

IT disruption @ SNCB

Towards a process driven organisation

Agenda

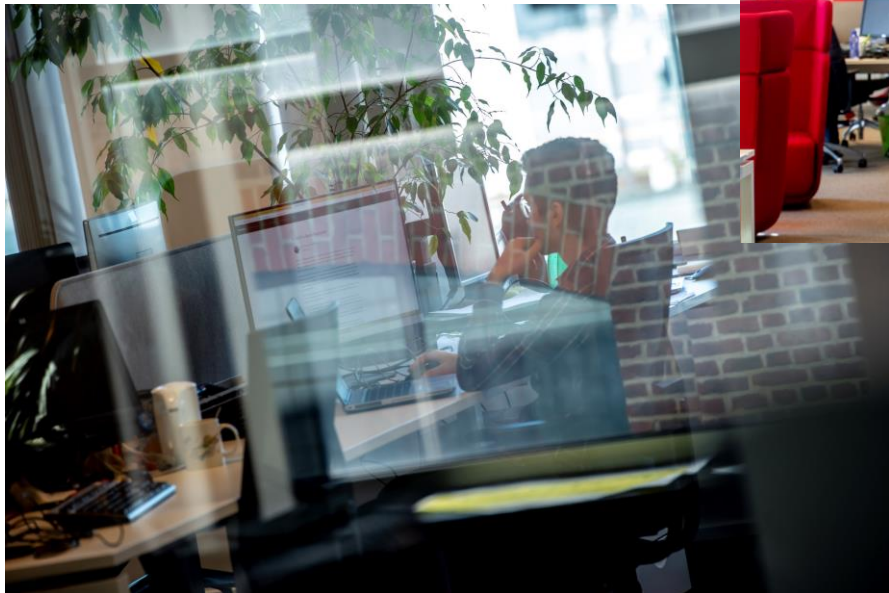
Transformation is like Plumbing

“The society which scorns excellence in plumbing as a humble activity and tolerates shoddiness in philosophy because it is an exalted activity will have neither good plumbing nor good philosophy; neither its pipes nor its theories hold water.”

1. How SNCB-IT is evolving from an “Individual competence” driven organisation towards a process driven Target Operating Model, where individual skills still make the difference and where “people” are important.
2. How clear roles & responsibilities, increase accountability and ensure retention ... even in times on change and transition.
3. How does SNCB handle the different changes, the organisational adaptations, people moving from position, training programs to ensure people keep delivering with passion.

YPTO?

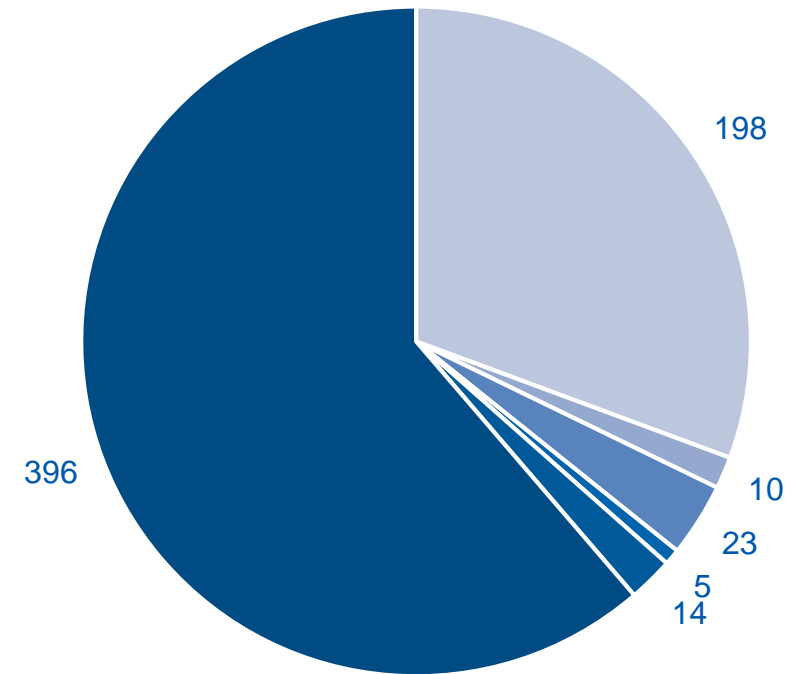
YPTO is a 100% subsidiary of SNCB providing all IT services to SNCB and its subsidiaries.



We're a complex organisation

- Mix of # 6 contractual environments
- Union of SNCB
- Unions of YPTO (PC 200)

- YPTO contractuels
- NMBS Contractuels
- NMBS Statutair
- NMBS Detache
- EX passenger solutions
- Contractors (EXT)



Headcount

External factors force us to change

1. EU directive from 2014 forces NMBS to be out of Infrabel datacentres by 31/12/19 and to have implemented on all IT-levels the segregation between network operator and operator
2. 2023 Liberalisation of public railway traffic

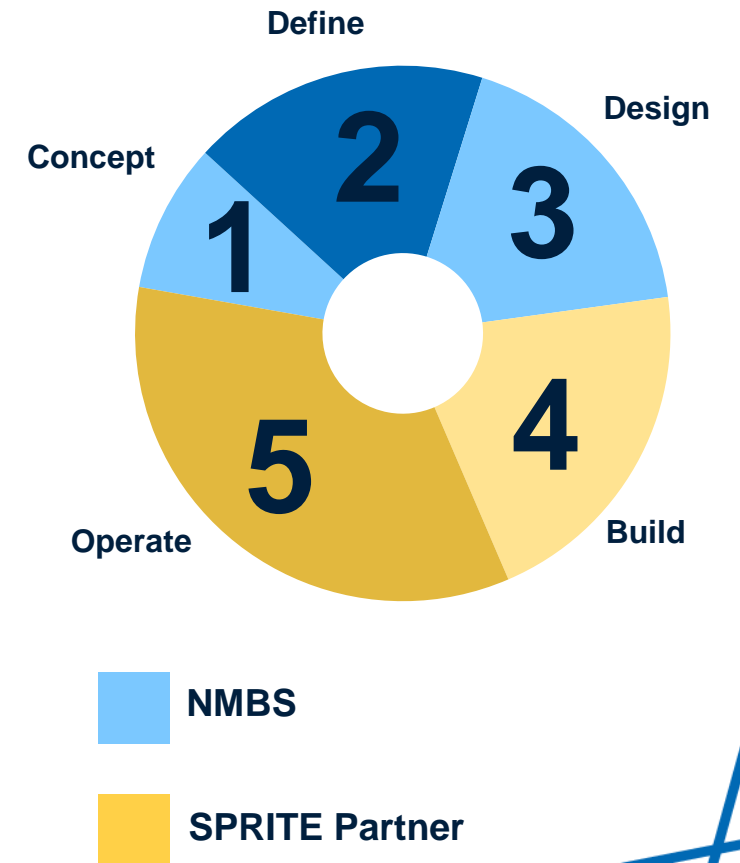
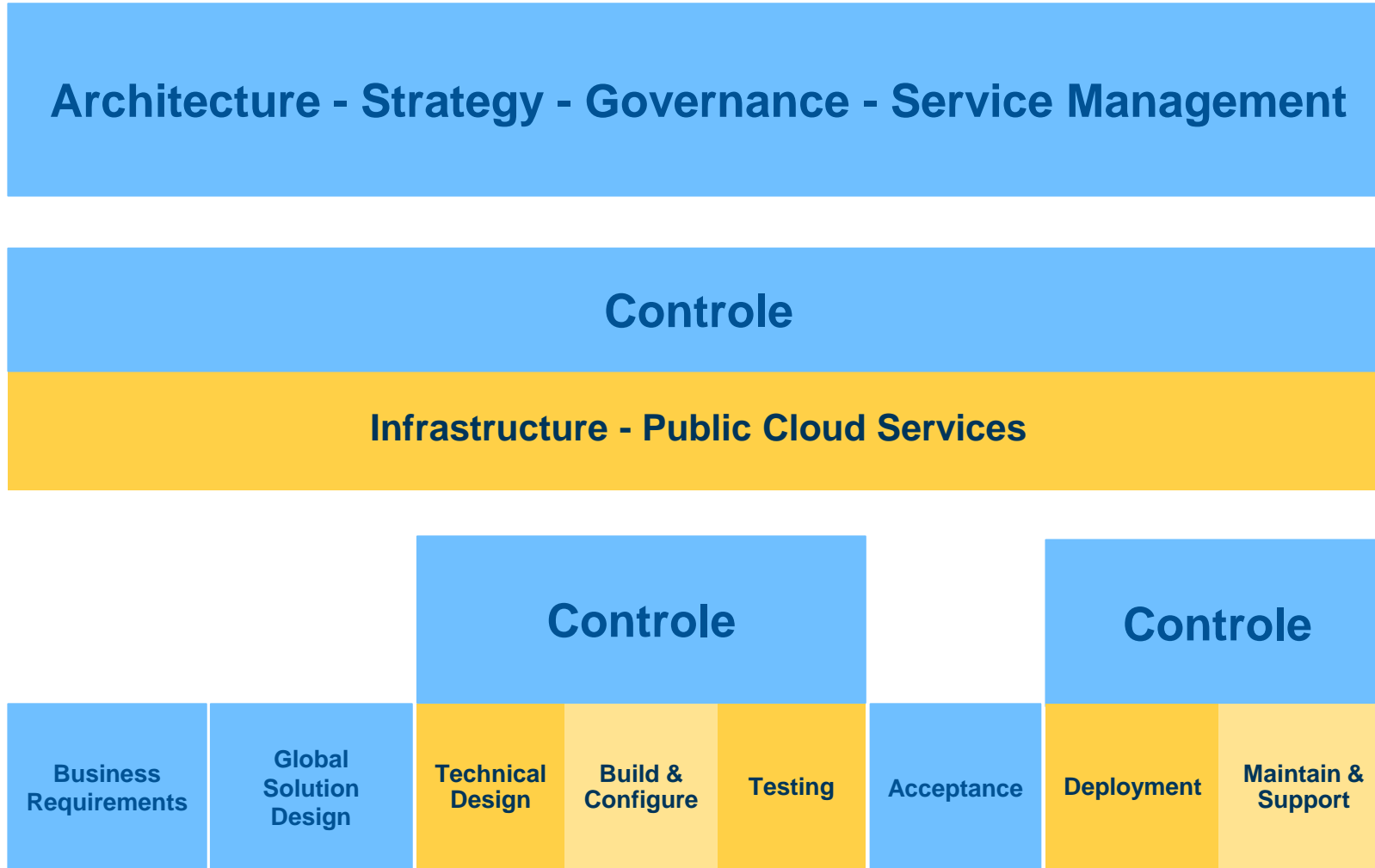


1° Outsourcing
contract to Tata Consulting Services (TCS)

SPRITE outsourcing contract goals

- 1 Increase efficiency & cost competitiveness of resource pool
Leverage labour arbitrage and expertise of vendor resources to increase efficiency & cost competitiveness
- 2 Implement obligation to separate from Infrabel
Transfer infrastructure to benefit from scale effects and expertise
- 3 Increase current service offering
Introduce top-notch cybersecurity service and new development tools
- 4 Transform the organisation
Implement cloud-first IT strategy, simplify IT landscape

SPRITE outsourcing contract spirit



SPRITE outsourcing contract decomposition



ADM¹

Develop, maintain and test new and existing (non-SAP) applications



ERP

Host and provide new or change existing functionality to SAP business applications



BIA²

Deliver all BI and Analytics functionalities e.g., data sources, reports, dashboards ...



IT service continuity

Ensure business resilience on IT: Disaster recovery, high-availability



Transversal services

Establish all IT life cycle and service mgmt. (delivery and support) functions



ICT operations

Provide and support all environments (compute, storage and network) e.g., operational services, monitoring and interventions



Cloud

Set up and support all cloud services (IaaS³, PaaS⁴ & SaaS⁵) through broker



Infrastructure

Install and operate servers, storage and IaaS incl. architecture, network mgmt., etc.



Co-location

Provide all facilities for centralized (non-) production computing environments



Cyber security

Ensure desired level of protection and risk reduction against IT threats

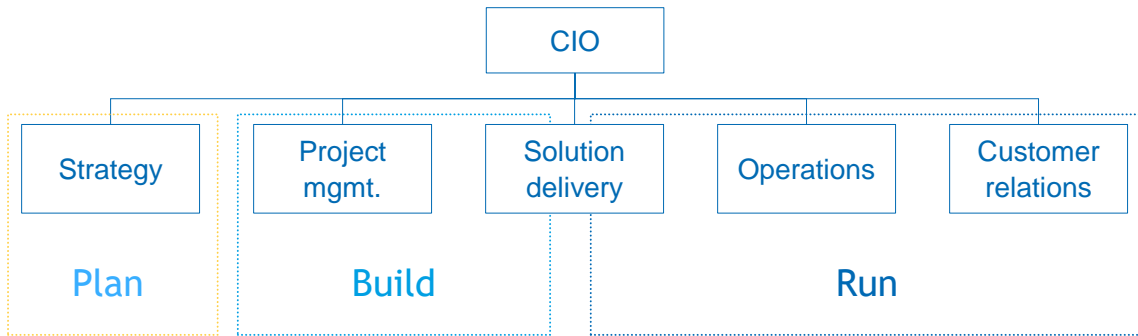


Network and Conn.

Manage data network environment: Cloud, DC, internet ... connectivity

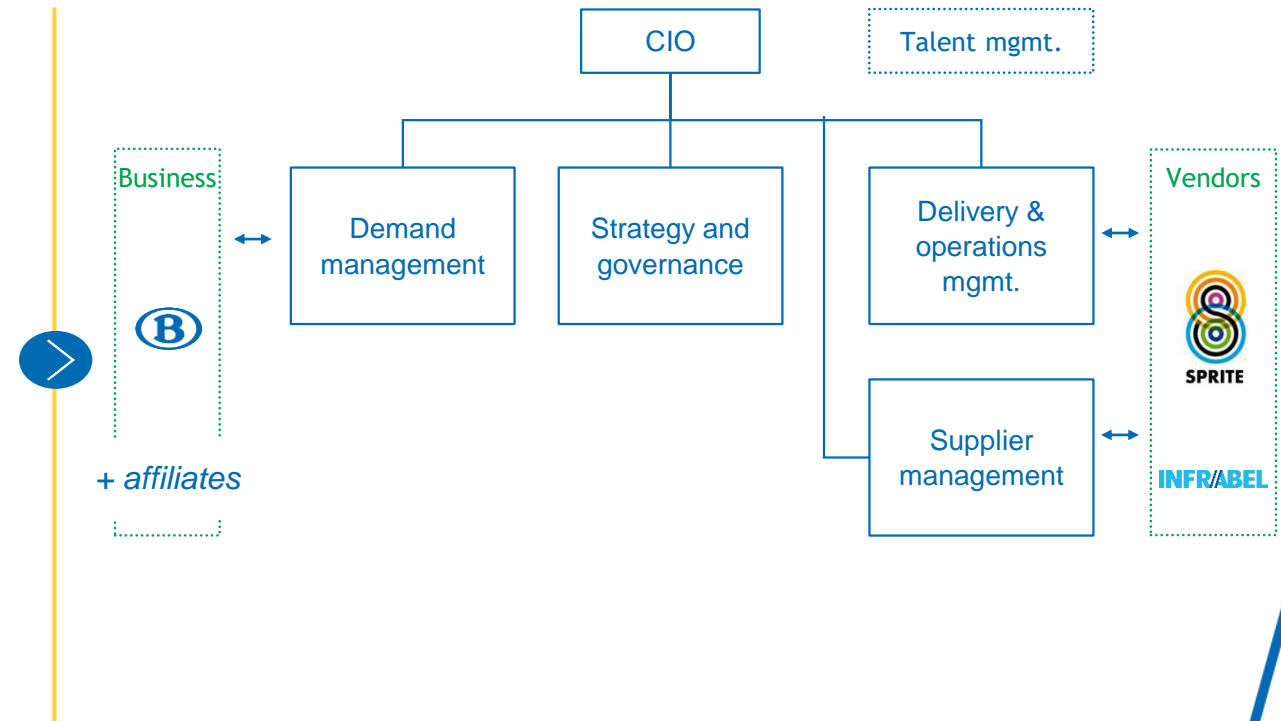
YPTO an organisation in transition

From the original plan, build, run model...



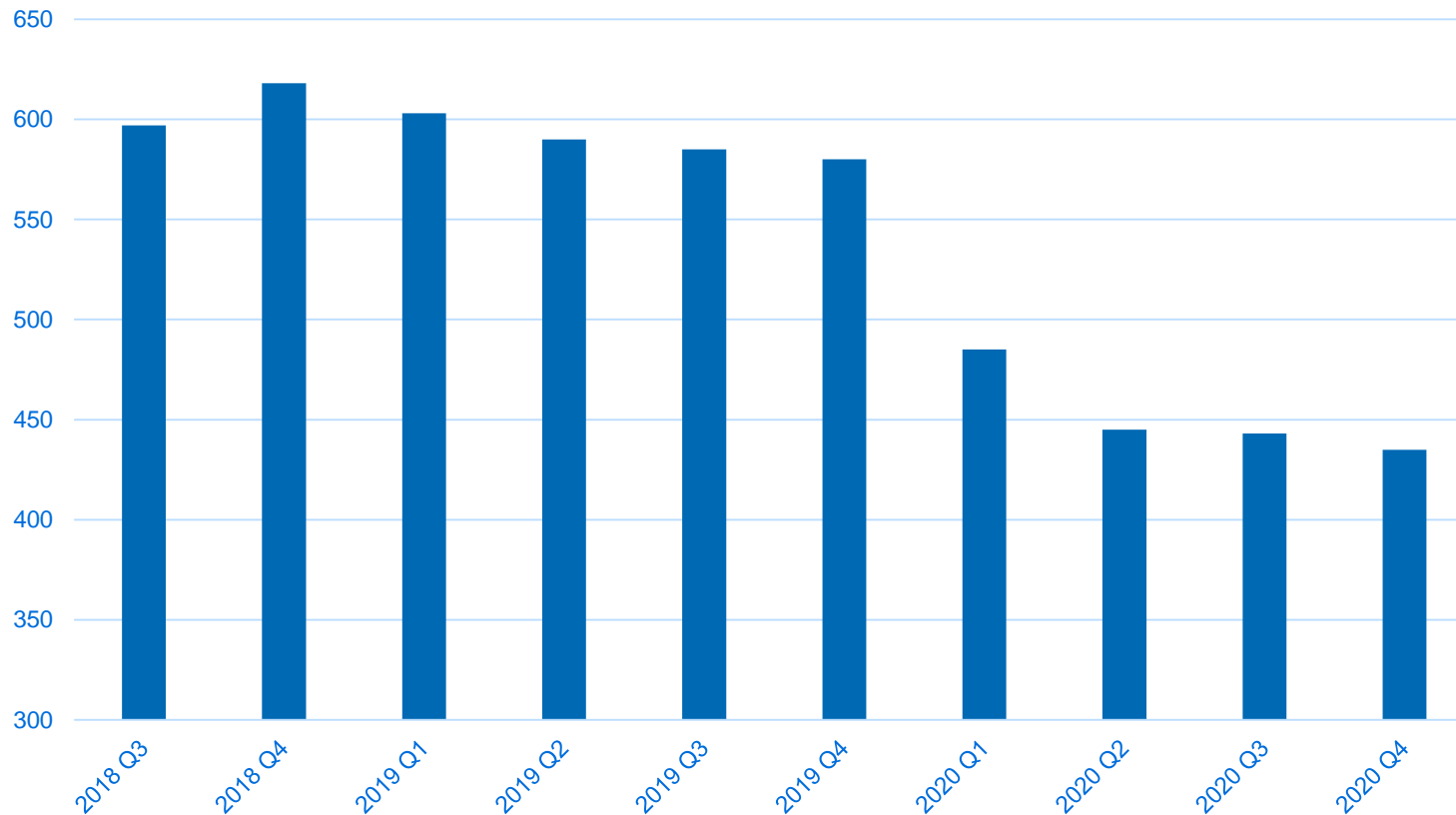
... via a Transformation organization in place by Q1 2019

... to an Orchestrator organization fully effective by Q4 2020



YPTO an organisation in transition

FTE evolution

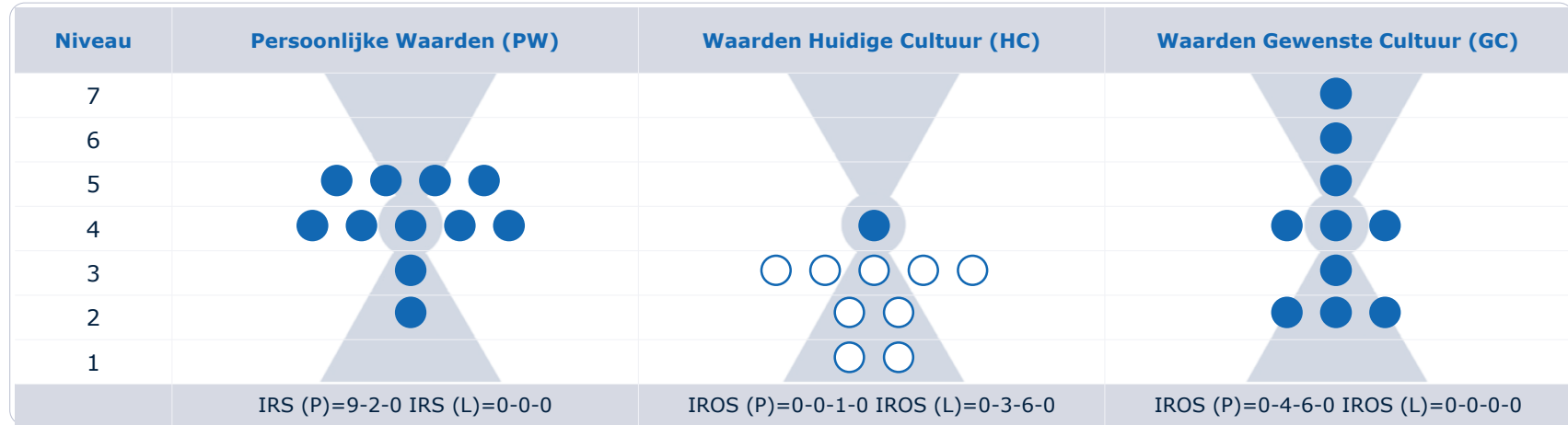


- Internalisation of key positions
- Internal mobility for 51 people
- Opening of 94 new payroll positions
- Shift from contractors to TCS collaborators

Be the predictable & trusted co-creation partner,
enabling the digital transformation of NMBS,
applying IT best practices

IT MISSION STATEMENT

Overall Group (338)



	Persoonlijke Waarden (PW)	Waarden Huidige Cultuur (HC)	Waarden Gewenste Cultuur (GC)
Overeenkomsten			
PW - HC 1			
HC - GC 1			
PW - GC 0			
nieuwe verzoeken			
Culturele entropie: Huidige Cultuur 57%			
	eerlijkheid 128 5(I)	verwarring (L) 203 3(O)	transparantie 122 5(R)
	continu leren 104 4(I)	bureaucratie (L) 195 3(O)	lange-termijn perspectief 119 7(O)
	respect 99 2(R)	silo mentaliteit (L) 191 3(O)	open communicatie 108 2(R)
	zelfstandigheid 99 4(I)	koninkrijkjes (L) 177 2(R)	erkenning van de werknemer 107 2(R)
	doorzettingsvermogen 98 4(I)	korte-termijn-gericht (L) 173 1(O)	efficiëntie 98 3(O)
	vertrouwen 94 5(R)	hiërarchisch (L) 140 3(O)	teamwerk 98 4(R)
	kwaliteit 91 3(I)	informatie achterhouden (L) 140 3(R)	klanttevredenheid 95 2(O)
	aanpassingsvermogen 89 4(I)	werkonzekerheid (L) 130 1(O)	ontplooiing van medewerkers 94 6(O)
	integriteit 89 5(I)	de schuld geven (L) 116 2(R)	<i>evenwicht (thuis/werk)</i> 92 4(O)
	<i>evenwicht (thuis/werk)</i> 88 4(I)	<i>evenwicht (thuis/werk)</i> 87 4(O)	informatie delen 92 4(O)
	humor/ pret 88 5(I)		

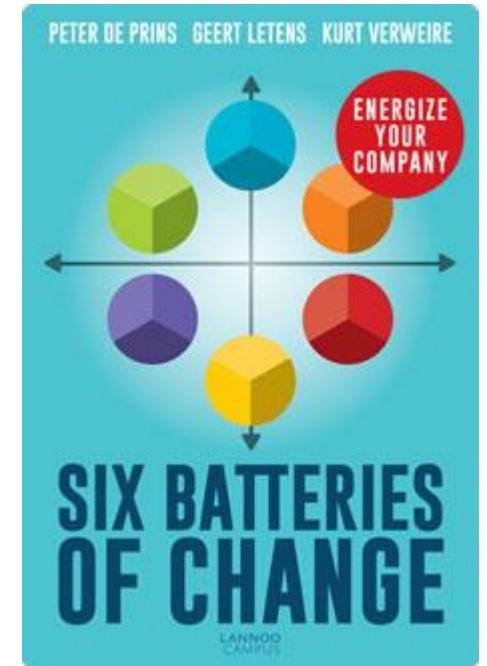
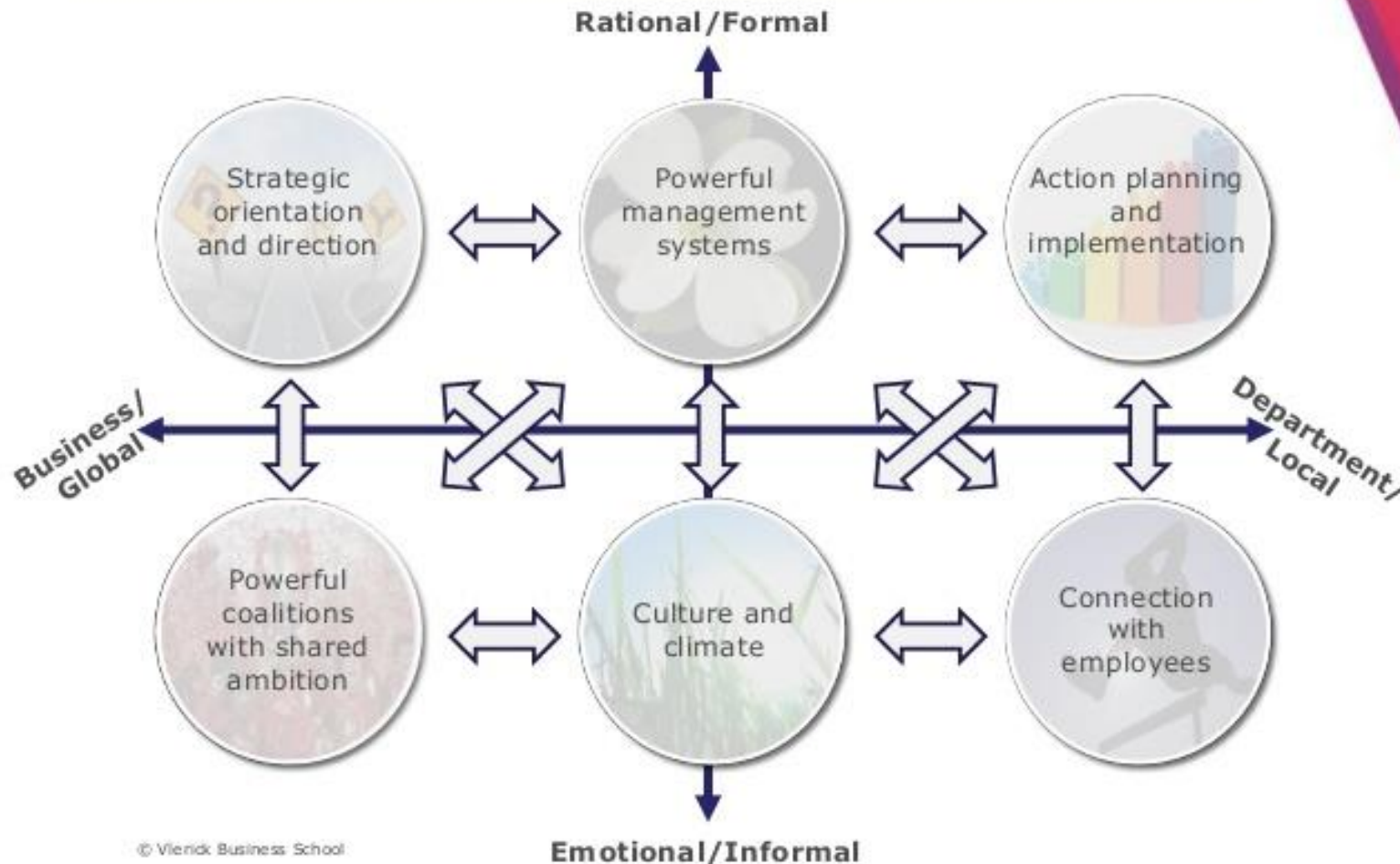
Zwart onderstreept = PW & HC
 Oranje = PW, HC & GC
 Oranje = HC & GC
 Blauw = PW & GC

P = Positief
 L = Mogelijk beperkend (witte cirkel)

I = Afzonderlijk
 R = Relatie
 O = Organisatorisch
 S = Sociaal

Change needs to be “structured”

VLERICK 6 BATTERIES MODEL FOR SUCCESSFUL IMPLEMENTATION OF CHANGE

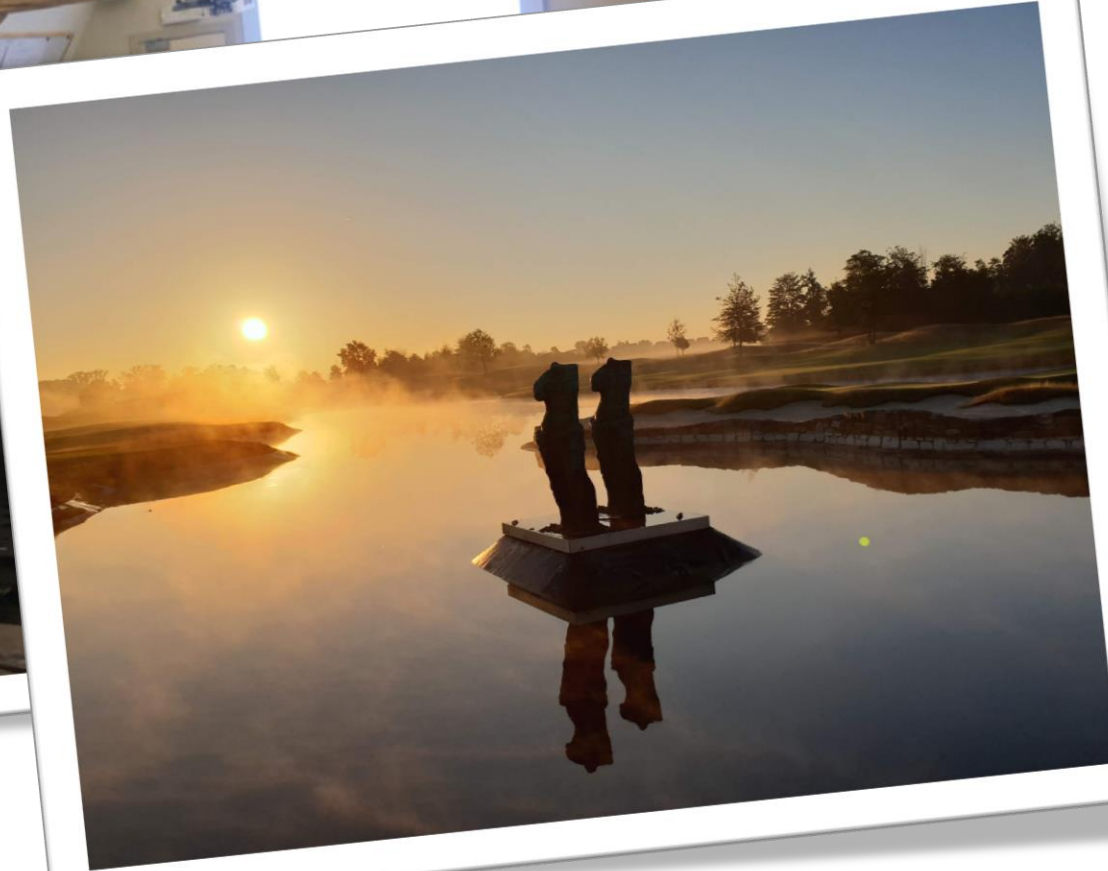


Change can (will?) be confronting



- With 6 batteries deep in red you're forced to work on all of them
- We set an active focus on 3 areas

Ambitious top team



- Invest in your team
- Identify who supports the desired end-state
- Don't wait too long to take the "difficult" decisions
- 1 team, otherwise you don't survive
- # management off sites

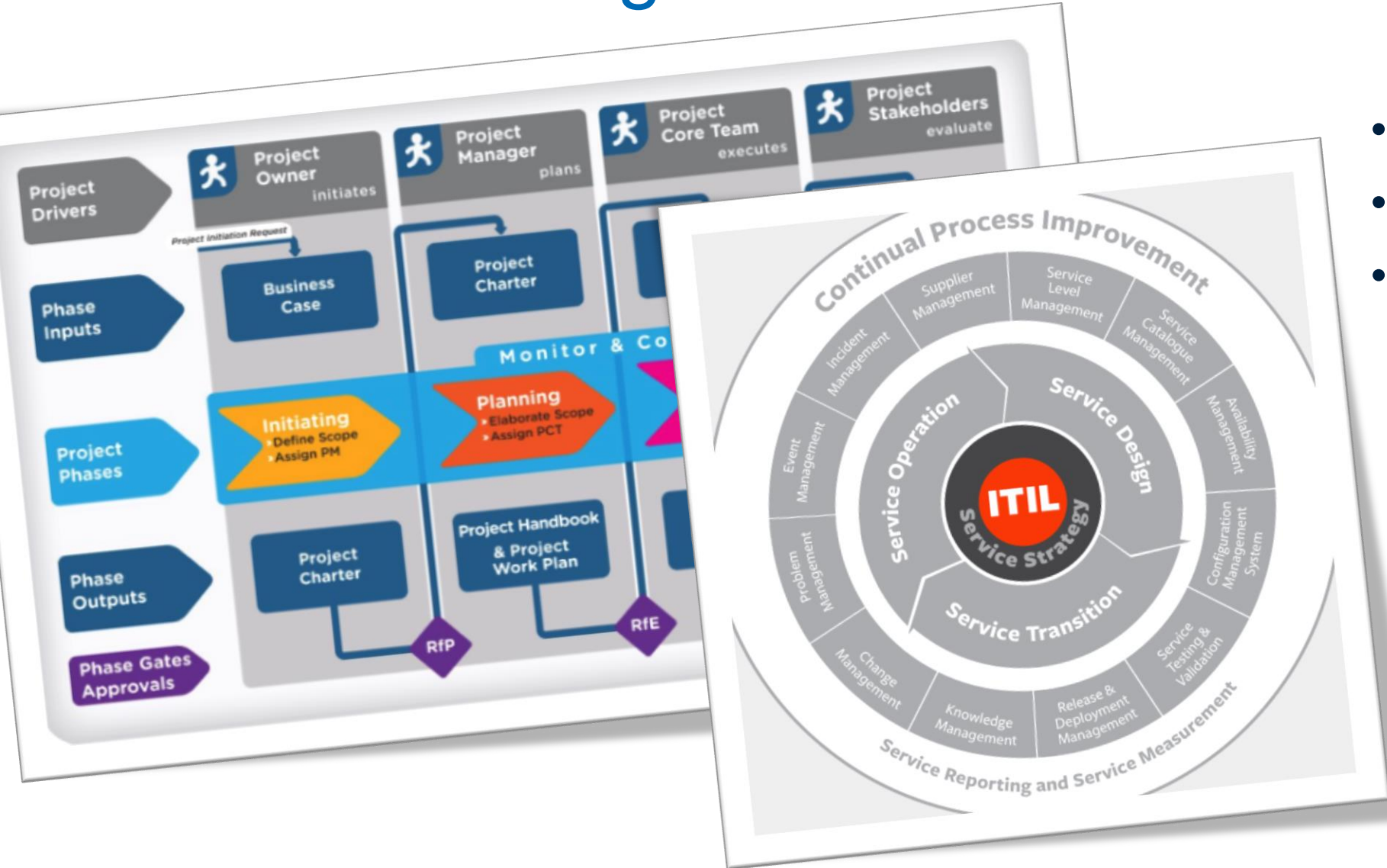
Powerful management infrastructure

- ✓ Er wordt niet teruggekomen op gemaakte beslissingen
- ✓ Bij elke beslissing wordt iedereen betrokken
- ✓ Bij elk besluit wordt iedereen betrokken
- ✓ Meetings worden voorbereid + gewerkt aan



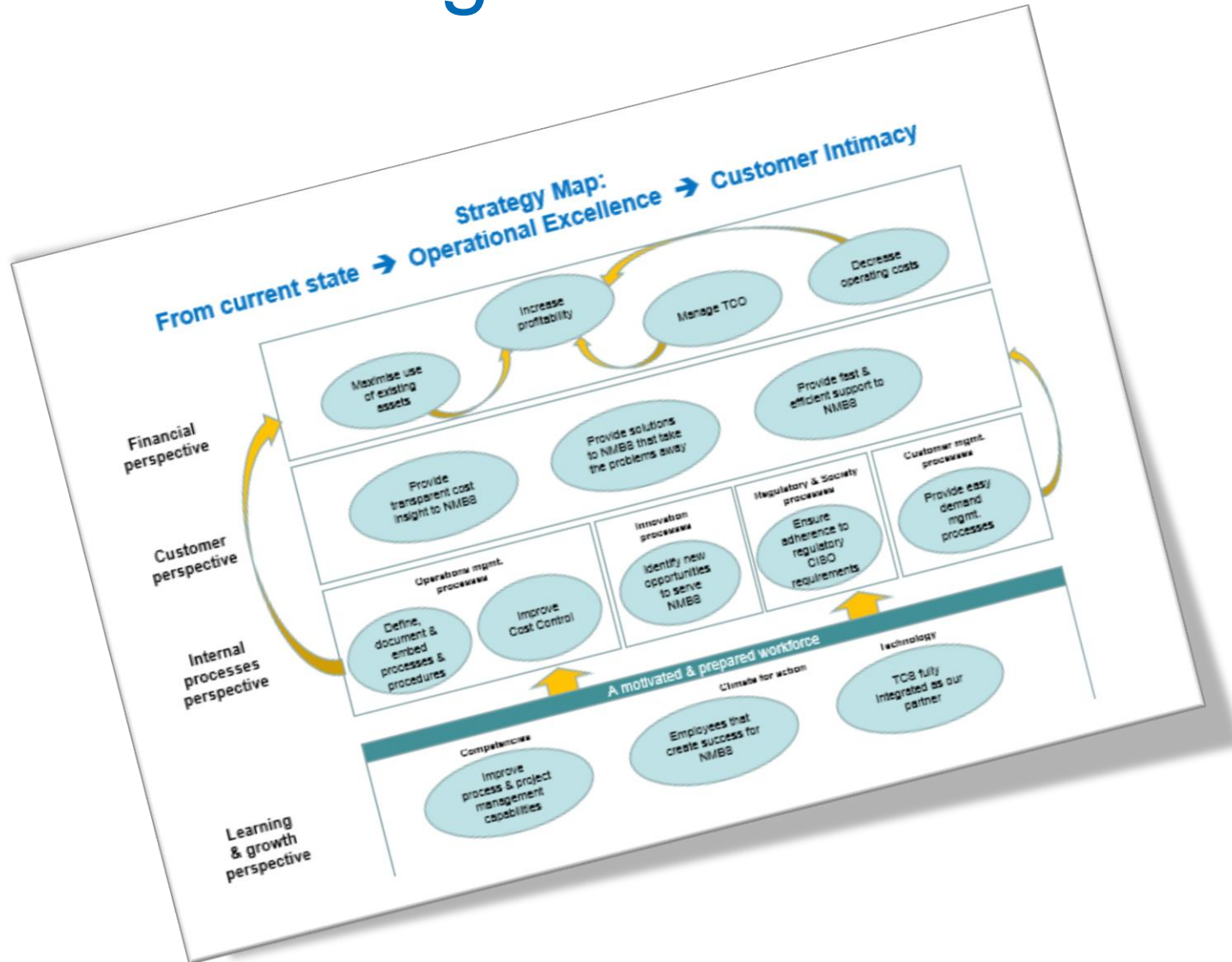
- Strict governance
- Non negotiables
- Clear R&R
- Management reporting
- New insights sometimes force you to “revert”

Powerful management infrastructure



- Focus on coaching
- Focus on training
- Adopt not adapt

Clear strategic direction



- Start with the end in mind
- Translate it to the floor “simple”
 - We want to become a process driven organisation
 - We want to be financially sound

Action planning & implementation

CLARITY everybody has the same view on one version of the truth

The top screenshot displays a SharePoint dashboard titled "Transition (Knowledge Transfer) Dashboard". It features a table with the following columns: KT Wave #, # Apps, Knowledge Acquisition (KA) Completion Status, KA Planned Completion Date, Secondary Support (SS) Completion Status, SS Planned Completion Date, Primary Support (PS) Completion Status, Go Live Planned, and Go Live. The table lists data for waves AMC1 through AMC4 and support groups ASG2, ASG3, ASG4, and ASG4-2.

KT Wave #	# Apps	Knowledge Acquisition (KA) Completion Status	KA Planned Completion Date	Secondary Support (SS) Completion Status	SS Planned Completion Date	Primary Support (PS) Completion Status	Go Live Planned	Go Live
AMC1	3	100%	15-mars-19	100%	29-mars-19	100%	15-avr-19	
AMC2_11June	10	100%	12-avr-19	100%	17-mai-19	100%	14-oct-19	
AMC2_8July	17	100%	26-avr-19	100%	15-sept-19	89%	30-sept-19	
AMC2_CanonESB	13	85%	30-sept-19	85%	01-oct-19	85%	12-oct-19	
AMC3_GENESIS	11	18%	20-sept-19	0%	20-sept-19	0%	20-sept-19	
AMC3_MS	15	93%	27-sept-19	50%	11-oct-19	50%	28-oct-19	
AMC3_6August	18	88%	18-sept-19	17%	04-oct-19	0%	28-oct-19	
AMC3_20August	11	33%	18-sept-19	0%	04-oct-19	0%	28-oct-19	
AMC4	2	50%	20-sept-19	0%	04-oct-19	0%	28-oct-19	
ASG2	38	94%	20-sept-19	0%	29-oct-19	100%	15-avr-19	
ASG3	62	28%	15-oct-19	0%	04-oct-19	0%	15-avr-19	
ASG4	39	26%	20-sept-19	0%	22-mars-19	100%	13-mai-19	
ASG4-2	39	26%	20-sept-19	100%	19-avr-19	100%	28-oct-19	

The bottom screenshot shows a SharePoint page for the "1-IT Transformation Program". It includes a navigation menu with "Start", "General", "Program Management", and "Sprite transition". A search bar is visible with the text "Zoeken op deze site". A cookie notice is present, stating "Deze site maakt gebruik van cookies om anal... reclame te kunnen weergeven. Door verder te bla...". Below the notice, there is a section for "1-IT Transformation Program Organisa... Delivering program management, change, (training & expertise)".

But even you if you think you have been clear ... some of your collaborators still not have understood

Action planning & implementation

Context :

Ypto committed to re-orientate the staff /Ypto staff from whom the role had been impacted by the choice to externalise a certain number of activities to an external partner in the context of TOM. Some of the employees (B-IT and contractual Ypto) were impacted by this choice. Ypto committed obviously to limit the social impact for the employees. A job fair was organized in December 2018 to allow employees to make a choice and apply. Interviews with HR were targeted on motivation, experience, competences and the potential of the candidates to evolve towards a new function.

In total: 51 employees were impacted:

- ✓ 36 were reoriented towards a new function within the organisation (TOM)
- ✓ 5 B-IT employees were reoriented to Infrabel
- ✓ 6 employees left the organisation
- ✓ 2 B-IT employees have not yet a new function

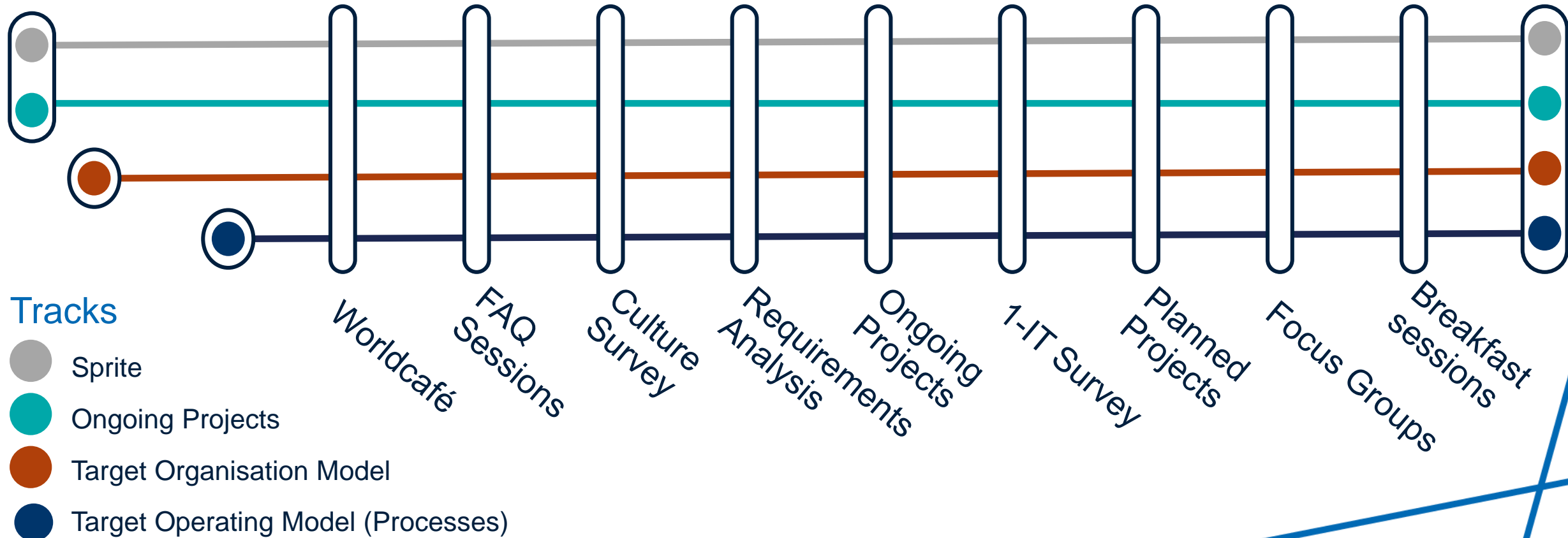
After 6 months in their new function, the employee will be evaluated to make sure they are followed and get the training they need. Employees give positive feedback: they are motivated by their new challenge

Ex-PS employees that signed a contract at Ypto: 17 / 31 since January 2019.

External colleagues that became internal: 10 / 395 since January 2019.

Strong connection with the employees

- Over the past year YPTO has known more changes than any other period of its existence
- We have harvested concerns and needs on different moments:



Strong connection with the employees

It's all about communication

The screenshot shows the YptoNet intranet homepage. At the top, there is a dark blue navigation bar with the Ypto logo and the text 'SharePoint YptoNet'. Below this, there are several menu items: 'Start', 'News', 'Ypto', 'HR', 'Teams', 'Processen', 'Life@Ypto', 'Facilities', and 'Contacten'. The main content area is divided into several sections:

- Welkom op YptoNet!**: A welcome message stating that the intranet is the first point of contact for general information about Ypto, including HR, contact persons, and projects.
- News**: A section with a large image of sandwiches and a headline 'New caterer for Ypto'. Below it, there are two news items:
 - Join your colleagues and run the Brussels Ekiden on 19/10**: A notice to save the date for October 19, 2019, by Lobke Geleyns, published 6 days ago.
 - YptoFactor: aan welke initiatieven en projecten wil jij graag meehelpen?**: A notice by Joren Vos, published 6 days ago.
- Zoeken**: A search bar with the placeholder text 'Voer je zoektermen in...'.
- Meest bezocht**: A list of the most visited pages, including 'Beatriz De La Cruz: "My work can become qu...', 'YptoFactor', and 'Elektrische steps in gebruik'.
- Quick links**: A section with three blue buttons labeled 'EHBO', 'Organogram', and 'PPMO'.

- Define upfront what type of communication uses what type of channel
- Avoid “over” communication

Strong connection with the employees



- Approx. 85 actionable concerns and needs identified
- They are about our habits, our beliefs and our story.

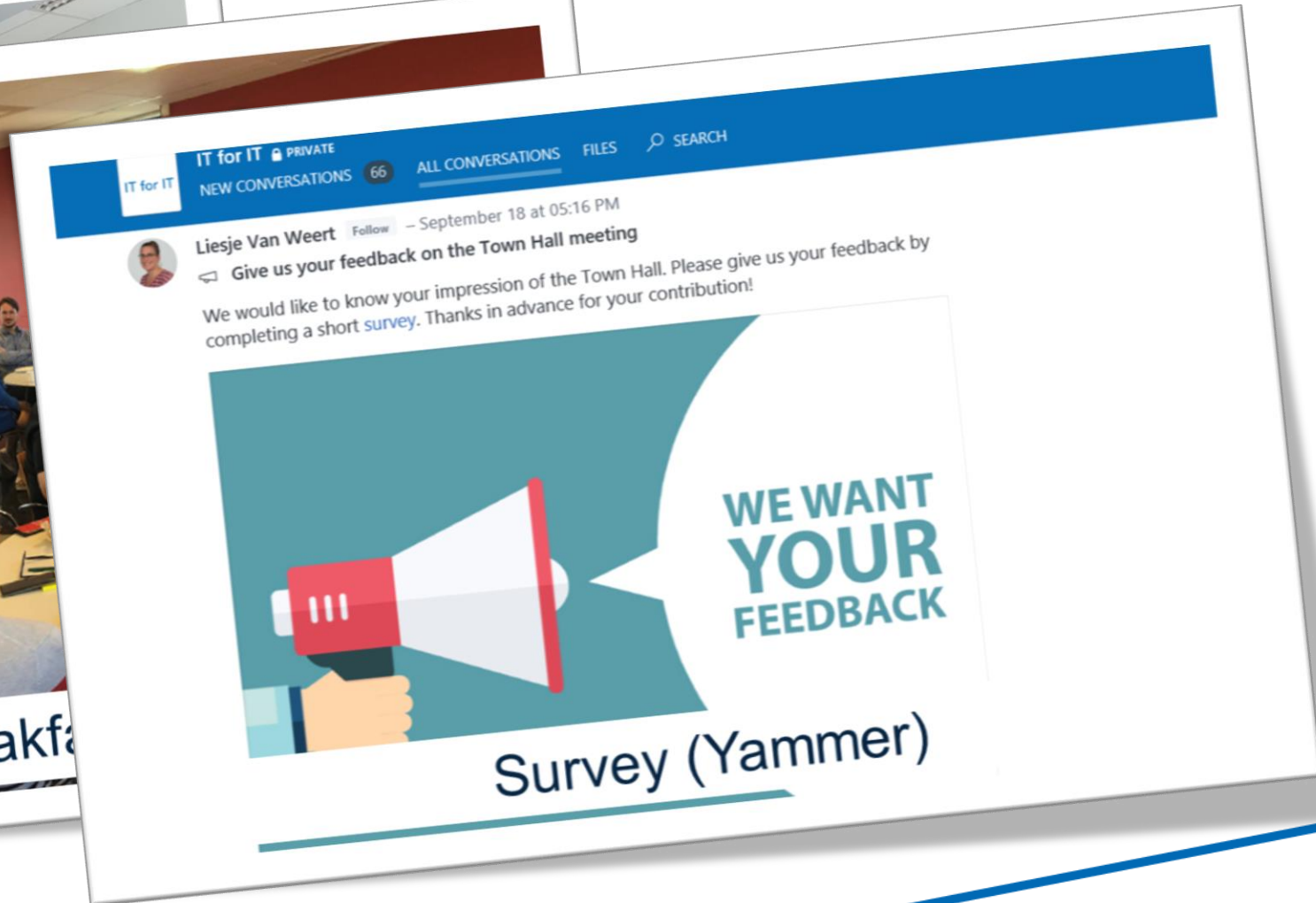
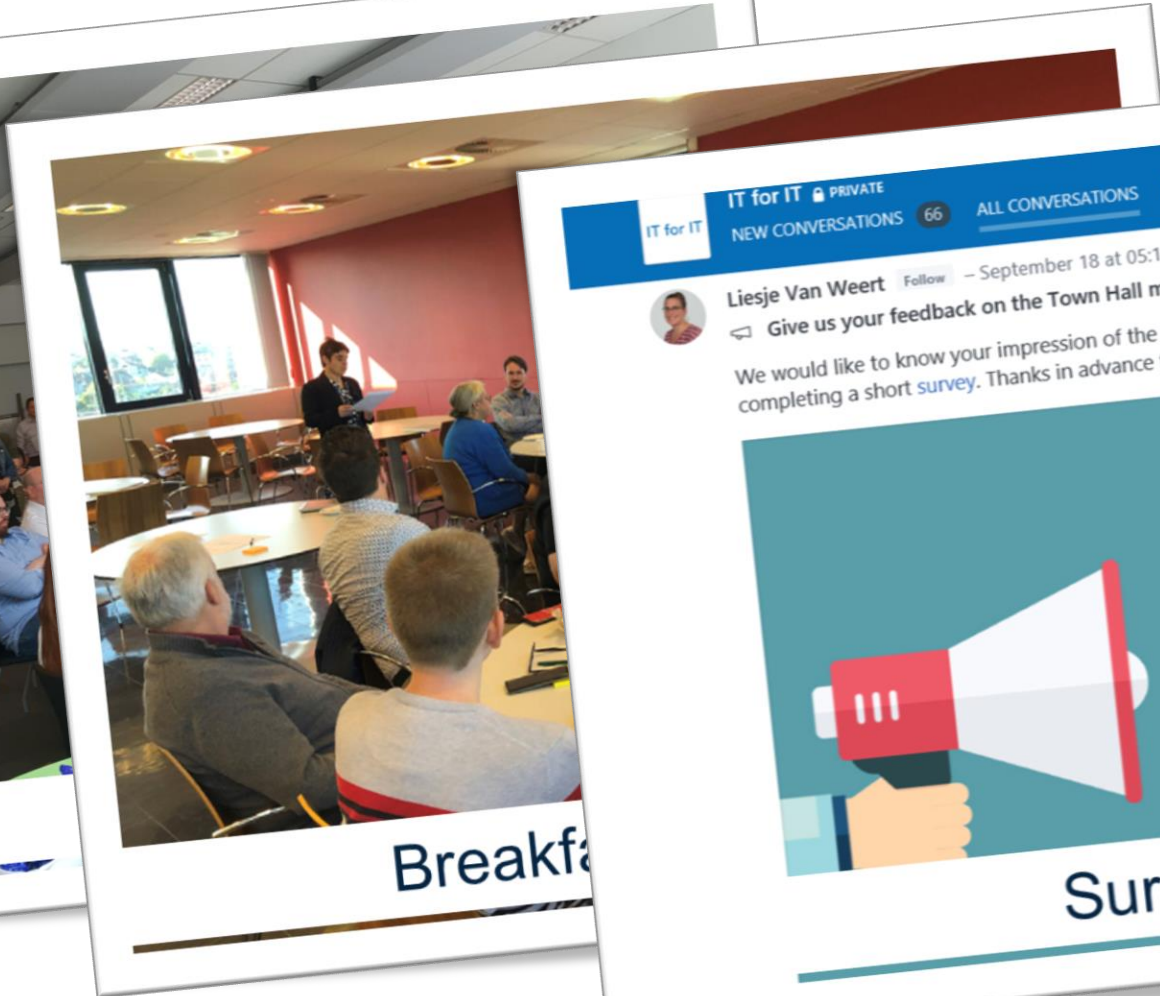
- Screens
- Yammer
- Mail
- Intranet
- Newsletter
- Affiches
- Townhall
- Monthly CIO breakfast sessions
- Monthly “new- starters” F2F
- Meetings & workshops
- Celebrate successes

...

Strong connection with the employees



Breakfast

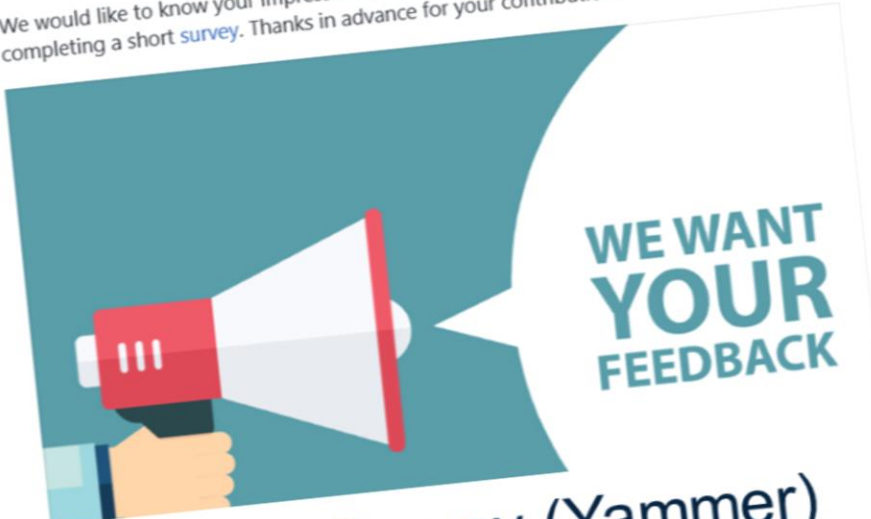


IT for IT PRIVATE
NEW CONVERSATIONS 66 ALL CONVERSATIONS FILES SEARCH

Liesje Van Weert Follow – September 18 at 05:16 PM

Give us your feedback on the Town Hall meeting

We would like to know your impression of the Town Hall. Please give us your feedback by completing a short survey. Thanks in advance for your contribution!



WE WANT YOUR FEEDBACK

Survey (Yammer)

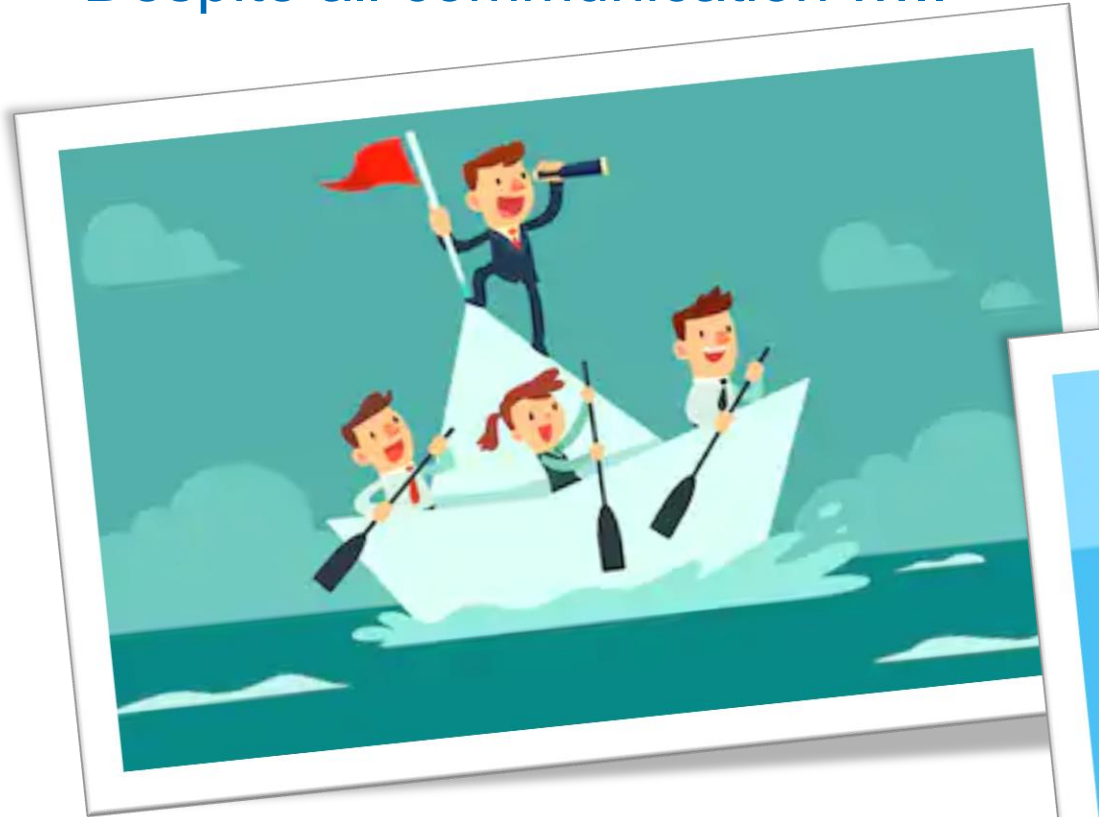
Strong connection with the employees

ypto[®]

Town Hall 13/09/2019

Strong connection with the employees

Despite all communication



Your message may need to be repeated more than seven times before it is effectively retained

Some collaborators , stakeholders

- Will have misunderstood
- Don't want to understand

Manage all your stakeholders



- Business
- Unions
- Senior management

....

- Last but not least
our sourcing partner

SNCB top 200

Manage all your stakeholders

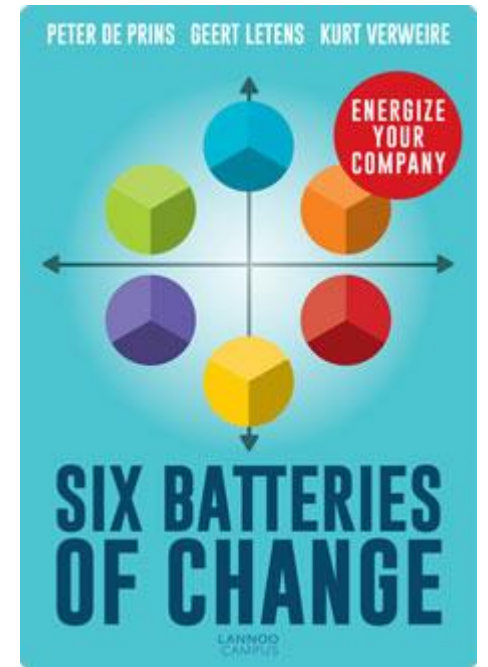
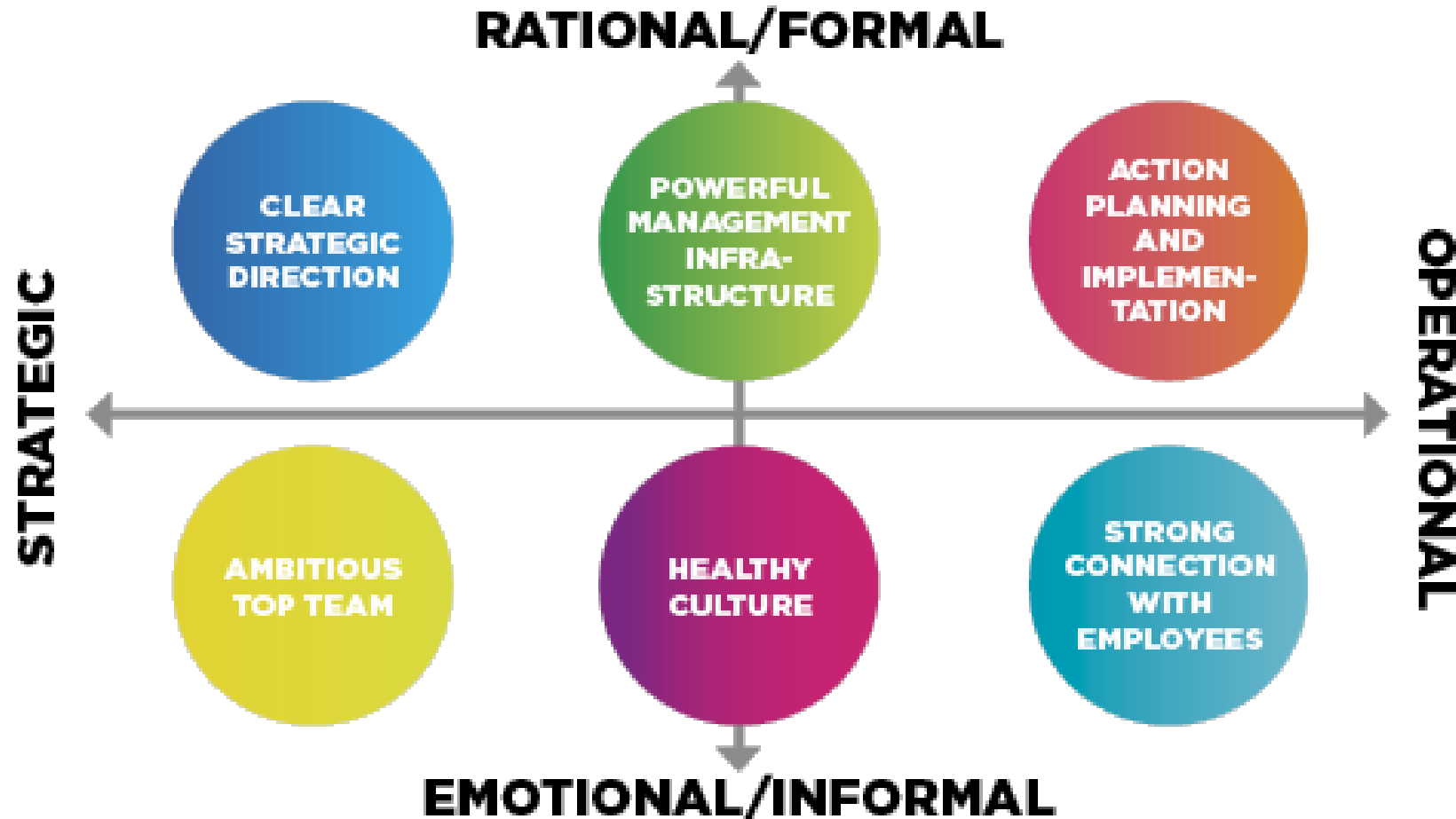


- MCS Teams allows you to collaborate
- F2F builds the “team”
- Each 2 months a SNCB delegation to India

Manage all your stakeholders



Summary : change needs to be “structured”



You don't have to be great to start,
you have to start to be great.



Thank You