

ICT Review to clarify accountability, delivery model & resourcing needs

Background

A government owned ICT Shared Services organisation had been in operation for a number of years servicing two government entities. Between the three organisations there were approximately 600 ICT staff.

A high level review showed there was a need to:

- Have ICT planning driven by business need;
- Ensure alignment between ICT planning and investments;
- Clarify responsibilities, particularly each layer of Enterprise Architecture;
- Develop stronger business knowledge and relationships
- Build service management capabilities;
- Adopt a consistent approach to prioritise and manage projects;
- Adopt a consistent approach to managing application changes.

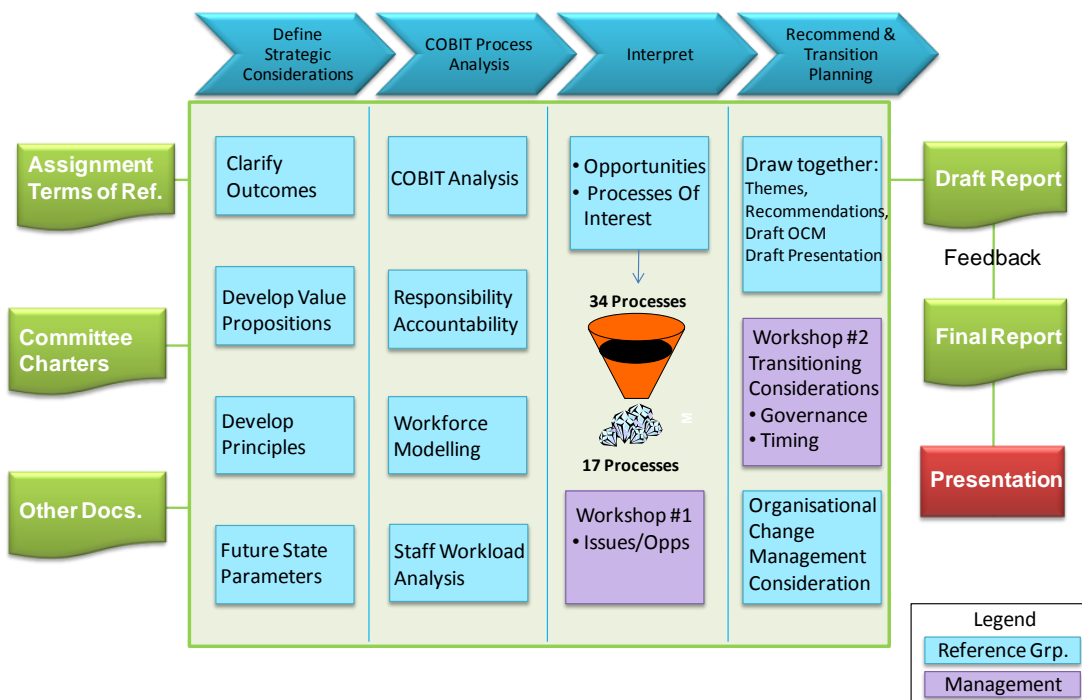
Scope

451 Consulting were engaged to perform a detailed review of the ICT function, governance, accountability, workload and resourcing needs to simplify ICT, identify and implement a consistent ICT delivery model, and identify a range of Business Improvement Opportunities.

Methodology

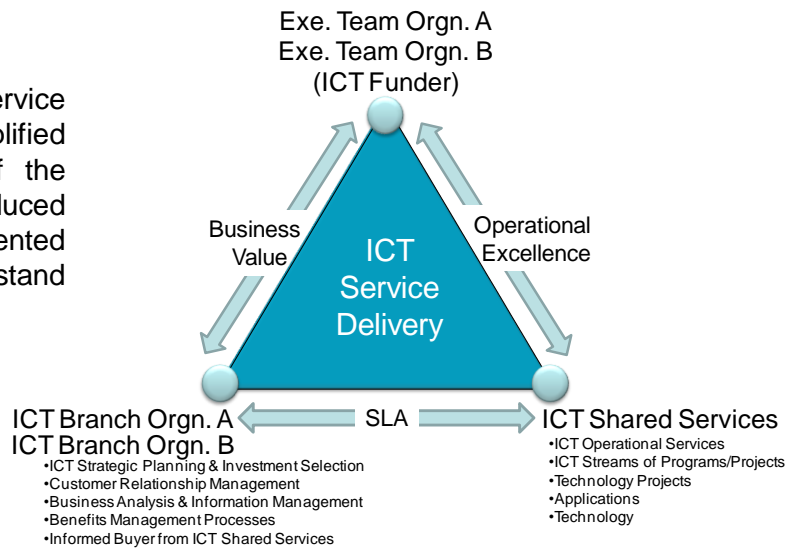
We defined a fit-for-purpose methodology to meet our clients need...

451 Methodology to clarify ICT accountability, governance and resourcing



ICT Review to clarify accountability, delivery model & resourcing needs

The new ICT Service Delivery model simplified the role of each of the three ICT teams, reduced duplication and presented an easy to understand model to the business



451 mapped the COBIT processes to assess the maturity of each function AND to understand *who* was accountable for *what*.

The diagram below shows 1 of the 34 processes (IT Strategic Planning) with unclear accountability and duplication of effort. The Target Accountabilities will simplify/clarify governance.

Current and Target Accountabilities for COBIT Processes

NOTE: RACI model is modified to allow separation of "A" Accountable into "AA" Accountable and Authoriser and "AE" Accountable and Endorser to reflect the distinction between the Executive Team of each organisation and their sub-committees on ICT governance

PO1 - IT Strategic Planning - Current and Target Accountabilities

PO1 - IT Strategic Planning: IT strategic planning is required to manage and direct all IT resources in line with the business strategy and priorities. The IT function and business stakeholders are responsible for ensuring that optimal value is realised from project and service portfolios. The strategic plan improves key stakeholders' understanding of IT opportunities and limitations, assesses current performance, identifies capacity and human resource requirements, and clarifies the level of investment required. The business strategy and priorities are to be reflected in portfolios and executed by the IT tactical plan(s), which specifies concise objectives, action plans and tasks that are understood and accepted by both business and IT

Current Accountabilities							Target Accountabilities								
PO1 Define Strategic IT Plan							PO1 Define Strategic IT Plan								
	Orgn. A	Orgn. B	SSP	Orgn. A	Orgn. B	SSP	Users		A or B Exe Team	A or B ICT SC Board	SSP	Orgn. A	Orgn. B	SSP	Users
L5				AA				AA	✓						
L4				AE				AE		✓					
L3				R				R			✓	✓			
L2				C				C						✓	✓
L1				I				I							

Outcomes

- Simplified ICT Delivery model with duplication removed
- Rationalised ICT governance entities
- Agreed definitions of all ICT Processes to be used to support SLAs
- Current and Target resourcing needs by process, mapped to workload to allow optimisation of the structure
- A broad range of Performance Improvement Opportunities.