

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

Australian Federal Government

Presented by: *Kate Muir*, Assistant Secretary.

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## Presenter

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## Dept of Human Services



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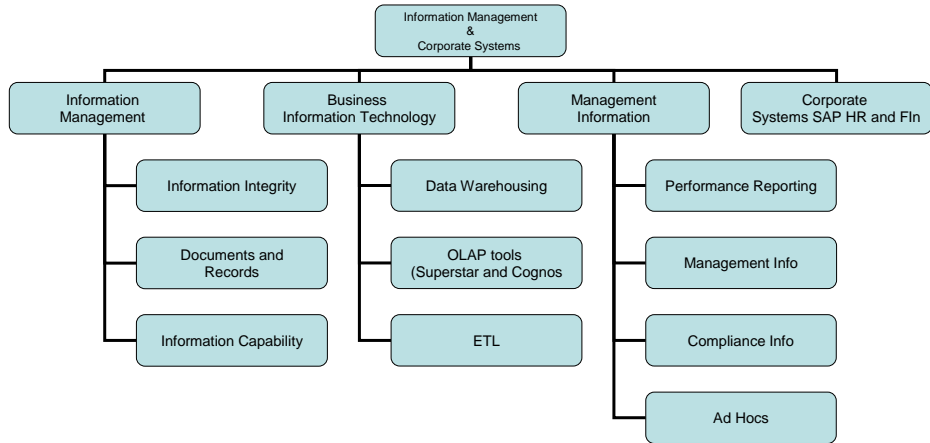
Human Services  
Portfolio brings together  
Australian Service  
Delivery Agencies.

Directs, Coordinates  
And Brokers  
Improvements to  
Service Delivery



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## 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

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## The Dream!



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- 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.*



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Hereford Chained Library

## New Directions



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- Management Information including;
- *Performance Information*
- *Business Intelligence*
- *Demographic statistics*
- *Compliance Information*

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- Information Management including:

- *Information Integrity*
- *Metadata Management*
- *Records and Documents Management*
- *Information Capability Study*



- Technology inc:

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



- Customer Relationship Management:

- *Early Engagement*
- *'Passionate Partnerships'*
- *Environmental Awareness*
- *Business Nous*

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### Hard Skills:

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

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### Soft Skills:

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

- 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.

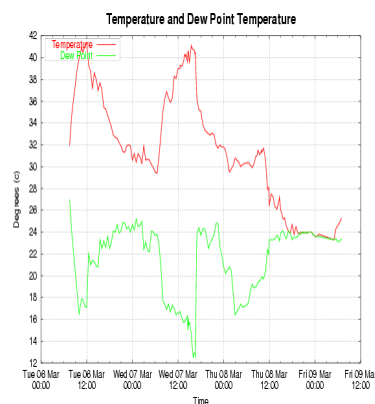
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## Products



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



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- 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.

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



## Technology



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- 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.)*



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## Wins-Technology



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

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## Wins-People



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- 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 (\$);

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## Wins-Branch



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- 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.

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## Lessons!



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- 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



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- 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



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- 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

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## The Challenge!



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



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## Knowledge Organisation



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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.

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## Knowledge Organisation



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- 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)

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## Share the enjoyment!



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## 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;

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## Lessons for Me!



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- 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!

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## Findings for Me!



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



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# Questions



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