

DPS

Proposed Structure

March 2005

# Objective

To improve:

- how we make decisions
- how, when and where we interface with our customers
- where we allocate resources
- our transparency and accountability

# Process

This presentation considers firstly:

- how delivery of Information and Communication Technology (ICT) services might be managed; then
- possible consequences of change on other DPS groups; and finally
- a possible re-organisation of DPS

# ICT Service Delivery

# Principles

DPS ICT services will be:

- customer focussed
- flexible
- transparent
- responsive
- cost effective
- accountable

# Customer Focussed

We consciously strive to:

- know what customers want & need
- talk to them using their language
- understand their business
- provide ICT leadership to support that business
- include them in our decision making

# Flexible

Our people and processes are:

- outcome focussed
- results driven
- good at listening
- innovative
- aware of current industry trends

# Transparent

Our activities are understood because we:

- publish:
  - our plans and budgets
  - what people are entitled to receive from us
- report our performance against plan
- have Key Performance Indicators (KPI's) that:
  - are meaningful
  - align with corporate objectives
- have developed and maintain a catalogue describing our services and products



# Responsive

We provide responsive services by having:

- simple processes
- standard (ready to go) services
- the expertise needed to support those services
- excellent information management capability
- a commitment to provide progress reports on outstanding issues
- seamless internal functions
- a commitment to learning based on experience and customer feedback

# Cost Effective

We deliver value for money through:

- a culture of cost consciousness
- benchmarking our services
- market testing external providers
- purchasing based on Total Cost of Ownership (TCO)
- decision taking based on Return on Investment (ROI)
- specifying development projects in line with affordable business needs

# Accountable

Our decision making and performance is overseen through:

- a formal governance structure that:
  - operates on three tiers
  - includes customer participation
- publication of reports detailing our:
  - financial performance
  - other performance indicators
  - benchmark data
  - major acquisitions/projects

# Proposed Structure

- Three core 'branches'
  - Operations
  - Development
  - Policy and Planning

# Operations

Planning timeframe	0 – 12 months
Customer	all of APH and electorate offices
Task	deliver 'As Is' capability
Characteristics	<ul style="list-style-type: none"><li>• reliable</li><li>• responsive</li><li>• secure</li><li>• efficient</li><li>• helpful</li></ul>

# Development

Planning timeframe	6 – 24 months
Customer	Operations, Business system owners
Task	develop and deliver future capability
Characteristics	<ul style="list-style-type: none"><li>• quality outputs</li><li>• formal Project Mgt</li><li>• Program Mgt Office</li><li>• application support</li><li>• separate hardware &amp; software</li></ul>

# Policy & Plans

Planning timeframe	up to five years
Customer	DPS Exec and staff
Task	'corporate health'
Characteristics	<ul style="list-style-type: none"><li>• long term</li><li>• planning</li><li>• governance</li><li>• marketing role</li><li>• business mgt</li></ul>

# Operations

Would include these existing sections:

- Infrastructure (ITACS)
- Client Support (CSBH)
- parts of IS and Web Services from LRM (if they have any servers)



# Development

Would include:

- Projects (ITACS)

and parts of

- IS and Web Services (LRM)
- System Manager & Planning (BM)
- HR and Finance technical support (Corp)
- Security Systems & Infrastructure (S&F)

# Policy and Plans

Would include:

- Business Management (ITACS)
- Standards and Security (ITACS)
- parts of Security Systems and Infrastructure (S&F)

# Implications

- Implementation
- Governance framework
  - within DPS
  - including the Chamber Departments
  - involving members, senators & staff
- Consequences to rest of DPS

# Implementation

- Change management team
- Staff management strategy
- Consultative process with staff
- Outstanding issues (such as)
  - standalone business systems

# Governance

- Within DPS there would be:
  - executive committee
  - IT management committee
  - project approval board
  - monthly reports
  - project management framework

# Governance

- As key customers and stakeholders, the Chamber Departments would:
  - be invited as observers to the project approval board
  - have a formalised role, possibly through the current Senior Mgt Coordination Group
  - have membership of an IT user forum

# Governance

- We would offer Members, Senators and their staff:
  - formal agreement for Electorate Offices with DOFA
  - product/services catalogue
  - membership to the IT user forum

# Other DPS consequences

- Proposed ICT changes potentially impact all seven DPS groups because:
  - Principles ought apply across DPS
  - Changes not limited to current ITACS
  - Cannot justify three branches devoted to ICT



# DPS wide considerations

- common customers or outputs
- separation of purchaser and provider
- span of control
- total direct reports
- total staff numbers
- size of budget

# Non-preferred Models

Structure aligned on:

- location of service outlet - one stop shops
- product silos – covering whole-of-life
- internal functions
- technical skill sets

# Proposed Organisation

Structure based on outputs, with organisational blocks for:

- Infrastructure Services
- Product and Service Development
- Content Management
- Information Access
- Research
- Corporate

# Infrastructure

Supports the day to day operation of APH, its people and visitors.

# Infrastructure

Would include current sections:

- IT Operations
- Building Management (not projects)
- Security
- Facilities

# Product and Service Development

Create and deliver into service the capability necessary to support operation of APH into the future

# Product and Service Development

Would include:

- IT Development
- Building Projects
- Other capital project activity
  - security

# Content Management

Creates, validates, maintains and archives public domain information associated with the operation of APH



# Content Management

Would include:

- Hansard (not publishing)
- Broadcasting
- Web content management
- Electronic Media Monitoring (?)

# Information Access

Enable access to public domain information associated with the operation of APH

# Information Access

- Library Database Services
- Collection Management
- Web Services (publishing)
- Hansard publishing
- Electronic Media Monitoring (?)

# Research

Undertake professional, objective and confidential research as requested by parliamentarians and their staff.

# Research

Would include:

- Information and Research Services

# Corporate

Provide administrative services to DPS including liaison as required with other parliamentary and government agencies

# Corporate

Would include:

- Corporate
  - HR
  - existing group business managers and staff
  - Governance
  - IT Policy and Plans
  - Security policy
- CFO (direct report to CEO)

# A Proposed Structure

Eight Branches as follows:

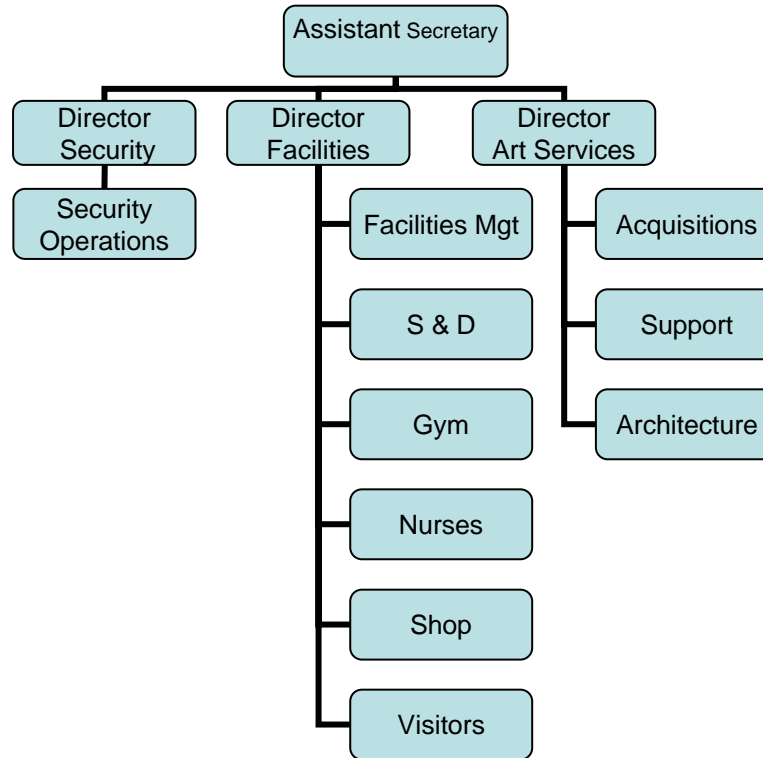
- two Infrastructure Services
- Corporate (renamed Strategy and Business Services)
- CFO
- Research and Information Development
- Development
- Information Access
- Content Management



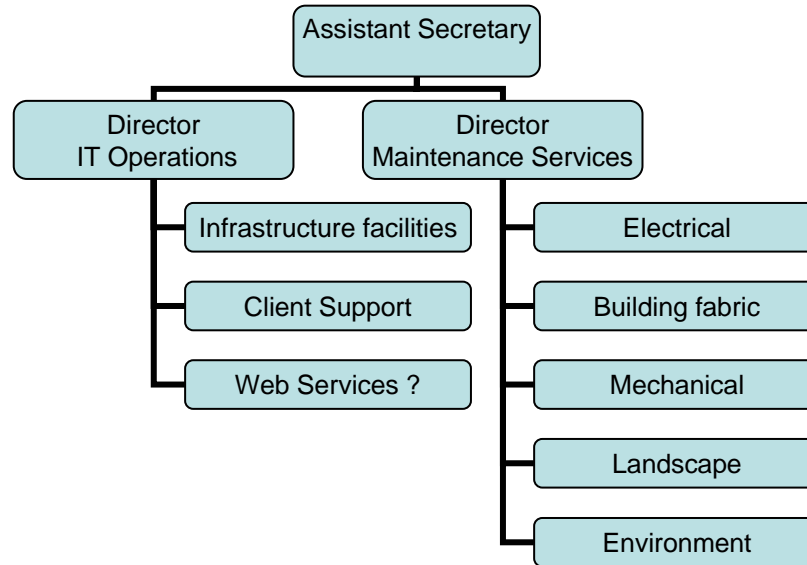
# Two Infrastructure Branches

- Building Services
  - Facilities
  - Art Services
  - Security
- Infrastructure Services
  - IT Operations
  - Maintenance Services

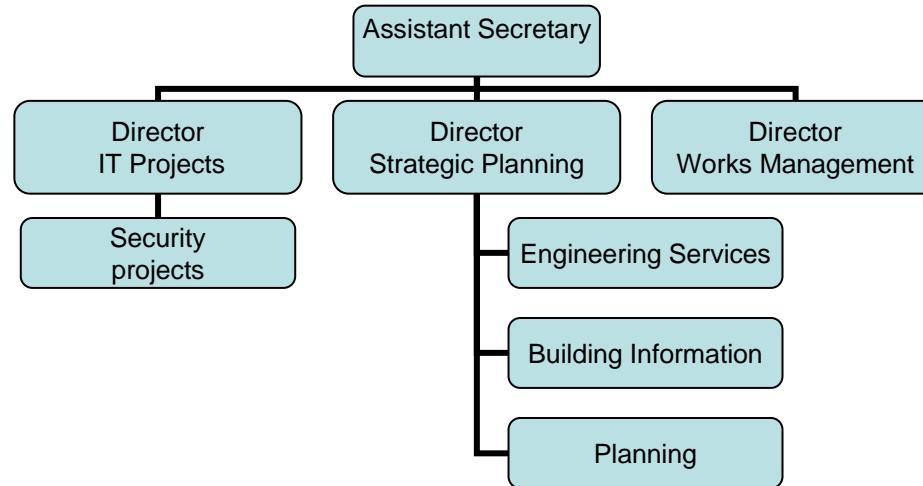
# Building Services



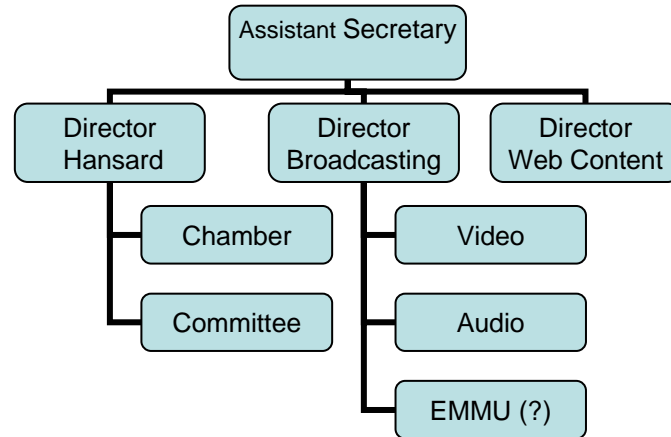
# Infrastructure Services



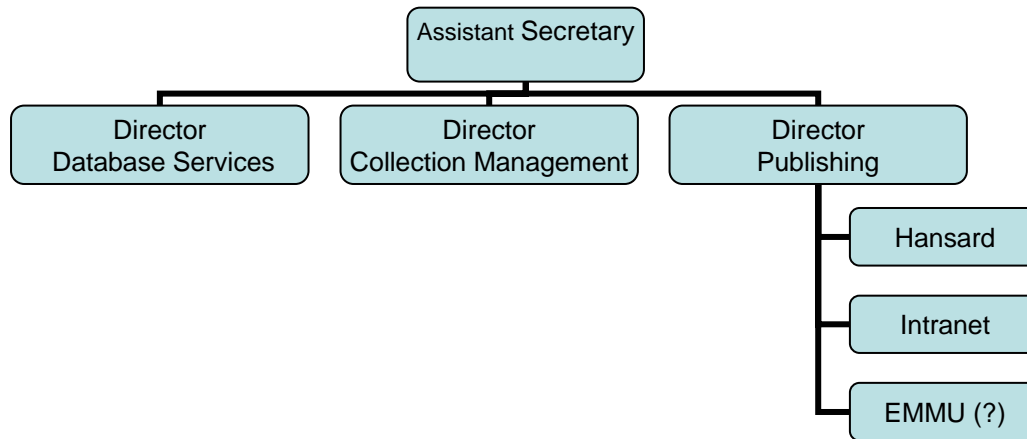
# Product and Service Development



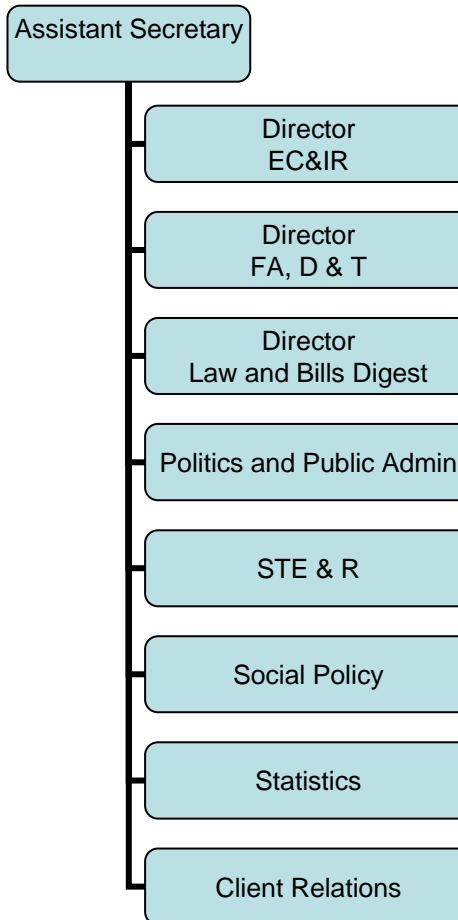
# Content Management



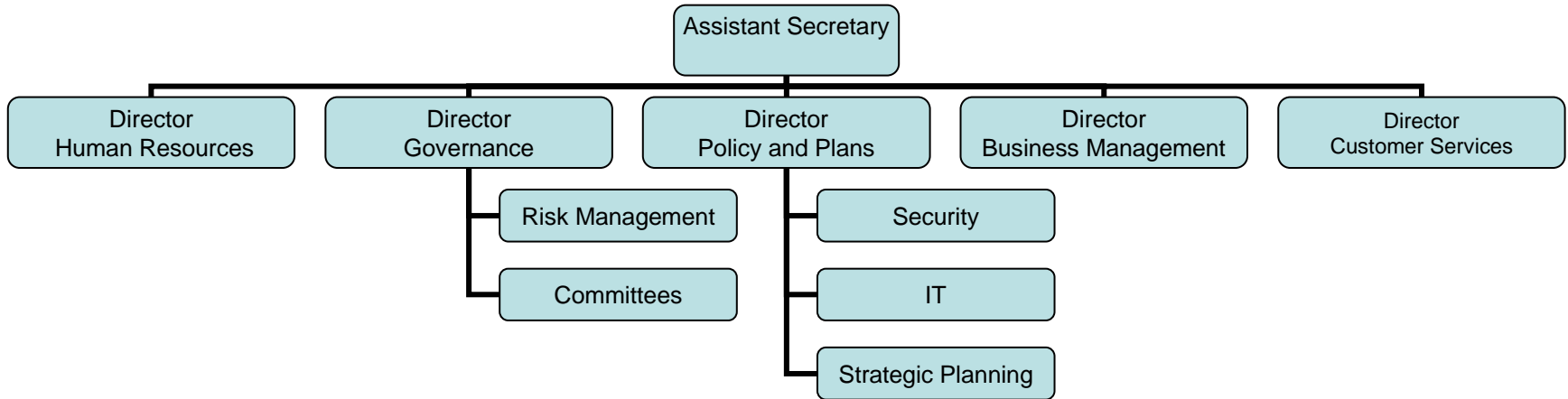
# Information Access



# Research

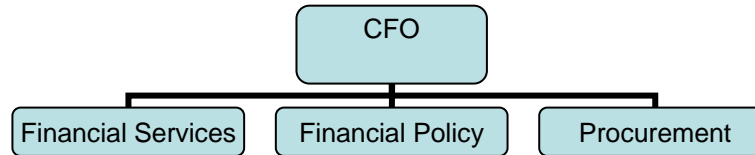


# Strategy and Business Services





# Finance



# Possible Top Structure

