

Beyond Business/IT Alignment: Taking the Next Step Toward Continuous Performance Improvement

AMWA Annual Conference
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Session Objective

By completely aligning the utility's information and control systems with strategies, goals and objectives, managers can measure performance and make informed business decisions.

This session will present findings from current WaterRF research as well as practical experience of utility executives who are fully integrating information technology and utility strategies as a means of attaining continuous performance improvement.

Objective: Understand the importance of Business/IT alignment in supporting continuous performance improvement.

Agenda

Section	Subjects	Speakers
Setting the Stage	<ul style="list-style-type: none">• How does IT enable continuous performance improvement?• WaterRF project review• Perspectives from W/WW CIO Forum and a General Manager	<p>Doug Harp: Introduction</p> <p>Rod van Buskirk: Taking the Next Step Toward Continuous Performance Improvement</p> <p>Mark Premo: View from the Top – Driving Utility Performance with IT</p>
Utility Perspectives	<ul style="list-style-type: none">• Strategic IS Master Plan• Large System Implementation	<p>John Rossi: Strategic Information System Master Plan – Changing three major systems affected all departments. Technology is inseparable from overall utility strategy.</p> <p>Chris Dermody: IT Implementation & Execution – Lessons learned from doing them wrong and from doing them right.</p>
Panel	<ul style="list-style-type: none">• How will this stuff help me today?• How do I really realize these savings and improvements?	<p>Panelists:</p> <ul style="list-style-type: none">• Mark Premo• John Rossi• Dave Rager• Chris Dermody• Rod van Buskirk

Session Participants

- Rod van Buskirk, Ph.D., National Practice Director IT Strategic Services, Westin
 - Has led IT Strategic Planning for 60+ water and wastewater utilities. Founding member of the W/WW CIO Forum. Co-PI on WaterRF IT book.
- Mark Premo, Former GM Anchorage Water and Wastewater Authority
 - 21 years as GM. Applied concepts of Business-IT alignment to improve performance, bond rating, etc.
- John Rossi, General Manager, Western Municipal Water District
 - In water management since 1995. Began IT program in 2006. Uses financial background to develop business case.
- Chris Dermody, CIO, Denver Water
 - CIO for 11 years. 20 years in health care. Founding member of the W/WW CIO forum.
- Dave Rager, Former General Manager, Greater Cincinnati Water Works
 - 37 years in government including 17 years as GM of GCWW. Experience in all aspects of Treatment, billing, contract ops, and call center.
- Doug Harp, P.E., Chairman, President and CEO, Westin
 - Advocate for addressing business issues with SMART Integrated Business Solutions



Are we doing the right things?

Do we have programs, defined roles, and accountabilities in the alignment domains of governance, IT service management, and IT program management?



Are we doing them the right way?

Have we adopted best practices from standard, proven approaches, and do we have the skills to properly execute the required methodologies?



Are we getting them done well?

In each domain, what measures do we have to monitor and report on progress, and what process do we have for taking results and implementing improvements?



Are we getting the benefits?

In the final analysis, are the business performance measures we expected to improve heading in the right direction, and what process do we have in place to identify and take mid-course corrections?

Panel: How will this stuff help me today?

- When did you make the transition in your own management strategy from IT as a separate operation to an integrated function within the business improvement process?
- What caused you to realize that IT could be much more than the keepers of the utility's computer hardware and software?
- What is the CIO/GM relationship? How engaged is the CIO in strategic decisions? Challenges? Successes?
- How do you make IT Imperative to the Business?

How do I realize these savings and improvements?

- What does it take to improve performance and/or cost savings with IT-enabled enhancements to data management and business processes?
- How do you get more value from your existing IT investments?
- What is the difference between an IT project and a Business project?
- What key perspectives or steps helped you realize targeted benefits from data management and business process enhancements?
- How did you move from concept to reality? What gets people excited and builds support? How can a business analysts help?
- How do you effectively and efficiently measure success? How do you validate the assumptions that went into an IT investment business case?