enterprise level, the balanced scorecard provides**
 - A framework for strategic planning and management, that integrates board defined priorities with risk, financial and other factors.
 - Vehicle to define, monitor, optimize and guide the WCB Strategic Operating Plan
 - A tool for performance management & continuous improvement

- ❑ **For ITS, the balanced scorecard is the basic mechanism by which we**
 - Refine & reinforce our broad-brush ITS strategic planning assumptions
 - Drive improved org structure, select and prioritize IT improvement projects
 - Create an environment for ITS management team to take ownership of change
 - Secures buy-in and support from the business (and vice versa)
 - Manage and improve ITS performance

Progressive strategy mapping, analysis & planning, operationalization and review activities **sponsored by CEO, CFO**, and facilitated by PM2 – Q4, 2012 through Q2, 2013



STAKEHOLDERS

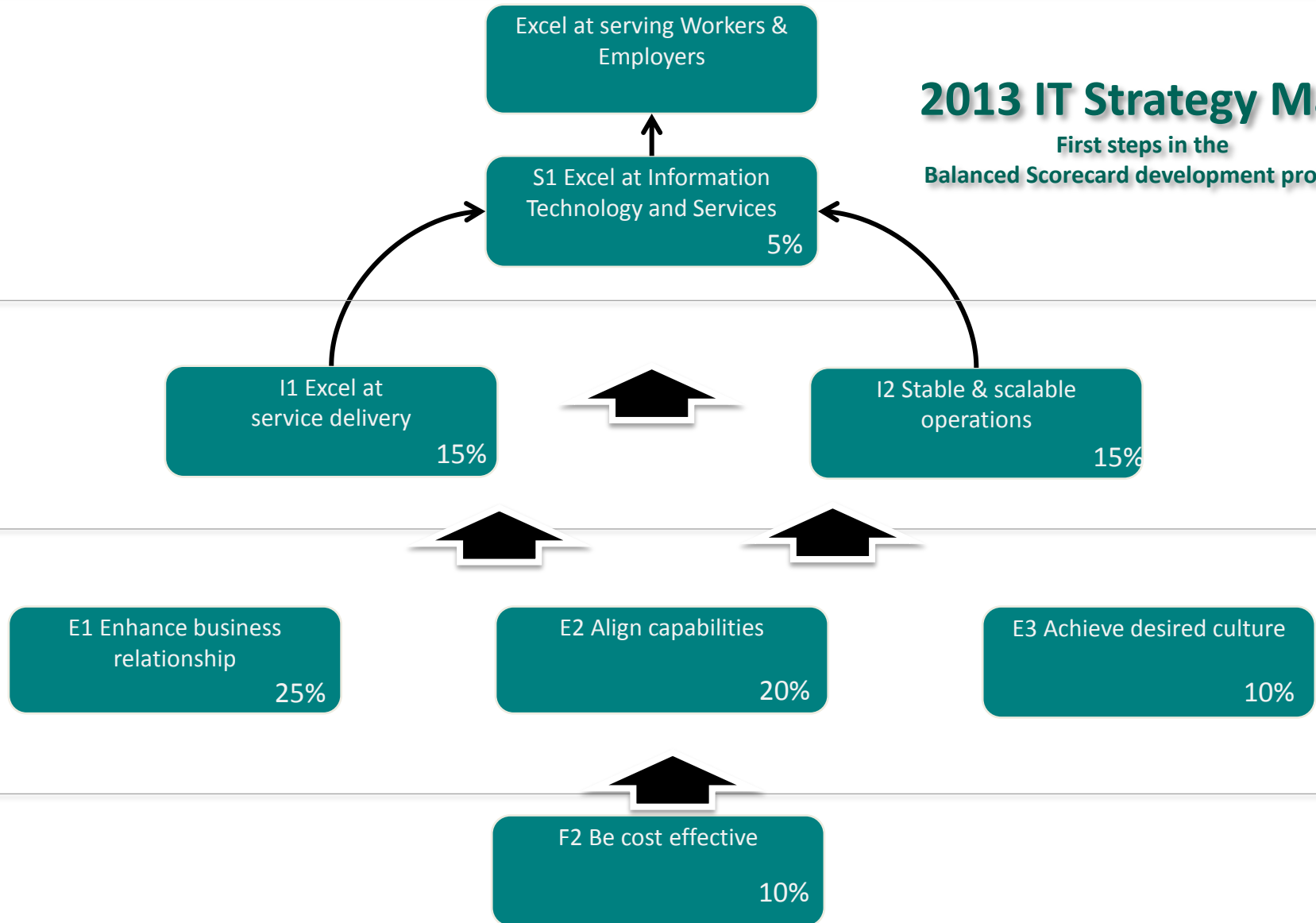
INTERNAL

FOUNDATION

FINANCIAL

2013 IT Strategy Map

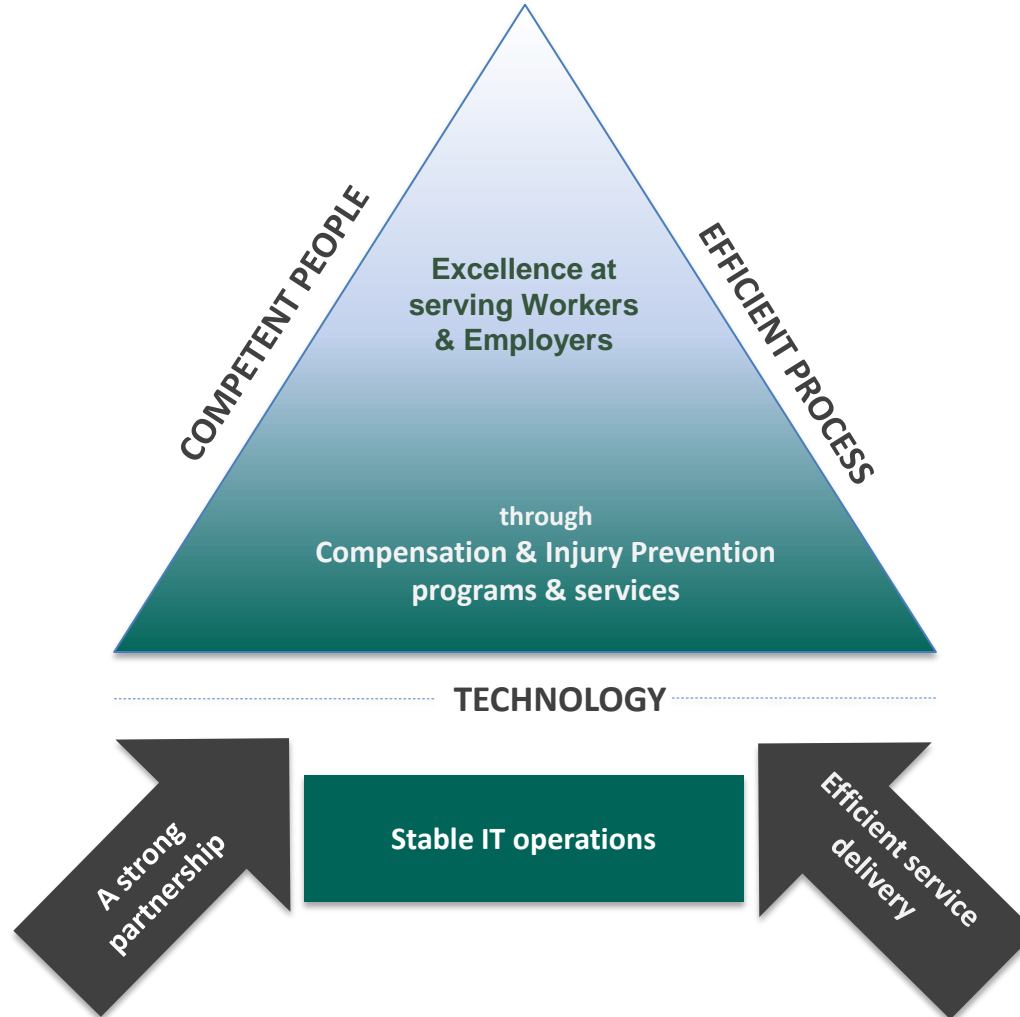
First steps in the
Balanced Scorecard development process



Statement of Beliefs (2011 – 2014 Strategic & Operational Plan)

Values: Leadership, Dignity, Fair, Honest, Open





❑ If this is what we want..



❑ What does it mean?

Improve IT **accountability & transparency around projects, alignment** between solutions and business needs

Improve **Availability & Reliability** of systems and applications in Production

Improve **Quality** and **Timeliness** of projects, services & solutions

❑ And what will it take to get there?

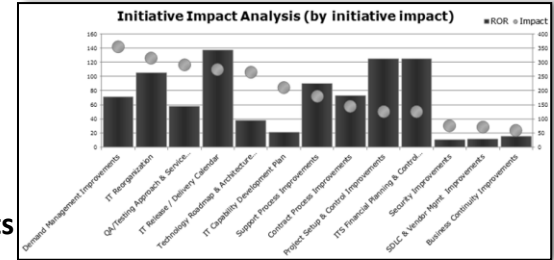
Lead with a coherent Strategy and Approach	Set the right course through specific Process Area Improvements	Motivate and enable targeted Capability Improvements	Harness ITS potential through Organizational Change and empowerment
Business First! Strategic & operational roadmap	Targeted project setup & controls	IT portfolio & demand management	Management restructuring & ITS re-organization
<div style="border: 1px dashed blue; padding: 5px;"> Group Technology & Roadmap strategies around business projects that align with Key WCB Strategic goals Eg. Digital Media – Social, Internet Projects WCB Data - Scorecard Operationalization, BI Online Services – Employer reports, E-referral </div>	IT financial planning & budgeting approach	Vendor management approach & contracts	
	IT security improvements	SDLC & delivery management	
	Business continuity Improvements	QA & testing	
	Support & service desk Improvements	Enterprise Architecture approach	



Lead with a coherent Strategy and Approach	Set the right course through specific Process Area Improvements	Motivate and enable targeted Capability Improvements	Harness ITS potential through Organizational Change and empowerment
Business First! Strategic & Operational Roadmap	Targeted Project setup & controls	IT Portfolio & Demand Management	Management Restructuring & Re-organization
<small>Group Technology & Roadmap strategies around business projects that align with Key WCB Strategic goals</small> <small>Eg. Digital Media - Social, Internet Projects</small> <small>WCB Data - Support Operational readiness, & Online services - Client/Partner support, Analytics</small>	IT Financial Planning & Budgeting approach	Vendor Management Approach & Contracts	
	IT Security Improvements	SDLC & Delivery Management	
	Business Continuity Improvements	QA & Testing	
	Support & Service Desk Improvements	Enterprise Architecture Approach	

2. Link Key Process & Opportunity areas

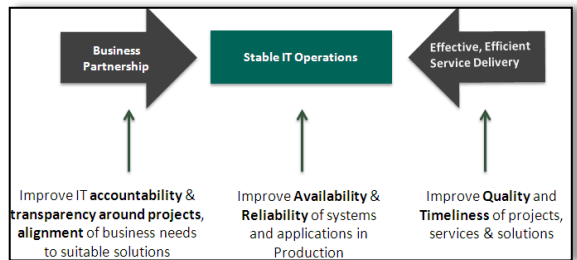
3. Define Projects & Priorities



Baseline & optimize

1. Direct with Strategy Map

4. Just do it, or Charter as appropriate



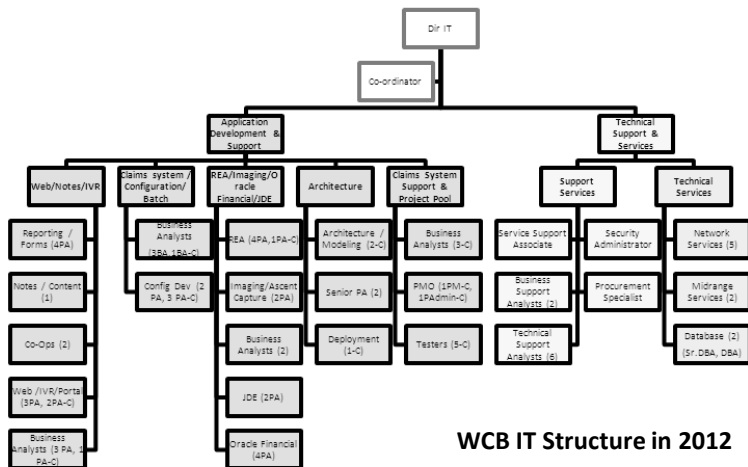
Realize incremental value & embed risk based adjustments through execution

- New Controls
- Governance
- Process
- Re-structuring
- ...
- Projects
- Headcount
- Cross functional planning implications
- Budget
- Alignment with Corporate Improvement & Re-org Activities



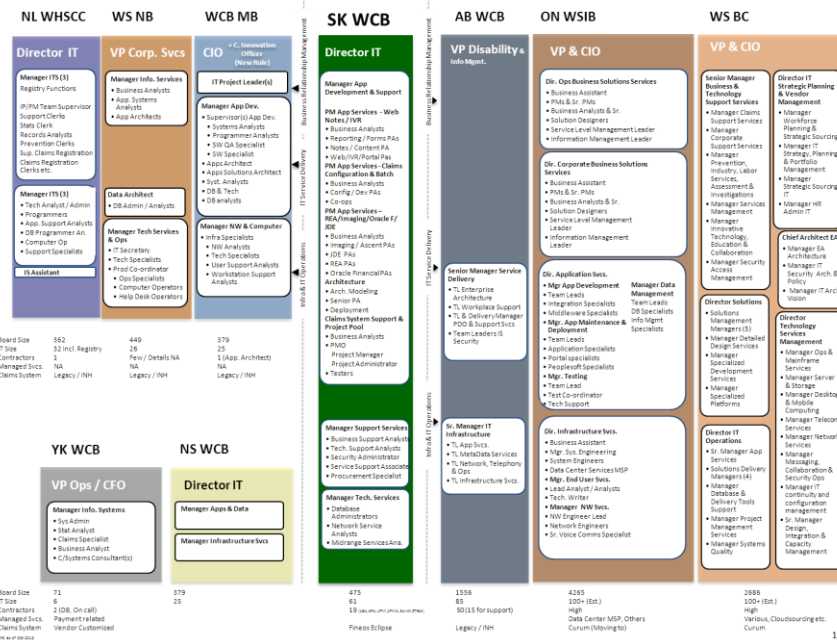
- ❑ **Why did our ITS Organization need to change?**
 - Performance results, IT platform changes, strategic needs
 - Projects, planning, testing and business engagement risks
 - Areas prone to conflicting interests
 - Revitalize staff motivation and confidence after a major transition
 - Better launch-pad for capability and process improvement

- ❑ **Planning and executing the changes**
 - Environmental scans with boards, industry
 - Delivery priorities, strategic focus areas
 - Independent & self assessments – past performance, process & operating framework, ITS capabilities
 - Analyst support
 - Strategic mapping & scorecard outputs
 - Committed executive and leadership across the board
 - Early union engagement, excellent HR support



WCB IT Structure in 2012

IT Department Total = 61 FTE, 19 Contractors
Intensive Development Focus

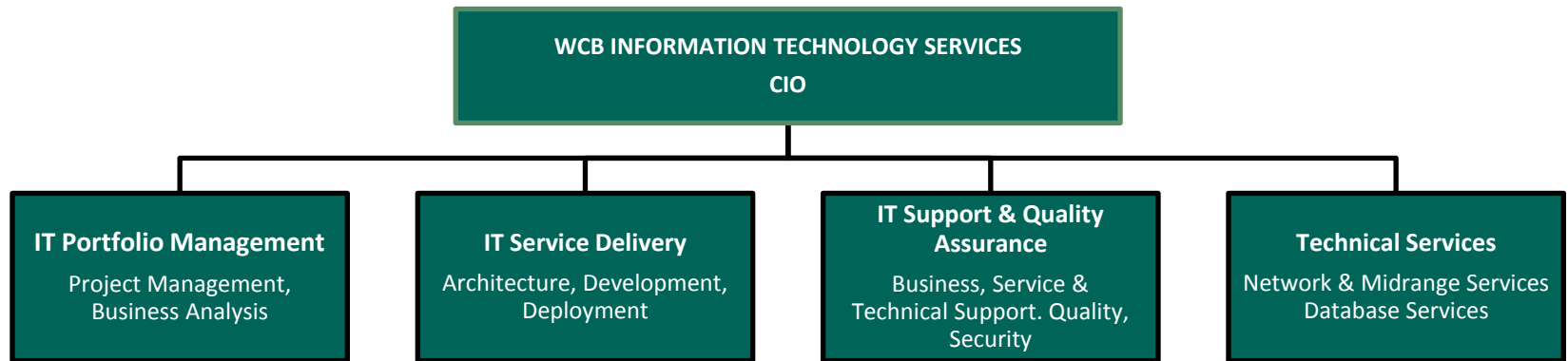


Planning guidelines for the 2013 ITS Re-structure / Re-Org

Board Scan, late 2012

- No impact to FTE staff count
- Reinforced business alignment & partnership focus (PMs, BAs)
- Flatter, more efficient service delivery model with broader scope around internal as well as external solutions.
- Address conflicts in PM, vendor management, QA, testing areas, Ops vs. project prerogatives
- Improve overall accountability structure. Avoid hand-off and finger-pointing
- Governance structure around projects, contractor resources
- Build a context for knowledge, capability transition, culture & pride of retention
- Empower through re-structuring vs. disrupt through re-organization





□ Key Benefits of the Improved ITS Structure

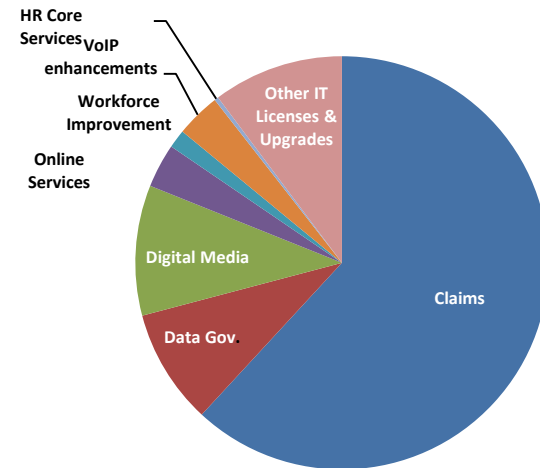
- Reinforce partnership at the executive Level
- A dedicated IT portfolio management team emphasizes IT commitment to the business
- Competent PMs are backed by efficient, effective IT service delivery
- Better focus on improving capabilities - staff expertise to support emerging needs E.g. data governance, payment services and online self serve
- Create opportunities and the environment to attract and retain new talent
- Improve governance, transparency and accountability aspects

☐ Focus on capabilities that reflect our strategic commitment

- Vendor management, contracts, IT workflow
- Cross-functional process improvements
- Renewed focus on Business Intelligence, analytics
- Online services , a growing SK customer base
- Enable the cultural shift, address resistance
- Knowledge & capability - mobile, social, web, data
- Create opportunities to attract and retain new talent

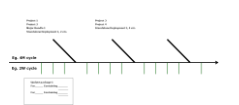
☐ Take a step by step, WCB integrated approach

- ✓ Don't leave out our business partners
- ✓ Align with strategic approach & roadmap
- ✓ Assess capability baseline
- ✓ Leverage available opportunities to the max
- ✓ Plan & implement improvements
- ✓ Align employee relationship development
- ✓ Nurture a "culture of improvement"



Rough investment spread on IT Capital Projects - 2013
Not inclusive of "lights on" data center and corporate business desktop, remote user support operations

□ Planning & Delivery Process Improvements



Project Name	Start Date	End Date	Status
Project A	2023-01-01	2023-03-31	Completed
Project B	2023-02-01	2023-04-30	In Progress
Project C	2023-03-01	2023-05-31	On Hold
Project D	2023-04-01	2023-06-30	Planned

What do the colors mean?

- Activity proceeding according to plan, any minor issues handled by project team
- Highlighted Risk: Stage or evaluation has taken place and mitigation ongoing
- Current Status of activity where project is stopped, executive intervention is required

Legend:
 Green: The project is proceeding according to plan. Any minor issues are being handled by the project team.
 Yellow: The project is on hold. The project manager is working on the issues and mitigation is ongoing.
 Red: The project is stopped. Executive intervention is required.



□ Knowledge & Toolset Improvements

- Support tool consolidation
- Test automation
- Project & portfolio
- Organizational change management
- Capacity management
- Drive by assessment (E.g. Forrester)

□ Engagement Approach

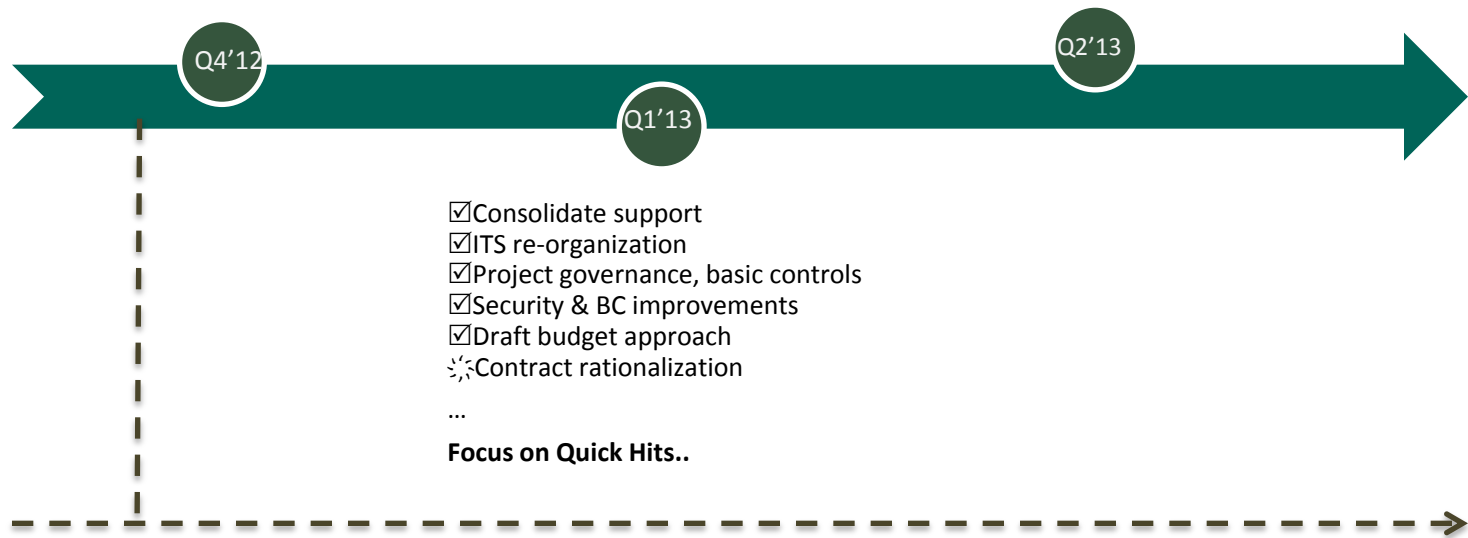
- PMEC - Project Management Executive Committee
- Vendor focus & contracts
- Joint business process / DMAIC sessions
- Contractor rationalization
- ...

Getting the fundamentals right..

- ☑ Introduce Business 1st Strategy
- ☑ New hires, confirmations
- ☑ Socialize draft plans
- ☑ Balanced Scorecard kickoff
- ☑ QA & testing improvements

Set a course for the longer term..

- ☑ Strategic project charters
- ⚙️ Baseline assessments
- ⚙️ Capability development
- ⚙️ Key vendor contracts
- ..



- ⚙️ Generate incremental value in parallel with claims stabilization, enterprise improvements & other ongoing projects
- ☑ Stakeholder partnerships are key – Operations, Prevention, Admin & Process Groups, HR, Finance, Communications..
- ☑ **Do no harm!**

Legend

- ☑ Kick-started / Completed
- ⚙️ Ongoing process



**We would welcome your comments,
suggestions or questions**

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