

A SAMPLE ICT STRATEGIC PLAN

THIS DOCUMENT

This document provides a template for the Agency ISP report. It provides further details on, and examples of, the documents that will make up the ISP report. Agencies are encouraged to adapt their existing tables and diagrams to present the requested information.

The table below provides a guide on the information being provided under each item.

Information on the subject matter

Agency tasks. The information requested is the minimum expected and becomes less prescriptive in the later phases.

Agencies can provide further relevant information to support or clarify the subject matter

Examples

Fixed Format Response

Acknowledgment: This template has been based upon the DMR Macroscope™.

GENERAL

Agency Name :

Level (*please tick relevant box*):

	Federal Government
	State Government
	Statutory Body
	Local Authority

Contact details for Person Responsible for ISP:

Name:	
Position:	
Address:	
Tel No :	Fax No:
Email id :	

PROJECT INITIATION

Project Plan

If there is an existing ISP and it has been updated or implemented within the last 12 months, then a copy of the ISP can be submitted to MAMPU to confirm sufficiency.

If the latest ISP is more than 12 months old, then there is a need to update it and provide the details as requested in the template.

Provide the schedule for the identified phases of the ISP.
Provide the Manpower plan to carry out the ISP.
The plan should be authorised by the Project Manager and have the approval of the Chairman of the IT Steering Committee.

Business Context Definition

Overview

This phase provides information on the current Agency and IT context that will provide the basis for the subsequent phases to build their observations and form their recommendations.

It is expected that each Agency has its own vision and mission statement that have been revised or updated within the last 12 months. Otherwise there is a need to confirm that these statements are still valid.

Mission Statement

Document the Agency's existing Mission statement.
Describe any IT initiative or projects undertaken to support the Mission.

Vision statement

Document the Agency's existing Vision statement.

Describe any IT initiative or projects undertaken to support the Vision.

"Our vision is to be a world class performer and a Malaysian leader in providing <services in> and to be recognised as such by our customers and suppliers so we will satisfy our customer expectations for quality services at competitive prices."

VISION STATEMENT FOR THE MAINTENANCE FUNCTION

BUSINESS VISION

Autonomous work groups will be responsible for the maintenance of a group of assets

Maintenance personnel will be fewer in number but more highly trained and multi-skilled

Periodic maintenance will be reduced in favour of on-condition maintenance

Reliable and non-critical components will be subject to breakdown maintenance only

INFORMATION SYSTEM VISION

Systems will set the optimum maintenance date on the basis of the maintenance rules and the component's history

The system will intelligently group the maintenance of related components

Set the actual maintenance date

On-site maintenance will be assisted by local access to all relevant maintenance instructions and drawings in electronic form

All data regarding the maintenance undertaken (labour, parts, modifications) will be captured on site

Identify the Strategic Drivers including the government and external environment

The Strategic Drivers are those things that must be done well if the mission and objectives of the Agency are to be achieved.

They represent critical points in the business where leverage may be available. IT may play a part in assisting some of these drivers. It is essential to know the role of IT in assisting these drivers.

Document the Agency's Strategic Drivers. These should cover business, the organisation and IT.

Describe any IT initiative or projects undertaken to support the Strategic Drivers.

The Agency Strategic Business Drivers were identified as:

- Implementation of customer driven business strategies and operations with emphasis on value adding customer service;
- Use of IT to optimise management of work and resources;
- Integration of strategic directions and initiatives with business operations, particularly in the co-ordination of change;
- Operating on a commercially competitive basis with commercial financial management practices;
- Alignment of Agency plans with the objectives and directions outlined within the Electronic Government Blueprint;
- Availability of a skilled and motivated work force with clear purpose, accountability and responsibility.

Business Environment—External

State the trends and issues in the Agency external environment (including the use of IT) for the identified areas :

Key products & services

Customers

Distribution or access channels e.g. information or products to be provided to clients or other agencies, or access channels to the Agencies services or products

Provide this information in a diagram, such as a context diagram. The diagram should show the Agency's supply chain (including other agencies), clients and other external organisations the Agency must deal with in order to deliver its mission.

State the key factors that need to be managed for the Agency to meet its business objectives.

Business Environment—Internal

It is expected that Agencies will have developed key measures that describe the size and extent of their operations, in addition to key performance indicators used to manage its operations.

Key performance indicators and trends

State the trends and targets for the Agency's main performance indicators. It should include financial targets (such as revenue, HR costs, IT expenses). Non-financial targets (such as client service level turnaround time) are also important.

SWOT analysis of support functions

A SWOT (strengths, weaknesses, opportunities and threats) analysis of the Agency's support functions covering areas such as organisations, human resources, technology and functional capabilities.

Findings from recent surveys and studies such as organisation reviews, etc.

If there are any surveys or studies carried out in the last 2 years, provide a brief synopsis of the findings emphasising any implications of the strategy for IT.

Organisational Review

High-level business model

This information can be illustrated by means of a context diagram showing the Agency's important functions and the information flows between them.

Functional roles & accountabilities

Show the Agency organisation chart with a brief description of the accountabilities of each functional area. Include the reporting line for the IT organisation. List the key standing committees and their area of responsibility. Include the Chairman and the members.

Review of key management processes

List the issues that each senior manager identifies that he/she would like to resolve to better achieve his/her business objectives.

List the areas the senior managers identify could be more effective with IT support or improved IT service levels.

Identify any external comparisons that provide 'best practice' measures on the Key Performance Indicators.

Capacity for Change

This is to provide information on Agency readiness to implement change, which is required in order to transform the organisation. The readiness of the Agency will depend on the existing ability and experience of staff and management in relation to organisational change.

Generally, if an organisation has been exposed to major change, then it will be better prepared to embark on the ISP migration plan and manage the risks involved.

Identify any change programmes the Agency has carried out in the last 3 years including organisational restructuring, introduction of new processes and procedures and new IT projects.

IT Literacy

This is to provide an insight as to the IT knowledge of the Agency population, other than the IT department. Measures that describe IT literacy could include: the number of staff with a PC; number with access to PC; experience with managing a remote node of a network; non-IT staff involved with the integrity of the Agency data, the number of staff with MS Office skills, etc.

Provide measures that describe the IT literacy of the Agency staff and their key clients

BASELINE IT ASSESSMENT

Review of Current Information Technology Environment

Applications Portfolio

This is not restricted to classic MIS application systems, but includes all applications of IT to support business requirements (e.g. office technology, voice/image...). These applications might be applications developed by user departments other than IT

Identify existing application systems:

Big 10 : the 10 applications which make the most contribution to supporting the business, especially the strategic drivers

New 10: the 10 most recently developed applications, which make critical contributions to the business. These applications may or may not overlap with the Big 10,

Next 10: the projects currently underway which are intended to make critical contributions to the business.

For each application identified, provide :

- a short description of the application explaining its main functional areas and main group of users
- an assessment of its value to the Agency such as High, Medium or Low
- an assessment of the underlying IT Technology such as Leading Edge, Current or Out of date
- the number of master records for the application and the size of it's database
- the number of transactions per day (Provide the volume for a relevant measurement period).

Technology penetration

Assess the level of IT investment and usage. Provide the following information :

- Amount of IT investment for Hardware & software for past 3 years
- Amount of IT expenses for Overhead (such as salary) for the past year
- No of employees in the whole organisation
- No of PCs not LAN connected
- No of LAN connected PCs
- Identify other terminal devices (e.g. VDUs, printers) and the number for each type
- No of Processors
- No of users with email access
- No of users with Internet access
- No of users with MS Office (Word, PowerPoint & Excel) skills.

IT organisation, resources and skills

Provide the existing IT organisation structure and headcount including the reporting channel to management and any outsourced services. Identify the number of permanent and contracting personnel in the organisation structure. Also include people outside the IT department but who do IT work or who have a working liaison with IT as part of their job.

Identify the existing experience and skills level.

Identify the typical IT projects carried out and whether they are implemented internally or with external assistance.

Provide an indication on the user satisfaction level to the IT range and quality of services.

IT management process

Listed are some examples of IT management processes.

Development and Maintenance e.g. applications planning, monitoring and control; data management, application/software development and upgrade, tuning and system balancing,

Management e.g. financial planning, monitoring and control,

Service Delivery e.g. service level management, security management

Resource Management e.g. capacity, skills

Resource Control e.g. change control

Service Control e.g. production and distribution scheduling,

Information Services e.g. production, distribution, network management

Identify the existing management processes being practised.

Indicate when the documented policy and procedures were last updated or reviewed.

Provide the Table of Contents for each of the documented internal management processes, which are being adhered to.

ISO 9000 accreditation

Identify the areas or processes, which the Agency have completed or are working towards ISO 9000 accreditation. For each of these areas, provide the following details:

- The current progress,
- The completed date or planned time frame in achieving the accreditation.
- IT Service Level Management
- Does service level agreement exist for:
 - major applications,
 - infrastructure (such as desktop and network),
 - IT support.

If yes, summarise the key service levels for each of the above.

IT environment

It is expected that each Agency can provide high level, or Architecture diagrams that describe the IT environment. These would normally cover applications, data and IT infrastructure (Host, or network computers, networks, etc.)

Provide the Architecture Layer Diagrams for the Agency. At the very least, it should cover: production environment, development and testing environment.

Refer to Example 1 in Sample Diagrams.

Provide Network Diagrams for the Agency's network which show:

- LAN,
- WAN,
- Connectivity to public networks,
- Connectivity to other external organisations and agencies
- Include information such as bandwidth, location topology and protocols.

Refer to Example 2 - 4 in Sample Diagrams.

Strategic Directions

Summary

Based on the analysis of the corporate strategies, business drivers and the current business and IT assessment, develop the agreed model of the transformed organisation. This may require the use of business process re-engineering (BPR) techniques.

The transformed organisation

Provide the model(s) which describe the transformed organisation. Describe the changes in the Agency, its business practices, supply & delivery channels, etc. required to satisfy the strategic drivers.

Role of Information Technology in supporting the new organisation

Determine the business drivers for IT that will drive changes to the IT organisation, its business practices, its services and if necessary, its IT infrastructure.

Implications of IT for the new organisation

Determine the changes IT will need to undergo in order to support the transformed organisation

Opportunity Areas

Determine the immediate opportunity areas in which IT can provide leverage to the business

IT OPPORTUNITY Qualification

Summary

This phase builds on the work of the Strategic Directions and identifies all the IT opportunities to support the Agency to achieve its target. These opportunities should be assessed against the reality of IT services, facilities and staff capability, the business priority and the resulting benefits. This phase will produce the list of IT projects to be carried out through the ISP.

Summary of projects identified, concentrating on business case aspects

Provide a summary list of identified IT projects in a table with an assessment of:

- Strategic value to Agency
- Benefits to be delivered
- Costs
- Priority
- Risk
- Implementation impact
- IT impact
- EG alignment.

Summary of cost/benefit analyses

Provide a summary list of identified IT projects and their projected costs and benefits, both tangible and intangible.

Project Definition (to be treated for each recommended project)

For each recommended project provide :

- Project overview
- New environment scenario
- Project Objective
- Target user groups
- Resources required (people, costs, other,.....)
- Architectural implications
- Technical feasibility
- Key dependencies
- Overall schedule
- Expected benefits
- Cost estimates
- Risk assessment
- Impact assessment

Deferred Projects

Provide a list of the deferred projects with the following:

- Description of deferred project
- Reasons for deferment
- Plans for re-examination

TARGET IT INFRASTRUCTURE

Vision for Information Technology

The IT vision will be based upon the findings of the Baseline IT assessment and the business vision. It will describe the changes that IT management will need to implement to support the transformed organisation. This deliverable will provide the focus for IT projects during the ISP timeframe

Provide the Agency IT vision and mission statement to support the transformed organisation.

Provide a summary of the IT support required for the transformed organisation.

Describe the key IT policies and principles.

List the IT business drivers.

List the IT organisational changes required.

IT Group aim to be:

- A strategic asset that is flexible and enhances the Agency's opportunities for growth and business performance.
- A fundamental part of business re-engineering and total quality processes - a facilitator and catalyst of change - providing managed leverage and value add to the business.
- Demonstrate support for EG polices and directions through the submission of aligned projects for funding.
- Managed as a business issue not a technical one.
- Supplied by value adding service and product suppliers both internal and external to the Agency working in partnership with the business.
- Meeting the balanced and justified needs of both the Agency and its operating units.
- An area where the Agency excels and focuses on the application of Information Technology for business advantage.
- Clearly enjoying the benefits of consistency with IT standards and policies, which are manifested in enhanced flexibility, cost efficiency and effectiveness, managed risk and business advantage.

Information Technology Infrastructure

Applications Portfolio

Provide a list of the application systems according to the following grouping :

- Prime business applications—which support the Agency business objectives and EG’s objectives
- Internal management applications—which support internal management such as HR, project management
- Support applications such as word processing, workflow, e-mail, document management.
- Provide high-level diagrams of applications for the target organisation showing the applications and their interfaces, including applications of external agencies and organisations, if appropriate.

Data model

Provide a high level Data Model at the “data subject” level to show the information base of the transformed organisation.

IT Delivery Model

Provide the following diagrams to show what and how IT will be delivered to the users :

- Architecture Layer Diagrams
- Network Diagrams
- Technology Zone Map

(Refer to the requirement for the current IT environment in Section 6).

IT Management

IT Organisation & Manpower

This phase defines the IT management structure, practices and skills, etc. to support the transformed organisation.

IT Steering Committee

If there is no existing IT Steering Committee, indicate whether there are any plans to establish such a Committee and when it will be set up.

IT Organisation Chart

Provide the target IT organisation structure to support the transformed organisation.

Indicate the user access channels to obtain support.

Provide the critical support departments that are required to work with IT or to support IT (e.g. Business Process Management, Systems & Methods).

Provide the strategies such as internally provided system integrators or outsourcing, etc for the Agency to provide the required support.

IT Skills Required

Identify the IT skills required to support the target IT organisation and how the agency plan to equip itself with the required skill set. Information needed include :

- Skills required,
- Is it available internally,
- How to obtain the skills required. (e.g. recruitment, internal development, use of consultants, outsourcing).

Headcounts

Indicate the number of personnel estimated to staff the target IT and any new support departments.

Service Level Management

Describe :

- IT services required,
- Service level targets.

IT Management Processes (defined for each key process with recommended changes)

Provide a description of the IT Management processes to be implemented. Include :

- Purpose of the process,
- Stakeholders,
- Proposed changes.

Migration Planning Summary

The Migration Plan for the ISP period sets out the projects and time frame that will move the Agency from its current state to the transformed organisation.

Provide:

- A summary of the Migration Plan,
- Brief overview of objectives, key agency objectives and migration strategy.
- Brief description of key projects (objective/deliverable, delivery date, cost/benefit, significant risk issues).

Financial Summary

Provide a table of recommended projects with their cost benefit information.

Implementation Strategy

Provide the implementation strategy including :

- Summary of target environment (overall organisation and IT environment),
- Major migration objectives for next 3 to 5 years,
- Approach and phases to migrate to target environment,
- Change management issues and recommendations.

Projects Schedule (For next 3 to 5 years)

Provide a Gantt chart, which shows a schedule of all recommended projects. Include the IT management initiatives identified during the IT Management phase.

EXECUTIVE SUMMARY

Executive Summary

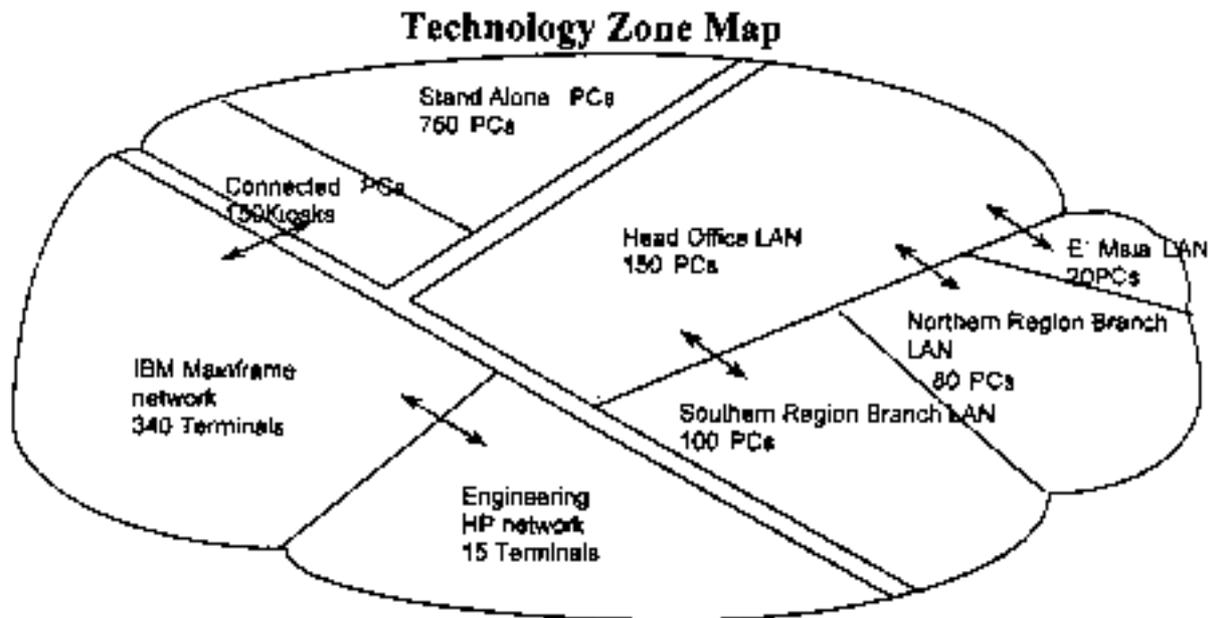
The Executive Summary is an important deliverable that will provide the Agency and other Government staff a clear overview of the Agency ISP. It will hopefully encourage Agency staff to read the detailed sections that comprise the ISP.

Provide a summary for the executive group that summarises the key findings and recommendations.

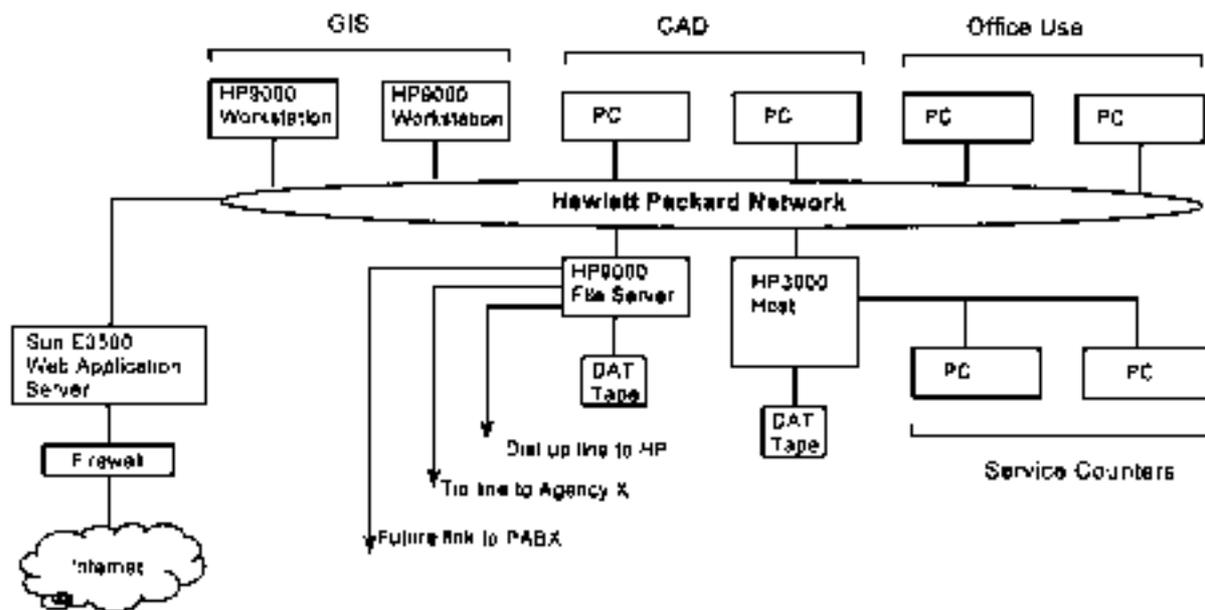
Sample Diagrams
Example 1 - Architecture Layer Diagram

Architecture Layer		Host System	LAN Servers	Workstations
Applications		For budgeting and other special core business functions, a suite of systems, custom designed to meet Agency requirements and interfaced where appropriate to the financial system, SAGA	For relatively routine business and corporate functions (HR, GL, AP, Library and Records Mgt etc) application packages preferably running on the LAN file servers	
Tools		Potentially an Economic Modelling Tool	Standard MS Office Environment (Word, Excel, PowerPoint) E-mail (MS Mail)	
Development Environment	Tools	High Productivity Development Environment (Windows-4GL, Powerbuilder, Visual basic)	Standard User-Developer small systems development environment (MS Access)	
	DBMS	SQL based Relational Database (Oracle, Informix, Sybase)		
User Interface		Microsoft Environment (MS Windows or Work Groups for Windows)		
Access Security		Transparent Network and Database Security		
Network		Robust network operating system (Novell)		
Operating Systems		An open systems Operating System (UNIX, Windows NT)	MS DOS Windows NT	MS DOS
Hardware Platform		High Performance Host Processors(s) (HP, IBM, etc)	PCs - Pentium Firewall File Servers	Desk Top PCs Notebook PCs

Example 2—Technology Zone Map



Example 3 – Network Diagram A



Example 4 – Network Diagram B

