

IM/IT investments need special attention

Rapid developments in IM/IT is transforming the way in which the Government of Canada provides its services and programs. Increasingly, IM/IT investments are central to the government's commitment to helping Canadians realize the benefits of an information society where knowledge is the prime resource.

Government is committed to maximizing the return on IM/IT investments

The size of the government's investments in IM/IT — nearly four billion dollars annually — reflects its ambitious goal of becoming the most

connected nation in the world by year 2000. Recognizing that Canadians expect careful stewardship of their resources, the government is also committed to maximizing the return on its IM/IT investments and ensuring that its IM/IT projects are completed on time, on budget, and deliver expected benefits.

Enhanced Management Framework for IM/IT (EMF)

To help departments better manage their IM/IT projects and improve the success rate of IM/IT investments, the government developed, in 1996, the Enhanced Framework for the management of IT projects, which has since evolved to become the Enhanced Management Framework for IM/IT (EMF). The EMF has expanded from focussing solely on project management disciplines to include portfolio management, which entails the overall management and governance of IM/IT investments. This helps improve the strategic use of IM/IT investments through a stronger alignment with business directions and priorities.

EMF is an integrated management model

EMF enhances the government's capability to manage its IM/IT investments, successfully deliver IM/IT projects, and minimize risks. EMF is an integrated management model that includes processes and key practices for executives, as well as for business and project managers. The framework is supported by a set of principles, best practices, methodologies, tools, templates, handbooks, guides, and standards.

EMF's focus is on Portfolio and Project Management

EMF focuses on two broad areas: portfolio management and project management. It stresses the importance of aligning business planning with an

integrated IM/IT strategy. This strategy should set priorities and budgets for the organization's IM/IT investments as a whole, allowing it to assess and successfully manage projects, existing operations, enhancements and innovative pathfinders. Within this context, organizations should review and prioritize their IM/IT investments and — based on this review and available funds — select those investments that will deliver optimal value. EMF also promotes the application of project management disciplines to all approved initiatives, as well as the implementation of risk and performance management throughout the entire process.

EMF IS BASED UPON FOUR GUIDING PRINCIPLES:

- ① Alignment of IM/IT investments with business strategies.
- ② Establishment of clear accountabilities for managing IM/IT investments.
- ③ Development of corporate project management disciplines.
- ④ Identification and management of risks on a continuous basis.



ENHANCED MANAGEMENT FRAMEWORK FOR IM/IT

IM/IT ALIGNMENT TO BUSINESS

CORPORATE DISCIPLINES

Business Strategy

IM/IT Strategy

Human Resources Strategy

Finance Strategy

Asset Management Strategy

Business Case

Portfolio Management

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

Business IM/IT

ACCOUNTABILITY

Project Charter

Project Management Disciplines

- Planning
- Tracking and Oversight
- Requirements Management
- Configuration Management
- Contract Management
- Quality Assurance
- etc.

RISK MANAGEMENT

PERFORMANCE MANAGEMENT

Best Practices, Methods, Tools, Education, Advice and Support

Implementing the EMF

BASELINE In order to better direct and guide improvement initiatives, Treasury Board Secretariat (TBS) conducted a baseline assessment for 21 major departments in June 1998. The assessment helped identify strengths, areas for improvement and risk exposures. This baseline established the EMF implementation plans for TBS and other departments. It also provided a benchmark against which to measure progress.

PARTNERS The EMF *Implementation Council* is a government-wide partnership that includes representatives from 21 major departments and key supporting participants from the Office of the

Auditor General, The Institute for Government Information Professionals, and central agency representatives from functional areas like policy, risk, audit and procurement. The Council provides advice and support to the deployment of the EMF across government. Within their respective departments, Council members work and partner with colleagues from business lines, as well as corporate planning, internal audit, finance, and IM/IT planning groups.

Special Interest Groups (SIGs) meet to share experiences, best practices, and lessons learned on specific subjects and issues such as risk and process improvement.

Ad-hoc *Working Groups* help develop specific solutions, including templates, tools, guidelines and methodologies.

Partnering to make it happen

The *EMF Division* within the CIO Branch of TBS, is a centre of excellence assisting departments in their EMF implementation efforts. In partnership with the *Implementation Council*, it evolves the framework, rolls out well-researched solutions and toolkits, promotes and shares best practices, conducts symposia and workshops, addresses policy issues, and provides leadership, advice and support.

EMF delivers unparalleled benefits

EMF can provide you, as a senior manager, with a more balanced decision-making framework to help you reflect business priorities in your selection of IM/IT investments. By implementing underlying EMF concepts, such as enhanced accountability, risk and performance management, you'll increase the likelihood of successful IM/IT project delivery across your organization, and achieve a greater return on investment.

As an IT practitioner, you'll be able to gain greater control over project timeframes and budgets, manage change cycles, and deliver more successful projects.

You could benefit too!

Research studies on a number of leading organizations in the industry have found that implementing best practices reaps a number of tangible

benefits such as the following:

- Savings between \$4-\$6 for every \$1 invested
- Increased productivity by 10-100%
- Reduced schedule delays by 50-70%
- Reduced rework by 25-40%
- Improved quality by 45-70%

EMF's comprehensive approach goes well beyond the implementation of best practices to deliver even greater results to the organization.

FIND OUT MORE — Visit the EMF website at www.cio-dpi.gc.ca/emf/EMFIndex_e.html

Your EMF *Implementation Council* member is your access point for information and guidance. Workshops and symposia are conducted on a regular basis — check with your Council member for upcoming dates and locations.

Contact the EMF Division, CIO Branch, TBS for more information, including how to participate in the *Implementation Council*.

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