



ADVISORY SERVICES

INFORMATION MANAGEMENT

Information Management

Matters/Cases Management

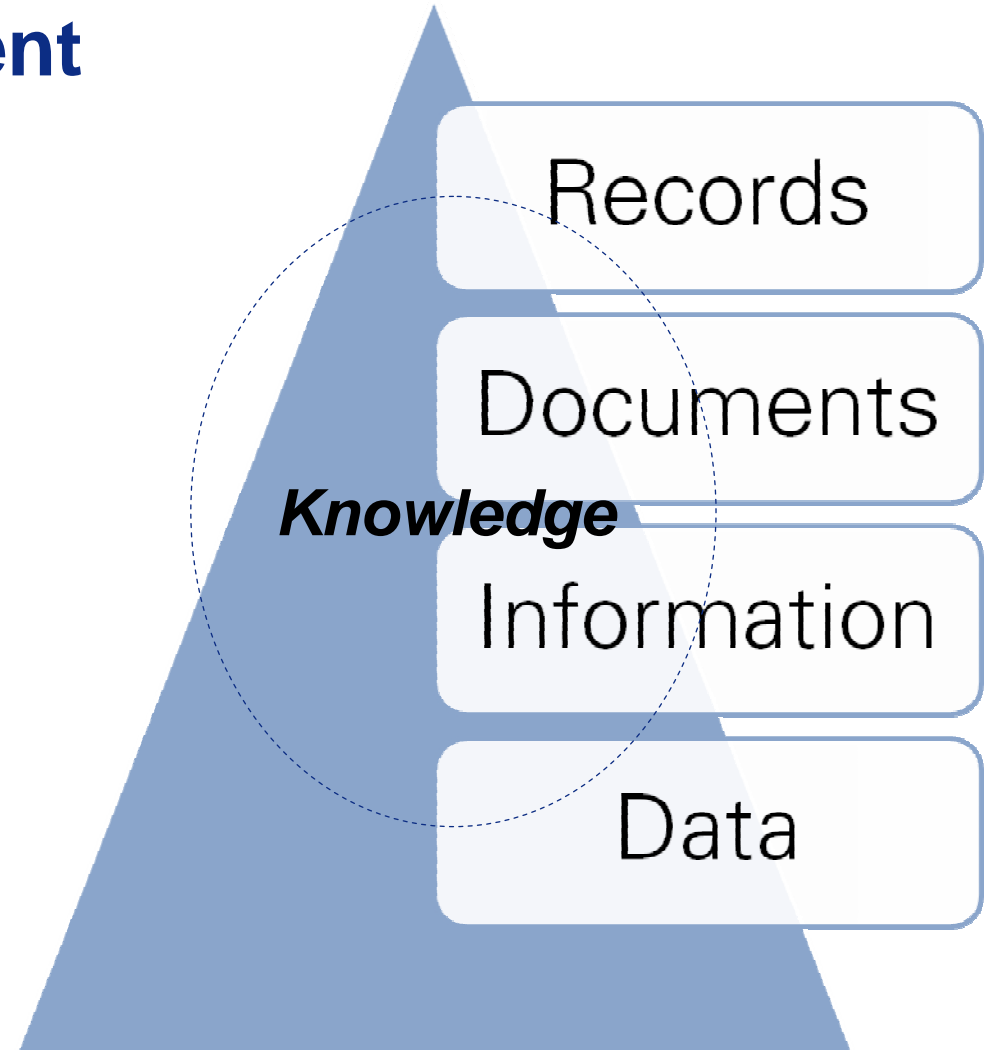
- File or folder level

Documents Management

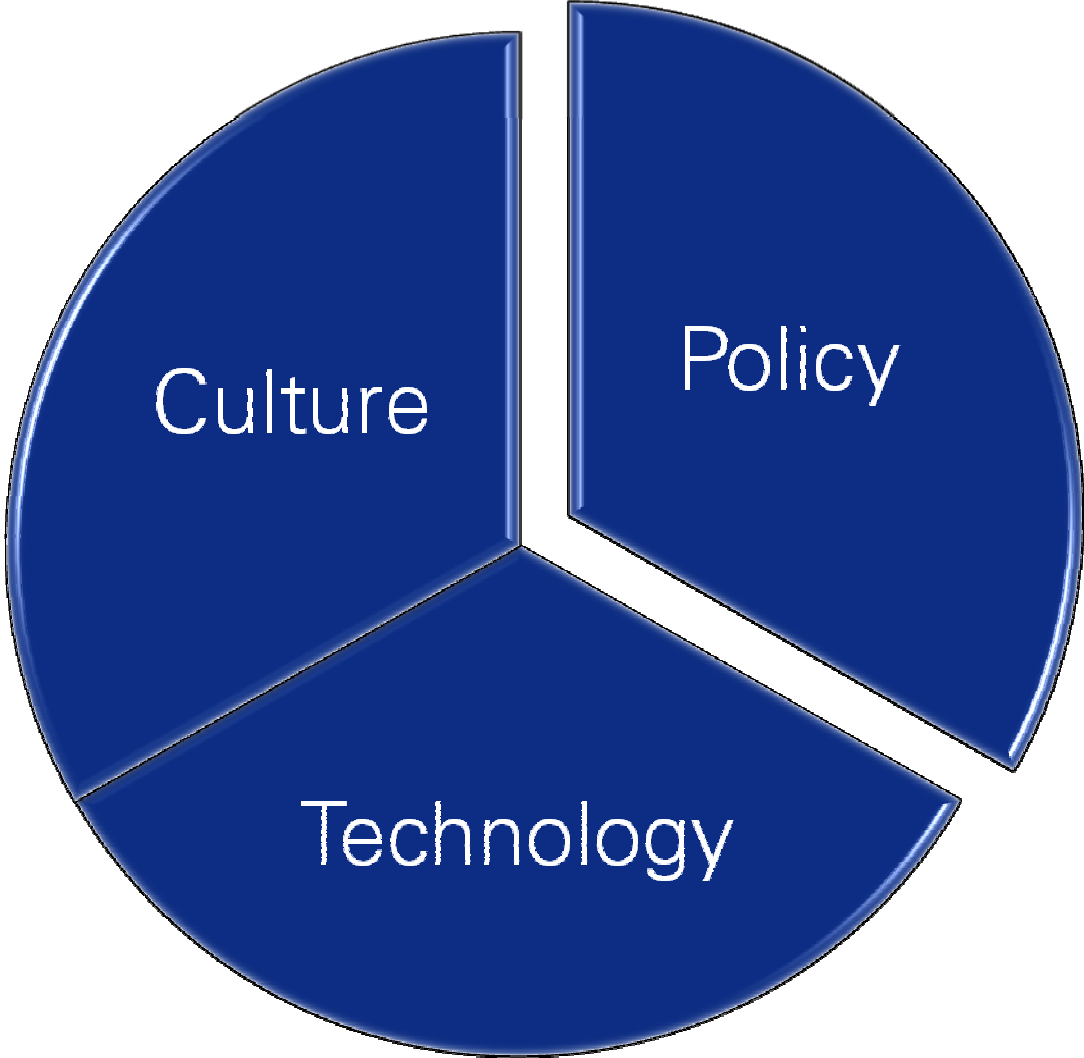
- All data
 - Structured
 - Unstructured

Records Management

- Must be retained

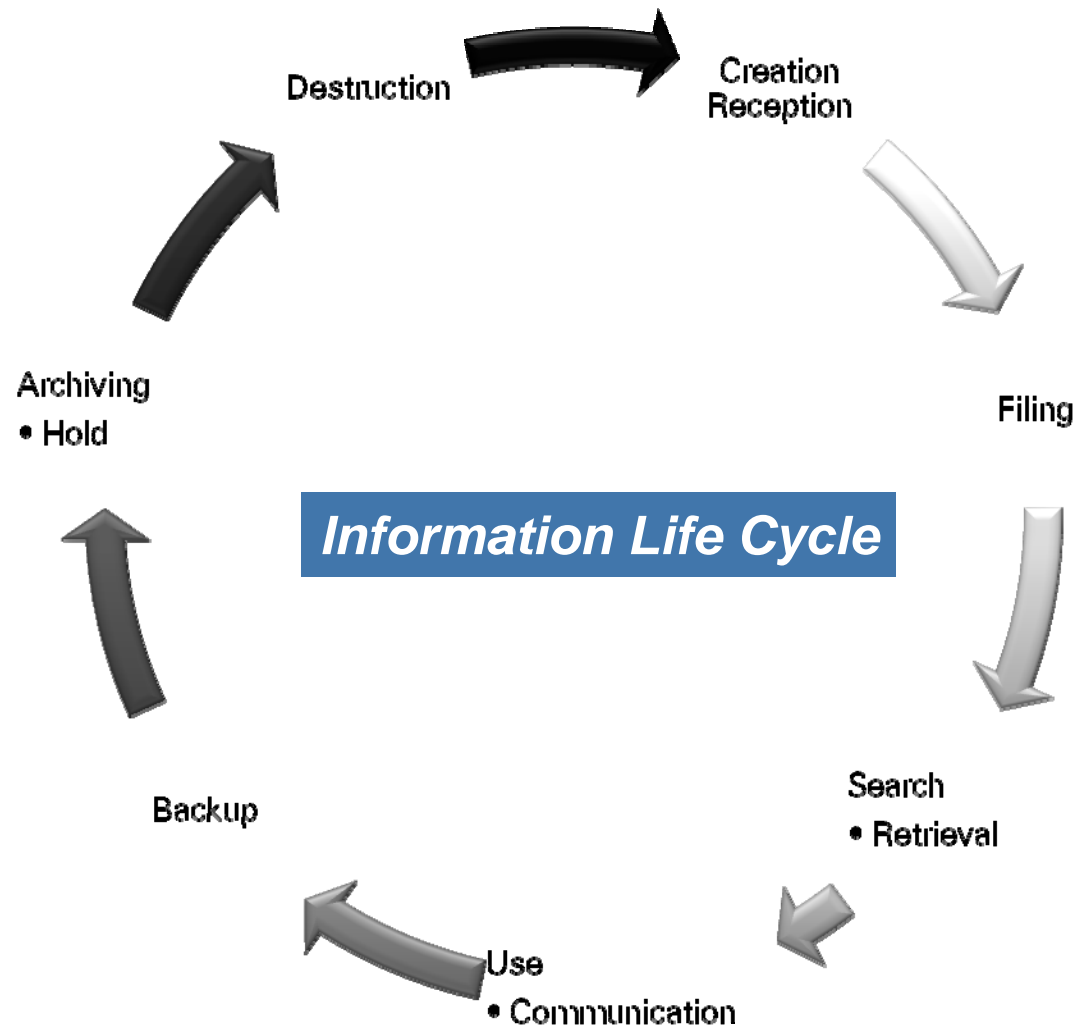


Information Management Framework



Policy, Procedure and Protocol

- Information Management Policy
- Reasonable use policy
- Records Retention Policy
 - Schedule
- Backup policy
- Archiving policy
 - Hold
- Classification policy
- Filing protocol
- Taxonomy
- Destruction protocol
- Legal hold protocol



Technology

Case Management System

Document Management System

- **Retention Manager**

Knowledge Management

Document Automation

Workflow Automation

Archiving

Journaling

Data Destruction

Hold Management

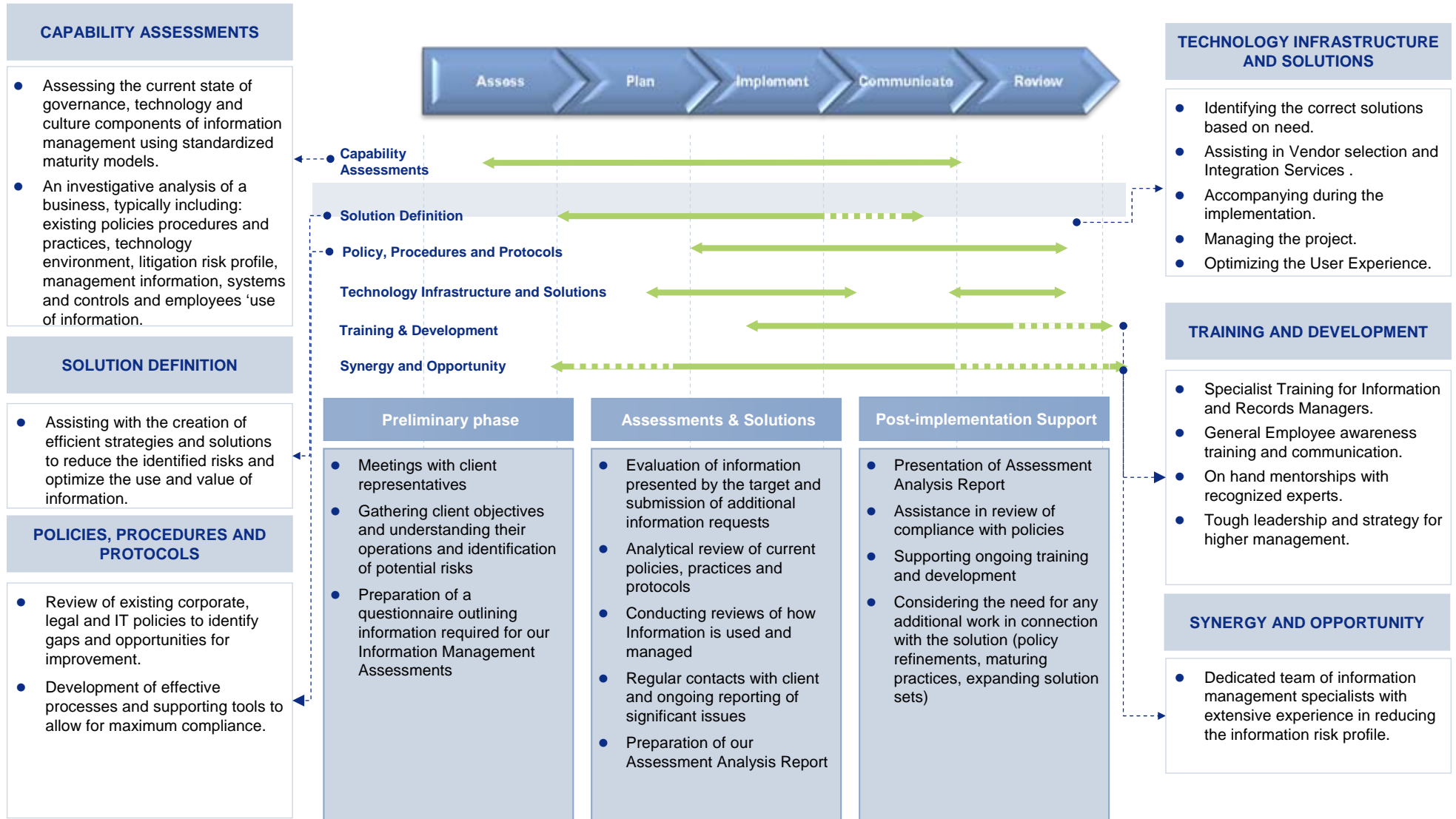
Enterprise Search Engine

Collection Tools

...



Solving for Information Management

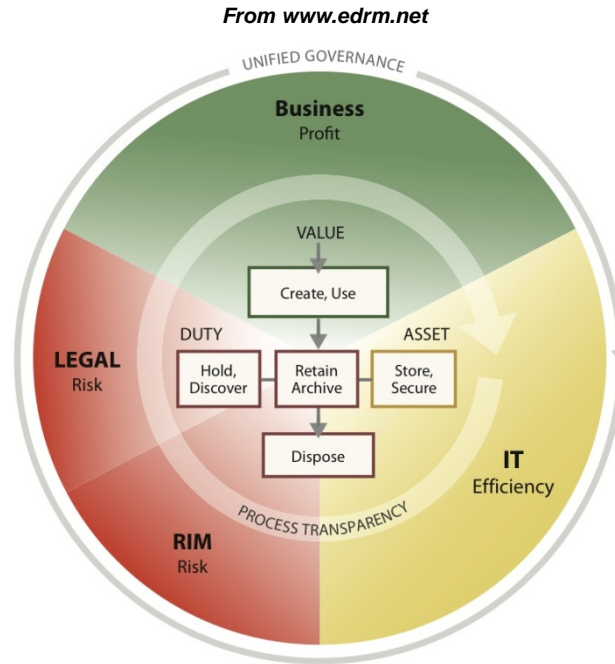


Building on the Value of Information to Mitigate the Risk

1. Issues based focus on value potentials and risks that exist in the creation, reception and use of information in all forms. Developing a cohesive, integrated approach to effective information management across the organization.

Information Management Reference Model (IMRM)

Linking duty + value to information asset = efficient, effective management



Duty: Legal Obligation for specific information

Value: Utility or business purpose of specific information

Asset: Specific container of information

2. Reporting in context of the capabilities



3. From assessment through ongoing compliance



Approach | Phase Objectives, Steps and Outputs

Phase	High-Level Objectives	Step Overview	Potential Outputs
1.0 Plan	<ul style="list-style-type: none"> Gain an understanding and agreement with the client regarding the scope and objectives of the engagement. 	<pre> graph LR 1.1[Prepare Engagement Approach with Team 1.1] --> 1.2[Engagement Kick-Off 1.2] </pre>	<ul style="list-style-type: none"> Kick-off agenda and presentation Engagement Letter Stakeholder Matrix Project Charter Cost Mgmt Workbook Risk/Issue Register
2.0 Insight	<ul style="list-style-type: none"> Identify client's environmental and business drivers and needs for implementation of a program 	<pre> graph LR 2.1[Conduct Current State Assessment 2.1] --> 2.2[Define Future State 2.2] 2.2 --> 2.3[Conduct Gap Analysis 2.3] </pre>	<ul style="list-style-type: none"> Environmental risk assessment High-risk business processes Key knowledge asset inventory Business risk prioritization report Client strategy and roadmap Gap and recommendation report
3.0 Design	<ul style="list-style-type: none"> Design the foundation and execution plan for program implementation 	<pre> graph LR 3.1[Document Knowledge Management Roadmap 3.1] --> 3.2[Develop Practices and Framework 3.2] 3.2 --> 3.3[Identify Key Reporting Metrics 3.3] </pre>	<ul style="list-style-type: none"> Remediation strategy Roadmap and framework Reporting metrics
4.0 Implement	<ul style="list-style-type: none"> Execute the program in a controlled and staged manner Streamline processes, policies and controls to facilitate management and control of knowledge 	<pre> graph LR 4.1[Implement Business Process Changes 4.1] --> 4.2[Implement Functional Procedures Changes 4.2] 4.2 --> 4.3[Implement Architecture Modifications and Controls 4.3] 4.4[Training and Awareness Campaign 4.4] --> 4.5[Communicate and Coordinate with Third Parties 4.5] 4.5 --> 4.6[Initiate Maintenance Program 4.6] </pre>	<ul style="list-style-type: none"> Business process documentation Policies and procedures Vendor selection Employee awareness and training materials
5.0 Monitor	<ul style="list-style-type: none"> Maintain currency of data and metrics established from program implementation 	<pre> graph LR 5.1[Conduct Compliance Testing 5.1] --> 5.2[Monitor Changes to Environmental and Business Drivers 5.2] 5.2 --> 5.3[Review and Assess Policies and Procedures 5.3] </pre>	<ul style="list-style-type: none"> Compliance assessment results Audit Program Guide/Report Template for tracking changes to data and relevant environmental factors Management reporting templates

What needs to be re-thought and re-ordered to make change happen?

STRATEGY & GOALS

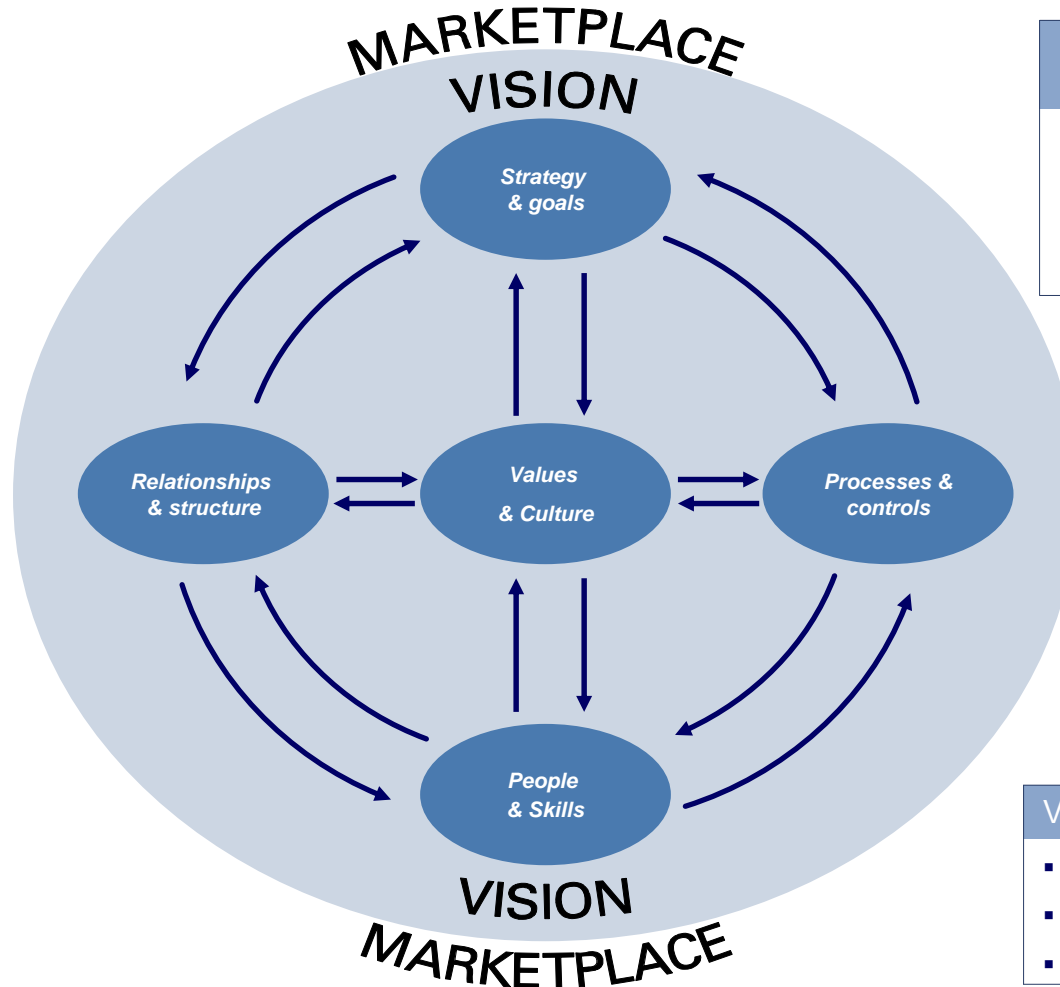
- Organizational Purpose
- Mission
- Strategic objectives

RELATIONSHIPS & STRUCTURE

- Organization Design
- Accountabilities
- External stakeholders

PEOPLE & SKILLS

- Skills and Capabilities
- Performance management
- Rewards and Compensation
- Learning and Development



PROCESSES & CONTROLS

- Business processes
- Risk and Compliance
- Technology
- Infrastructure

VALUES & CULTURE

- Leadership
- Management
- Employees

Project management – we know what is key to manage projects successfully ...

We will bring a set of project management tools which creates a structured but pragmatic way of working

Scalable governance structure

- We establish a governance structure that is scalable and appropriate to the size and complexity of BIS; this reinforces buy-in and sponsorship requirements

Integrated programme plan

- We develop bottom up project plans and then consolidate these into an integrated plan

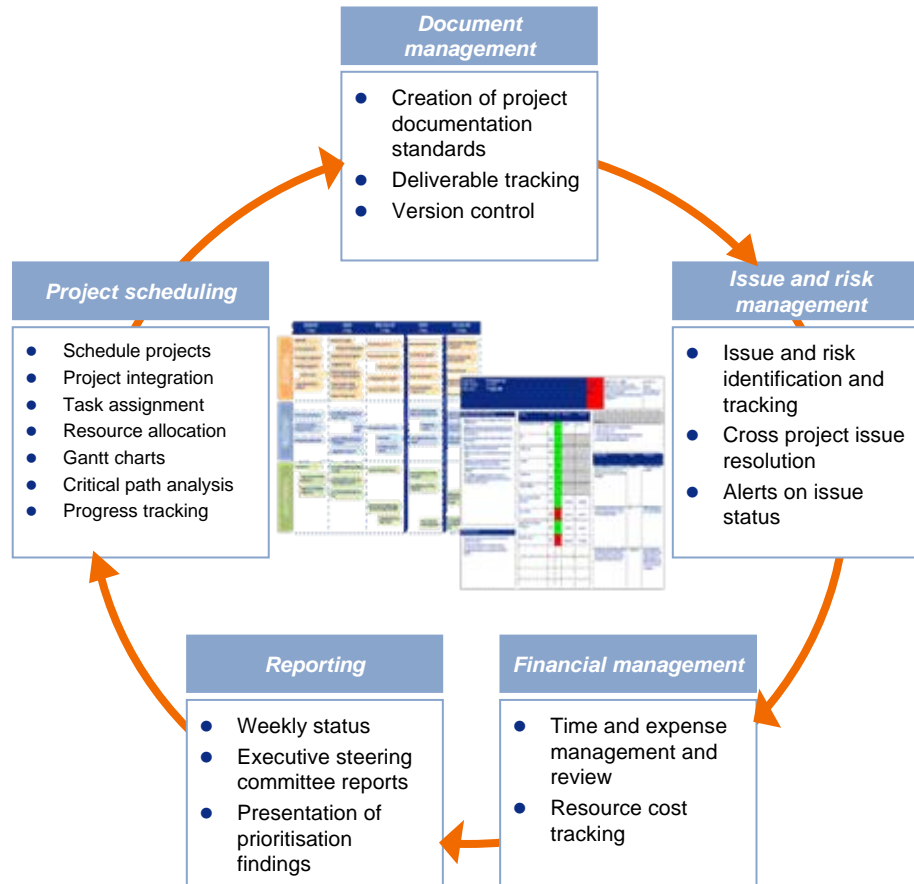
Focused up skilling

- We work with the BIS stakeholders to transfer skills and knowledge and build sustainable capability within the BIS organization

Transparency of costs

- We build robust business cases and financials and establish controls to ensure transparency of costs for key stakeholders

We are not slaves to methodology – we will put together a set of tools that we know will work ...



Project set up

- Clear objectives and deliverables
- Clear roles and responsibilities
- Clear, truth based reporting tools
- Clear communication – within and without the team

Project authorities and control

- Design authority and change control
- Issue and risk management
- Financial control and reporting
- Proper management of risk log
- Meeting minutes

Project conduct

- Honesty and clarity with stakeholders
- Subject matter expert board to mitigate core team think
- Hitting milestones important, but so is doing the right thing and taking good decisions

Managing deliverable phase boundaries

- Final phase report
- Next phase clarity
- Formal closure of the deliverable phase

Quality assurance

- Avoiding 80% = complete
- Establishing and protecting clear expectations of performance

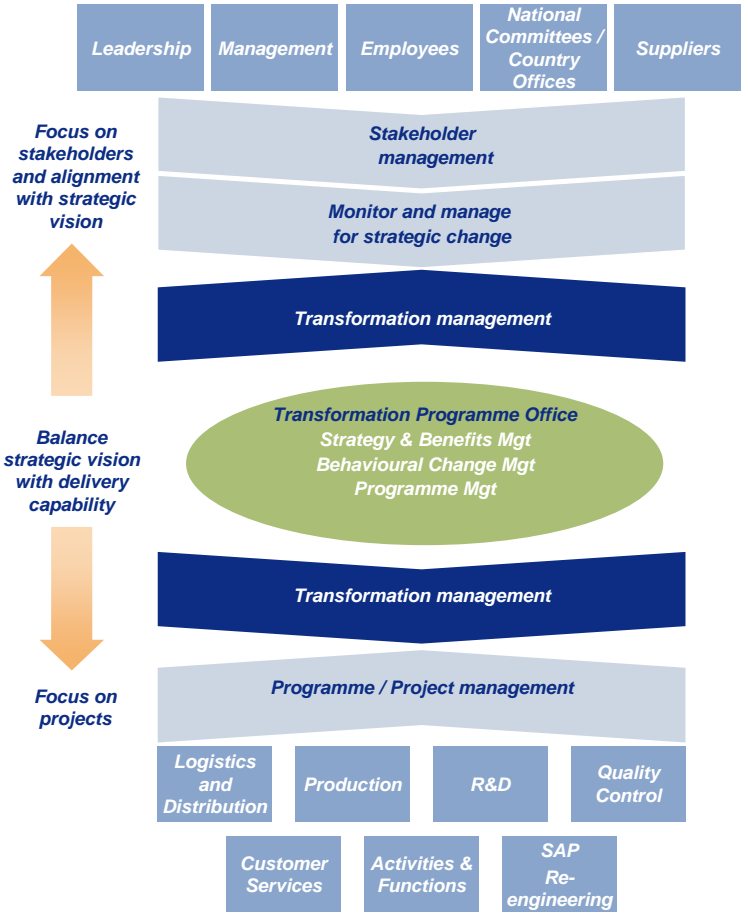
... to support you in a pragmatic way

A transformation management approach

Complex programmes such as the implementation of your Partnership Model face significant risks.....

Our solution is to implement a holistic transformation management approach tailored to your organisational needs to drive the programme and make it a success

- Complex stakeholder groups are disconnected with the organisation strategy and the programme portfolio to deliver the strategy which causes lack of sponsorship and buy-in to drive the programme
- Unclear governance and lack of scope /change management leads to programme to veering off track from objectives
- Executives/ sponsors do not have clear line of sight for value based decision making resulting in sub-optimal solutions and misaligned focus
- Inadequate buy-in and commitment at the right levels of the organisation reduces likelihood of success
- Impact assessments do not consider key dimensions (people, process and technology) leading to inaccurate benefits projections and wasted resources
- Focus on project deliverables rather than delivering value means benefits are left unrealised
- Portfolio of projects are identified but not aligned with each other or reviewed as organisation priorities change which means the end result does not meet expectations or requirements
- Interdependencies are not managed effectively leading to potential duplication of effort and missed opportunities
- Manages the “what” is delivered but not the “how” therefore the organisation does not build sustainable capability to manage for the future



- Strategy & Benefits Management**
- Aligning and measuring work efforts against strategic goals*
- Ensure that individual programmes / projects are aligned with the strategic objectives of the organisation
 - Define value and benefits and track delivery through the lifecycle of the programme ensuring clear visibility for decision making
 - Align priorities and resources to maximise benefits delivery
 - Enable rapid decision making to ensure always aligned to core strategic objectives in a dynamic business environment

- Connecting strategy, stakeholders and the programme*
- Identify the key stakeholders and build consensus on the need for change and the programme objectives
 - Manage the expectations of the stakeholders through effective stakeholder engagement and communication techniques
 - Assess organisational readiness for change: Identify risks/barriers and change levers and baseline the change efforts
 - Assess impact and develop change solutions to support implementation and ensure long term sustainable results
 - Build capability within the organisation to drive and manage change

- Programme Management**
- Provides a structured and pragmatic approach to planning and managing the programme's component parts*
- Develop appropriate plans to ensure effective management and allocation of resources across the programme
 - Define governance structures, roles & responsibilities, and ways of working to enable rapid action and escalation/ resolution of issues
 - Ensure components of the programme have clearly defined terms of reference and scope with interdependencies identified and managed
 - Implement a standardised, pragmatic approach to reporting and monitoring and establish effective risk management
 - Determine effective approach to knowledge management and transfer to “business as usual”

Questions?

Dominic Jaar

KPMG s.r.l./S.N.C.R.L.

**Chef National, Gestion de l'Information
et Preuve Électronique**

djaar@kpmg.ca

514.212.9348

<http://kpmgblog.ca/imed>

