



Records Management and the CIO Role in the Public Sector

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Citation for published version (APA):

Theodoulidis, B. (2010). *Records Management and the CIO Role in the Public Sector*. 13th Annual Conference Information and Records Management Society, Manchester, UK.

Citing this paper

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Records Management and the CIO Role in the Public Sector

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Overview

- Introduce myself
- Discuss how the role of the CIO has evolved over the last thirty years
- The CIO role in the public sector
- Implications for Records and Information Management
- Summary and Key Messages



About me

- Computer Engineering, Patras
- Databases, Glasgow
- Information Systems, UMIST

- Twenty(+) years in Manchester
 - UMIST Computation
 - UoM Informatics
 - Manchester Business School

- Information Management
 - Evolution
 - Analytics
 - Governance

- The role of the CIO

- Research spin-offs

- football, fishing, old computers



The CIO in the 1980s

CIO Outlook

- Information Resources
- Information Systems
- Operational Alignment
- Managerial Responsibilities
- Custom development

- *Competitive Advantage*

ICT Outlook

- Mainframes
- Multi-user
- Data Processing
- Departmental Focus
- PCs

- *Email*
- *Client-Server*

The CIO in the 1990s

CIO Outlook

- MIS (Infomate UP)
- Two-way Alignment
- Managerial Responsibilities
- Relationships / Networking
- End-User Focus
- **Passive -> Active Role**

ICT Outlook

- PCs
- Client-Server
- EDI
- Business Processes
- Email @ home/work
- **WWW**

The CIO in the 2000s

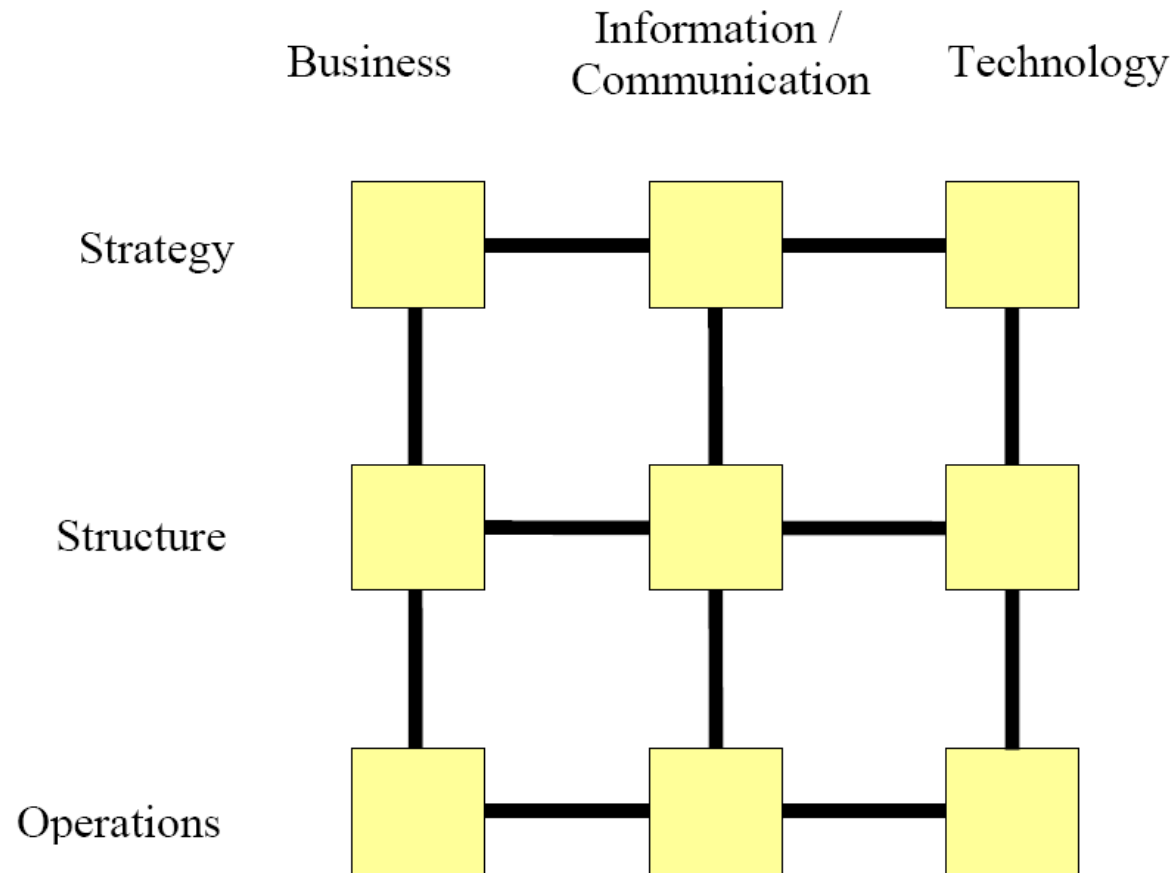
CIO Outlook

- Business Strategy
- Innovation
- More Relationships
- External Environment
- Customer Focus

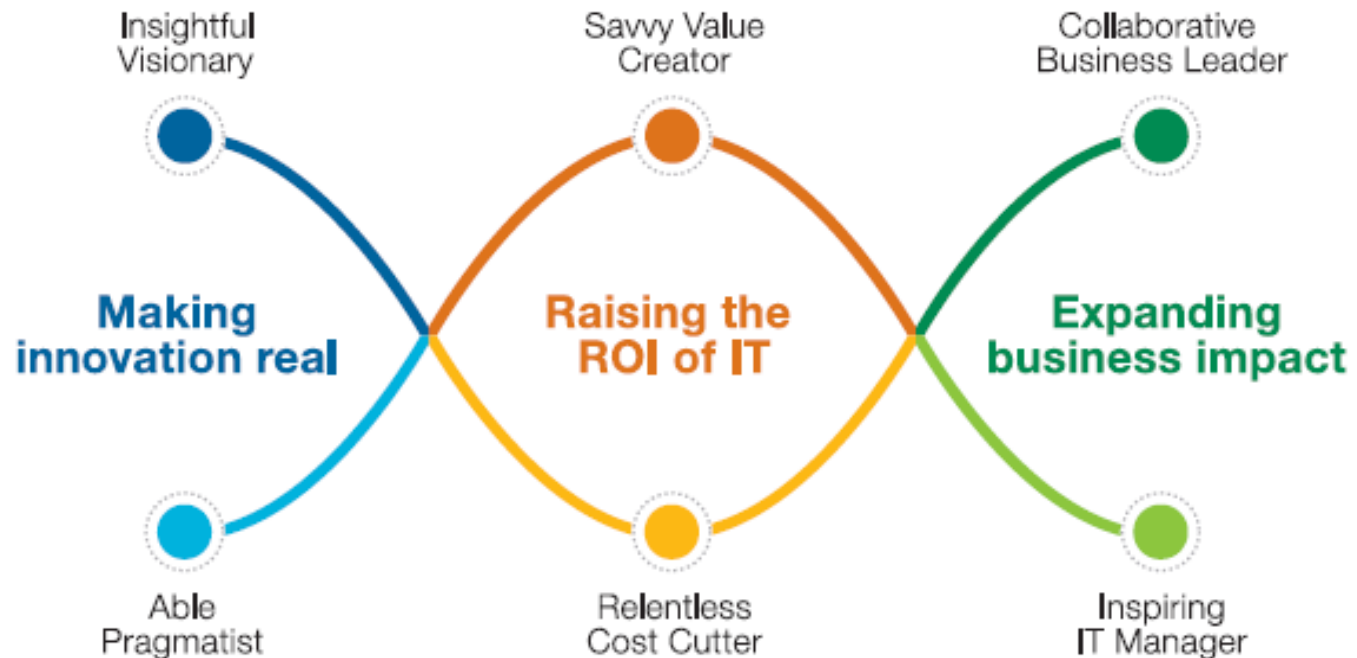
ICT Outlook

- WWW
- Architecture (ERP)
- Mobile
- Vendor/Technology Independent (XML)

The CIO as Orchestrator?



The CIO of the 21st century?



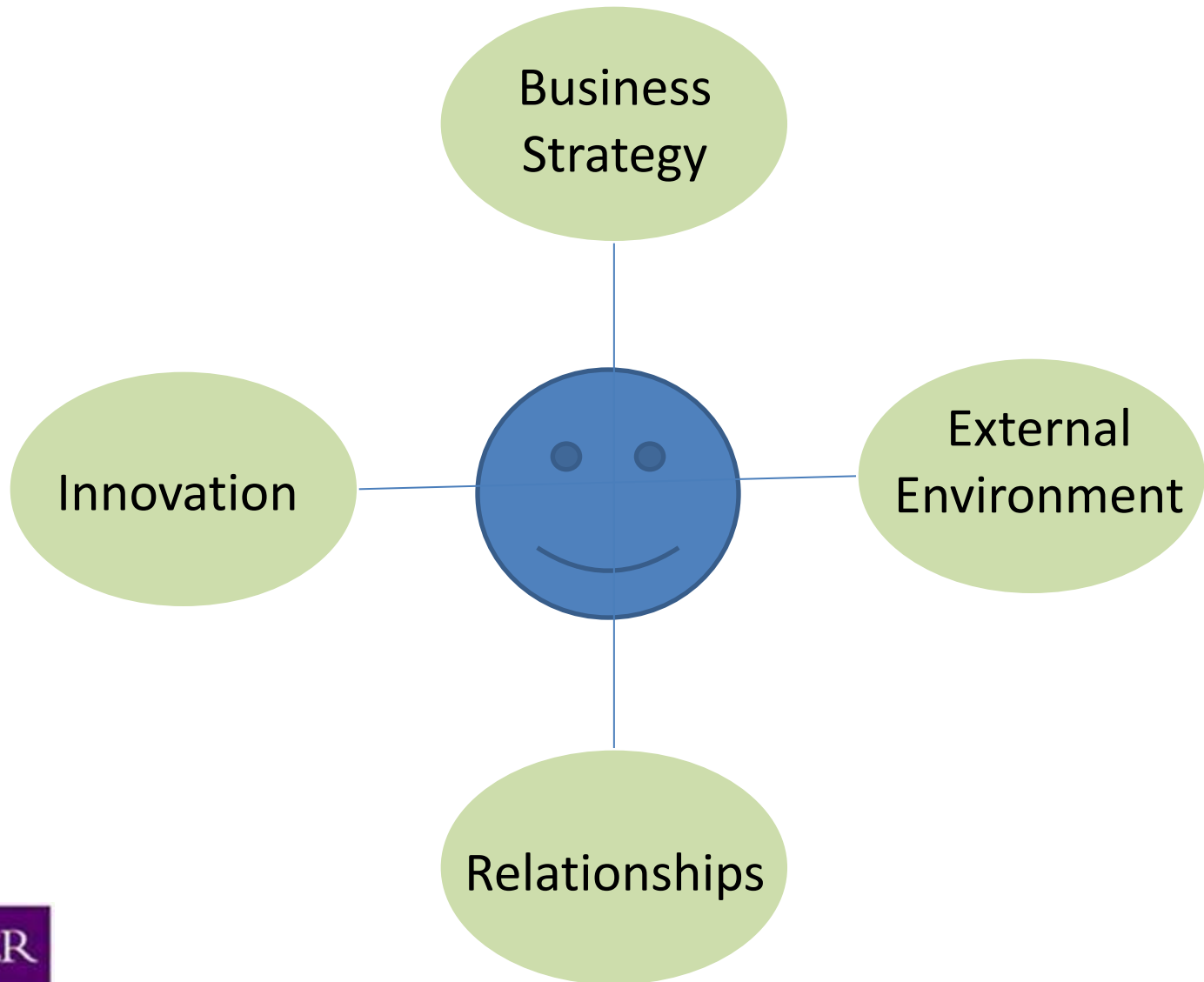
Summary

- CIO role is evolving, expanding and moving up
- CIO role contribution to business strategy
- CIO role contribution to innovation

Open Questions

- How the CIO role contributes to the organisation?
- What are the necessary skills and qualifications?

Research Model



Case Study Overview

- Cross-case analysis
- Stages
 - Collect information (interview, web site, etc)
 - Transcribe interviews
 - Extract and Classify
 - Synthesize and Analyse

Case Characteristics

Case	Sector	Revenue (£m)	Employees	IT budget (£m)	IT employees
1	University	450	8000	17	400
2	Local Gov	1,750	23,500	11	170
3	University	520	7,700	27	600
4	Local Gov	260	2,900	8.5	72
5	Health	860	200	?	18

CIO Reporting Structure

Case	Sector	Job Title	Level	Reports to...
1	University	Director of ISS	3	Deputy Vice Chancellor
2	Local Gov	CIO	3	Chief Finance and Human Resources Officer
3	University	CIO	2	Principal and Vice Chancellor
4	Local Gov	CIO	3	Director of Finance
5	Health	CIO	3	Director of Nursing and Patient Safety

Business Strategy

- Participation in strategic planning
- Alignment IT and business objectives
- Development and implementation of IT strategy
- Enable change management



Relationships

- Enables internal communication
- Improves communication effectiveness
- Enhances collaboration between organisational units
 - Facilitates consultations
 - Feedback and complaints handling
 - Manages stakeholder relationships

External Environment

- Partnerships
- Networking
- Technology awareness
 - Technology assessment and evaluation
- Best Practice Awareness

Innovation (incremental/radical)

- Improve existing products/services
- Reduce costs
- Introduce new products/services
- Problem solving

Innovation Through Information Management

- Getting the *right information* to the *right person* at the *right place* at the *right time* in a cost effective way (right price?).
- Information (records?)
 - Codified (data and content)
 - Source, destination, stakeholder
- Management
 - Structure, processing, delivery
- Organisational perspective



Babis Theodoulidis

Examples of Innovation through IM

- Research Profile Repository
- Applicant and Student Portal
- Customer Data Integration
- Patient Records

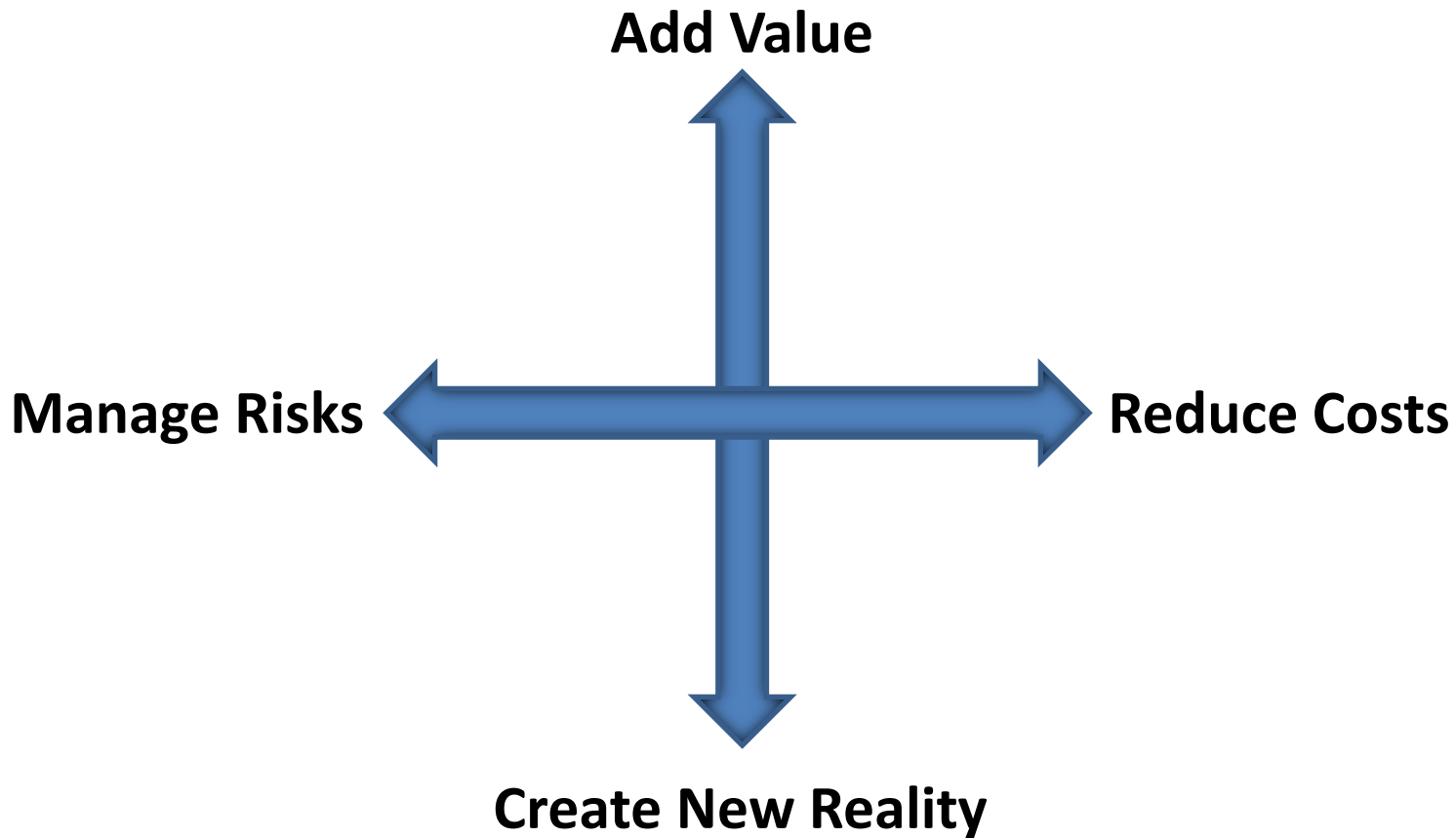
Research Profile Repository

- University-wide repository of research output
 - Publications, research projects, PhD graduates, impact
- Integrate with student records and financial systems
- Innovation aspects
 - Reduce costs, improve planning, improve impact
- Governance aspects
 - risks, disclosure, ownership, costs, personal data

Customer Data Integration

- Single Customer View
- Align with internal systems and with external systems such as ContactPoint, Tell Us Once, etc
- Innovation aspects
 - Reduce costs, improve planning, deliver transformed customer focused services
- Governance aspects
 - security, sharing, disclosure, ownership, costs

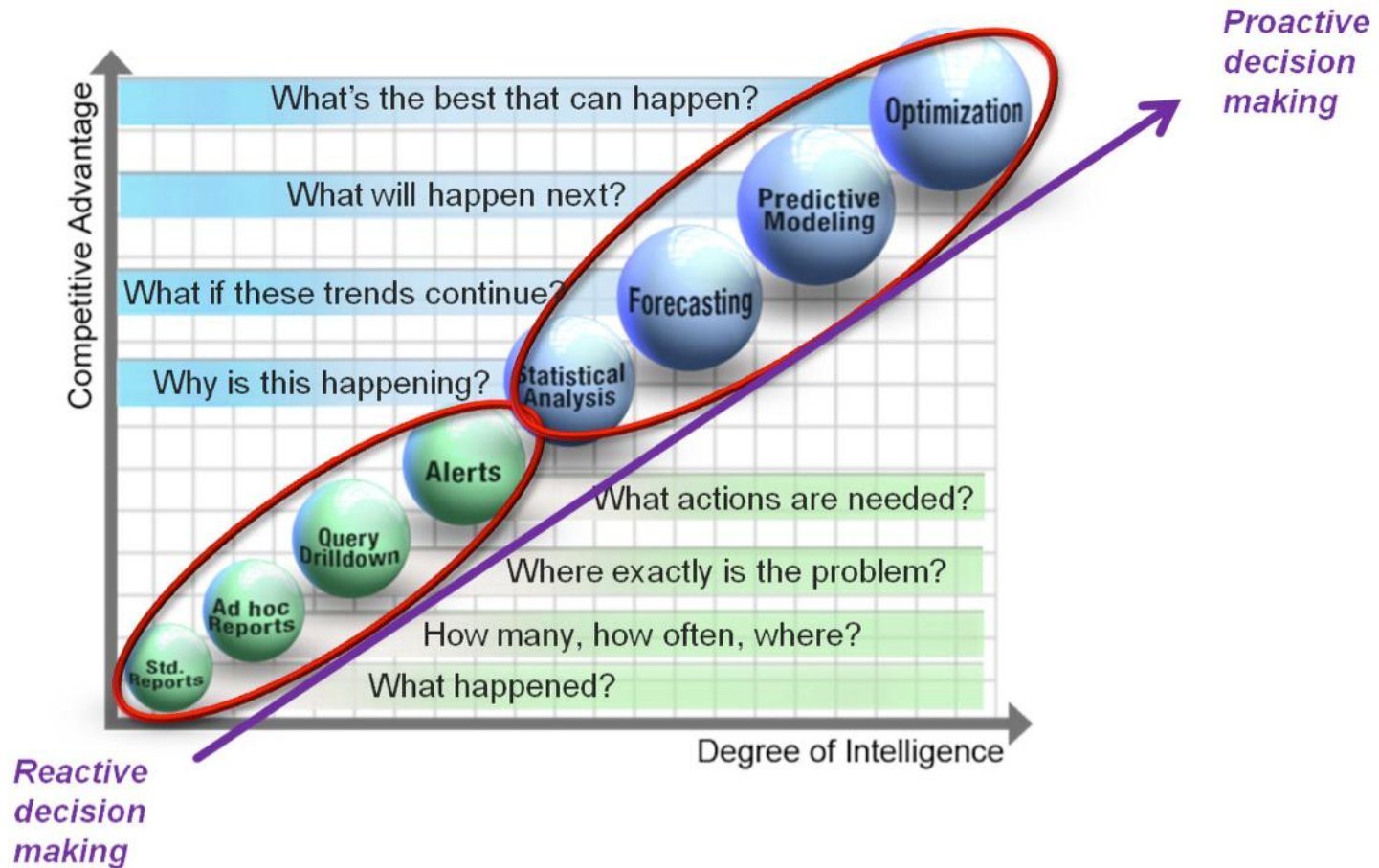
Information and Business Value



Visionary Plans for CIOs?



Information-Driven Business Intelligence



Opportunities and Challenges for Records Management?

- Emphasize value-adding aspects of IM
- Embrace the use of information for decision-making (strategic/operational IM)
- Focus on customer issues
- Enhance IM with
 - Electronic and “Paper” Records
 - Retention and Disposition
 - Audit, protection against alteration and deletion

EMS: An Opportunity for RIM?

- Estates Management Statistics data for 150+ universities from 2002 onwards
- Includes income, number of students, number of buildings, green areas, energy consumption and generation (electricity, water, gas, others), waste, green policies, etc.
- Used for *"record-keeping, monitoring & enhancing performance, demonstrating added value and communicating with stakeholders"*
- University Carbon Management and future HEFCE funding
- Strategic and operational IM aspects

Skills and Qualifications?

- What skills should aspiring CIOs have?
- What are the career paths for CIOs?
- What is the role of Universities and Professional Bodies?
- Is CIO a career-path aspiration for record managers?

Summary and Key Messages

- The CIO role is still evolving
 - Innovation through IM
 - Active role in business strategy
- RM Professionals have a role to play but need to embrace new challenges
- Skills and Qualifications need to be revisited