

Managing IT C-level Expectations (MITCE)

"The right information did not get to the right people -- there's no question about that," said a senior intelligence official

Obama to get report on intelligence breakdown :
Agencies didn't share or flag information on man
accused in attempted plane bombing

* By Karen DeYoung , Washington Post Staff Writer , Thursday, December 31, 2009

“I need to know the Administration
current number of public servants and
empty positions*”

* Luis María Uribe, President of Colombia

“I need to know the current number of
staff of the IADB*”

* Luis Alberto Moreno, President of the IADB (Inter-American Development Bank),
Washington, USA

“I need an information system that will anticipate problems, not reporting what had happened*”

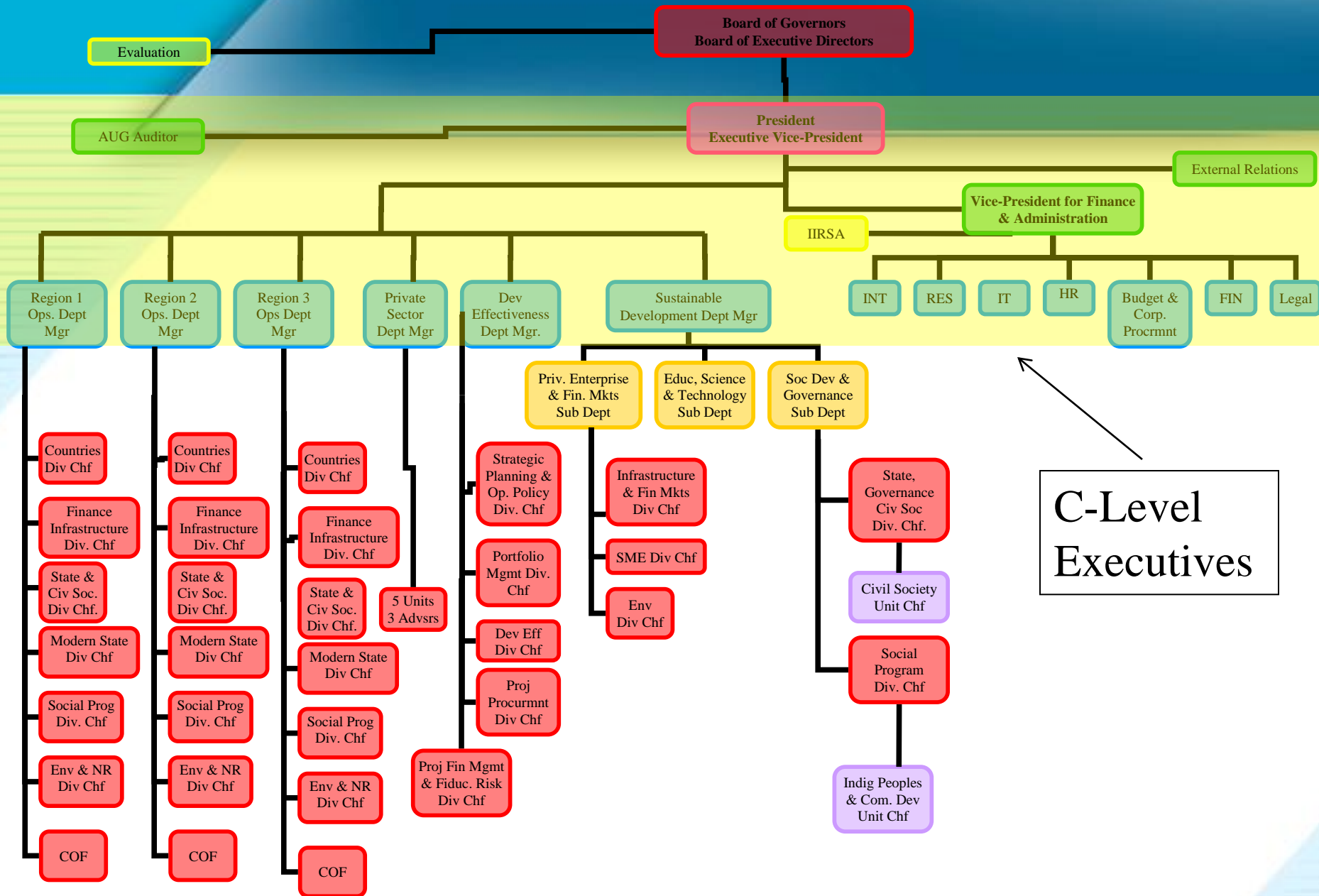
* Enrique M. Pescarmona, President of IMPSA (Industrias Metalúrgicas Pescarmona Sociedad Anónima), Mendoza, Argentina

“I need a cost accounting system by projects, not by processes*”

* Nancy Birdsall, Executive Vice-President of the IADB, Washington, DC

“I need to know where the IT money goes, before approving any new expenditure*”

* Enrique García, President of CAF (Corporación Andina de Fomento), Caracas, Venezuela



C-Level Executives

IDB Current Organizational Structure (incomplete, based on 2005 Organigram)

C – Level / Executive Level

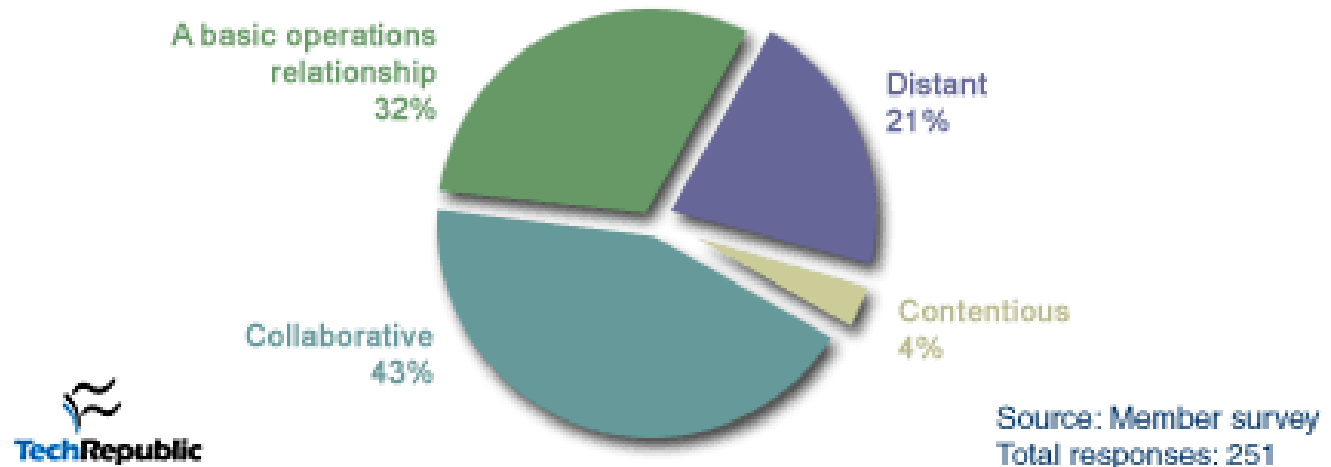
- President, Governor, Mayor
- Executive Vice-President, Deputy Governor
- Ministry, Director, Manager
- Chief Executive Officer
- Chief Operating Officer
- Chief Financial Officer
- Chief Technology Officer
- Chief Administrative Officer

C - Level Senior Executives

CTO, CEO, COO, CMO, CIO, CFO

Marketing, Program/Project Manager, Information Technology, Venture Capital, Controller, Manufacturing, Global Supply Chain, Product Development, Strategic Planning, Business Development, Sales, Public Relations, Law, Accounting, Retail, HR, Insurance, Military, Academia, Purchasing, Logistics, Distribution, Merchandising, National Accounts, Customer Relations Executive, E-Commerce, Telecommunications, Investment

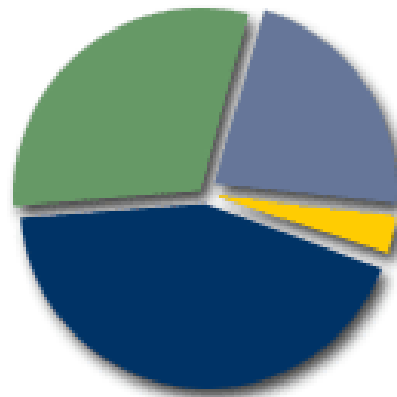
The relationship between CIOs and CEOs varies from organization to organization. How would you best describe your relationship with your CEO?



Which of the following best describes your CEO's attitude toward IT?

CEO views IT simply
as a support function
31%

CEO approaches IT
as a business issue
43%



CEO has ambitious
strategic vision for IT
22%

Other
4%

Source: John J. Davis & Associates
Participants: 200 CIOs

The Problem

How to get to
the *Right Executive*, at
the *Right Time*, with
the *Right Information**

*3R's: Right Person, Right Information, Right Time

Only One Correct Answer Out of Eight

(1/8)

Possibility	Person	Time	Information
A	W	W	W
B	W	R	W
C	W	R	R
D	R	W	W
E	R	R	W
F	R	W	R
G	R	R	R
H	W	W	R

How to improve the likelihood of success when information is provided?

Proposal

*Fast Assessment and
Collaboration
for Enterprise Transformation
(FACET)*

Executive *decisions* demand information

- There is always the need to monitor a *critical* Corporate process
- It is possible to define Indicator/s associated to a process to detect *deviations* from goal
- There is *available* Information to work with (computerized or manual)
- Solution *implementable* within six months

The Methodology

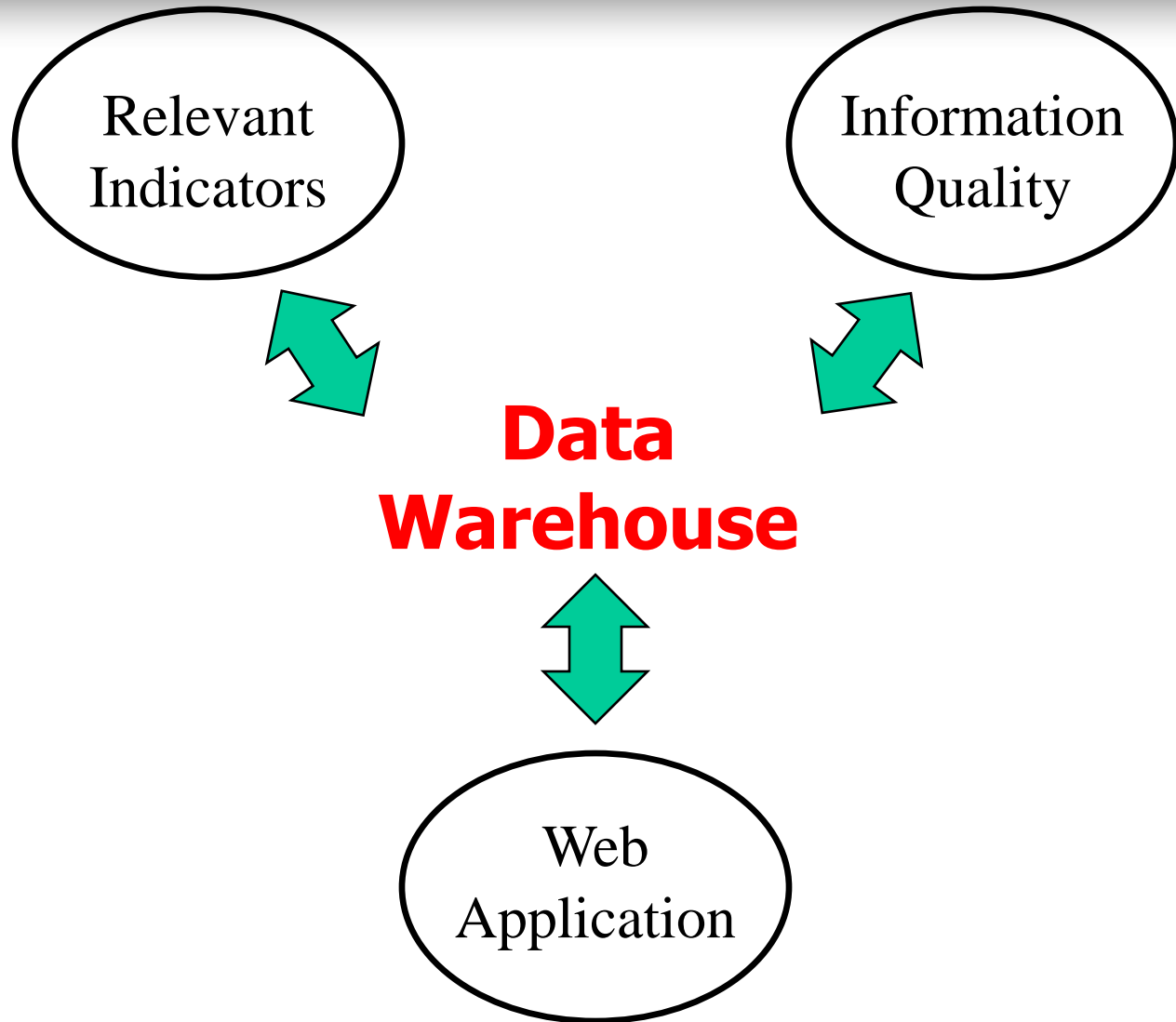
- *Short Term Strategy: an IT “Quick-Win”*
- *Long Term Strategy: IT Business Alignment*

Quick-Wins

- *Identify a case of Critical information:* C-Level unsatisfied request
- *Determine its basic components:* Information production process
- *Determine basic infrastructure:* Data Warehouse
- *Design and implement reporting strategy:* Dashboards

Short Term Strategy

Information Integration



Data Warehouse

- Legacy Systems Integration
- Data Clean-up
- ETL* Generation
- BI Tools

*Extract, Transform & Load

Information Quality Management

How Information is Produce (3C's)

Data **C**ollector

Role 1



Data **C**ustodian

Role 2



Data **C**onsumer

Role 3



Data Collection

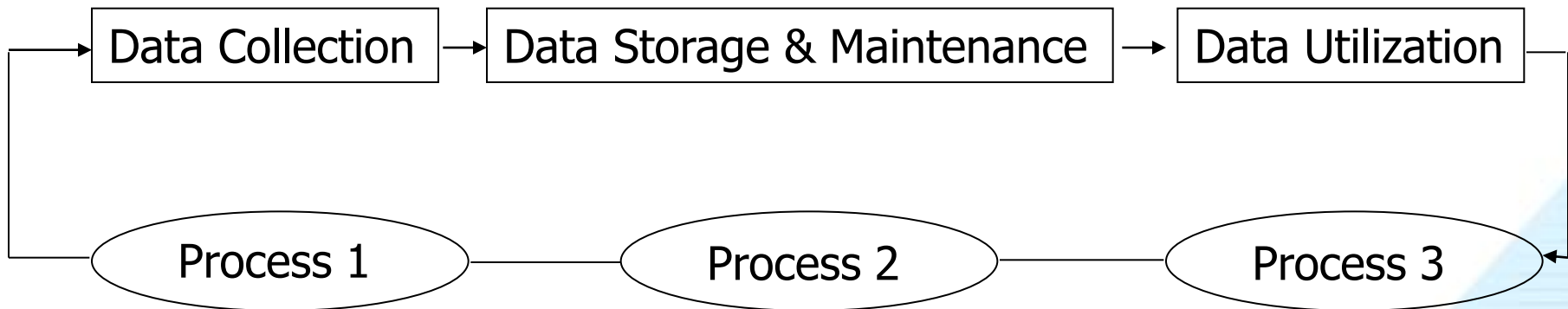
Data Storage & Maintenance

Data Utilization

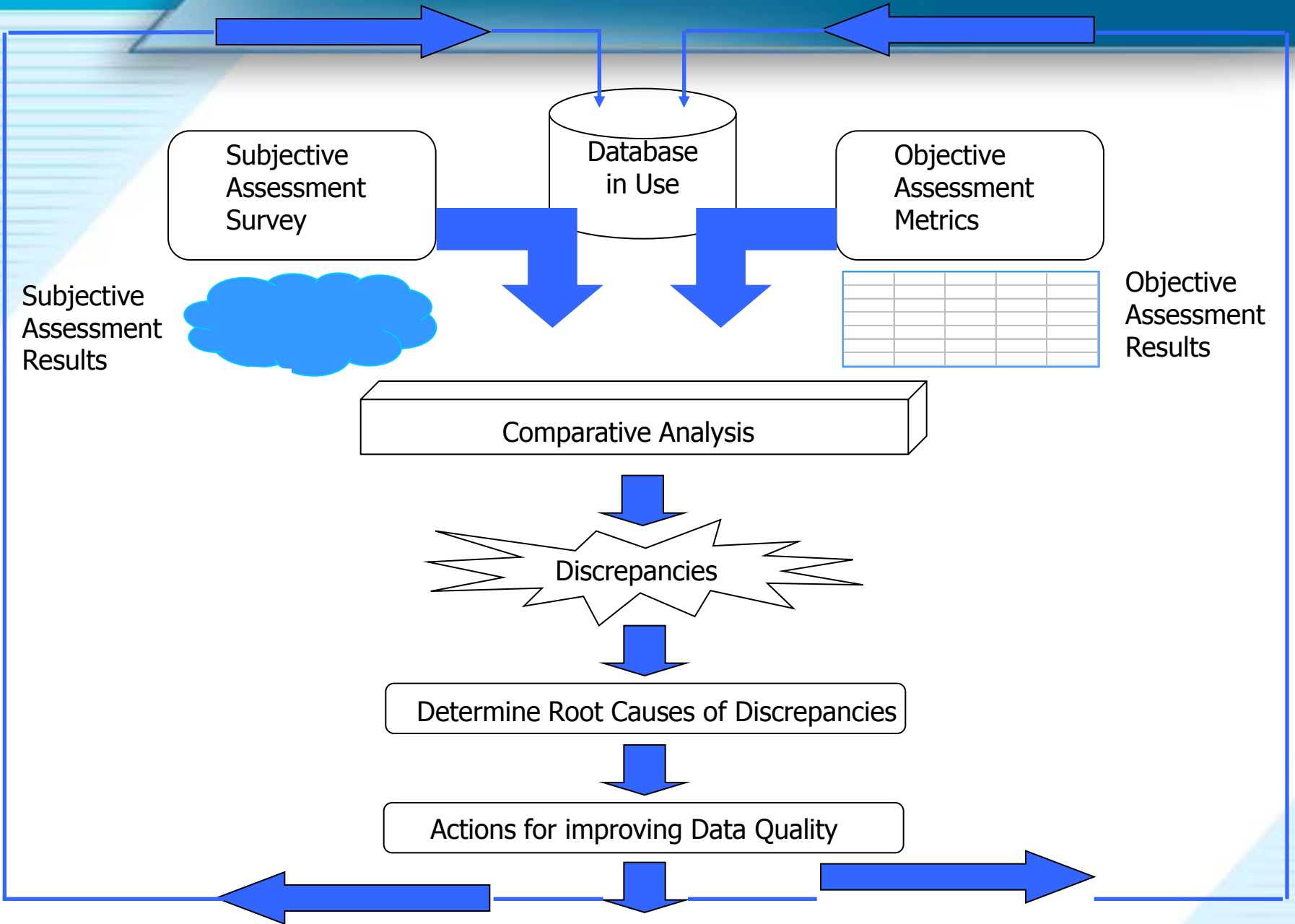
Process 1

Process 2

Process 3



MIT Methodology



Relevant Indicators

Information “Patterns” identification

- Basic statistics: Mean, Median, Averages, Variance
- Complex estimations: Correlation, Linear Regression, Data Mining

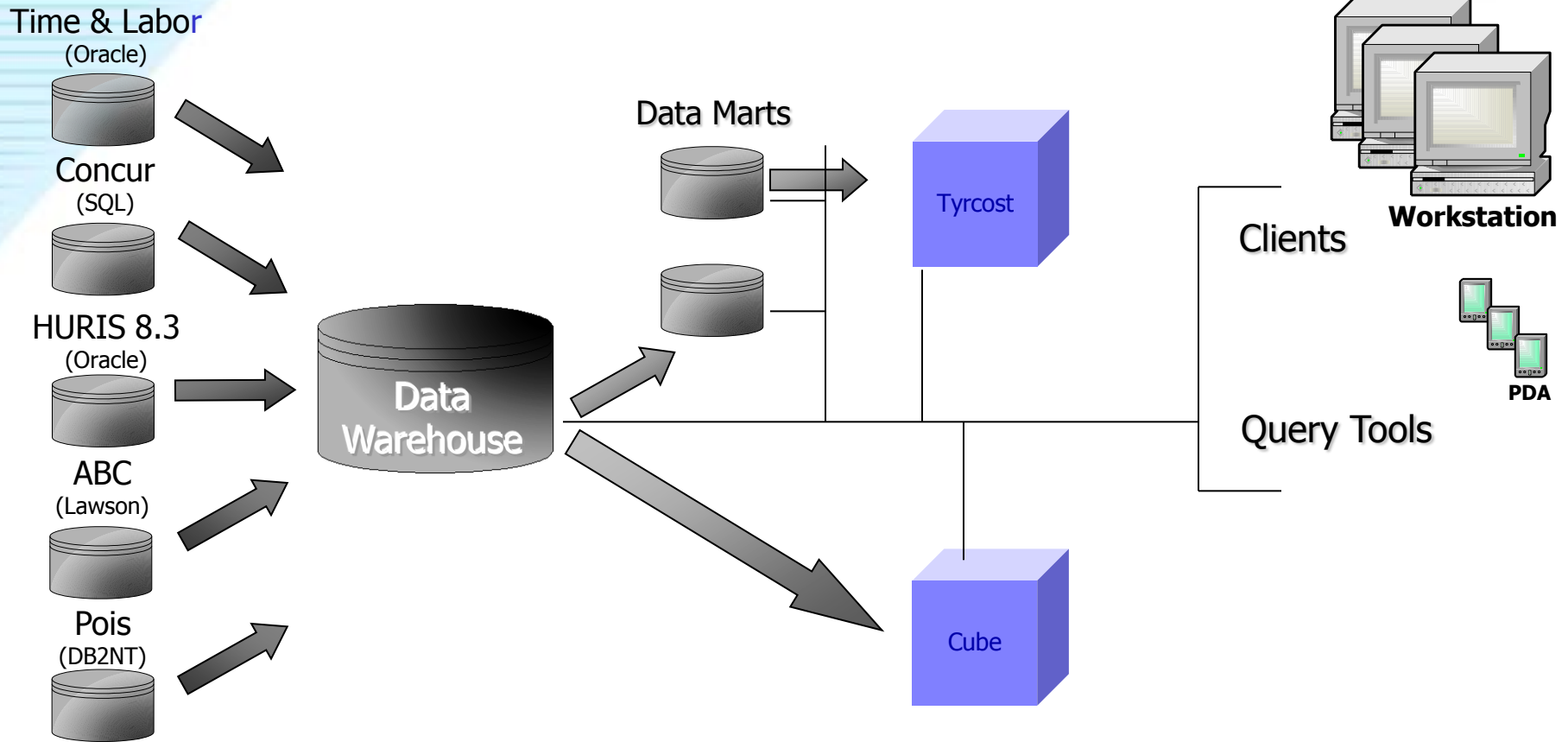
Web Application

Information available with a “browser”

- **Any time**
 - **Any place**
 - **Any device**
 - **One click away**

Short Term Strategy

Data Warehouse and COTS*



Extract



Transform



Load



(ETL)

*Commercial-Out-The-Shelf (COTS) software

Actual Cases

IADB's "clients" del BID (Latin America Countries and the Caribbean):

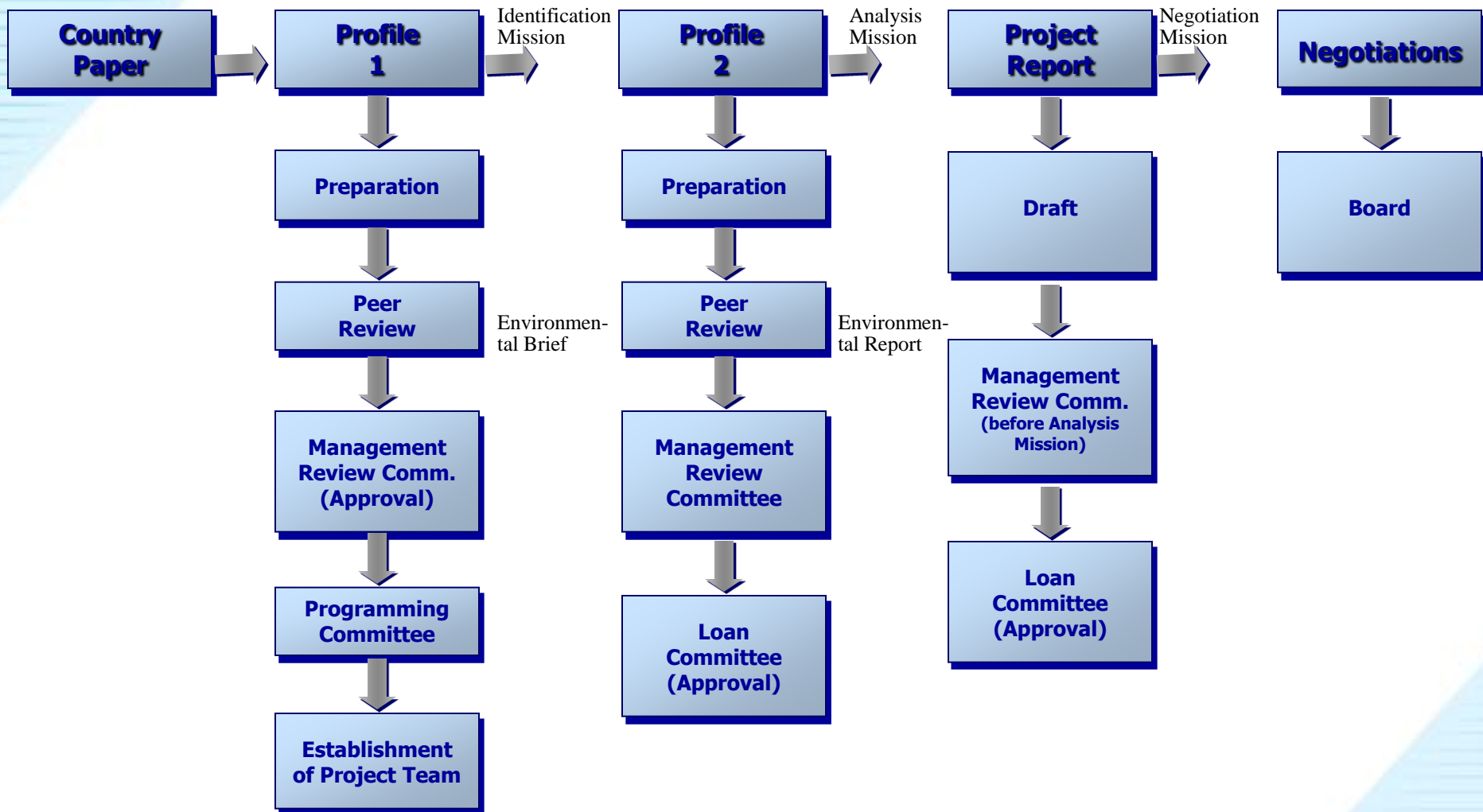
IADB normally takes too much to process lending operations

Responsible: Luis María Moreno, IADB President

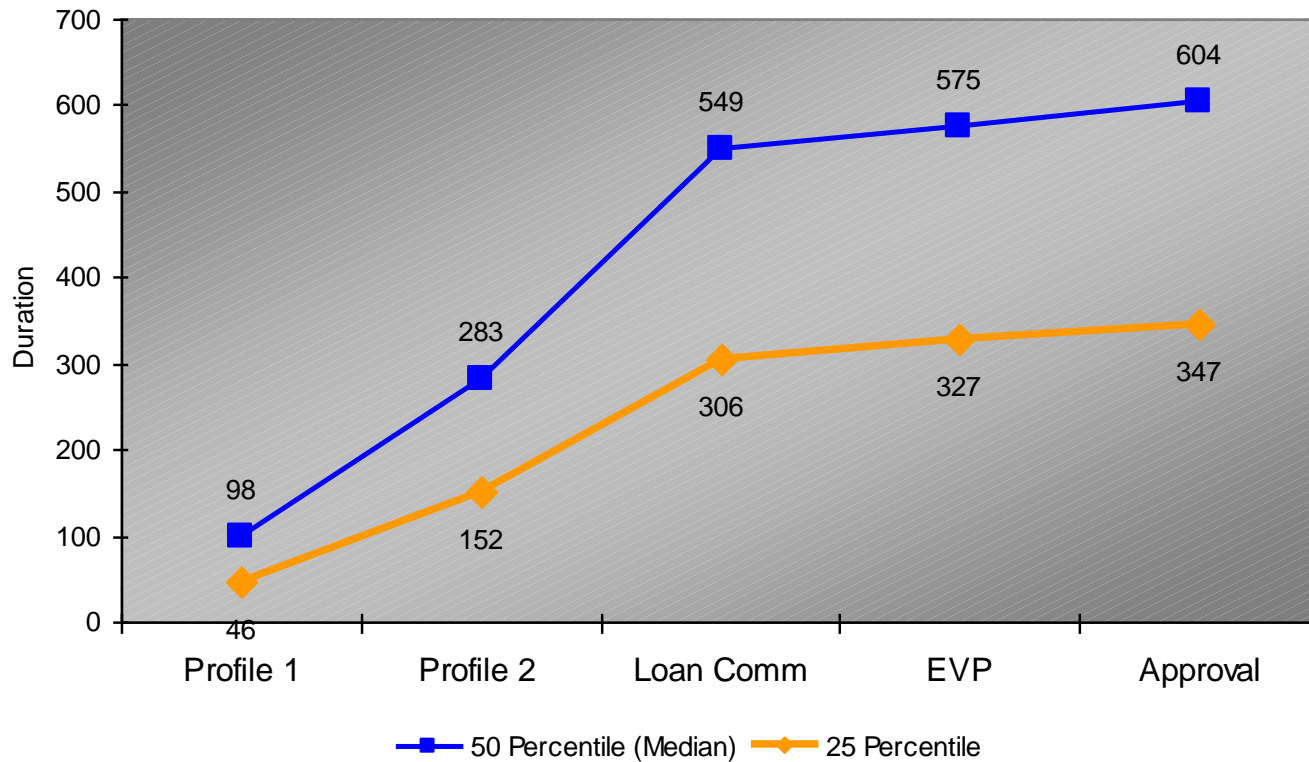
Typical Business Cycle

Project	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8
Stage	Project Preparation and Approval			Project Execution				
Project Set	Pipeline			Portfolio				
Volume	\$20 Billions (330)			\$40 Billions (550)				
Participants	Ministry of Planning & Headquarter Staff			Project Team Executing Agencies & Country Office Staff				

Project Preparation Process

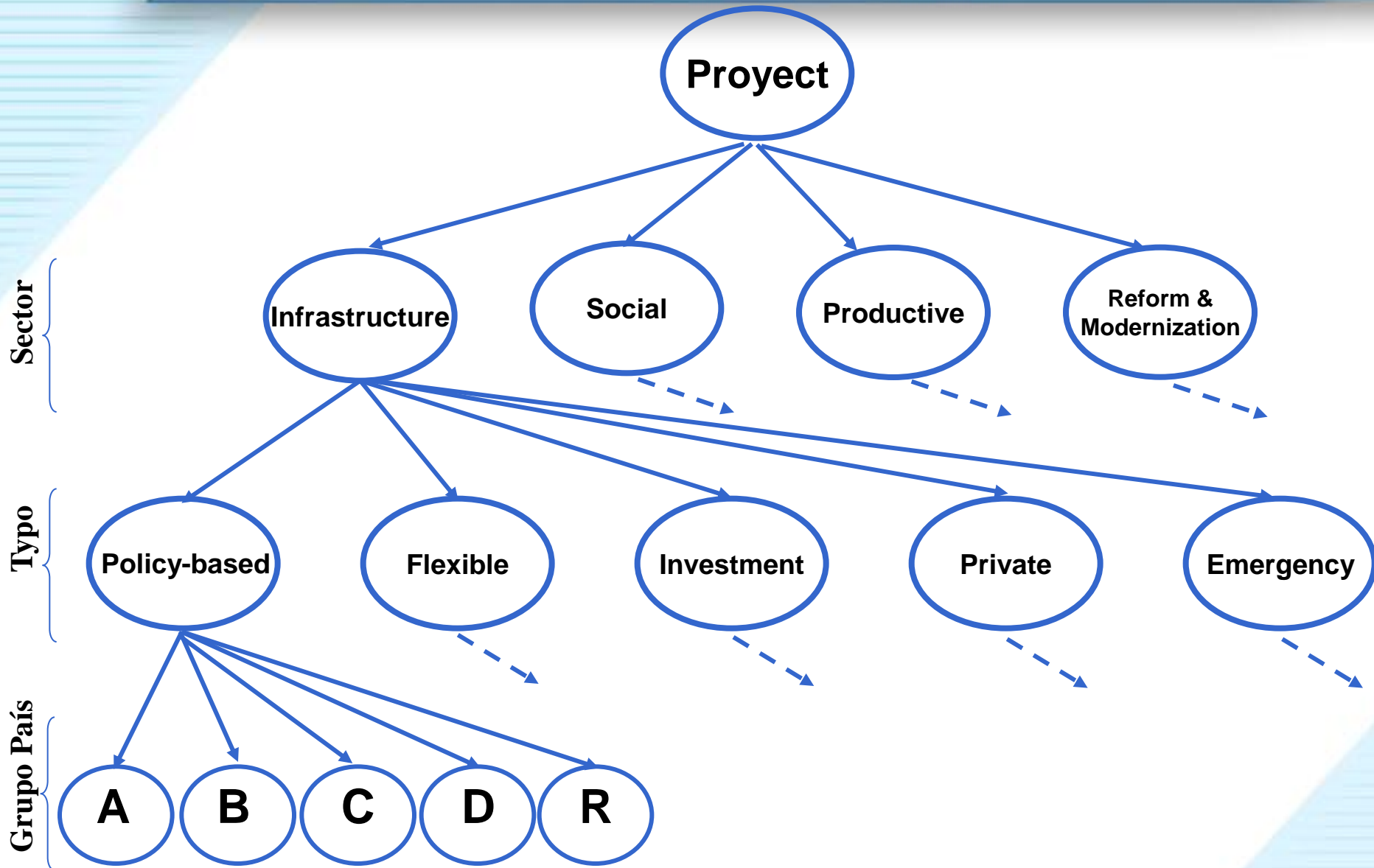


Project Preparation Time (Investment)



Data 1991-2001

Project Classification



Indicator: Average Duration

Average of DURATION		CTY_GROUP				
GSECTOR	GTYPE	A	B	C	D	R
Infrastructure	Emergency		560.0			
	Flexible	393.5		345.0	645.0	
	Investment	682.0	616.8	763.8	674.3	1633.5
	Policy Based		215.0	511.0	802.8	
	Private	423.9	444.8	604.5	712.9	
Infrastructure Total		546.3	538.0	686.3	686.8	1633.5
Productive	Emergency	96.0				
	Flexible	305.0	586.0	71.0		
	Investment	660.4	551.5	523.1	715.7	
	Policy Based	525.0		598.5	630.0	
	Private	89.0		567.0		
Productive Total		574.3	554.2	507.9	710.6	
Reform & Modernization	Emergency	35.0	118.3			
	Flexible	250.0	191.5	241.4	201.0	
	Investment	494.6	403.8	653.6	395.5	
	Policy Based	270.1	226.7	378.1	450.0	
Reform & Modernization Total		382.9	288.8	468.7	387.3	
Social	Emergency	102.7	66.0	48.0	309.0	
	Flexible	562.1	607.3	350.1	416.0	
	Investment	647.4	704.3	728.0	710.2	567.0
	Policy Based	132.0	144.3	222.3	329.7	
	Private	355.7	503.2		510.0	
Social Total		595.9	620.6	624.9	631.0	567.0

Solution: Web Application

EVP Requirements:

- (1) Every document send to the EVP must be considered
- (2) Documents should ordered by type and date
- (3) Create a “Project Profile” with basic data
- (4) Use a project processing Indicator: Delay/Advance
- (5) Include project Logical Framework basic information

(cont.)

First Level

Inter-American Development Bank - Microsoft Internet Explorer

Address: http://evp/

Search IDB

Home | Webmaster

- > Staff List and Contact Info
- > EVP's Travel Schedule
- > Dennis E. Flannery Bio
- > Vice President Speeches
- > Project Processing Info.
- > Loan Processing
- > Online Project Information
- > Committees
- > Contact Us
- > Frequently Asked Questions
- > What's New
- > L.C. Presentation
- > Private Sect. Coord. Committee

Project Number	Date	Project Type	Team Leader
BO0219	11/26/2003	PSCT	SAWADA E
AR0296	11/26/2003	PEMG	ESPINOLA V
BR0375	12/2/2003	PESP	ACEVEDO R
PR0147	12/4/2003	PEMG	RAW S
EC1001	12/4/2003	PSEF	ARROIO JR. R
TI0057	12/5/2003	PSEF	ALONSO P
SU0028	12/8/2003	PSEF	GLASSMAN A
BR0396	12/8/2003	PESP	YANO M
BR0302	12/9/2003	PESP	MIGLINO L
BO0216	12/10/2003	PESP	SAINT-POL P
BR0397	12/15/2003	PESP	DE OLIVEIRA H
BR0372	12/15/2003	PESP	CAPRIROLO D
Total of EVP in 30 Days			12

Done

Start | Inbox - Microsoft Outlook | Microsoft PowerPoint - ... | Inter-American Develo... | Project Number - Mi... | Local intranet | 3:25 PM

(cont.)

Second Level

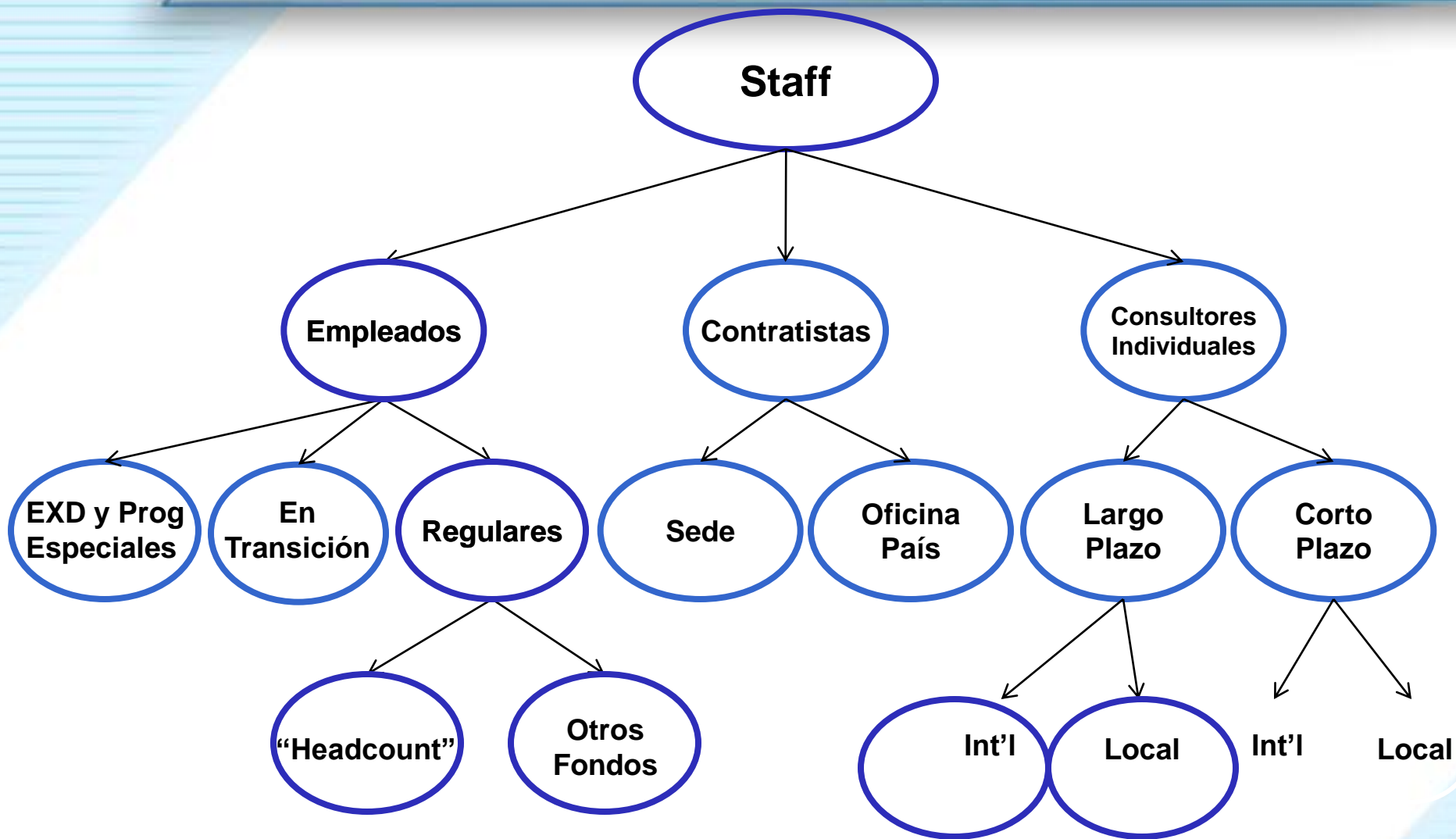
1. PROJECT INFORMATION			LOGICAL FRAMEWORK				
Project Number	C00258		OBJECTIVE To help strengthen and consolidate the State oversight system, discouraging unethical conduct, promoting respect for fundamental rights and facilitating citizen oversight over the actions of government. VERIFIABLE INDICATORS By the end of the program, the country's corruption perception index improves by 20%. Baseline: 3.6 (Transparency International, measurement in June 2002; perception that the country is highly corrupt).				
Project Name	Apoyo Fortalecimiento Procuraduría General Nación						
Pipeline Year	2003						
Project Cost	\$20.00						
Project Stage	CURRENT	ORIGINAL					
Profile I	10/17/2001						
Profile II	2/28/2002						
CRG	6/18/2002						
Loan Committee	1/23/2003						
EVP							
Approval	1/30/2003						
2. PROJECT PREPARATION COST			AVERAGE COST	ACTUAL	REGION	OTHERS	
			Profile I	\$38,360.00	\$ 50989.82	\$ 50989.82	\$
			Profile II	\$44,930.00	\$ 84216.68	\$ 80481.95	\$ 3763.73
			Preparation	\$102,807.00	\$ 110325.33	\$ 93910.02	\$ 16415.31
			Approval	\$37,737.00	\$ 25250.47	\$ 15369.58	\$ 9889.89
			Execution	\$57,852.00	\$ 3146.84	\$ 2055.24	\$ 1090.4
			TOTAL	\$281,488.00	\$ 273935.04	\$ 242786.61	\$ 31149.33
			3. PROJECT PREPARATION TIME			STAGE	50 PERCENTILE (MEDIAN)
			Profile I	98	134	36	48
			Profile II	283	244	(39)	152
			Loan Committee	549	463	(86)	306
			EVP	575			327
			Approval	604	560	(44)	347
			4. LOG FRAME				
Click Here to view the LOG FRAME of this Project							
5. REPORTING NOTE NUMBER: 001 and DATE: 06/19/2003							
Internal ISSUES	PELOSI Amendment	<input type="checkbox"/>	CRG Approval Process	<input type="checkbox"/>			
	CESI issues	<input type="checkbox"/>	L.C. approval process	<input type="checkbox"/>			
External ISSUES	Changing Ctry Priorities	<input type="checkbox"/>	Waiting Tech. Report	<input type="checkbox"/>	Macro-Economical Situat.		<input type="checkbox"/>
	Environmental Issues	<input type="checkbox"/>	Counter Part delays	<input type="checkbox"/>			
6. LC AGREED POINTS							
Click Here to view the LC Agreed Points of this Project							

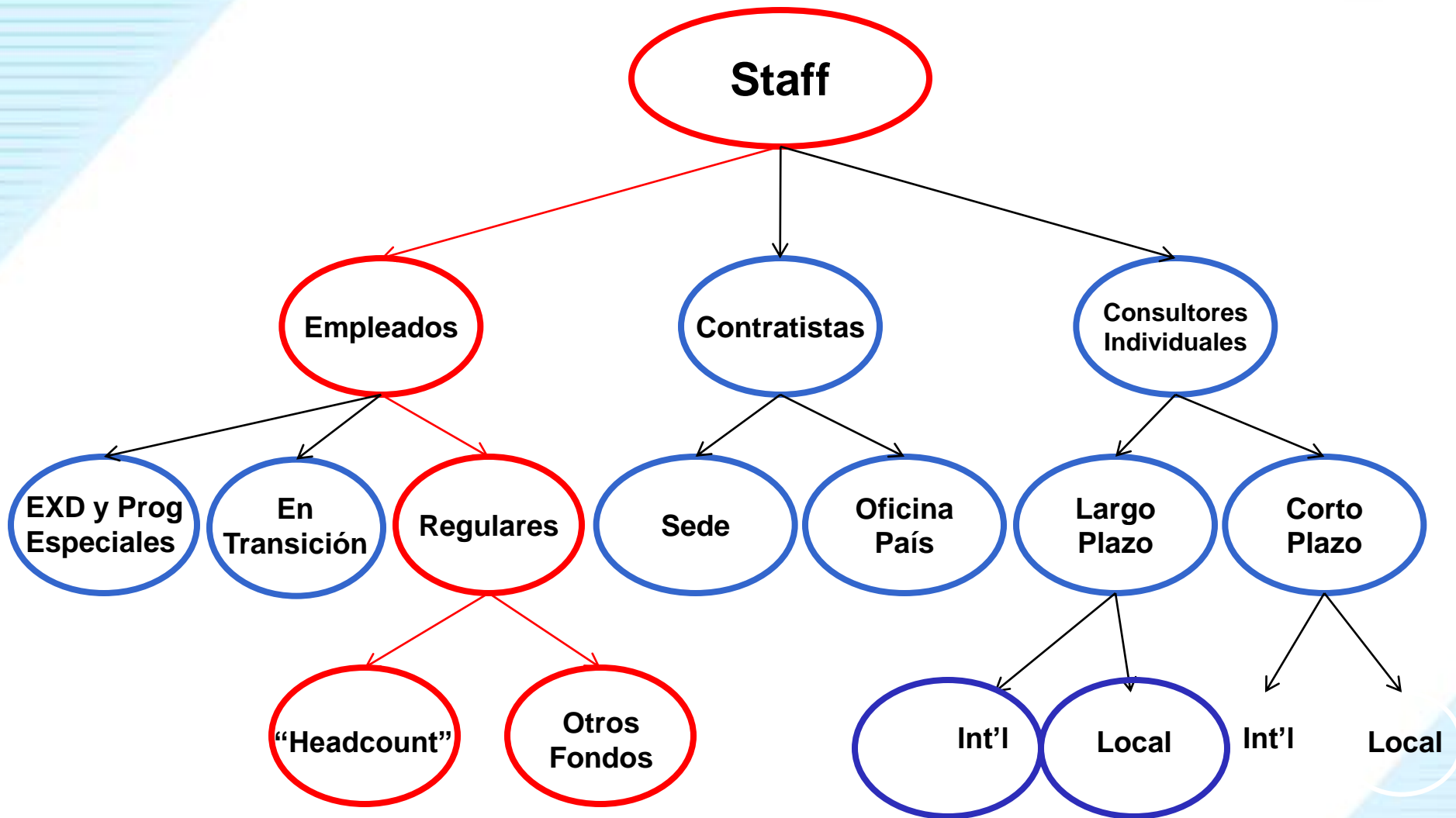
“I need to know the current number of
staff of the IADB*”

* Luis Alberto Moreno, IADB President, Washington, USA

Simple question,
complex answer ...

How “Staff” is defined in the IADB?





(1)	Board Approved Headcount	2010
(2)	Vacancies	-98
(3)	Filled positions	<u>1912</u>
(4)	SRP	11
(5)	OVE	25
(6)	EXD (Bank staff)	24
(7)	MIF	47
(8)	Positions funded by Other funds	<u>3</u>
(9)	Total IDB Staff	2022
(10)	EXD	71
(11)	LWOP, Secondment, Winter Emp	<u>24</u>
(12)	Total Roster	2117

Notes:

- (1) Approved Headcount as per Program & Budget Committee of Management (PBCM)
- (2) Vacant positions
- (3) Headcount
- (4) Staff working in the Staff Retirement Plan
- (5) Staff of the Evaluation and Oversight Office
- (6) Bank staff assigned to EXD Offices - Office Assistants & IRMU
- (7) Staff funded by the Multilateral Investment Fund
- (8) Staff funded by JSF and APO
- (9) **Total IDB Staff**

* IADB Official Personnel Statistics as of December 31st

2008 Personnel Statistics*

I. Staff Composition

[Staff Evolution](#)

II. Nationality

[Staff by Category & Nationality](#)

[Staff by Category & Country Type](#)

[International Staff by Category & Nationality](#)

[International Staff by Country of Birth & Nationality](#)

III. Gender

[Staff by Grade and Gender](#)

[Gender Distribution](#)

[Grade Distribution](#)

IV. Departments

[Staff by Category, Gender & Department](#)

[Overall Staffing Changes by Department/Office](#)

[Staff by Category & Post of Duty](#)

[Staff by Category & Post of Duty \(Graph\)](#)

[Staff by Nationality & Department](#)

V. Employee Demographics

[Staff by Continuous Service \(Group by Years of Service\)](#)

[Staff by Continuous Service \(Graph\)](#)

[Staff by Category & Age](#)

[Age Distribution \(Graph\)](#)

[Age of Staff 2003 & 2007](#)

[Staff by Category and Age at Hire](#)

[Age at Hire \(Graph\)](#)

[Staff by Contract Type](#)

[Official Bank Languages Spoken by Staff](#)

[Highest Academic Degree of International Staff](#)

[Staff by Category & Mandatory Retirement](#)

* Statistics are as of last day of the previous Quarter. Personnel Actions, such as Promotions and Hires, are periodically published in HRD Express

* Statistics are as of March 31, 2008. In the case of 5-year comparison, the analysis covers March 31, 2003 to March 31, 2008.

IDB'S Personnel Information

Frequently Asked Queries

I. Staff Information

[List of active staff working at the Bank](#)

[List of staff working at the Bank as of \(the end of month, year\)](#)

[Bank's Executives](#)

[Bank's Division Chiefs](#)

[Bank's \(other\) Grade Ones](#)

[Bank's Country Representatives](#)

[Bank's Deputy Representatives](#)

[Bank's Staff \(other\) Grade Twos](#)

[Bank's Staff \(other\) Grade Threes](#)

II. Contractual Information

[List of active Consultants](#)

[List of Individual Consultants in year \(year\)](#)

[List of active Consultant Contracts](#)

[List of active Trust Fund Consultants](#)

[List of active Trust Fund Consultant Contracts](#)

[List of active Research Assistants](#)

[List of active Research Assistant Contracts](#)

[List of active Temporary Help](#)

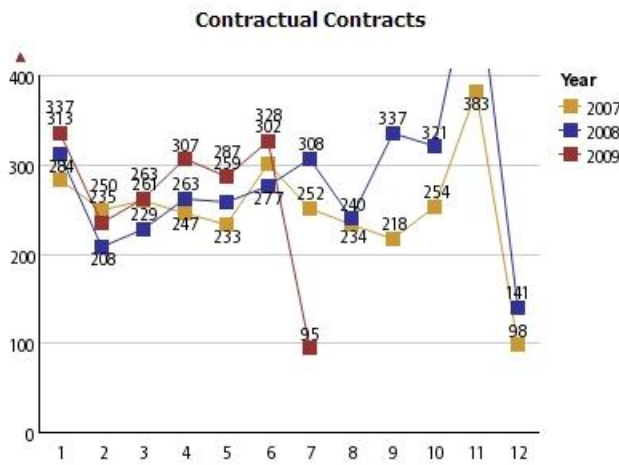
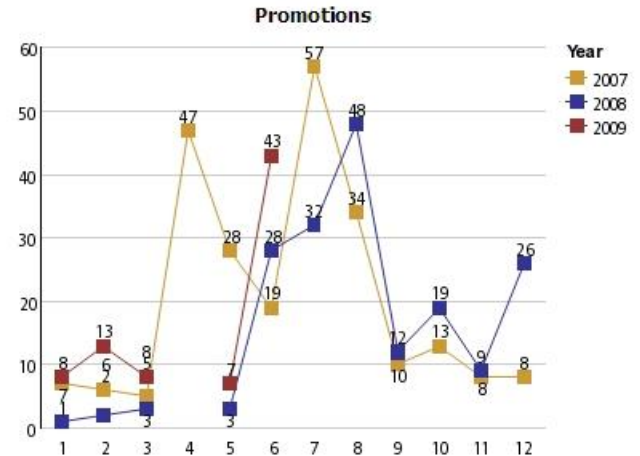
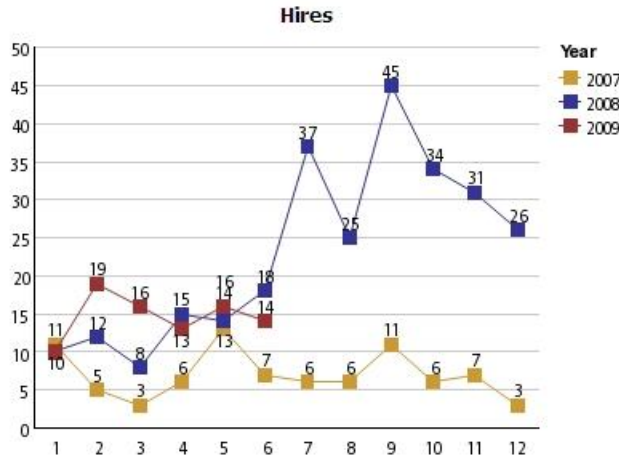
[List of active Temporary Help Contracts](#)

III. Personnel Actions

[List of current year hires](#)

[List of current year promotions](#)

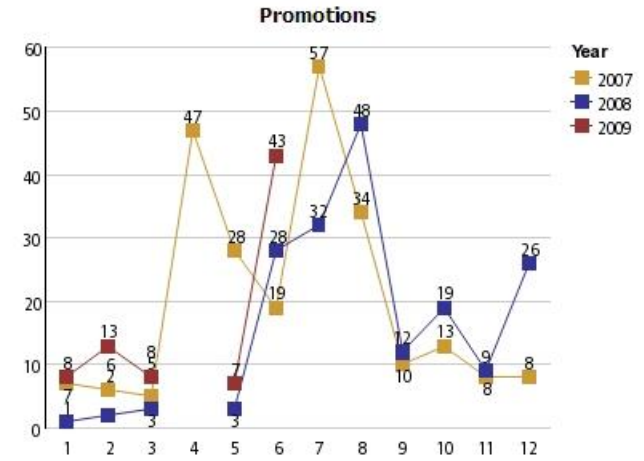
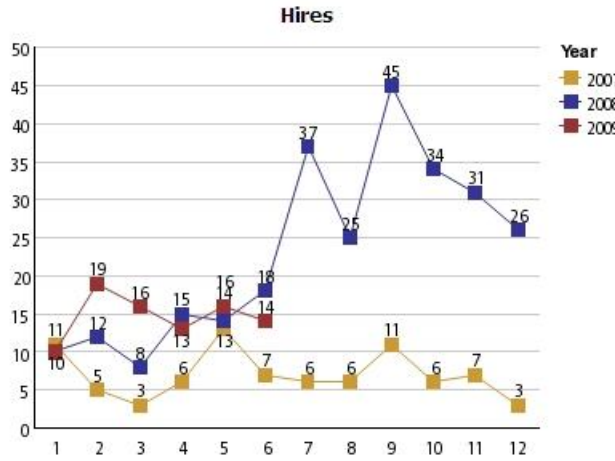
HRD Monthly Personnel Actions



Current Month Actions

ID Number	Effective Date	Action Date	Unit	Action	Reason	Grade	Affinity
110809	Jun 1, 2009	May 18, 2009	ICS/CNI	HIR	HIR	05	I
110810	Jun 1, 2009	May 18, 2009	ENE/CGY	HIR	HIR	05	I
110833	Jun 1, 2009	May 26, 2009	HRD/LDV	HIR	HIR	05	I
110837	Jun 1, 2009	May 27, 2009	CCB/CGY	HIR	HIR	08	L
110838	Jun 16, 2009	May 27, 2009	CID/CNI	HIR	HIR	05	I
110840	Jun 1, 2009	May 27, 2009	CID/CPN	HIR	HIR	08	L
110843	Jun 1, 2009	May 27, 2009	LEG/NSG	HIR	HIR	08	I
110846	Jun 1, 2009	May 28, 2009	CSC/CAR	HIR	HIR	02	L
110852	Jun 1, 2009	May 29, 2009	MIF/CHO	HIR	HIR	08	L
110853	Jun 1, 2009	May 30, 2009	GEN/CAF	HIR	HIR	07	I
110867	Jun 16, 2009	Jun 9, 2009	CID/CBL	HIR	HIR	08	L
110877	Jun 15, 2009	Jun 11, 2009	FIN/FIN	HIR	HIR	E5	I
110884	Jun 16, 2009	Jun 16, 2009	CSC/CSC	HIR	HIR	05	I
110894	Jun 29, 2009	Jun 24, 2009	BDA/BDA	HIR	HIR	03	I
032896	May 16, 2009	Jun 10, 2009	ACP/GST	PRO	JRC	06	I

HRD Monthly Personnel Actions



Current Month Actions

ID Number	Effective Date	Action Date	Unit	Action	Reason	Grade	Affinity
110809	Jun 1, 2009	May 18, 2009	ICS/CNI	HIR	HIR	05	I
110810	Jun 1, 2009	May 18, 2009	ENE/CGY	HIR	HIR	05	I
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110837	Jun 1, 2009	May 27, 2009	CCB/CGY	HIR	HIR	08	L
110838	Jun 16, 2009	May 27, 2009	CID/CNI	HIR	HIR	05	I
110840	Jun 1, 2009	May 27, 2009	CID/CPN	HIR	HIR	08	L
110843	Jun 1, 2009	May 27, 2009	LEG/NSG	HIR	HIR	08	I
110846	Jun 1, 2009	May 28, 2009	CSC/CAR	HIR	HIR	02	L
110852	Jun 1, 2009	May 29, 2009	MIF/CHO	HIR	HIR	08	L
110853	Jun 1, 2009	May 30, 2009	GEN/CAF	HIR	HIR	07	I
110867	Jun 16, 2009	Jun 9, 2009	CTD/CRI	HIR	HIR	08	L
							HIR E5 I
							HIR 05 I
							HIR 03 I
							JRC 06 I

EMP_NUM	FULL_NM	MONTH	YEAR	CNTRCT_NUM	GRADE	ORG_UNIT_CD	NATLTY_CNTRY_ID	SEX
62497	Facet, Tomas B.			0011	04B	CAN/CCO	ARG	M
					032896	May 16, 2009	Jun 10, 2009	ACP/GST PRO

Facet, Tomas B.



PC Mail TOMASF
 Phone
 Room Number
 Mail Stop



Inter-American Development Bank
 Human Resources Department
 Staff Profile

JOB DATA

Dept ID	CAN/CCO
Level	04B
Title	Information Systems Consultant
Visa Type	I94
Original Hire Date	Jul 17, 2009
Contract Ends	Sep 30, 2009

PERSONAL DATA

Consultant ID	62497
Nationality	ARG
Residence	ARG
Contract Type	Contractor/Consultant
Tax Level	Net

ACADEMIC DEGREE

Academic Degree

Highest Education Level	Sector of Expertise	Years of Experience	Profession	Professional Discipline
I-Master's Level Degree				

Conclusion

The problem of providing the right information, to the right person at the right time (3R' s) can be achieved if:

- The potential user is clearly identified together with his/her management style (Self, Adviser, System)
- Principles of Information Quality Management are adopted (Glossary, Product)
- Modern tools of information integration and analysis are used (Data Warehouse, Dashboards)

Questions ...