



RMIT

Rahandusministeeriumi
Infotehnoloogiakeskus

Dreaming about the ISO 9001 certificate: journey towards the goal and lessons learned as an example of the Information Technology Centre (RMIT/ IT Centre) for the Ministry of Finance (MoF)

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Main Points

- WHO we are & WHAT we do
- WHERE we were
- HOW we got here
- WHAT we have done
- WHERE we want to be

* Presentation is agreed with the director of RMIT



WHO we are & WHAT we do?



The **IT Centre** administers and develops the IT services for the governing area of the MoF



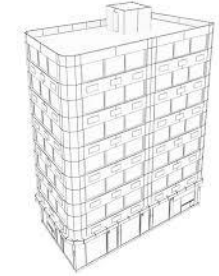
Tax and Customs Board ensures efficient and accurate tax administration



Ministry of Finance is the government's expert in the implementation of tax, financial and fiscal policies



Established 1.1.2012



Statistics Estonia is responsible for reliable and objective statistics

State Shared Service Center provides nationwide financial, HR and payroll accounting services

The Service Provision Model

Tax and Customs Board



Facilities mgmt,
Assets Utilization,
Logistics

IT Centre



HR mgmt, Reqruting,
Work environment
Financial mgmt
Strategic-, Risk-,
Quality/Process mgmt

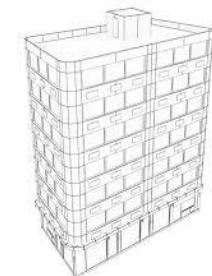
Ministry of Finance



Statistics Estonia

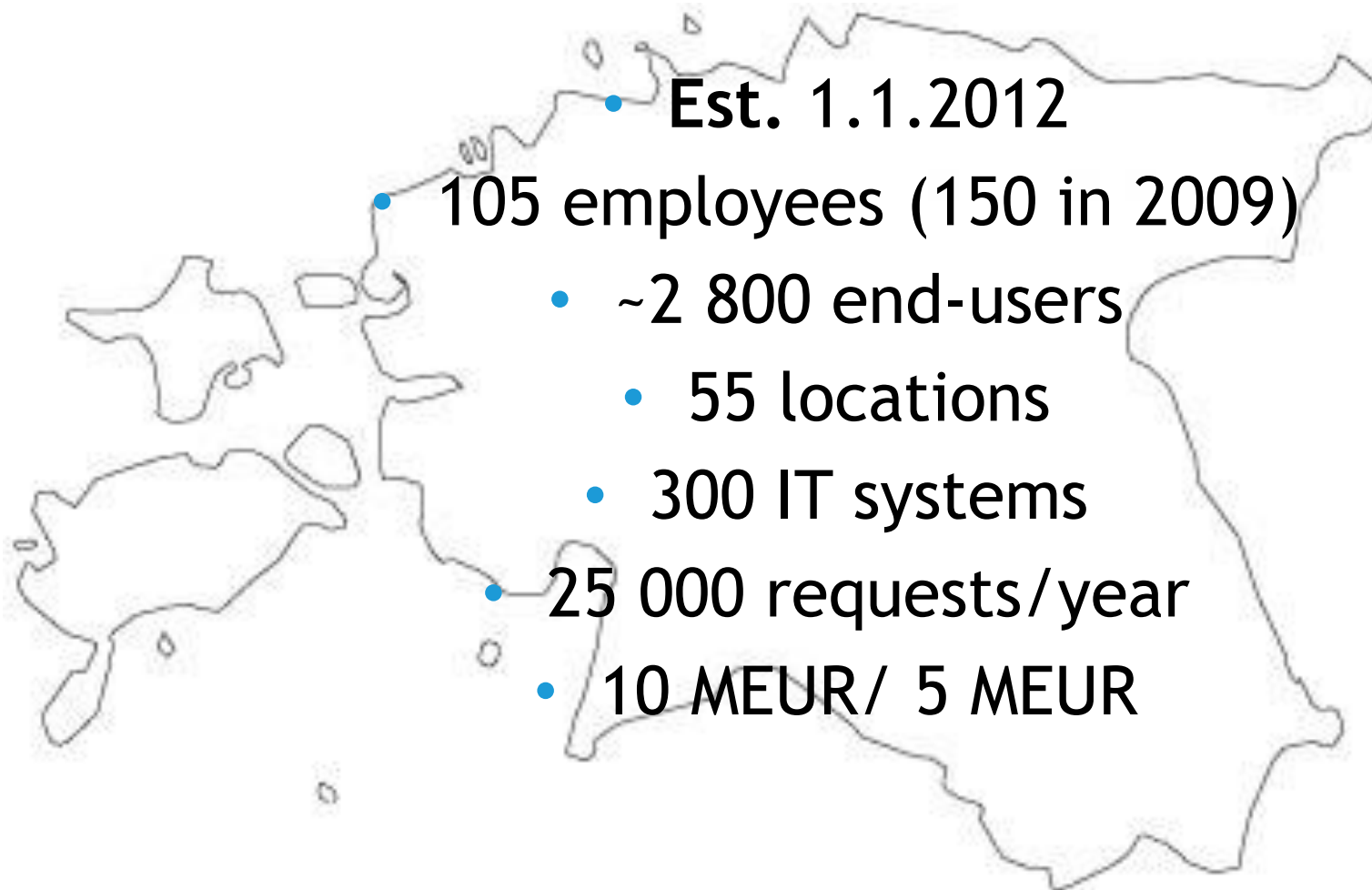


Financial, HR and
payroll accounting



**State Shared
Service Center**


RMIT




WHERE we were (before RMIT)?

- Economic crises >
 - Lack of resources: nationwide decrease of operational costs in 2009
 - Investments stayed stable (5 MEUR per year)
 - Increased demand for developments
- IT as a cost unit
- Prerequisites for IT consolidation:
 - Significant growth in IT costs were predicted
 - The better value of money
 - Easier to ensure the necessity of IT competence
 - Increased performance and service quality

HOW we did it? (The Process)

1. Mapping the processes & appointing process owners
 2. Creating the template for process descriptions
 3. Agreeing with the steering committee
 4. Scheduling the workshops with process owners
 5. Conducting the draft and changing according to the needs and capabilities
 6. Process by process (next slides), each signed by the Director
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WHAT we have done (The Results - 1)

- 2012 Helpdesk, Incident management, Change management, ongoing development projects
 - ✓ 10.2012 Customer Satisfaction Survey (4,3 of 5)
 - ✓ 03.2013 Employee Satisfaction Survey (4,2)
 - ✓ 04.2013 Service Provision Audit
 - 2013 Service Development Process
 - **09.2013 Process Improvement Initiative was launched**
 - ✓ 10.2013 Customer Satisfaction Survey (4,2)
 - ✓ 06.2013 Information Security Compliance Audit (Governing Area)
 - 10.2013 Documentation management
 - ✓ 12.2013 Network Security Tests (Ministry of Finance)
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WHAT we have done (The Results - 2)

- 02.2014 Document System for Quality Management
- 04.2014 (Employees) Payment Principles
- 06.2014 Incident and Communication Management (v2)
- 06.2014 Request Fulfillment
- 06.2014 Problem Management
 - ✓ 05.2014 Document Management Audit
 - ✓ 06.2014 License Audit (Statistics)
- 08.2014 Appraisal Interviews
- 08.2014 Safety Manual for office workers
 - ✓ 09.2014 IP Network Security Tests (Tax and Customs Board)
 - ✓ 10.2014 Customer Satisfaction Survey (4,2)
- 10.2014 Service Portfolio, Catalogue & SLM
- 11.2014 Service Development Process (v2)
- 12.2014 Change Management (v2)
 - 12.2014 Intangible Assets Management Compliance Audit

WHAT we have done (The Results - 3)

- 01.2015 Contract Management
- 02.2015 IT Financial Management
- 03.2015 Document Management (v2)
- 03.2015 IT Strategic Management
- 04.2015 Risk Management
- 07.2015 State Secret Protection Principles
- 08.2015 Information Security Policy
- Yearly: overview of Strategy, Risk Assessment; Quarterly: Reporting
 - ✓ 08.2015 Information Security Compliance Audit (Statistics)
 - ✓ 9.2015 Procurement & Contract management Audit
 - ✓ 09.2015 Organization Self-Assessment (CAF 1st)
 - ✓ 10.2015 Customer Satisfaction Survey
 - ✓ 10.2015 Employee Satisfaction Survey (4,2)
 - ✓ 12.2015 IS Security Tests (for State Shared Service Center)
 - ✓ 12.2015 Service Development Process Audit (ongoing)

WHAT next?


- 2016 Additional Processes: IT Service Continuity Management, Asset Management, Release Management, Configuration Management, Incident Management (v3)
 - 2016 Quality Management System Handbook
 - 2016 Information Security Compliance Audit
 - 2017 Organization Self-Assessment (CAF 2nd)
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Challenges


- Increase service quality in limited resources
- IT is not a cost unit, but a strategic partner and a business enabler
- Service based thinking takes time to be used
- Conflicting goals
- Lack of manpower
- Lack of knowhow



Lessons learned

- Necessity of leadership and willingness to change
 - Importance of communication at any level
 - Finalizing the process descriptions: time-consuming, lots of compromises, trust building
 - Full implementation (incl. measures) requires extra attention in the future
 - No point of measuring & collecting data if nobody uses that or you cannot change the results
 - Mentoring, workshops, trainings
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WHERE we want to be (next steps)


- Goal in place: satisfied customer!
 - ISO capability is just a milestone
 - Constraints: lack of manpower, decrease of budget
 - everything cannot be done right now at the same time with a good quality, but sooner or later it happens anyway
 - Step by step, learning by doing and using common sense
 - Key role is on the capability, intentions and ability of mid-level managers
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„If it does not work out right away, it will happen sooner or later anyway. If we want, we will get the ISO certificate as well, but I am not sure if it shows the quality or just following the procedure. Still, we have a belief of moving in the right direction and doing right things.“

Margus Noormaa, the Director of RMIT



HOW to start & WHAT to do

1. Analysis of the situation
 2. If you do not know yourself, involve the brightest
 3. Communicate and explain at every level, what, how and why are you doing
 4. Managers are in a key position
 5. If the employees do not understand and play along, the ideal process will remain only on paper
 6. Regularly and critically check the processes
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Thank you! Questions?

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