



# 2014 AAMVA Region I Conference

## Making Technology Fit

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

Presenters: Allan Smith, Brian Swan, Maureen Tetzlaff, Roman Corpuz and  
Joe McCormick

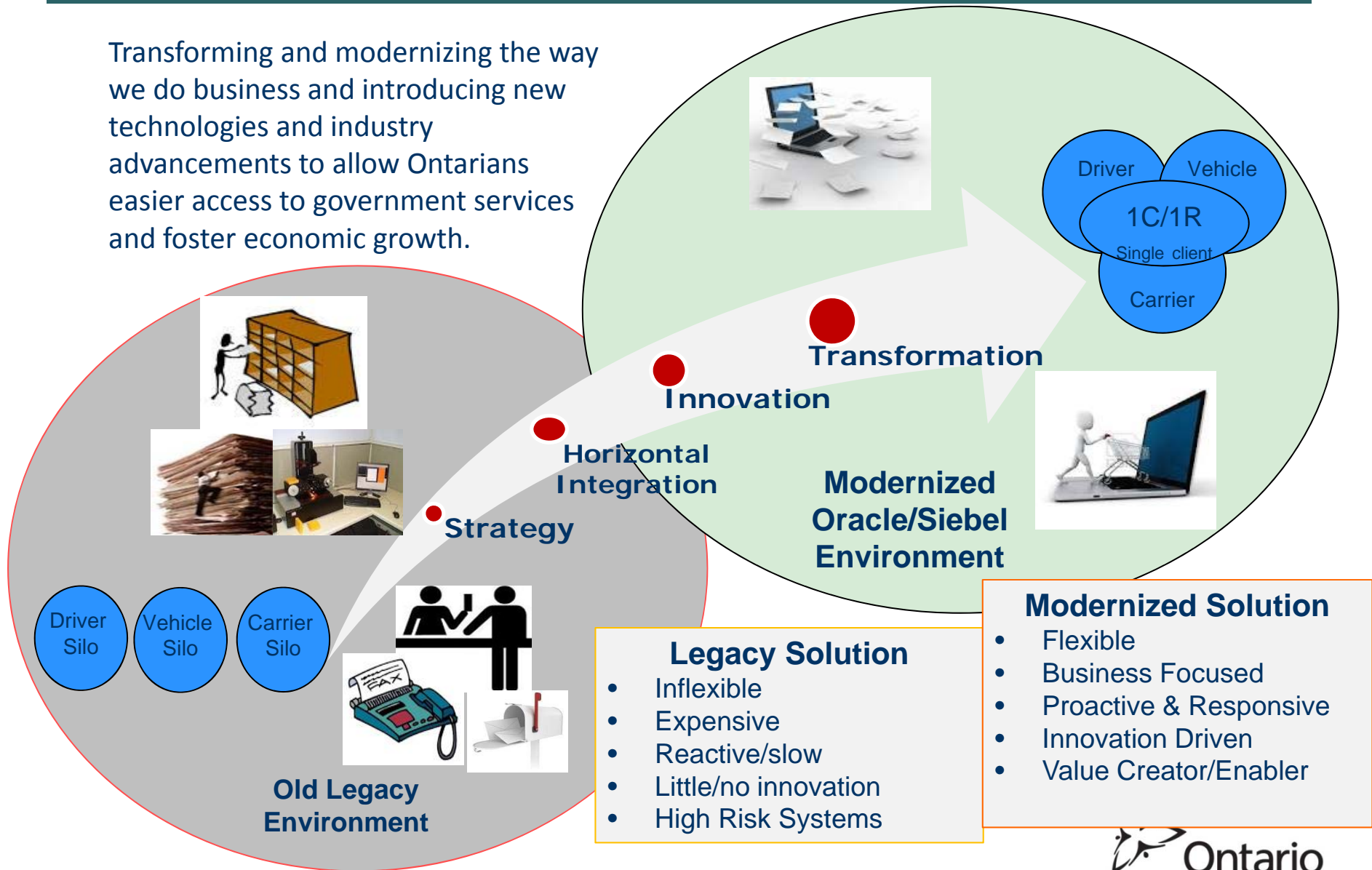
# Road User Safety Modernization Project

## 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.



# RUSMP Plan – An Integrated Information Technology Solution

## GOVERNMENT

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

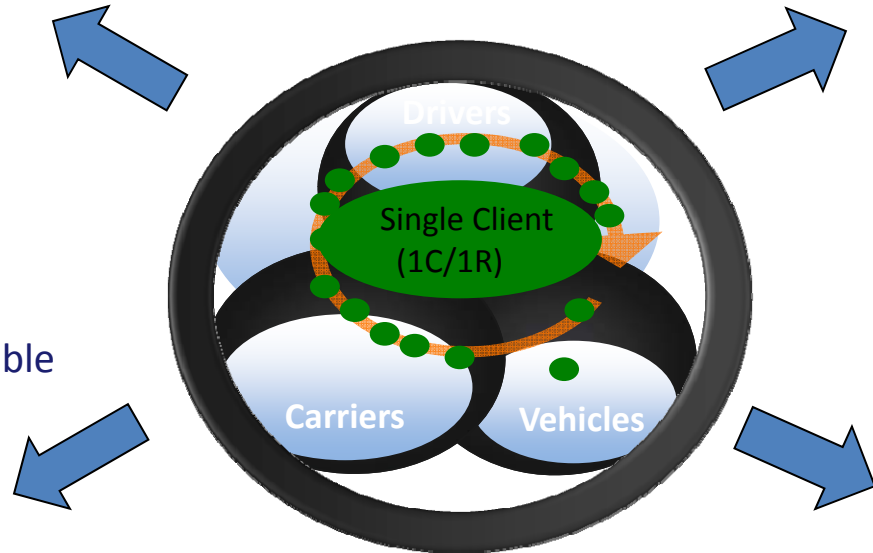


## CITIZENS

- 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



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## 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



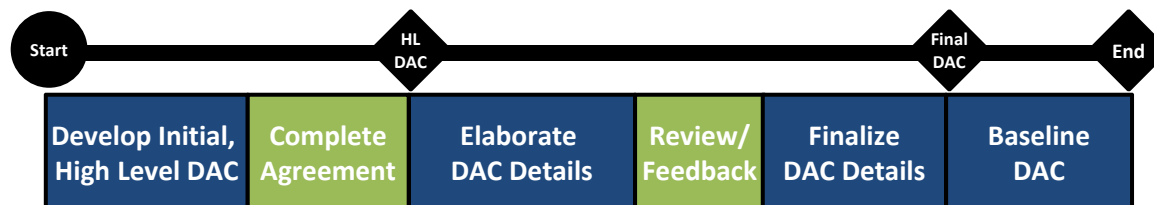
## *Deliverable Management*

- 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’

# Project Perspective

## *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



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## **Business Perspective**

*Maureen Tetzlaff & Brian Swan*

July 2014

## *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



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## 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



# Vendor Perspective

## *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

## *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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