Making Technology Fit

A Modern Solution for the International Registration Plan and Oversize/Overweight Permit Programs

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Why Modernize?

- Ontario has an aging IT Legacy system which maintains data for:
  - Ontario’s 9.3 million drivers
  - 11.6 million vehicles
  - 55,000 carriers in the truck and the bus industry

- Our goal is to modernize and re-engineer key business priority areas to:
  - Deliver business improvements
  - Automate services where possible
  - Provide online services for Ontarians

- We have begun to modernize our business, products and services for Carriers and we will continue to modernize for our Driver and Vehicle clients in the future.
RUS Modernization Branch - Vision

Transforming and modernizing the way we do business and introducing new technologies and industry advancements to allow Ontarians easier access to government services and foster economic growth.

Legacy Solution
- Inflexible
- Expensive
- Reactive/slow
- Little/no innovation
- High Risk Systems

Modernized Solution
- Flexible
- Business Focused
- Proactive & Responsive
- Innovation Driven
- Value Creator/Enabler
RUSMP Plan – An Integrated Information Technology Solution

GOVERNMENT
• Greater flexibility - for future projects
• Improved stakeholder engagement
• Deliver client centric services
• Cost Effective

CITIZENS
• Single Client Account
• Integrated services
• Web Enabled Self Service
• Accessible Services (AODA compliant)

IT
• Modern and sustainable
• Lower project and operational cost
• More effective reporting and data management
• Readily support business change
• Enabling technology

BUSINESS
• Reduce risks and increase efficiency
• Integrated functional operations
• Streamlined business processes
• Less manual input – less errors
• Agile fraud management
Project Perspective

Allan Smith & Roman Corpuz

July 2014
Procurement

• RFI issued to IRP and OO niche vendors
• Extensive research/scans completed
• Dedicated project team struck
  – Single RFP for both
  – Extensive requirements included in RFP
• Deliverables based contract awarded to Celtic Cross Holdings Inc. in partnership with IBM Canada
  – Single COTS solution with enterprise components
Partnership

• MTO and Celtic dedicated to be successful!
• Close working relationships established
  – Well defined governance
  – Project management oversight
  – Open communication across all levels of the project
• Many long hours, working shoulder to shoulder to resolve issues and to deliver a high quality solution
Change Governance

- Project baseline formed at onset through contract
  - Scope
  - Schedule
  - Cost

- Change governance provides:
  - Formal structure to facilitate leadership review
  - Executive level approval for all changes to baseline required
Deliverable Management

- Deliverables based contract
- Focused accountability
- Multiple draft iterations (5%, 25%, 50%, 100%) for each deliverable – in project plan
- Build content and quality in each iteration – match Deliverable Acceptance Criteria (DAC)
- Goal – Acceptance of deliverable as a ‘non-event’
Deliverable Acceptance Criteria (DAC)

- Align expectations and provide quality measures
- Finalize DACs during the Planning Phase:
  - Elaborating initial DACs
  - Trace elaboration directly
  - Freeze the finalized DACs and baseline
  - Finalization of DACs
Sandbox

- “Sandbox” environment provided to MTO
  - Access to iterations of COTS in sandbox to provide feedback to Celtic
  - Effective in familiarizing users with final product look and feel
- Fixes could be deployed here and tested
- Provided early visibility to executive team
Testing

- MTO and Celtic conducted extensive testing
- Integration with Legacy Systems
- UAT included end users
- Frequent communication between testing teams
- Detailed testing plan measured every day
- Highly skilled testers integrated with project team
Business Perspective

Maureen Tetzlaff & Brian Swan

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Data, Integration and Production

**Problems**

- The ‘long pole in the tent’
- Data conversion is ‘critical’ to success
- Data issues had a significant impact on customer service
- Integration with ‘legacy’ mainframe had its challenges
- Extensive cooperation between business, I&IT and vendor
Staff Time Commitment

- IRP Program manager and support office not part of project team
- Continued to support day to day operations
- Hired business project lead
- Required extensive time commitment
- Support office now experts in new system
Roll Out To Operations

- Provided ‘just in time’ hands-on training
- Roll-out delayed by 6 weeks
- Went live with large number of manual ‘work-arounds’
  - Business should always have courage to say ‘no’
- Issues caused lack of acceptance of new system by some staff
- Many customer service complaints
Support Model

- IRP Program Office provided policy and procedural support
- ‘Web ex’ support
- Daily/weekly teleconferences with all offices
- All issues triaged - critical items given urgent priority
- Direct interaction among all partners
- Important to keep key stakeholders informed
- Identify real vs perceived issues
O/O Centralization

- Many competing business priorities
- Centralizing service delivery to one location – positioned to leverage new solution
- Timing of changes – benefits & risks
- Execution of organizational changes during transition to new solution
Resource Allocation

• Importance of staff involvement
• Subject Matter Experts
  – Selection
  – Strengths
  – Limitations
• Vision for the future & business renewal/re-engineering
Staff Time Commitment

- The ‘day job’ and other demands
- Team strength
- Project phases:
  - Requirements
  - Design
  - Testing
  - Training
  - End user support
End User Testing

- Beyond the regular testing cycle
- Limited overdimensional permit knowledge base with existing user acceptance testers
- Iterative testing in sandbox environment during development
- Testing to support production releases
Training

- Train-the-Trainer – training for end users by end users
- SME involvement in development of training materials in collaboration with vendor and project team
- Just-in-time delivery
- User guide & other supports
- Innovations going forward
Vendor Perspective

Joe McCormick

July 2014
Partnership

- Teamwork
  - Upper Management commitment to Partnering
  - Understanding differences in rules and laws
  - Discuss and Compromise

- Large Organization Structures
  - Multiple teams within a Department/Ministry
  - Escalation Process
  - Agendas for meetings
Canada/ USA/ Off Shore Model

- Time Zones - North America East (customer), West (Vendor HQ), half way around the world (Vendor Branch Office)
  - Communication Plan (points of contact)
  - Work continues 24/7 as required to keep the project on track
  - Issues raised today will be resolved today
  - Have developers and QA on-site to go live
Vendor Perspective

Barriers

• COTS vs Build from Scratch
  – Understand the differences
    • Customization
    • Testing
    • Training (Sandbox)

• Vendor is PART(nership) of the organization
Top 5 Lessons

– Data is the *long pole in the tent* – give it the attention it deserves
– Minimize “work-arounds” going into production
– Engage end users early and often to test and provide feedback
– Resources must be committed – provide them the time to be involved!
– Build a partnership with your vendor!
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