Records Management and the CIO Role in the Public Sector

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Overview

• Introduce myself

• Discuss how the role of the CIO has evolved over the last thirty years

• The CIO role in the public sector

• Implications for Records and Information Management

• Summary and Key Messages
About me

• Computer Engineering, Patras
• Databases, Glasgow
• Information Systems, UMIST

• Twenty(+) years in Manchester
  • UMIST Computation
  • UoM Informatics
  • Manchester Business School

• Information Management
  • Evolution
  • Analytics
  • Governance

• The role of the CIO

• Research spin-offs

• football, fishing, old computers
The CIO in the 1980s

CIO Outlook

• Information Resources
• Information Systems
• Operational Alignment
• Managerial Responsibilities
• Custom development

• Competitive Advantage

ICT Outlook

• Mainframes
• Multi-user
• Data Processing
• Departmental Focus
• PCs

• Email
• Client-Server
The CIO in the 1990s

CIO Outlook

- MIS (Infomate UP)
- Two-way Alignment
- Managerial Responsibilities
- Relationships / Networking
- End-User Focus

- Passive -> Active Role

ICT Outlook

- PCs
- Client-Server
- EDI
- Business Processes
- Email @ home/work

- WWW
The CIO in the 2000s

CIO Outlook

- Business Strategy
- Innovation
- More Relationships
- External Environment
- Customer Focus

ICT Outlook

- WWW
- Architecture (ERP)
- Mobile
- Vendor/Technology Independent (XML)
The CIO as Orchestrator?

The CIO of the 21st century?

Source: IBM Global CIO study 2009
Summary

• CIO role is evolving, expanding and moving up
• CIO role contribution to business strategy
• CIO role contribution to innovation

Open Questions
– How the CIO role contributes to the organisation?
– What are the necessary skills and qualifications?
Research Model

Business Strategy

Innovation

External Environment

Relationships
Case Study Overview

- Cross-case analysis

- Stages
  - Collect information (interview, web site, etc)
  - Transcribe interviews
  - Extract and Classify
  - Synthesize and Analyse
## Case Characteristics

<table>
<thead>
<tr>
<th>Case</th>
<th>Sector</th>
<th>Revenue (£m)</th>
<th>Employees</th>
<th>IT budget (£m)</th>
<th>IT employees</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>University</td>
<td>450</td>
<td>8000</td>
<td>17</td>
<td>400</td>
</tr>
<tr>
<td>2</td>
<td>Local Gov</td>
<td>1,750</td>
<td>23,500</td>
<td>11</td>
<td>170</td>
</tr>
<tr>
<td>3</td>
<td>University</td>
<td>520</td>
<td>7,700</td>
<td>27</td>
<td>600</td>
</tr>
<tr>
<td>4</td>
<td>Local Gov</td>
<td>260</td>
<td>2,900</td>
<td>8.5</td>
<td>72</td>
</tr>
<tr>
<td>5</td>
<td>Health</td>
<td>860</td>
<td>200</td>
<td>?</td>
<td>18</td>
</tr>
</tbody>
</table>
## CIO Reporting Structure

<table>
<thead>
<tr>
<th>Case</th>
<th>Sector</th>
<th>Job Title</th>
<th>Level</th>
<th>Reports to...</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>University</td>
<td>Director of ISS</td>
<td>3</td>
<td>Deputy Vice Chancellor</td>
</tr>
<tr>
<td>2</td>
<td>Local Gov</td>
<td>CIO</td>
<td>3</td>
<td>Chief Finance and Human Resources Officer</td>
</tr>
<tr>
<td>3</td>
<td>University</td>
<td>CIO</td>
<td>2</td>
<td>Principal and Vice Chancellor</td>
</tr>
<tr>
<td>4</td>
<td>Local Gov</td>
<td>CIO</td>
<td>3</td>
<td>Director of Finance</td>
</tr>
<tr>
<td>5</td>
<td>Health</td>
<td>CIO</td>
<td>3</td>
<td>Director of Nursing and Patient Safety</td>
</tr>
</tbody>
</table>
Business Strategy

• Participation in strategic planning

• Alignment IT and business objectives

• Development and implementation of IT strategy

• Enable change management
Relationships

• Enables internal communication

• Improves communication effectiveness

• Enhances collaboration between organisational units
  – Facilitates consultations
  – Feedback and complaints handling
  – Manages stakeholder relationships
External Environment

- Partnerships
- Networking
- Technology awareness
  - Technology assessment and evaluation
- Best Practice Awareness
Innovation (incremental/radical)

• Improve existing products/services
• Reduce costs
• Introduce new products/services
• Problem solving
Innovation Through Information Management

• Getting the right information to the right person at the right place at the right time in a cost effective way (right price?).

• Information (records?)
  – Codified (data and content)
  – Source, destination, stakeholder

• Management
  – Structure, processing, delivery

• Organisational perspective
Examples of Innovation through IM

• Research Profile Repository

• Applicant and Student Portal

• Customer Data Integration

• Patient Records
Research Profile Repository

• University-wide repository of research output
  – Publications, research projects, PhD graduates, impact

• Integrate with student records and financial systems

• Innovation aspects
  – Reduce costs, improve planning, improve impact

• Governance aspects
  – risks, disclosure, ownership, costs, personal data
Customer Data Integration

• Single Customer View

• Align with internal systems and with external systems such as ContactPoint, Tell Us Once, etc

• Innovation aspects
  – Reduce costs, improve planning, deliver transformed customer focused services

• Governance aspects
  – security, sharing, disclosure, ownership, costs
Information and Business Value

- Add Value
- Manage Risks
- Reduce Costs
- Create New Reality

Visionary Plans for CIOs?

- Business intelligence and analytics: 83%
- Virtualisation: 76%
- Risk management and compliance: 71%
- Customer and partner collaboration: 68%
- Mobility solutions: 68%
- Self-service portals: 66%
- Application harmonisation: 64%
- Business process management: 64%
- Service-oriented architecture/Web services: 61%
- Unified communications: 60%

Source: IBM Global CIO study 2009
Information-Driven Business Intelligence

Opportunities and Challenges for Records Management?

• Emphasize value-adding aspects of IM
• Embrace the use of information for decision-making (strategic/operational IM)
• Focus on customer issues
• Enhance IM with
  – Electronic and “Paper” Records
  – Retention and Disposition
  – Audit, protection against alteration and deletion
EMS: An Opportunity for RIM?

• Estates Management Statistics data for 150+ universities from 2002 onwards

• Includes income, number of students, number of buildings, green areas, energy consumption and generation (electricity, water, gas, others), waste, green policies, etc.

• Used for "record-keeping, monitoring & enhancing performance, demonstrating added value and communicating with stakeholders"

• University Carbon Management and future HEFCE funding

• Strategic and operational IM aspects

http://www.opdems.ac.uk/aboutus.asp
Skills and Qualifications?

• What skills should aspiring CIOs have?

• What are the career paths for CIOs?

• What is the role of Universities and Professional Bodies?

• Is CIO a career-path aspiration for record managers?
Summary and Key Messages

• The CIO role is still evolving
  – Innovation through IM
  – Active role in business strategy

• RM Professionals have a role to play but need to embrace new challenges

• Skills and Qualifications need to be revisited