



Department of Enterprise, Trade & Employment

INTRANET STRATEGY 2002 - 2004

20th December 2001

PRICEWATERHOUSECOOPERS 



Table of Contents		Page
1	INTRODUCTION.....	3
2	PROJECT APPROACH.....	5
3	MANAGEMENT SUMMARY	9
4	CURRENT ASSESSMENT.....	18
4.1	ASSESSMENT OF CURRENT INFORMATION \ CONTENT MANAGEMENT	18
4.2	ASSESSMENT OF CURRENT PROCESSES	19
4.3	ASSESSMENT OF CURRENT TECHNOLOGY	26
5	KEY DRIVERS	33
6	INTRANET VISION	34
7	TARGET ARCHITECTURE.....	38
7.1	TARGET GOVERNANCE ARCHITECTURE	39
7.2	TARGET INTRANET APPLICATIONS ARCHITECTURE	43
7.3	TARGET CONTENT MANAGEMENT ARCHITECTURE	59
7.4	TARGET SUPPORT AND INFRASTRUCTURE ARCHITECTURE	71
8	BUSINESS BENEFITS	78
9	IMPLEMENTATION PLAN	83
	Appendix A. Project Charters	
	Appendix B. Consultation List	
	Appendix C. Process Assessment	
	Appendix D. Information Structure	
	Appendix E. Implementation Plan	
	Appendix F. Process Taxonomy	
	Appendix G. Full Functionality Architecture Application Profiles	
	Appendix H. Content Management – File & Document Management	



1 INTRODUCTION

Background

PricewaterhouseCoopers were engaged by the Department of Enterprise, Trade and Employment (DETE) to assist in the development of an Intranet Strategy.

Objective

The objective of this project was to develop a Strategy for the Department and its eight Executive Offices ‘which will enable the various divisions of the organisation to share information and to have a single corporate wide system for accessing information of common interest’. In addition, the aim of the project was to identify processes, currently manually based which would lend themselves to an automated Intranet solution.

This document details the findings of the project and presents the Department’s Intranet Strategy for 2002 – 2003

This report is structured as follows:

Project Approach

This section outlines the approach used to conduct the project.

Management Summary

A Management Summary of the Intranet Strategy.

Assessment of current environment

This section presents an assessment of the candidate processes and services, information requirements, infrastructure, applications, organisation and management within the Department and its Executive Offices.

Key Drivers

The Key drivers for the Intranet - derived from the Department’s Strategy Statement, supporting strategies (e.g. ePublic Services Strategy) and senior management input - are outlined in this section.

Intranet Vision Statement

The Department’s Strategic Vision for the Intranet is stated in this section.

Target Architectures

In this section, the target architecture for the Intranet is outlined. The four key components: governance, content management; application; and infrastructure and support are defined.

Benefits

The benefits underpinning the investment in the Intranet are detailed in this section.

Implementing the Intranet

The component projects required to implement the Intranet and the overall programme and investment requirements are set out in this section. In addition, the recommended first steps are described.



Scope

1. Department of Enterprise, Trade & Employment
2. Office of the Director of Consumer Affairs
3. Competition Authority
4. Registrar of Friendly Societies
5. Labour Court
6. Labour Relations Commission
7. Companies Registration Office (CRO)
8. Patents Office
9. Office of the Director of Corporate Enforcement

The project team and steering committee would like to thank all those who contributed to the project.

Steering Committee

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2 PROJECT APPROACH

The approach used to conduct the study and arrive at recommendations is outlined in this section.

The study was conducted using a structured approach based on the Ascendant Business to Enterprise (B2E) Methodology, developed and used by PricewaterhouseCoopers world-wide.

The work was conducted in 8 distinct steps, organised into a mobilisation phase followed by two principal phases:

Phase 0 – Project Mobilisation

Phase 1 – Gather requirements & Assess existing systems

- Confirm Business Objectives
- Gather Requirements
- Assess Current Systems
- Develop First Cut Vision of Intranet

Phase 2 – Strategy Formulation and Implementation Planning

- Prepare and Challenge Architectures
- Prepare Implementation Plan
- Phase 2 Review

The approach is depicted below:



	<pre> graph LR subgraph Phase_0 [Phase 0: Project Mobilisation] PM[Project Mobilisation] end subgraph Phase_1 [Phase 1: Gather Requirements & Assess Existing Systems] B1[1.1 Confirm Business Objectives] B2[1.2 Gather Requirements] B3[1.3 Assess Current Systems] end subgraph Phase_2 [Phase 2: Strategy Formulation & Implementation Planning] B4[2.1 Prepare & Challenge Architectures] B5[2.2 Prepare Implementation Plan] end PM --> B1 PM --> B2 PM --> B3 B1 --> P1R[Phase 1 Review] B2 --> P1R B3 --> P1R P1R --> B4 B4 --> B5 B5 --> P2R[Phase 2 Review] </pre>
<p>Phase 0: Project Mobilisation</p>	<p>The purpose of this phase was to confirm the scope of the assignment, agree a timetable and workshop and consultation programme with selected individuals within the Department (and Executive Offices).</p> <p>The project was formally launched with a meeting of the Project Steering Committee and a communication was sent to all staff within the Department.</p>
<p>Phase 1: Gather Requirements & Assess Existing Systems</p>	<p>The primary focus of this phase was to gain an understanding of the strategic and operational requirements for the DETE Intranet and to assess the existing IT environment This phase contained four main steps that are summarized below.</p> <p><i>1. <u>Confirm Business Objectives</u></i></p> <p>The main purpose of this step was to set the Intranet Strategy in the context of the Department’s overall Strategy objectives. This involved holding a number of one to one interviews with the Department’s (and Executive Offices’) Senior Management. (See Appendix B – Consultation list for a full list of interviewees)</p>



2. Gather Requirements

The purpose of this step was to identify the information requirements, and candidate internal processes and services that could be delivered electronically via an Intranet. The associated benefits, risks and issues as well as any application and process dependencies were also identified. This involved holding an extensive series of workshops with staff covering all functional areas within the Department and the Executive Offices. (See Appendix B – Consultation list for a full list of workshop attendees and output valuator)

3. Assess Current Systems

In parallel to the gathering requirements, a high level review of the Department’s current IT environment was conducted to establish the technical (applications and infrastructure) starting point for the future Intranet. This was conducted via compilation of inventories by Departmental (and executive office) staff, and follow up interviews and analysis.

4. Develop First Cut Vision of Intranet Strategy and Phase 1 Review

Having defined the outline processes and information requirements of the Department and Executive Offices, and completed the assessment of the existing information technology environment, the findings and a ‘first cut’ vision of the future Intranet was presented to the Project Steering Committee on the 12th November 2001.

Phase 2: Strategy Formulation & Implementation Planning

The focus of this phase of the project was on:

- The development of Target Architectures
- The preparation of an Implementation Programme Plan

This phase contained three main steps, which are briefly summarised below.



1. Prepare and Challenge Architectures

The purpose of the step was to develop the target architecture for the Intranet. The components of the architecture developed were:

- Target Governance Architecture
- Target Content Management Architecture
- Target Applications Architecture
- Target Infrastructure and Support Architecture

In addition, the candidate processes and services identified in phase 1 were investigated in detail to confirm their eligibility for eEnablement and to identify key issues and opportunities for improvement or enhancement.

A series of challenge workshops and interviews were held with representatives from a cross section of functional areas within the DETE, and with IT staff to refine and validate the architectures and strategies.

2. Prepare Implementation Programme

During this step, an implementation plan for the Intranet, including costs and resources was developed. In addition, Project Charters were developed for each component project of the programme.

3. Presentation Intranet Strategy (Phase 2 review)

The Intranet Strategy was presented to the Project Steering Committee on the 30th November, 2001 and to the Department's Management Board on the 14th December 2001.



3 MANAGEMENT SUMMARY

Background

PricewaterhouseCoopers were engaged by the Department of Enterprise, Trade and Employment (DETE) to assist in the development of an Intranet Strategy.

Objective

The objective of the project was to develop a Strategy for the Department and its eight Executive Offices ‘which will enable the various divisions of the organisation to share information and to have a single corporate wide system for accessing information of common interest’. In addition, the project was to identify processes currently manually based which would lend themselves to an automated Intranet solution.

Project Approach

The project was conducted during September to November 2001. The approach consisted of project mobilisation followed by two key phases. The first phase focused on gaining an understanding of the Department’s strategic and operational requirements and the extent to which the existing IT complemented these. The second phase focused on the development of target architectures to support the Department’s Intranet requirements and the development of realistic plans to achieve them.

Over 150 Department and Executive office staff were consulted during the project.

Key Drivers for the Intranet

To ensure that the Intranet reflected and supported the Department’s Business strategy a set of key drivers were established for the Intranet. These Drivers were derived primarily from the Department’s Statement of Strategy 2001 – 2003 and through a series of Senior management interviews. They also reflect current cross department initiatives and in particular the Department’s own eGovernment strategies, e.g. ePublic Services Strategy and the Business Access to State Information Services (BASIS) initiative.

The following are the Key Business Drivers for the Intranet:

- To establish an **effective eCulture** within the Department through enhanced **communication, collaboration** and



teamwork.

- To enhance the Departments policy and decision making process through **timely** and **targeted** access to **information** and **intelligence**.
- To facilitate **flexible** and **efficient work practices**.
- To provide **effective** and **high value services** to internal customers (staff).
- To **retain, manage and utilise** the Department’s **corporate knowledge**.

Intranet Vision Statement

To support these business drivers this strategy sets out a vision for the Department’s Intranet. There are eight components of this vision as follows:

Vsion Component	Impact
(1) All internal information of common interest accessible via a single corporate-wide Intranet	Rapid and equal access by staff to information, improved customer service
(2) Self-service access to information, workplace services and applications via the Intranet	Improved data integrity and reduction in process costs
(3) All relevant content and information provided in a personalised and secure fashion	Improved knowledge management and staff Efficiency.
(4) Ability for all staff to securely access the Intranet remotely any time, anywhere	Enabling home \remote working policies and improving staff efficiency by eliminating geographic location as a barrier to work. Equality of access, improved staff efficiency and satisfaction
(5) All internal publications, forms and information are only available via the Intranet	Significant reduction in paper, printing, publication, distribution and storage costs.
(6) All internal forms based processes executable only via Intranet	Faster turnaround times, costs savings in the reduction, distribution and processing of paper forms.
(7) Clear governance structure for content Ownership and Management	Clear roles and responsibilities contributing to improved data quality and enhanced realisation of benefits from the Intranet
(8) The portal reinforces an e-Culture amongst all staff	Support for e-Government and Information Society objectives, e-Literate staff



Business Case

The business benefits which can be realised by the successful implementation of this strategy can be summarised under a number of headings:

Operational Efficiencies

- Streamlined and more efficient processes
- Streamlined access to Information
- Enhanced cross-functional / office collaboration
- Improved corporate communications
- Improved knowledge management

Cost Saving \ Avoidance

- Reduced cost and time spent on business administration by eEnabling processes, e.g. T&S
- Free resources to undertake higher value-adding activities in back office areas of Finance \ HR
- Reduce paper generation, storage & distribution costs
- “Create once, publish many”
- Ability to consolidate LN server architecture

Customer Service

- Support for ePublic Service goals
- Faster servicing of customer queries and reduced hold times for customers
- Better access to information and knowledge to service customers on a more informed basis
- Increased knowledge base among employees

Employee Satisfaction

- Increased employee empowerment
- Better informed employees at all levels
- Eliminate unnecessary tedium of paper based processing
- Equal access to information by all employees at work or remotely

Note: A significant number of cost saving and efficiency benefits which were identified during the course of the project can be realised indirectly (e.g. the Management Information Framework project)

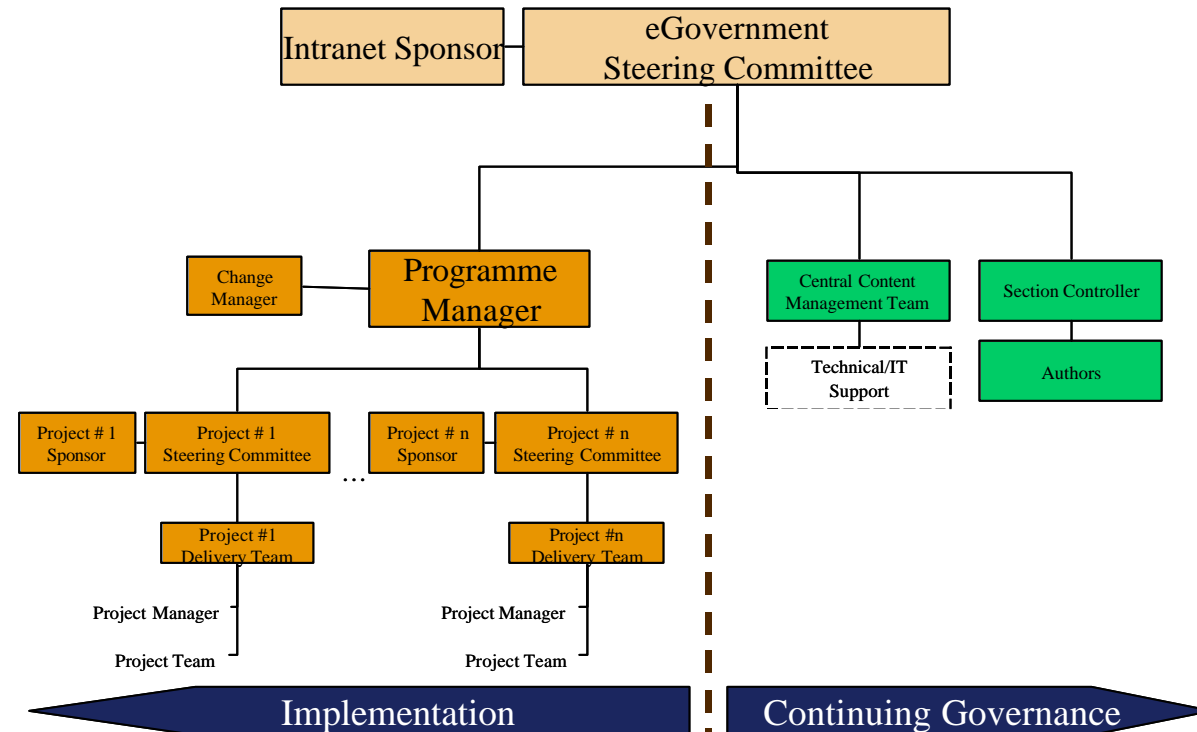


Target Architectures

The recommended architecture for the Department's Intranet comprises four main components (building blocks), namely:

- Governance Architecture;
- Applications Architecture;
- Content Management Architecture; and
- Support & Infrastructure Architecture

Governance Architecture





The governance architecture describes the structure, including roles & responsibilities, under which the Intranet will be managed. The key roles are:

The *eDepartmental Steering Committee* will provide vision, direction and ensure compliance with eStrategies and Government initiatives. The steering committee should include senior representatives from corporate services and line of business divisions. To ensure efficient use of resources (people and technology) and to ensure consistent communications within the department there should be one steering committee addressing eDepartmental matters (i.e. covering Intranet, ePublic Services and many of the current duties of the Web Liaison committee)

The *eDepartmental Sponsor* will be the primary owner of the Intranet and the Implementation phase. Due to the cross departmental impact of eGovernment initiatives and the importance of the project the eDepartment sponsor should be the Secretary General.

The *Section Controller* will ensure the quality and coverage of the Information on the Intranet. The section controller will be responsible for content definition, planning, editing and approval of content. Each section should have a controller, the effort required will depend on the section, e.g. Personnel will have a high requirement while line of business sections will have a reduced requirement. The section controller should be a least HEO level and replace the current web coordinator role.

All departmental staff will be *Authors*. The person with the appropriate expertise and knowledge should create Intranet Content. In addition, all staff will be responsible for the own personnel data.

The *Central Content Management Team* will manage standards and guidelines and provide support for the Intranet. In addition they will provide content auditing and quality reviews. At least one full time resource will be required for this team

The following roles will be required during the implementation of the Intranet:

The *Programme Manager* will be responsible for managing the overall programme of work to implement the Intranet. The programme manager should also be responsible for the ePublic services projects. This role will require a full time



member of staff during the implementation of the Intranet

Change Manager – Given the fundamental manner in which the Intranet and other eGovernment initiatives will affect the work of the Department’s staff it is essential that this change is managed in a planned and controlled way. The key responsibilities of the Change manager include, managing communications and issues, i.e. potential barriers to and enablers of change, that arise during the implementation. This role will require a full time member of staff during the implementation of the Intranet

Application Architecture

The three most important components of the Department’s Intranet Application Architecture are as follows:

Leveraging web enabled and self service elements of current and planned application projects – This strategy has identified a number of finance and HR process which should be handled natively by the Department’s planned **MIF** and **PeopleSoft HRMS** application implementations. To achieve this, the Intranet requirements in this area should be included in the specification, selection and requirement’s planning of these applications. In addition, flexitime management, technical support and learning management requirements should be addressed by their native systems.

Content Management Application – To manage the process of creating, submitting, accessing, approving, maintaining and archiving content from diverse sources for both the Intranet and Internet sites this strategy recommends that the Department procure and implement an enterprise content management system. This system should also support the many of the Department’s ePublic Services Strategy requirements and may support many of the BASIS requirements.

Groupware (Lotus Notes) – The strategy has identified a number of processes which can be improved through eEnablement via Lotus Notes. The Department already has a significant investment in Lotus Notes which can support this requirement with upgrades, e.g. web based, and custom development.

Content Management

The processes by which Intranet content will be managed including roles and responsibilities is defined in the strategy.



Support & Infrastructure

As the Intranet will become a fundamental element of the Department’s business it is critical that it is adequately supported. The strategy sets out the technical and business support that underpins the Intranet. It also defines the technical and communications infrastructure required.

Implementing the Intranet

The strategy has define a programme of work to implement the Intranet over a the two year period starting early 2002. The programme of work consists of eight projects as follows:

Project	Description	Timeframe	Costs (excluding VAT)	Sponsor
Intranet Infrastructure Implementation	Develop infrastructure to support the Intranet	Start 2002 – End 2002	37K – 46K (IR£29K - IR£36K)	Head of IT
Content Management Application Implementation	Select and implement a content management solution.	End 2002 – End 2003	541K – 1,284K (IR£426K - IR£1,011K)	Secretary General
eEnablement of Corporate & Employee Focussed Processes	eEnable, via Lotus Notes, high value prioritised processes.	Start 2002 – End 2002	171K – 207K (IR£135K - IR£163K)	Assistant Secretary, Corporate Services & Economic Policy Division
Group Collaboration Tools Implementation	Pilot and implement collaborative tools, e.g. Instant Messaging, Discussion groups Webcasts and Whiteboarding	Start 2002 – End 2002	60K – 76K (IR£47K - IR£60K)	
Information Consolidation	Consolidation and streamline content in the key Information areas using the current Lotus Notes Platform.	Start 2002 – Mid 2002	9K – 10K (IR£7K - IR£8K)	



Project	Description	Timeframe	Costs (excluding VAT)	Sponsor
Change Management Framework Implementation	Implement the change management framework.	Start 2002 – End 2003	76K – 99K (IR£60k - IR£78K)	Assistant Secretary, Corporate Services & Economic Policy Division
Intranet Programme Governance Implementation	Implement the target Intranet programme Governance structures.	Start 2002 – Mid 2002	Internal Costs	
Content Management Governance Implementation	Implement the target Content Management Governance structures outlined in this strategy.	Start 2002 – End 2003	Internal Costs	

The Department should provide for a capital expenditure of **EUR 1,073,000 – EUR 2,067,000** (IR£845,000 – IR£1,627,000) inclusive of VAT over the period 2002 – 2004

Note: that the content management application is 51% (low range estimate) - 62% (high range estimate) of the total capital costs of the programme.

The average annualised cost per Full Time Employee (FTE) of the programme is **EUR 536 – EUR 1,033** (IR£422 – IR£814) inclusive of VAT for a two year period. After which period the benefits still continue to be realised, whilst the capital costs cease.

The yearly breakdown is as follows:

EUR '000 (IR£ '000) including VAT	2002	2003	Total
Low Range Estimate	EUR 378 (IR£298)	EUR 695 (IR£547)	EUR 1,073 (IR£845)
High Range Estimate	EUR 466 (IR£367)	EUR 1,600 (IR£1,260)	EUR 2,067 (IR£1,627)



Ongoing costs post implementation will be between **EUR 150,370 – EUR 267,460** (IR£118,400 - IR£210,600) inclusive of VAT per year.

The internal resource implications are as follows:

2002	2003	2004
5- 7 FTEs	4 - 6 FTEs	1 FTE



4 CURRENT ASSESSMENT	<p>This section assesses the Department and it's Eight Executive Offices under the following headings:</p> <ul style="list-style-type: none">• Current Information \ Content Management• Current Processes• Current Technology
4.1 ASSESSMENT OF CURRENT INFORMATION \ CONTENT MANAGEMENT	<p>Introduction</p> <p>The following assessment was compiled from workshops and interviews conducted across the Department and its Executive Offices.</p> <ul style="list-style-type: none">• Lotus Notes is the primary application for storing unstructured content such as forms, etc.• The majority of forms based processes are paper based with Lotus Notes workflow capabilities under-utilised.• Due to the paper based nature of disseminating information, e.g. circulars, there can be delays in other offices receiving corporate information in a timely fashion.• Staff expressed concern that content held in Lotus Notes databases is not kept up to date.• There is no formal content management process in place across the department for planning, approving or maintaining content within Lotus Notes databases.• It is noted that staff spend a significant amount of time searching information or searching for the correct version of information or content, e.g. Forms.



4.2 ASSESMENT OF CURRENT PROCESSES

Introduction

A series of workshops and interviews were conducted to identify the processes that employees believe would benefit most from being eEnabled. A high-level process taxonomy was defined for all current processes to provide an overall structure for the process analysis. 58 processes were identified in total and these were categorised as either Employee Focused, Workplace services or Collaborative processes. Each of the processes was assessed according to its business value and relative ease of implementation, and individual ratings were applied based on the following criteria:

Business Value

- *User Coverage* -Number of users
- *Efficiency Improvement* - Positive impact on customer service; Increased employee accessibility (anytime, anywhere); Process streamlining & automation

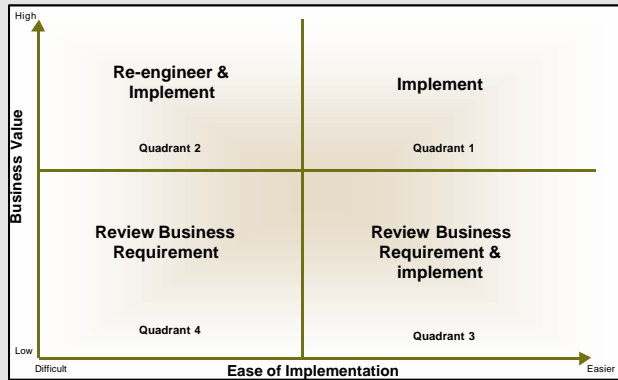
Ease of Implementation

- *Process Re-engineering Effort* - Complexity of process; Extent of change management required; Training Requirements
- *Technical Effort* - Ability for systems currently in place to be extended; Ability of planned systems to be implemented to provide the required functionality; In house development skills; Estimated duration to implement

All candidate processes were then prioritised using the eEnablement opportunity assessment model.



e-Enablement Opportunity Assessment Model



The e-Enablement Opportunity Assessment process model, depicted in the diagram, was defined and candidate processes were positioned into one of the four quadrants depending on their individual ratings.

Quadrant 1: processes of high business value and relative high ease of implementation – priority for implementation

Quadrant 2: processes of high business value but lower ease of implementation – re-engineer and implement

Quadrant 3: processes of low business value but relative ease of implementation – review business requirement and implement

Quadrant 4: processes of low business value and lower ease of implementation – review business requirement / eliminate

See Appendix C - Process assessment for e-enablement opportunity assessment ratings

The following assumptions were inherent in applying the ratings:

- All systems maintain an audit trail of all workflow processes
- Enterprise electronic calendaring is being used
- Processes without back-end systems are assumed to be online forms with workflow, without back-end integration
- Representation system can be e-enabled
- High re-engineering effort assumed for all processes that require interaction with an external body
- Systems currently in place that can be extended have been given a higher ease of implementation rating than those where no system exists currently
- HR processes assume PeopleSoft HRMS will be implemented and provide the appropriate functionality to eEnable processes.
- Finance processes assume technology is web-enabled and that the MIF includes a web-enabled budgeting module



Prioritising processes for implementation

Consultation was held with cross section of the Departments staff (23 staff in total) to conduct a detailed analysis of the processes, in order to gain a deeper understanding of the end-to-end processes with regard to the number of resources involved in each process and to obtain relevant metrics (volumes, frequency and duration). The main emphasis was on those processes that are of high business value to the Department (quadrants one and two) and those in quadrant three which benefit the organisation but might require a degree of re-engineering prior to implementation.

See Appendix C - Process Assessment for a detailed analysis of the processes

A challenge workshop was held with a cross-section of representatives from the Department in order to finalise and validate the e-enablement Process Model.

The final e-enablement process model is depicted overleaf.



QUADRANT 2

Employee Focused Processes

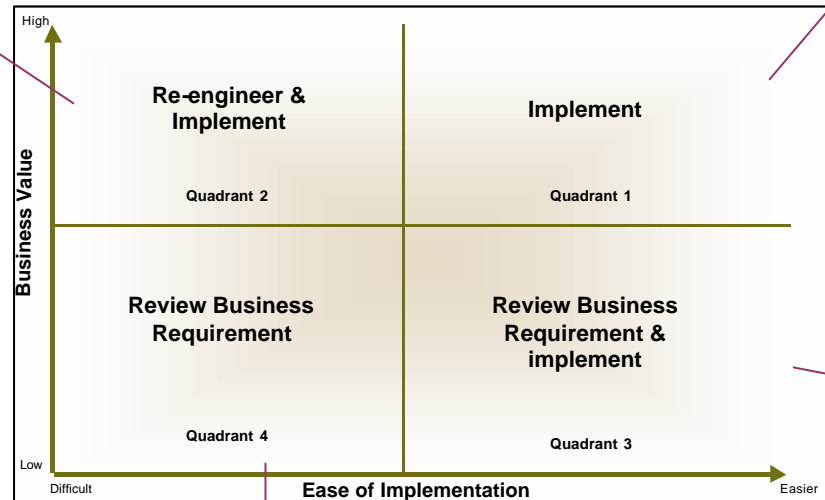
- e-Learning
- Process New joiner

Workplace Services Processes

- Record & View IT Issues
- Request Book Loan Service

Collaborative Processes

- Create Business Plans (Section, Divisional, Department)
- Create Mid-Term Reviews
- Draft Department Legislation
- Draft Memoranda (input to draft legislation)
- Electronic Record/File Management



QUADRANT 4

N/a

QUADRANT 1

Employee Focused Processes

- Apply for Annual Leave
- Apply for Travel Authorisation
- Approve Salary Increments
- Authorise Payroll Deductions
- Claim Overtime
- Claim Travel and Subsistence
- Claim Delegates Allowance
- Claim Travel Overtime
- Complete & View Performance Appraisal online
- Complete & View Probation forms / reports
- Create & Review Role Profile
- Notify Payroll of Salary Amendments
- Record Sick Leave
- Record Flexi Time
- Process Flexi Time Reconciliations
- Update Personal Information

Workplace Services Processes

- Complete Payments Authorisation Form
- Approve Training Requests
- Book Facilities e.g. Meeting Room
- Raise Purchase Requisition
- Request Maintenance/Housekeeping
- View Car Park Rota

Collaborative Processes

- Compile Briefings, Speeches & Invitations
- Compile Detailed Briefings
- Compile FOI Response
- Compile PQs
- Compile Representations
- Compile Section Statistics
- Discussion Groups
- Manage Shared Calendar
- Manage Shared To Do Lists
- Process Estimates
- Project Collaboration

QUADRANT 3

Employee Focused Processes

- Apply for Post Vacancies / Transfers
- Apply for Competitions
- Apply for Refund on Course Fees
- Apply for Union Membership
- Apply for Work Options
- Apply for Credit Union Membership
- Submit Merit Award Nominations
- View Canteen Menu & Order Lunch
- View, Apply & Claim Early Post Work

Workplace Services Processes

- Claim Petty Cash
- Notify Reception / Security of Visitors
- Authorise Funds Movement (between Cost Centres)
- Record Staff Complaints

Collaborative Processes

- Prepare CMOD Returns
- Request for Particular Documents/Information from EAT & LC
- Determine Arrears



Key Process Issues

The following current process issues were observed:

Employee Focused

- Many of the processes, and especially those that involve HR and Finance, are highly paper intensive such as applying for travel authorisation, claiming travel and subsistence, and applying for work options. This results in an inordinate amount of time spent on paper work and delays in turnaround due to waiting for relevant Management approvals via handwritten signatures.
- A number of processes are not fully formalised, for example completing performance appraisals and creating role profiles.
- Not enough importance is placed on certain processes such as the developmental part of the role profile, performance appraisals, and process estimates which results in time being wasted through follow-up and waiting for responses.
- A number of forms are available from a central Lotus Notes database but they are printed for approval and processing e.g. delegates' allowance, travel overtime, travel and subsistence and flexi time reconciliation forms.
- There is an absence of a centralised online training catalogue to view training courses suitable to a role profile or formal documentation for requesting a training course.

Workplace Services

- There is a lack of standardisation of a number of generally used processes such as approving training requests, booking facilities and requesting maintenance/housekeeping.



- There are no systems to support the ordering of library books, to log and view status of IT queries, and to manage purchase requisitions.
- Lotus Notes capabilities such as shared calendars and task list are not currently being widely used, even though the functionality is available on the current infrastructure.
- There is a lack of groupware functionality. A number of processes would benefit from the introduction of eForms and workflow, for example notifying payroll of salary amendments, applying for travel authorisation and booking facilities.

Collaborative Processes

- There is a high volume of photocopying and printing carried out in the Department for the manual distribution of documents, reports and publications. There is insufficient use made of electronic document circulation where the recipient has the choice of electronically viewing or printing the document themselves on a self service basis.
- A significant portion of time is wasted on non-value added activities such as printing and distribution.
- The requirement for both hard and electronic copies of certain documents such as Representations has cost implications and causes duplication of effort. The hardcopy requirement should be reviewed where electronic means are available. Travel & Substance and Payment Authorisation forms are a requirement at present arising from Comptroller & Auditor General regulations, however, this is currently under review.
- There is a lack of workflow for some of the collaborative processes within the Department such as preparing briefs, speeches, business plans, compiling responses to PQs and FOI requests. These processes can be more efficiently supported through document management technologies that facilitate collaboration by providing collaborative workflow, authoring and version control, audit trails and re-purposing functionality.
- The current Record Management system has file tracking-only capability, and not document imaging.



- There is no central tracking database for all legislation drafted within the Department.
- It is difficult to re-purpose content where it is maintained in hard copy format or kept locally within the section.
- There is no central repository of information currently available within the Department, leading to time been wasted searching for information from a variety of sources for compiling documents such as PQs, statistics or drafting legislation.
- Lack of integration between HRM and Finance systems resulting in rekeying of information from one system to another.
- A number of processes were identified which require standardisation and automation via a new MIF system, for example raise purchase requisition; prepare CMOD returns; claim overtime; claim travel overtime; claim delegates allowance; claim travel and subsistence; complete payments authorisation and process estimates.
- A number of processes were identified which require standardisation and automation via a new HRM system. These include: apply for annual leave; approve training requests; complete and view performance appraisal; create and review role profile; record sick leave; update personal information; process new joiner; apply for vacancies \ transfers and apply for competitions.

Process Opportunities

We have identified a number of process recommendations, which are of high value to the organisation for inclusion as part of the Intranet solution. These are discussed under Target Application Architecture.

See Appendix C - Process Assessment for details on process opportunities



4.3 ASSESMENT OF CURRENT TECHNOLOGY

Introduction

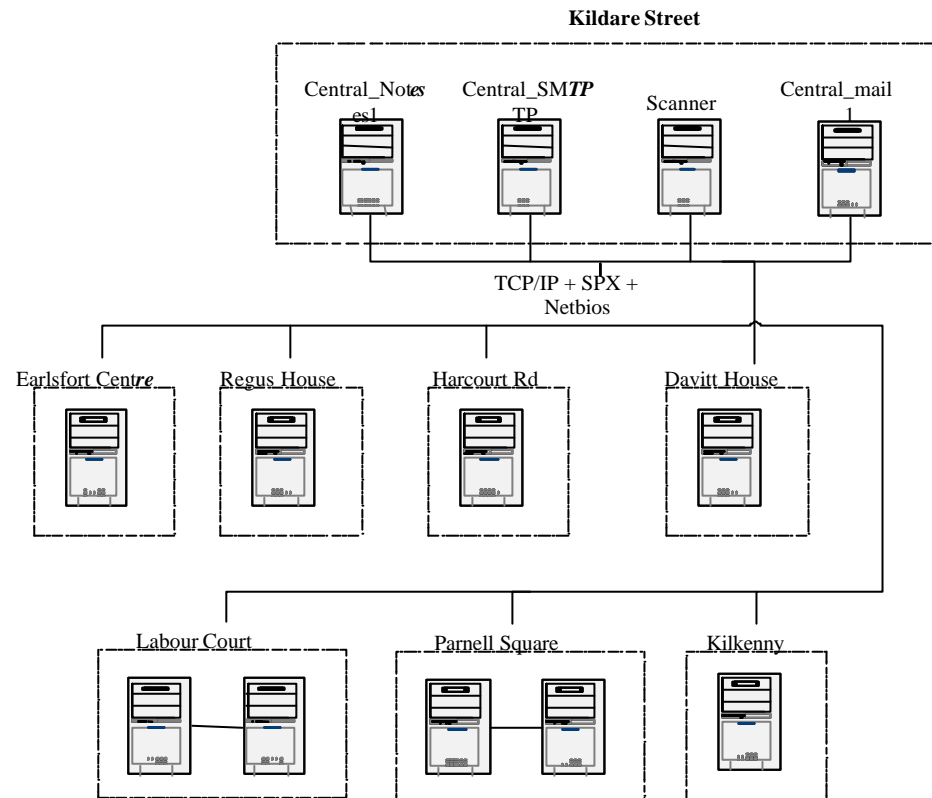
The Department's Current IT environment represents the starting point for building the future Intranet.

To establish a baseline for the Intranet the following key areas were investigated:

- Lotus Notes
- Key Business Applications
- FMS
- Asset Register
- Corepay
- Time Management System
- Infrastructure

The following sections provide a brief overview of each of these areas.

Lotus Notes Topology





Lotus Notes

Lotus Notes is the core application that provides mail, information, database and workflow functionality for the Department.

It is deployed in 8 Locations and supports 1,100 users.

There are currently over 250 Lotus Notes Databases in the Department.

Usage statistics for the most popular databases are outlined opposite.

A number of current technical and user issues are also highlighted.

Top 10 Databases

Name	No. of Accesses		
	Day	Week	Month
E T and E Bulletin Board	712	4231	11,929
Press Cuttings	115	498	1830
Departmental Forms	112	571	1991
Internal Phone Directory	92	654	1665
Department News & Information	60	499	1729
Parliamentary Questions (including Archives)	33	152	529
Speeches and Press Releases	32	138	462
Travel and Subsistence	26	120	470
EU Directives	24	85	231
Dail Debates (including Archives)	4	33	147
E U Bulletin Board	3	16	89

Technical Issues

- Currently there are multiple Lotus Notes Domains. This increases the complexity of administration and affects performance.
- Currently there is no formal written Security Policy. However, in parallel with this intranet project there is a security review exercise in hand and this should result in the development of a formal security policy.
- There is a potential for more effective use of Group Policies for access control

User Issues

- Current staff knowledge of the capabilities of Lotus Notes is low. It is commonly perceived as a ‘Mail’ tool only.



Financial Management System

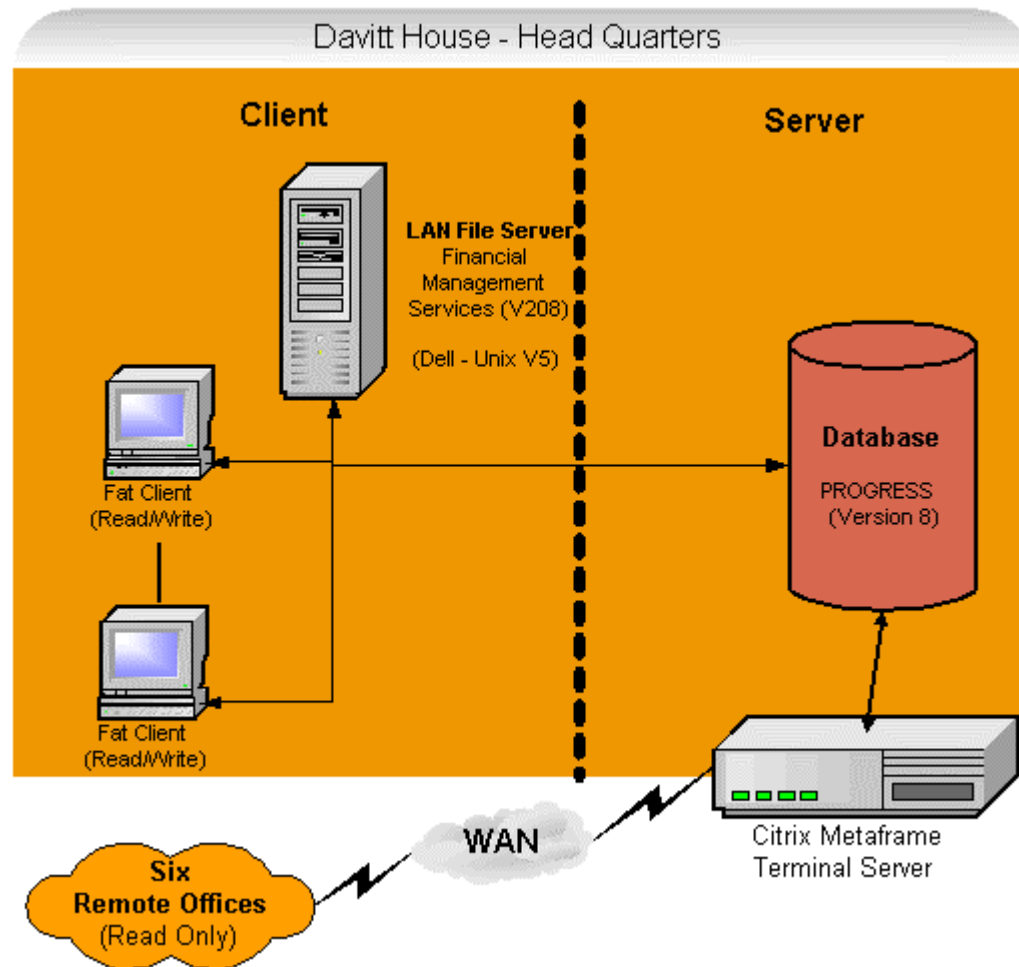
Overview

- The Financial Management System is 10 years old.
- It is based on a Progress RDBMS
- It is Client-Server based but with a character based look and feel
- It is available in all 7 offices (Read/Write access in HQ, Read-only access in other offices via Citrix)
- The application is hosted centrally in HQ (Davitt House)
- It was developed by Prose.

Issues

- In the context of the MIF business framework the Department is proceeding with a scoping, specification and selection exercise with a view to procuring a new, integrated financial management system, capable of operating both cash and accruals accounting. It is expected that the new financial management system will be in place by 2003.
- In addition, there is a lack of internal skills in Progress, and FMS and is not in line with the Department's strategy of using Oracle-based RDBMS products.

Financial Management System





Asset Register

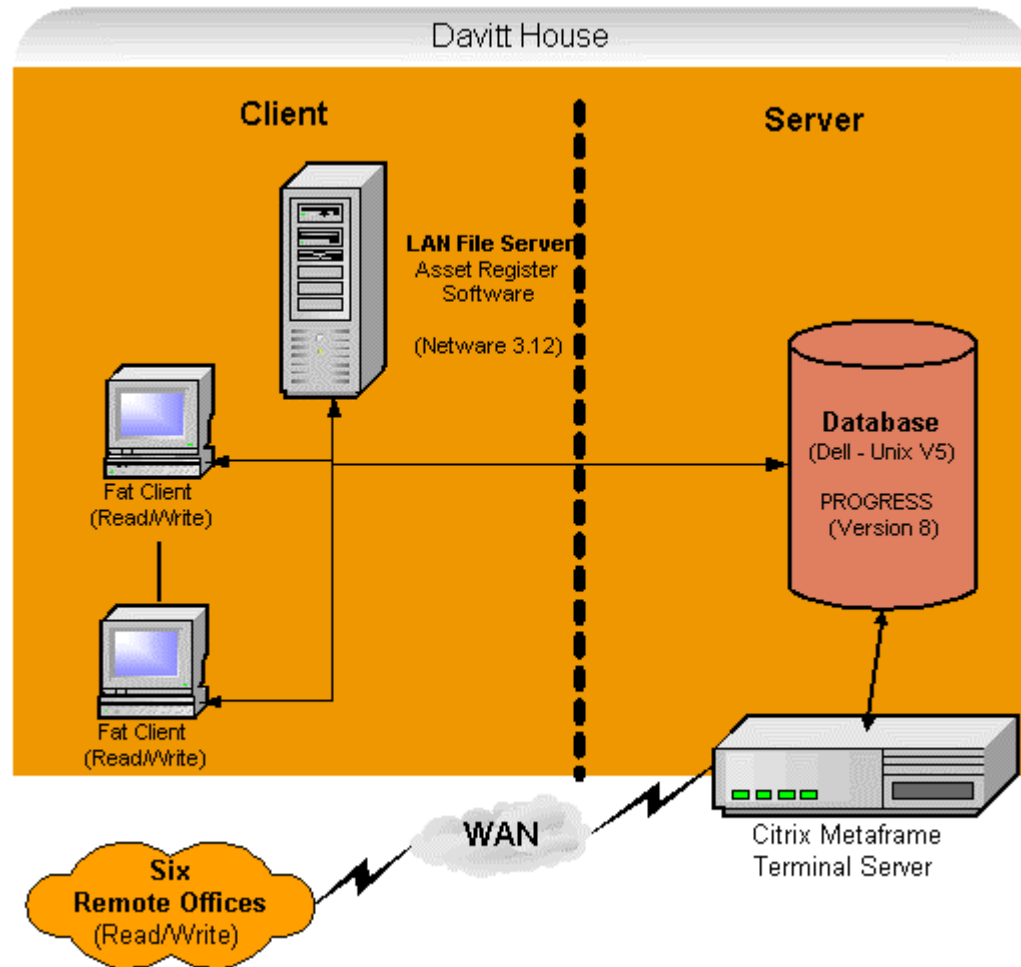
Overview

- The Asset Register is 1 year old.
- It is Client-Server application based on Progress RDBMS (Same Server as FMS)
- It is Available in 7 offices (Read \ Write access in HQ, RW access in other offices via Citrix)
- It was developed by Prose

Issues

- Currently data has to be manually re-keyed from the Asset Register to FMS
- There have been issues in the past regarding the running of reports
- When the application was implemented there were a significant amount of customisations required to fulfil the Department's needs.

Asset Register





Payroll

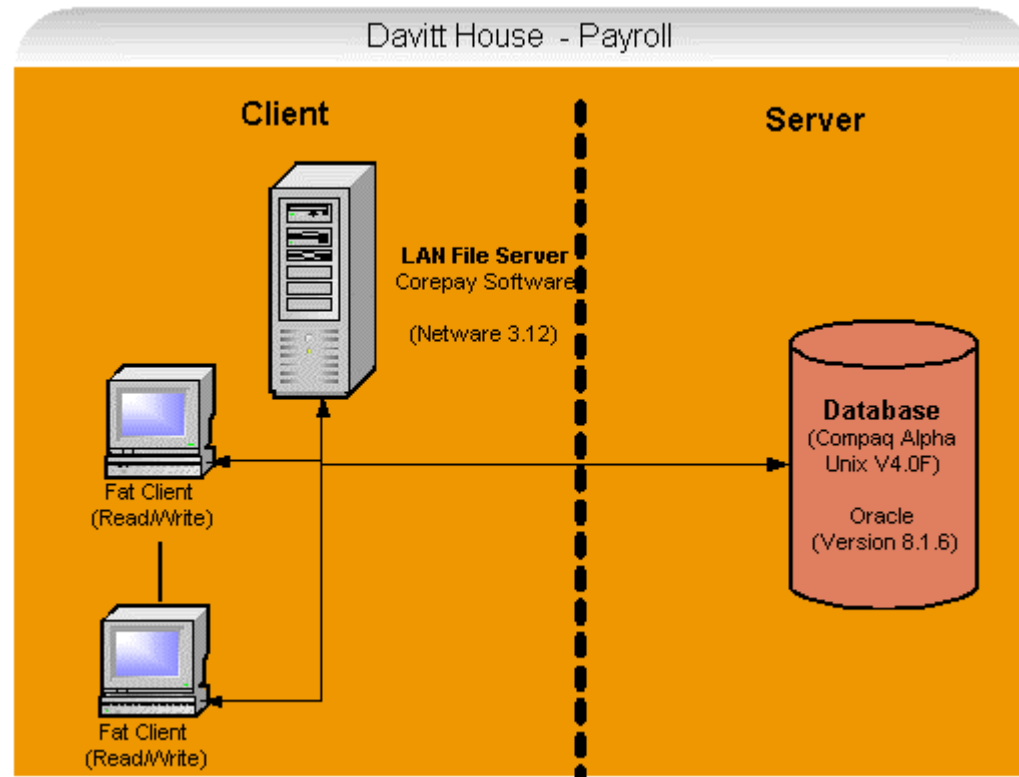
Overview

- Corepay payroll has been live since August 2001
- There are 8 users in Payroll in the Finance section.
- It is an Oracle Client-Server based application (code stored in central file server)
- It was developed and implemented by Corepay

Issues

- Potential Web enabled version of Corepay

Payroll





Time Management System

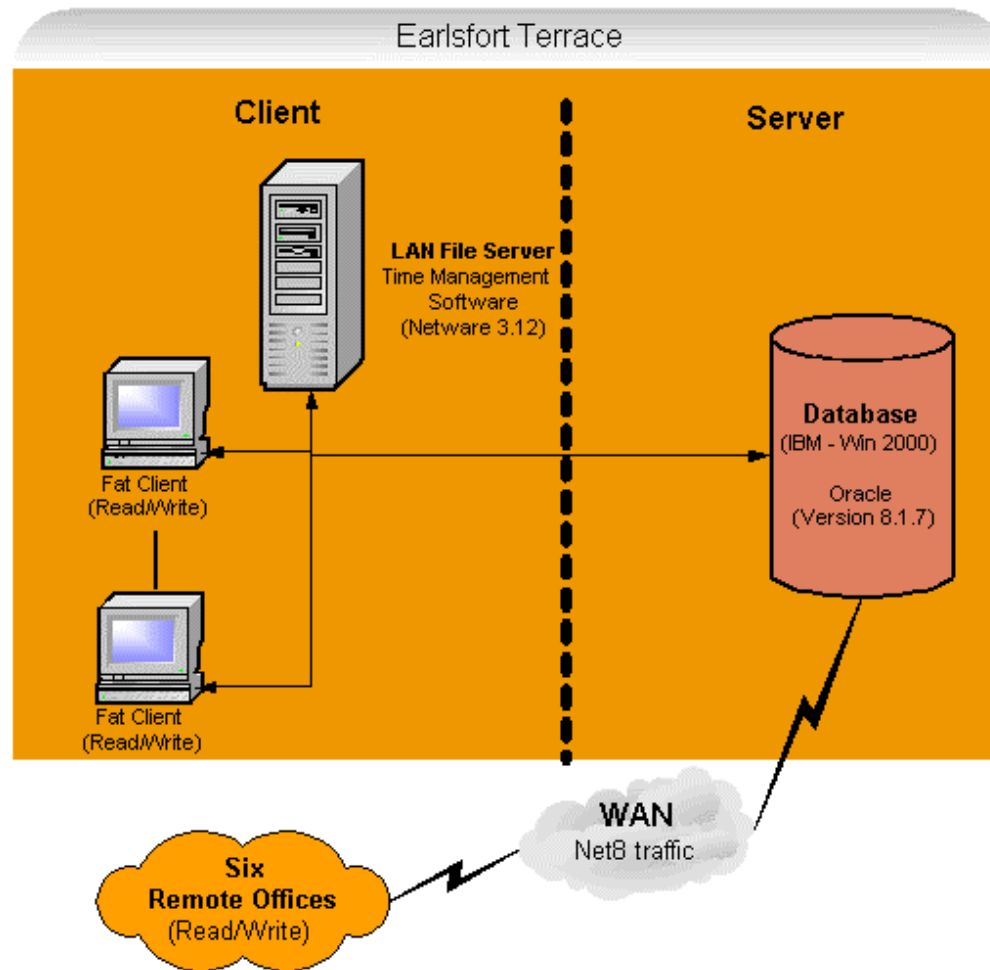
Overview

- The application is currently in a Pilot/Roll-out phase
- It will then be rolled-out to all 8 offices
- It is an Oracle Client/Server based application with a central database in Earlsfort Terrace, client executable code is held on a fileserver in each of the locations

Issues

- Runtime software on all PCs (600) is rolled out via Zenworks
- Possible web-enabled version of TMS

Time Management System





Recommendations

Based on the review carried out during the Intranet strategy, a number of actions are recommended.

These recommendations are in addition to the architectures and projects outlined in this strategy.

- It is recommended that the Lotus note architecture is consolidated into one Domain
- It is recommended that a formal written Security policy is compiled and implemented.
- It is recommended that current and future applications are implemented using a web based architecture



5 KEY DRIVERS

Background

The key drivers for the Intranet strategy, opposite, were derived primarily from the Department's Strategy Statement 2001-2003.

These drivers were tailored and updated based on a series of senior management interviews, Secretary General & Assistant Secretary level, which were conducted during the project.

Secondary sources included the Department's ePublic Services Strategy and other documents, e.g. Customer Service Strategy.

The Intranet Strategy, as presented in this document, aims to ensure that these drivers are supported.

Key Business Drivers

- To establish an effective eCulture within the Department through enhanced communication, collaboration and teamwork.
- To enhance the Departments policy and decision making process through timely and targeted access to information and intelligence.
- To facilitate flexible and efficient work practices.
- To provide effective and high value services to internal customers (staff).
- To retain, manage and utilise the Department's corporate knowledge.



6 INTRANET VISION

This section outlines the vision for the Intranet within the Department.

The vision comprises eight components or principles that shape the Intranet strategy recommendations.

The vision sets the end state for which the Strategy aims to achieve over a two year horizon.

Vision Component

(1) All internal information of common interest **accessible** via a **single corporate-wide** Intranet

(2) **Self-service** access to information, workplace services and applications via the intranet

(3) All relevant content and information provided in a **personalised** and **secure** fashion

(4) Ability for all staff to securely **access** the Intranet **remotely** any **time, anywhere**

(5) **All** internal publications, forms and information are **only** available via the Intranet

(6) All **internal forms** based processes executable **only** via Intranet

(7) **Clear governance** structure for **content** Ownership and Management

(8) The portal reinforces an **e-Culture** amongst all staff

Impact

Rapid and equal access by staff to information, improved customer service

Improved data integrity and reduction in process costs

Improved knowledge management and staff Efficiency.

Enabling home\remote working policies and improving staff efficiency by eliminating geographic location as a barrier to work. Equality of access, improved staff efficiency and satisfaction

Significant reduction in paper, printing, publication, distribution and storage costs.

Faster turnaround times, costs savings in the reduction, distribution and processing of paper forms.

Clear roles and responsibilities contributing to Improved data quality and enhanced realisation of benefits from the Intranet

Support for e-Government and Information Society objectives, e-Literate staff



INFORMATION \ CONTENT REQUIREMENTS

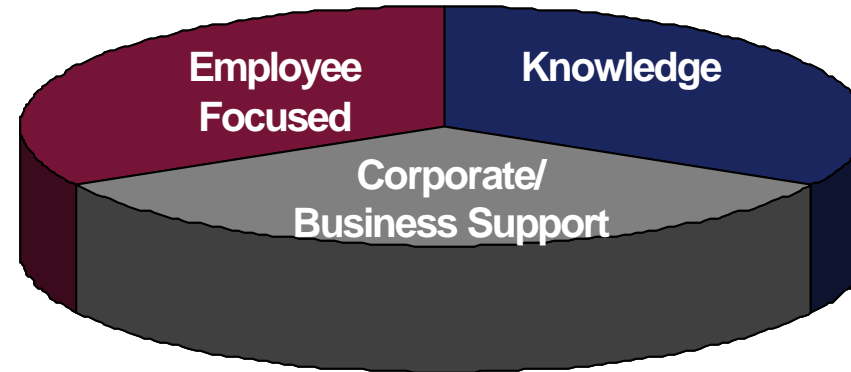
The Vision for Information provided by the Intranet has the following characteristics:

- Personalised to the individual
- Role based
- Organised by subject topic, rather than by function
- Includes both structured and unstructured information and content

The diagram opposite shows the categories of information required by the Intranet.

- This category includes content that provides employee related information, eg. Training, Entitlements.

- This category includes external / internal research & know-how, e.g. CSO, Best Practices, Guidelines, Templates



- This category includes information and content to provide employees with the material they need for functional activities eg. Annual reports, Policy decisions, Who's Who, Budgets.

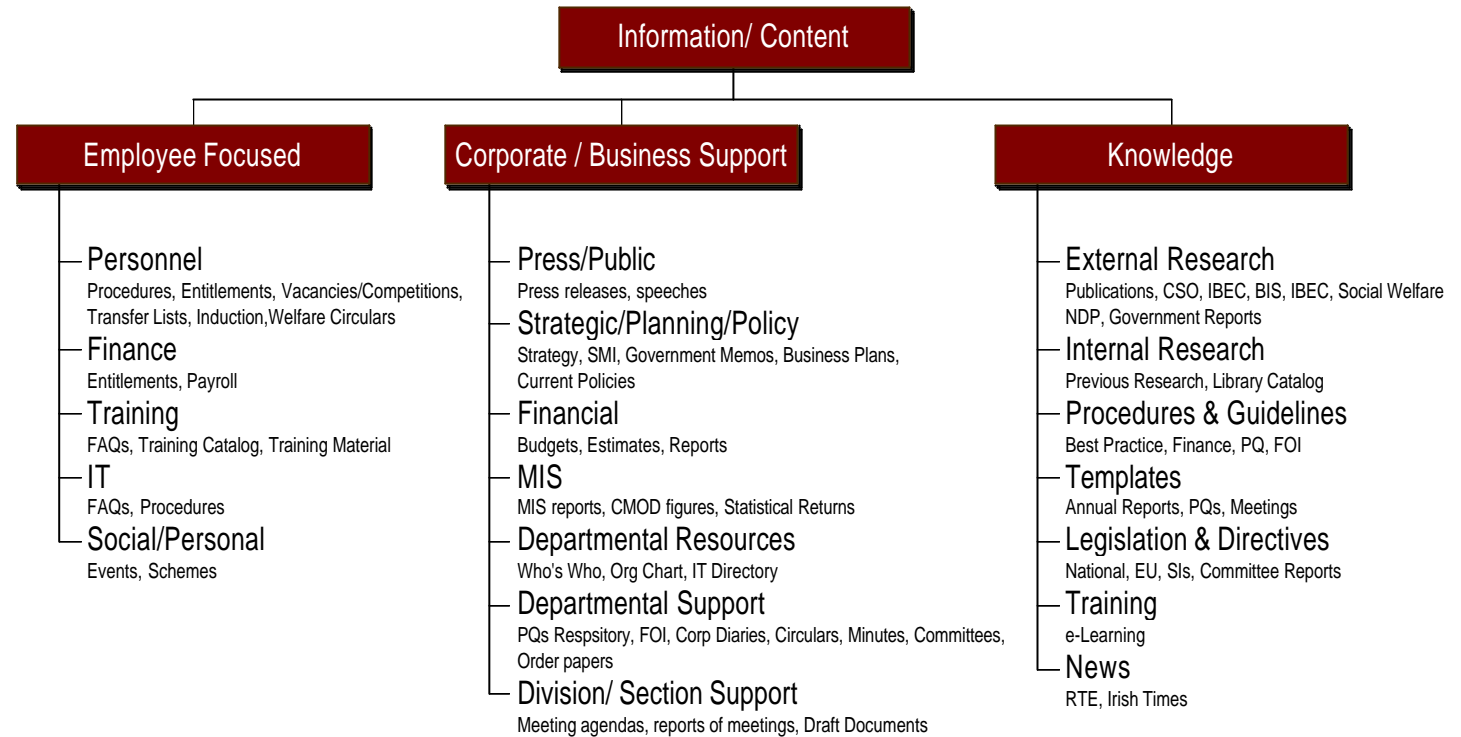


INFORMATION \ CONTENT STRUCTURE

To achieve the vision of a single point of reference for all corporate-wide information, a structured approach to information \ content management will be required. It will also be important to define the types of metadata or ‘data that describes data’ in advance to ensure maximum consistency in categorising information and to facilitate searching.

Depicted opposite is a recommended high-level structure for organising the departments information \ content.

Information is clustered based on commonality and categorised as either Employee Focused, Knowledge or Corporate/ Business Support. The model has been refined to ensure usability and best practice. (A more detailed breakdown can be found in Appendix D. – Information Structure)



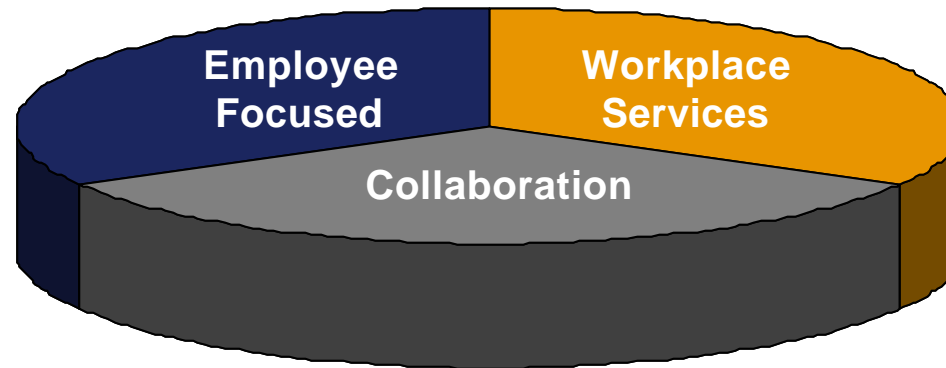


CANDIDATE PROCESSES

The candidate processes for eEnablement were sourced from workshops and interviews, and are based on employee and business need.

They are clustered based on commonality and categorised as either Employee Focused, Workplace Services or Collaboration.

- This category includes processes that provide employee self-service transactions, e.g. eBooking annual leave, eClaiming travel & subsistence, eLearning.
- This category includes processes to provide employees with access to corporate type services, e.g. eRoom booking, ePurchase ordering also on a self service basis.



- This category covers processes that enable interaction amongst logical groups of employees typically across different functions or locations, e.g. project teams.



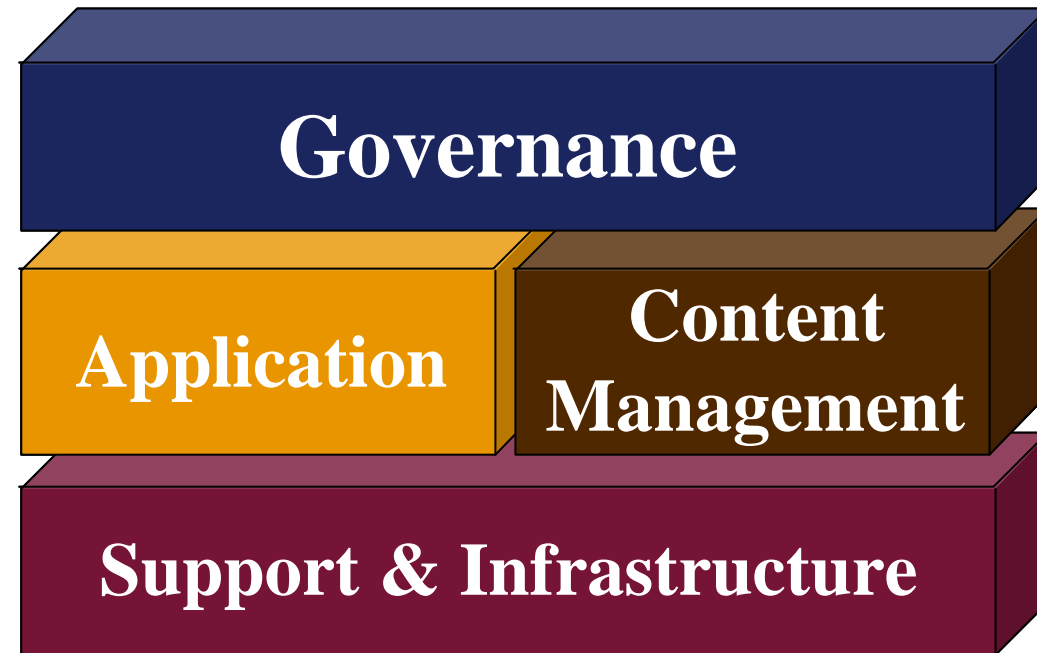
7 TARGET ARCHITECTURE

Introduction

The Department's Intranet should comprise of four main components (building blocks):

- **Governance** – The governance structure, including roles & responsibilities, under which the Intranet will be implemented and managed.
- **Application** – The applications and components of the Intranet.
- **Content Management** – The processes by which Intranet content will be managed.
- **Support & Infrastructure** – This component includes the technical and business support that underpins the Intranet. It also includes the technical and communications infrastructure required.

The following sections describe these components in further detail.





7.1 TARGET GOVERNANCE ARCHITECTURE

Introduction

A strong Governance structure is key to the success of the Intranet.

This is critical both during the implementation and continuing management of the Intranet.

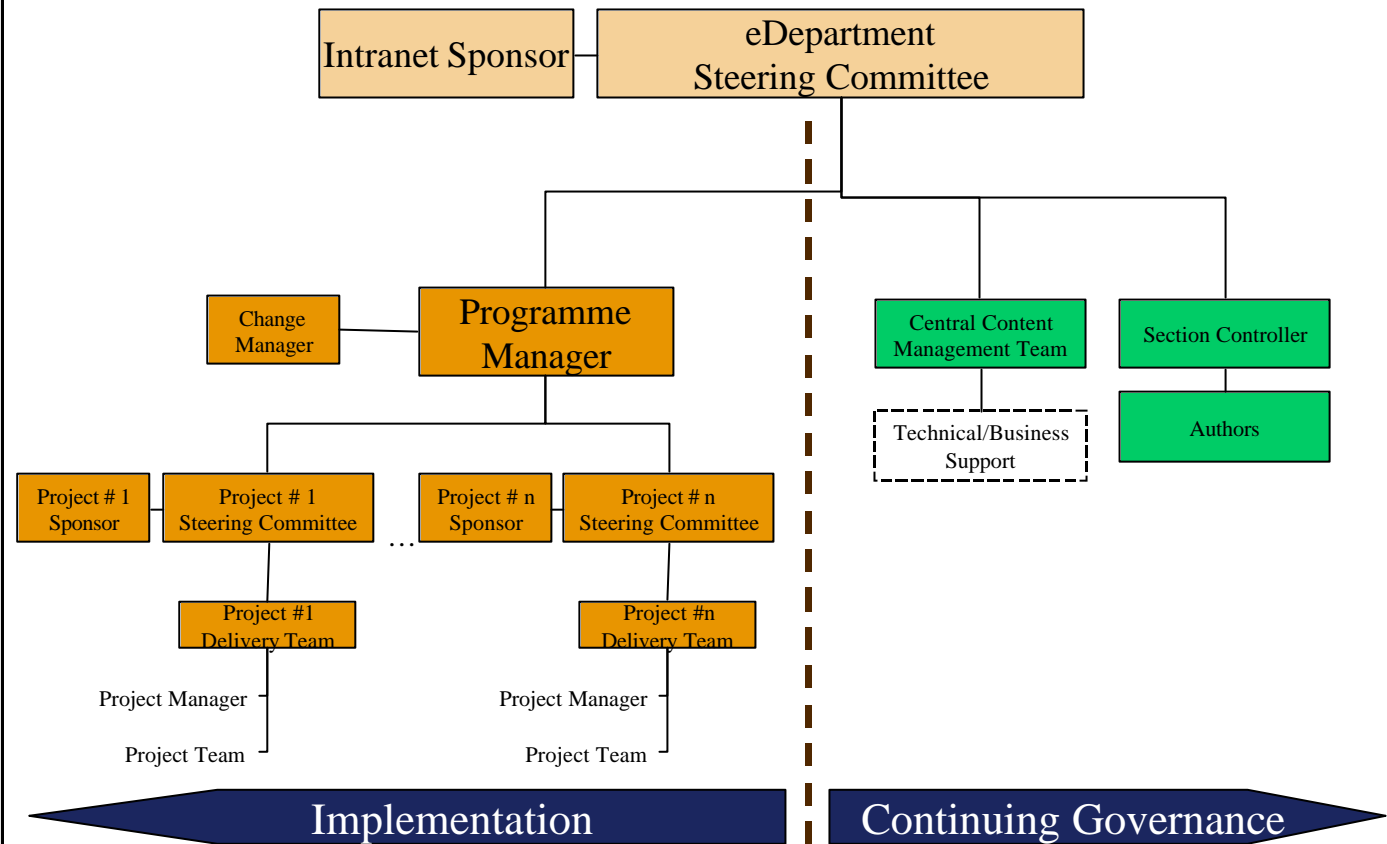
ePublic Services Strategy

There is a significant number of interdependencies between the ePublic Services Strategy and the Intranet, including:

- They are both being implemented in the same time frame;
- The both have eCultural, organisational and process impacts;
- There may be overlapping technologies and tools
- There may overlapping process and resources

In addition, unless the two projects are co-ordinated communication, impressions and governance may become unclear.

Intranet Governance



Implementation

Continuing Governance



Therefore it is recommended that the strategy governance structures are integrated at the steering and programme management level.

The following table outline the Roles and responsibilities of the Governance Model

Role	Responsibilities	Owners
eDepartment Steering Committee	<ul style="list-style-type: none">• Providing vision, focus and direction to the Intranet• Oversee the Implementation effort, status and budget• Provision of resources• Monitor benefits realisation• Ensuring compliance with Strategies and Government initiatives• Ensuring Divisional/Section Business plans reflect strategy• Approving major changes to Content Structures and management processes	<ul style="list-style-type: none">• Senior IT representative• Senior HR representative• Senior Finance Representative• Information/Press Representative• Executive Office Representative• Senior Business Unit Representatives
Intranet Programme Sponsor	<ul style="list-style-type: none">• Primary owner of Intranet implementation project• Provide senior guidance• Champion Project• Resolve escalated issues	<ul style="list-style-type: none">• Senior Corporate Services Representative
Programme Manager	<ul style="list-style-type: none">• Ensure communication of Strategy and Progress• Resolve escalated issues• Manage Program resources and budget• Provide programme monitoring, reporting and control• Ensure consistency across projects	<ul style="list-style-type: none">• Senior Department Resource (Full time)



Role	Responsibilities	Owners
Change Manager	<ul style="list-style-type: none"> • The preparation and delivery of program communication plans and materials • To identify and manage change management issues, i.e. potential barriers to and enablers of change, that arise during the development • Ensure coordination of change related workstreams, e.g. training, communications, etc 	<ul style="list-style-type: none"> • Departmental Resource
Project #n Steering Committee	<ul style="list-style-type: none"> • Providing vision, focus and direction to the project • Oversee the Implementation effort, status and budget • Providing resources 	<ul style="list-style-type: none"> • Appropriate Business and technical representatives
Project #n Sponsor	<ul style="list-style-type: none"> • Own and sponsor project • Resolve issues • Provide resources 	<ul style="list-style-type: none"> • Appropriate Senior representative
Project #n Manager	<ul style="list-style-type: none"> • Day to day management of the project (including tracking progress and resolution of issues not requiring decisions from the Project steering) • Ensuring availability of appropriate resources • Reporting on progress / issues to the Project steering • Preparing status reports for the Project Sponsor and steering committee 	<ul style="list-style-type: none"> • Experienced Department or contracted resource
Project #n Team	<ul style="list-style-type: none"> • Execute Project #n 	<ul style="list-style-type: none"> • As appropriate to project (technical, business, etc)
Central Content Management Team	<ul style="list-style-type: none"> • Manage Standards and guideline, e.g. Metadata and Taxonomies, templates 	<ul style="list-style-type: none"> • Fulltime team lead • Additional Resources



Role	Responsibilities	Owners
	<ul style="list-style-type: none">• Manage major structural changes (on approval from steering)• Manage access control (on approval from business management)• Provide content auditing and quality reviews.• Escalate technical issues to tech support• Generate new initiatives/functionality ideas	
Technical/Business Support	<ul style="list-style-type: none">• Resolve technical issues and faults• Proactive performance management and planning• Provide technical advice where necessary <p>(Note: Business Support should be provided by the relevant section, e.g. Finance should provide business support for the MIF)</p>	<ul style="list-style-type: none">• IT division or Outsourced
Section Controller	<ul style="list-style-type: none">• Responsible for content definition and planning• Inclusion of requirements in business plans and role profiles• Lower level structural changes• Editing and approval of content	<ul style="list-style-type: none">• Section Resource (and backup)• HEO or Above
Authors	<ul style="list-style-type: none">• Authoring of Content• Maintaining personnel data	<ul style="list-style-type: none">• All



7.2 TARGET INTRANET APPLICATIONS ARCHITECTURE

Based on an analysis of the Department of Enterprise, Trade & Employment and its eight Executive Office’s strategy, business processes and information \ content requirements, the following target Intranet application architecture has been identified. This target architecture contains applications for:

1. Content Management
2. Human Resources Management
3. Financial \ Purchasing \ Budget Management
4. eForms \ Workflow
5. Group Collaboration
6. Learning Management
7. Intranet Reporting
8. Flexitime Management
9. Technical Support

- Manage Content Management Process
- Manage Unstructured Content
- Manage Information
- Manage Knowledge

1. Content Management

- Apply for Annual Leave
- Approve Training Requests
- Complete & View Performance Appraisal
- Create & Review Role Profile
- Record Sick leave
- Update Personal Information
- Process New Joiner
- Apply for Post Vacancies \ Transfers
- Apply for Competitions

2. Human Resource Management

- Manage Shared Calendar
- Manage Shared To Do Lists
- Book Facilities
- Request Maintenance \ Housekeeping
- View Car Park Rota \ Book Car Park Space
- Notify Reception of Visitors
- Compile Section Statistics
- Complete & Review Probation Reports
- Approve Salary Increment
- Authorise Payroll Deductions
- Notify Payroll of Salary Amendments
- Request Book Loan Service
- View Canteen Menu & Order Lunch
- Apply for Travel Authorisation
- Claim Petty Cash
- Authorise Funds Movement
- Apply for Credit Union Membership
- Apply for Refund on Course Fees
- Apply for Union Membership
- Apply for Work Options
- Submit Merit Award Nominations
- Record Staff Complaints
- View, Apply & Claim Early Post Work

- Raise Purchase Requisition
- Prepare CMOD Returns
- Claim Overtime
- Claim Travel Overtime
- Claim Delegates Allowance
- Claim Travel & Subsistence
- Complete Payments Authorisation
- Process Estimates

3. Financial \ Purchasing \ Budget Management

4. eForms \ Workflow

- Instant Messaging
- Whiteboarding
- Web Casts
- Discussion Groups

5. Group Collaboration

- Process Flexitime

8. Flexitime Management

- eLearning

6. Learning Management

- Record, Track and View IT Issues

9. Technical Support

- Report Intranet Statistics

7. Intranet Reporting



The key underlying principles of this Intranet architecture are outlined opposite.

Profiles of each application are also detailed in this section.

This architecture identifies the applications required to support the **target** Intranet architecture.

The purpose of the architecture is to identify those applications areas and known applications, e.g. PeopleSoft that support the Information \ Content requirements and processes prioritised for e-Enablement.

This architecture refers to the Intranet only and is not intended to represent all target applications required by the Department and its Executive Offices for all business process or information requirement purposes. As such all other information flows are not documented.

Principles Underlying the Intranet Target Applications Architecture

- Packaged solutions should be used and custom built solutions should be avoided – this may imply that business processes should be changed to fit package capability where necessary. This will bring benefits, in itself, as many packages embody best practice.
- Policies and practices for Corporate sharing of information across the Department and its Executive Offices are implemented to avoid the need for offices or departments maintaining their own private stores of common information.
- Capture data at source using efficient data capture techniques – data should be correct at the point of entry, and should only be entered once.
- Enable secure employee self-service, whereby employee transactions can be initiated on a self-service basis by employees via browser based technologies
- Avoid duplication of data and functionality across the Department and its eight Executive Offices..
- Resources are available to provide the ability to deploy, train, support and maintain systems in a cost effective way.

Assumptions

- The following existing applications remain and can be web enabled and integrated into the Enterprise Portal application: Corepay, Lotus Notes, TMS.
- The PeopleSoft HRMS will be implemented with required self-service and e-business modules to eEnable the recommended processes. These costs will be borne by the PeopleSoft HRMS implementation project.



Potential Solutions

In some cases, **non-exhaustive lists** of potential solutions are provided as part of the application profiles to assist in developing long lists of potential vendors. These potential solutions are based on desk research and discussions with vendors on the capability of products meeting the majority of the high level functionality outlined in the relevant application profile. Inclusion of potential solutions does not infer that these applications will integrate with each other, or with other applications chosen by the Department within the Applications Architecture or the organisations technical architecture.

(NB: The Department will need to go through a requirement’s specification and selection exercise for all applications to ensure products meet its requirements and integrate with the Department’s architecture.)



1. CONTENT MANAGEMENT APPLICATION PROFILE

Description:

Application to manage the process of creating, submitting, accessing, approving, maintaining and archiving unstructured content from diverse sources for both the Intranet and Internet sites. The following functionality is required:

- Taxonomy \ Categorisation
- RDBMS repository to manage diverse content types and formats
- Content templates
- Metadata management
- Integration with other key architecture applications
- Workflow approvals
- Syndicated content
- Subscriptions, notifications, alerts
- Content Preview
- Publishing lifecycle support and content security
- Native support for Open Web standards, e.g. XML, SOAP.
- Integration with MS-Office desktop products for authoring of content
- Security and audit trail
- Reporting

Potential Solutions (Non-exhaustive list):

- Vignette
- BroadVision
- Documentum 4i

Key Benefits:

- Create once, publish everywhere
- Reduced content ownership costs
- Single repository to manage all of the Departments unstructured information \ content
- Improved knowledge management
- Improved information quality
- Streamlined content publishing process
- Automated publishing and content management process

Information Flows:

- **To Enterprise Portal** – Content
- **From External Web Sites \ Information Providers** – Syndicated Information, etc

Estimated Users: (1000 approx)

- Designated authors, editors and publishers in the Department of Enterprise, Trade & Employment and staff in the Executive Offices of the Department (1000 users approx.)



2. HUMAN RESOURCES MANAGEMENT APPLICATION PROFILE

Description/key requirements:

The PeopleSoft HRMS is the public sector standard and Version 8 will be rolled out to the Department in 2002-2003. This application profile therefore focuses on the functionality required to manage the self-service HR processes that do not form part of the core model for PeopleSoft. In addition to the core model, the following functionality is required:

- Self-service e-business modules

Solution

- PeopleSoft 8 HRMS (CMOD Standard)

Key Benefits:

- Reduction in paper based processing
- Faster turnaround
- Reduced HR administrative and process costs
- Free expertise in Personnel to focus on staff development rather than personnel administration
- Improved employee empowerment and satisfaction
- Improved employee provisioning through integration with other applications

Information Flows:

- **To Enterprise Portal** – Personnel data, self-service applications, employee transactions

Estimated Users: (1000 approx.)

- All Personnel staff
- All other Department of Enterprise, Trade & Employment Staff for employee transactions and access to personal information
- All staff in the Executive Offices of the Department for employee transactions and access to personal information



3. FINANCIAL \ PURCHASING \ BUDGETING MANAGEMENT APPLICATION PROFILE

Description/key requirements:

The financial management system encompasses all the functionality required to maintain all financial transactions, information and controls and to meet the requirements of the Management Information Framework (MIF).

The following functionality is required in addition to the standard financial \ budget \ purchasing module requirements:

- Web-based Travel & Subsistence
- Web based Budgeting
- Web based supplier catalogue and requisitioning
- Workflow approvals
- Web based reporting and querying

Potential Solutions (Non-exhaustive list):

- Mentec (Agresso)
- Oracle (Oracle Financials)
- SAP (SAP R/3)

Key Benefits:

- Support for MIF requirements
- Enabling best practice financial and purchasing
- Reduction in non-value adding manual processing through online, self-service transactions and process automation
- Improvements in efficiency and speed of financial processes
- Enhanced ability to access and analyse financial information

Information Flows:

- **To Enterprise Portal** – Budget reports, self-service financial transactions

Estimated Users: (1000 approx with varying levels of access to selected modules)

- All Finance staff
- All Department of Enterprise, Trade & Employment budget managers for access to budgeting and management information
- All other Department of Enterprise, Trade & Employment Staff for employee transactions
- All Executive Offices of the Department budget managers for access to budgeting and management information
- All other staff in the Executive Offices of the Department for employee transactions



4. eFORMS \ WORKFLOW APPLICATION PROFILE

Description/key requirements:

Application to manage the e-Enablement of selected form based processes. The following functionality is required:

- Workflow
- Security
- Capture of structured information for form based processes
- Reporting

Potential Solutions (Non-exhaustive list):

- Lotus Notes

Key Benefits:

- Reduction in paper based processing
- Reduced process costs
- Improved access to information
- Improved speed of approvals over current paper based processes
- Embedded process audit trail

Information Flows:

- **To Enterprise Portal** – Employee self-service transactions
- **To \ From HRM** – Employee Self Service Transactions

Estimated Users: (1000 approx.)

- Department of Enterprise, Trade & Employment Staff
- Executive Offices of the Department



5. GROUP COLLABORATION APPLICATION PROFILE

Description/key requirements:

Applications to provide the ability for multiple people to share ideas and work together across the portal. The following functionality is required:

- Discussion groups
- Instant Messaging
- Virtual Whiteboarding
- Online conferencing
- Webcasts

Potential Solutions (Non-exhaustive list):

- Microsoft (Netmeeting)
- Lotus (Sametime) for IM and Whiteboard collaboration
- Lotus (Quickplace) for team collaboration

Key Benefits:

- Improved group working
- Improved knowledge management and sharing of ideas
- Improved accessibility

Information Flows:

- **To Enterprise Portal** – Online meeting, online messaging, online chat

Estimated Users: (1000 approx.)

- Department of Enterprise, Trade & Employment Staff
- Executive Offices of the Department



6. LEARNING MANAGEMENT APPLICATION PROFILE

Description/key requirements:

Application to manage the process of online course syllabi, course delivery and learning management. The following functionality is required:

- Ability to integrate with outsourced training content providers (e.g. SmartForce)
- Ability for staff to maintain personalised course curricula
- Ability to record staff performance
- Reporting

Potential Solutions (Non-exhaustive list):

- Smartforce

Key Benefits:

- Intranet becomes a controlled delivery channel for eLearning initiatives
- Reduced training costs
- Anytime, anywhere course delivery
- Improved employee effectiveness
- Improved access to course material
- Reduction in course content print and distribution costs
- Structured employee feedback

Information Flows:

- **To Enterprise Portal** – Course syllabi, training content, Course results, Course Appraisals
- **To \ From PeopleSoft HRMS** – Employee training profiles, results

Estimated Users: (1000 approx.)

- Department of Enterprise, Trade & Employment Staff
- Executive Offices of the Department



7. INTRANET REPORTING APPLICATION PROFILE

Description/key requirements:

Application to monitor the usage of the Intranet and provide management reporting. The following functionality is required:

- Capturing of all user traffic information on the Intranet in real time
- Ability to segment traffic by user name, type, section, content viewed, activity, duration, visits, etc.
- Ability to analyse traffic graphically and publish to the corporate Intranet in real time
- Ability to download web statistics for local modelling and manipulation

Potential Solutions (Non-exhaustive list):

- WebTrends

Key Benefits:

- Ability to measure actual usage of the Intranet
- Ability to identify the areas of the Intranet that are popular and unpopular
- Ability to measure RoI in the Intranet
- Ability to identify which areas or individuals use / do not use the Intranet.
- Ability to provide statistics to support the sizing of Intranet Infrastructure

Information Flows:

- None

Estimated Users: (9 approx.)

- Department of Enterprise, Trade & Employment Staff (1 users)
- Executive Offices of the Department (8 users)



8. FLEXITIME MANAGEMENT APPLICATION PROFILE

Description/key requirements:

Application to manage the recording and reporting of Flexitime. The following functionality is required:

- Web enabled Flexitime recording
- Web enabled Employee self-service
- Web enabled Workflow approvals
- Web enabled Reporting
- Security

Solution

- TMS (Currently implemented)

Key Benefits:

- Elimination of paper based processing
- Faster processing of flexitime

Information Flows:

- **To Enterprise Portal** – Flexitime transactions, reports

Estimated Users: (1000 approx.)

- Department of Enterprise, Trade & Employment Staff
- Executive Offices of the Department



9. TECHNICAL SUPPORT MANAGEMENT APPLICATION PROFILE

Description/key requirements:

This application manages the helpdesk and other technical support process and information requirements. This application should be accessible in an outsourced service provider arrangement.

The following functionality is required:

- Recording of all technical support queries
- Internal and external service level agreement reporting
- Issue prioritisation
- Tracking and escalating of support requests
- Email, web and phone support capabilities
- Issuing of email job tickets
- Email based problem status alerts to end users
- Integrated IT asset inventory
- Web based self-service
- Maintain FAQs
- Reporting

Key Benefits:

- Reduction in paper based processing
- Reduced process costs
- Faster customer service

Information Flows:

- **To Enterprise Portal** – Documents
- **To/From Fixed Asset Register** – Asset details
- **To/From Staff** – Support requests, responses, FAQs

Estimated Users: (1000 approx.)

- Department of Enterprise, Trade & Employment Staff
- Executive Offices of the Department



APPLICATION ARCHITECTURE RECOMMENDATIONS

Application Standards

1. It is recommended that the following technical standards are implemented:
 - It is recommended that a key selection criteria for all business applications is that they are LDAP compliant to facilitate a single sign-on, user provisioning strategy.
 - All applications should be capable of being integrating into the Intranet infrastructure
 - XML should be the standard for interfacing to the Intranet and between applications

Content Management Application

2. It is recommended that an enterprise scale content management application is selected as the primary mechanism for maintaining corporate unstructured content. This application should be selected on the basis of it being based upon open RDBMS back-end capable of storing XML data and integrating with third party authoring tools, including the MS Office suite.

File \ Document Management

3. It is recommended that in selecting a content management solution that consideration should be given to solutions that also incorporate file \ document management. This is to support a number of processes that require collaboration within, and between Sections and Divisions of the Department, e.g. Briefings, speeches, business plans and compiling responses to PQs, representations and FOI requests.

Human Resources, Financial, Time Management, Technical Support Applications

4. It is recommended that the PeopleSoft HRMS specification incorporates the functionality to provide the following web based processes:



- Apply for annual leave
- Approve Training requests
- Complete and view Performance Appraisal
- Create and review role profile
- Record sick leave
- Update personal information
- Process new joiner
- Apply for vacancies \ transfers
- Apply for competitions

5. It is recommended that the MIF application specification incorporates the functionality to provide the following web based processes:

- Raise Purchase Requisition
- Prepare CMOD returns
- Claim Overtime
- Claim Travel Overtime
- Claim Delegates Allowance
- Claim Travel and Subsistence
- Complete Payments Authorisation
- Process Estimates

6. It is recommended that the TMS Flexitime system is web-enabled

7. It is recommended that the required functionality specified in the application profile for the Technical Support application is incorporated into the requirements specification for the selection of the outsourced provider.



eLearning

8. ELearning is currently the subject of a separate project. It is recommended that any solution in the area of eLearning \ Learning Management Systems is capable of being integrated with the Intranet architecture as the primary mechanism for their delivery.

eForms \ Workflow

9. It is recommended that Lotus Notes is used as the eForms \ Workflow application to provide the following web based processes:

- Manage Shared Calendar
- Manage Shared To Do Lists
- Book Facilities
- Request Maintenance \ Housekeeping
- View Car Park Rota \ Book Car Park Space
- Notify Reception of Visitors
- Compile Section Statistics
- Complete & Review Probation Reports
- Approve Salary Increment
- Authorise Payroll Deductions
- Notify Payroll of Salary Amendments
- Request Book Loan Service
- View Canteen Menu & Order Lunch
- Apply for Travel Authorisation
- Claim Petty Cash
- Authorise Funds Movement
- Apply for Credit Union Membership
- Apply for Refund on Course Fees



- Apply for Union Membership
- Apply for Work Options
- Submit Merit Award Nominations
- Record Staff Complaints
- View, Apply & Claim Early Post Work



7.3 TARGET CONTENT MANAGEMENT ARCHITECTURE

Background

During 2001 the Department sponsored and participated in a significant content management study under the aegis of the BASIS project.

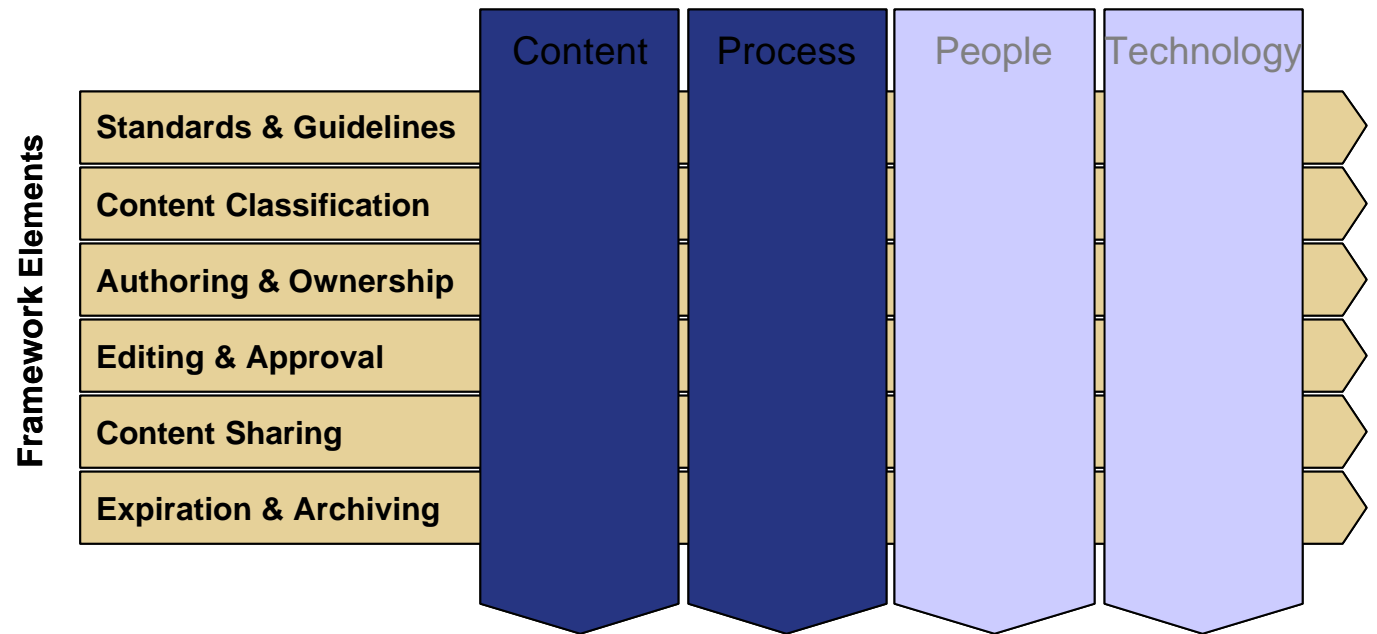
The recommendations and best practices outlined in this study have been tailored to the Department's content management requirements.

Content Management Framework

The Intranet content management framework, tailored from the BASIS standard, consists of four dimensions (Content, Process, People & Technology) and seven elements, namely: Standards & Guidelines; Content Classification; Authoring & Ownership; Editing and Approval; Content Sharing; and Expiration & Archiving.

The Standards & Guidelines are discussed in the next section. The other 5 elements form the Department's '*Intranet Content Management Life Cycle*' discussed below.

Content Management Framework



(Note: The People and Technology elements of the Content Management Framework are primarily addressed by the Governance and Application elements of the Intranet Architecture)



Standards & Guidelines

The adoption of standards and guidelines is essential to producing high quality content. Standards are specific and prescriptive parameters for content whereas guidelines are less stringent recommendations.

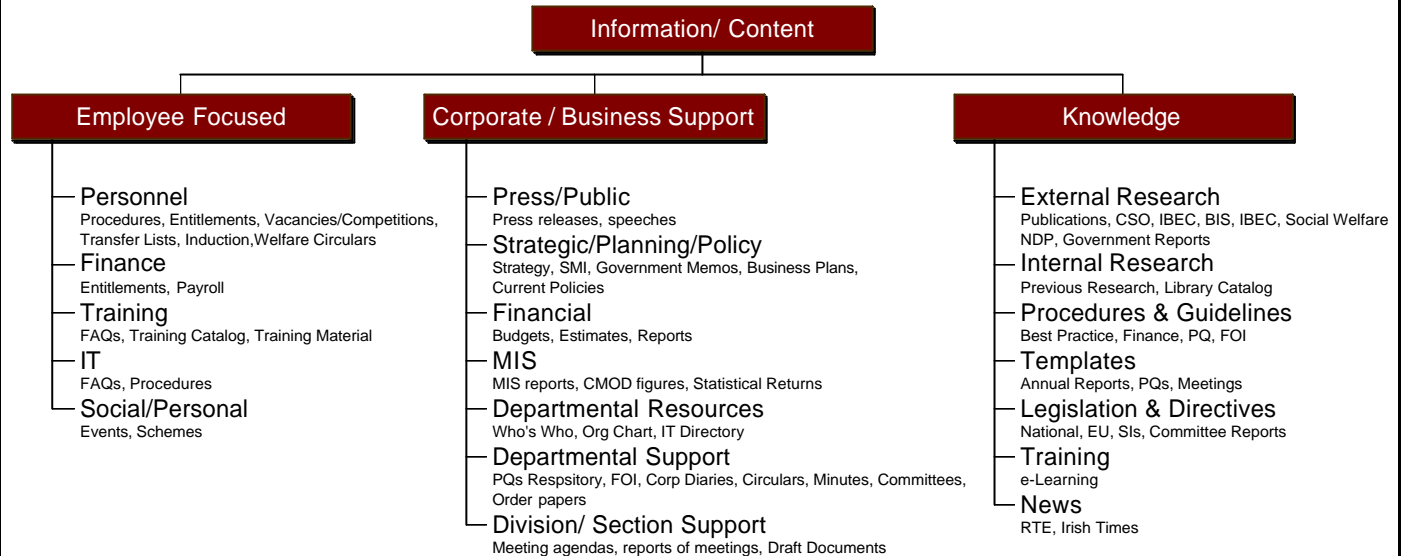
Key standards and Guidelines are required for:

- Content Structure (Design)
- Metadata
- Content Templates
- Thesaurus
- Writing Styles

It is recommended that these standards and guidelines are maintained **centrally**.

Content Structure (Design)

Based on the information requirements defined during the development of this strategy the Initial Content Structure is depicted below (Further details are given in the Appendices).



Modifications to the content structure, e.g. additional categories, deletions, etc, which apply to the top 3 levels should be approved and executed centrally. Modifications to lower level are the responsibility of the ‘Owner’ areas/sections. (**Note:** Multiple Dimensions may emerge over time)

Metadata

Metadata is the “information about information”. Examples of metadata include the author of a piece of content, its creation date, the category of the content, its archive date, etc. It helps staff find precisely what they are looking for, and improves the likelihood of relevant information being found.



Once metadata is associated with a particular type of content, it can be leveraged as a powerful management tool to generate for example automated directories and listings of content. They can also be used to drive the dynamic behaviour of the site e.g. to automatically archive content.

It is essential that each piece of content must have been attributed metadata prior to its being published

At present, a Metadata Consultation Group is developing an Irish Public Service Metadata Standard (IPSMS), which is based on the internationally recognised Dublin (Ohio) core metadata element set. Though the IPSMS is primarily focused on public content it should form the basis for the Department’s Intranet.

Based on the current ‘consultation version’ of the IPSMS, current Departmental implementations, i.e. BASIS, and the Department’s requirements the following Metadata elements are recommended for the Intranet:

Element	Qualifier	Description	Obligation (Mandatory / Optional)	Repeating (Yes / No)	Example	Domain
Title		The title of the document	Yes	No	Guidelines on Carrying out Risk Assessments for SMEs	
Date	Created	The date on which the document was created	Yes	No	2001-03-02	Valid date: YYYY-MM-DD
Date	Modified	The date on which the document was last modified	Yes	No	2001-04-12	Valid date: YYYY-MM-DD



	Date	Valid	The date range during which the document is valid	Yes	No	2001-03-02 - 2001-07-22	2 Valid dates, Date 2 >= Date 1: YYYY-MM-DD - YYYY-MM-DD
	Creator		The name of the Individual (organisation/Section for external publication) that created the document	Yes	No	Alan Coleman	
	Publisher		The name of the entity responsible for making the document available (i.e. the section/Division)	Yes	No	Finance	
	Contributor		An entity that has made contributions to the document	Optional	Yes	Personnel	
	Description		A 2-3 line summary of the document	Optional	No	Government recommendations on how to carry out risk assessments for small to medium sized businesses.	
	Subject		Keywords describing the content of the document	Yes	Yes	Risk Assessments, SMEs	
	Type		The Type of content	Yes	Yes	Legislation, Policy Proposal, Report, Form, Press Release or Speech.	Legislation, Policy Proposal, Report, Form, Press Release or Speech.
	Format		The physical type of the document	Yes	No	HTML, PDF, Image	



	Identifier	A unique identified for the resource	Yes	No	Typically generated by the content management system
	Source	References to resources from which the current document was derived	Optional	Yes	Website address of original information.
	Language	The natural language of the document	Optional	No	English or Irish
	Coverage	The extent or scope of the document. Here used to describe geographical areas where the document is relevant	Yes	Yes	National, Dublin, Cork, Midlands, South-East, etc.
	Relation	A reference to a related resource	Optional	Yes	
	Lifevent	The Life (Business) Event to which the Document Relates (to be used if the content has a basis implication)	Optional	Yes	Employing Staff
	Rights	Rights of entities in relation to the document.	Yes	No	Copyright DETE 2001
<p>Once implemented, changes to the metadata structure should be rare and approved and executed centrally.</p> <p>Content Templates</p> <p>A template is a predefined formatted content creation sheet with specific user input fields based on the content type. Templates support a consistent look and feel, promote the reuse of design elements, and make it easy for non-technical staff to contribute content to a site. Templates must be designed for various</p>					



types of content and thereafter consistently applied.

An initial set of templates should be designed during implementation. Thereafter, modifications to the set of templates should be approved and executed centrally.

Thesaurus

A thesaurus is a tool used by indexers and searchers to choose words to consistently describe things or concepts. It facilitates standard use of terminology, groups related concepts and shows relationships between concepts. Use of a thesaurus is important in applying consistent metadata. Thesauri make information retrieval more accurate than conventional search engines by standardising the search terms used. Work is underway, by the Metadata Consultation Group, towards establishing an Irish public sector thesaurus.

It is recommended that a basic 'Subject', i.e. for the subject Metadata element, thesaurus be compiled during implementation of the Intranet. Thereafter, staff should be trained and encouraged to use the standard Thesaurus only making addition if necessary. The thesaurus should be audited regularly to ensure its effectiveness, e.g. eliminate near duplications, etc.

Writing Style

Content authors need to be aware that good writing style in the web context differs from its paper equivalent in a number of key respects. Web content needs to be in plain English, easy to read, concise and to the point whereas paper content need not be so particular in these regards.



Intranet Content Management Life cycle

The Intranet Content Management Life Cycle defines the Life Cycle of Intranet Content, from definition to archival or destruction, within the Department.

The six steps in the Life Cycle are:

- Define
- Author
- Classify
- Edit & Approve
- Content Sharing
- Expiration & Archiving

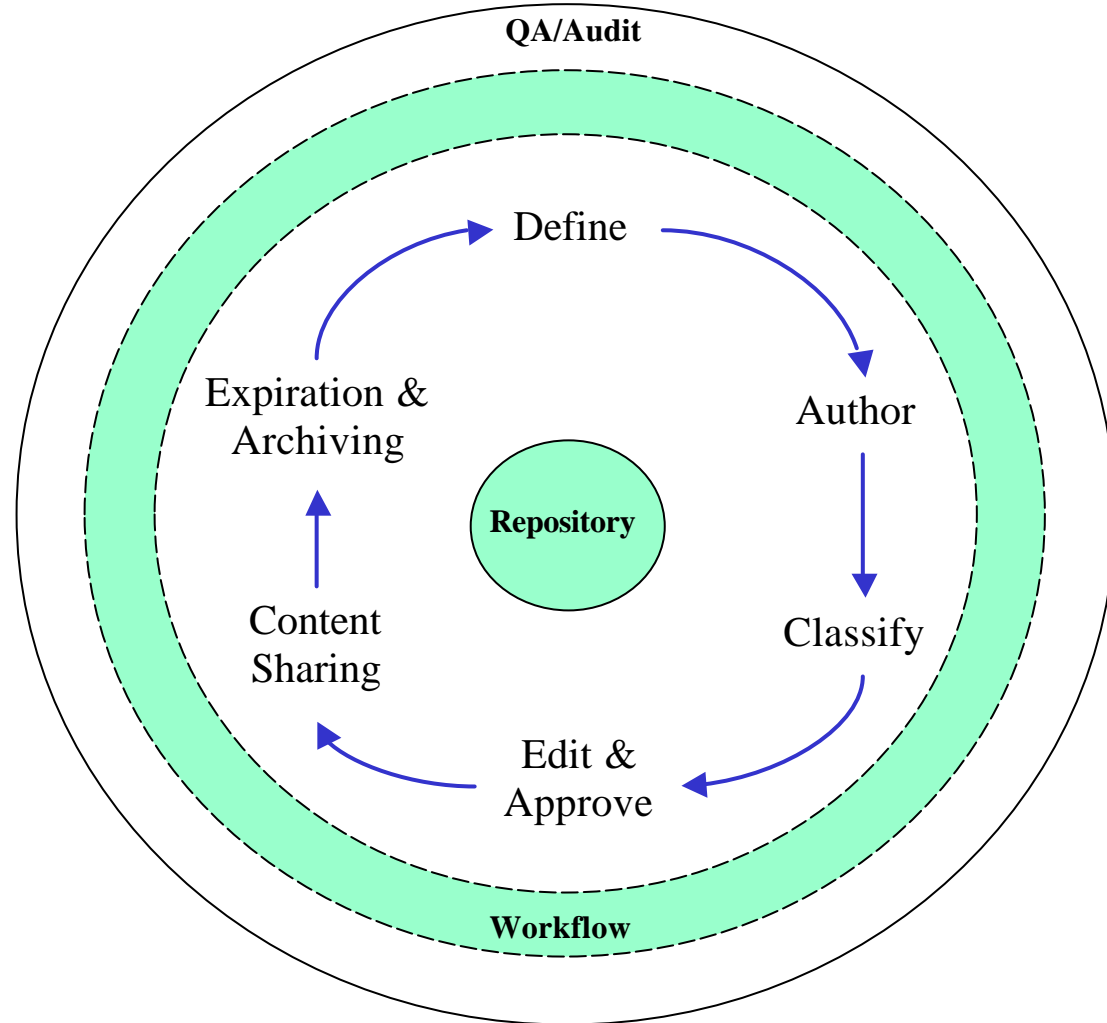
In addition, there is a continuous **quality control and auditing** process.

The two enabling elements of the Life Cycle are:

- Repository
- Workflow

These enablers are discussed in the Applications Architecture.

Content Management Life Cycle





Define

Description:

In this step the content required for the Intranet is identified.

Owner:

The overall structure (top 3 levels) of the site is owned centrally.

The definition of Lower levels is owned by the responsible section controller

Mechanism:

The definition of required content should be done on an annual basis in conjunction with division/section business planning.

The definition should include staff feedback which should be collected automatically both qualitatively, e.g. Good/Bad/Fair rating by staff of each page and comment boxes, and qualitatively, e.g. no of hits.

Content requirements and progress should be review quarterly and reported to the central content team.

Content, which is event driven, e.g. budget, should be driven by these events.

The Content structure/definition should be held centrally by the system.

Author

Description:

In this step the content is created. (**Note:** this includes maintenance and update to existing content)



Classify

Owner:

This role is performed by anyone that produces original material for the website. This must be the appropriate person for the particular content and be qualified/knowledgeable on the subject. The Author must be responsible for the validity of the content.

The responsibility for authoring content must be included in the relevant staff's role profile.

Mechanism:

The content is created by the author as required directly (or via a productivity tool, e.g. Word) into the repository using the content management tool.

Content must be created as required, e.g. due to its planned creation or due to an event.

Description:

In this step the content is classified. This is a key step to ensure the content is placed in the content structure and indexed correctly. It also facilitates searching, management and archiving.

Owner:

The content author performs this role.

Mechanism:

Classification is applied at point of authoring (and confirmed at point of editing). The key classifications which must be applied are:



Edit & Approve

- Position in Content Structure (multiple positions are possible)
- Metadata – Using Thesaurus where required, e.g. subject.

Description:

A clearly defined editorial and approval process is essential to ensure the quality, accuracy and consistency of the content. All content must be approved before it is shared (published).

Owner:

Each division/Section should have a designated controller. In addition, each division/section should have a backup controller.

This role should be part of the individual's role profile.

Mechanism:

All content to be approved should be routed by the tool to the appropriate controller. The content should be edited, if necessary, and approved (refused, send back to author) within a prompt timescale depending on the content.

Content Sharing

Description:

Once approved content is published/shared.

Owner:



Expiration & Archiving

The process of publishing/sharing is automated.

Access, e.g. individual's, groups, the public, to content should be defined centrally based on content, e.g. type and coverage.

Mechanism:

Access controls based on content type should be maintained centrally and modified via a change control process.

The content tool should automate the publishing/sharing of the content to the appropriate access groups.

Description:

Most content has a finite lifetime. As it expires it must be removed and saved to an archive area for future reference if required.

Owner:

The content tool should own the process.

However, the content Controller can override this.

Mechanism:

The content tool automatically expires and archives the content based on the date-based metadata provided on authoring (or updated on editing).



Quality control and auditing

A manual override should be enabled to allow Controller to remove content where necessary.

Description:

To ensure the quality of the content on the Intranet a quality control and auditing process must be in place. The process should take the form of collation of automated data (i.e. Staff Feedback and Page Hits) and sample auditing of content against the Intranet standards and guidelines. (**Note:** Progress of Sections/divisions in addressing their content requirements, as defined in their business plans, should be reported to the central content team quarterly)

Owner:

The Central Content Management Team should own the quality control and auditing process.

Mechanism:

Exception reports based on the data collected by the Content Management tool should be collated monthly. Section/divisions who are not achieving the required standard should be informed and asked to rectify the situation. If the section remains in default for a second continuous month this should be escalated to the eDepartment steering committee.

Sample quality audits should be carried out on a continuous basis (with the aim to complete one sample audit of each section each year). Sections who are not achieving the required standard should be informed and asked to rectify the situation. If the section remains in default for over a month this should be escalated to the eDepartment steering committee.



7.4 TARGET SUPPORT AND INFRASTRUCTURE ARCHITECTURE

Introduction

This component of the Intranet Architecture includes the business and technical support, which is required to support the Intranet. It also outlines the impact the Intranet will have on the Department's current infrastructure.

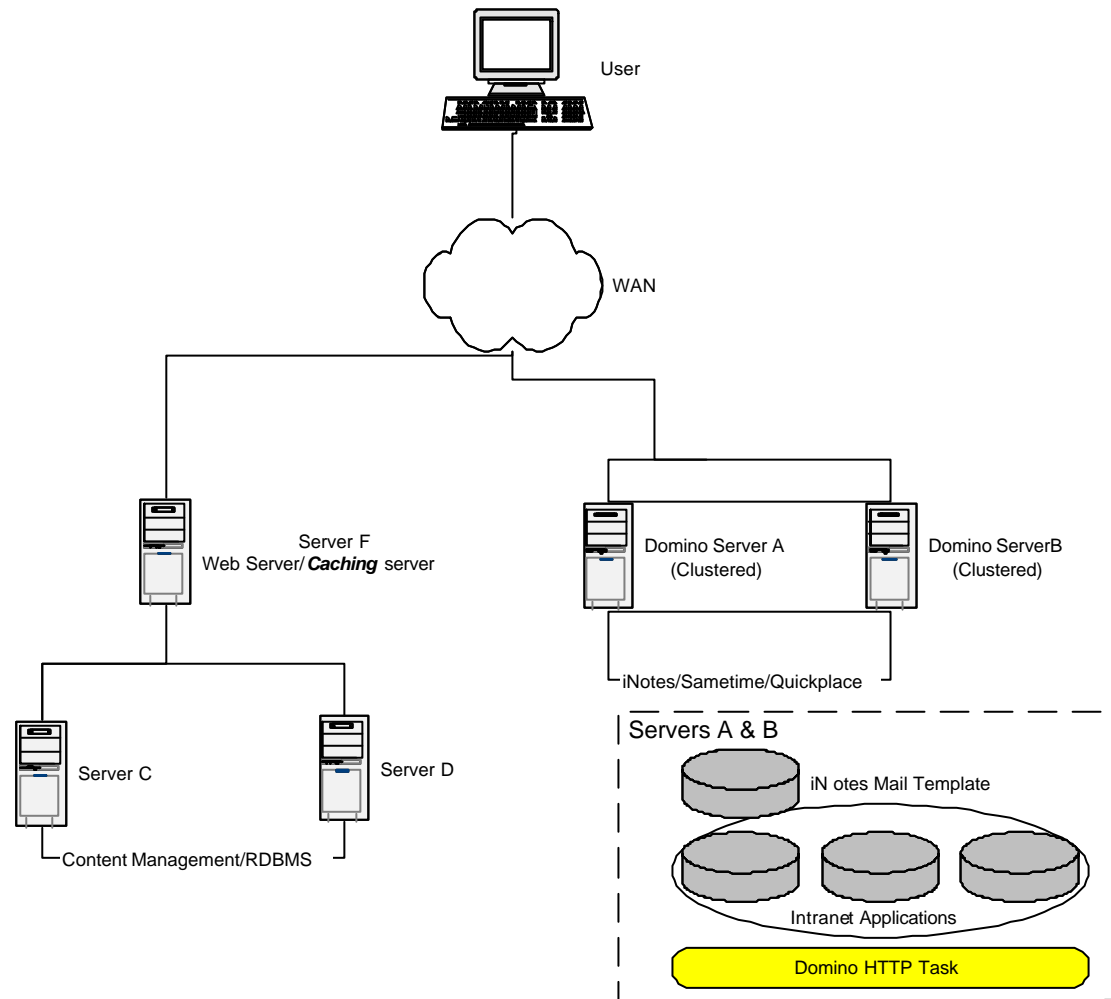
The Infrastructure requirements are dealt with first followed by the Support requirements.

Infrastructure

The incremental infrastructure requirements of the Intranet can be summarised under the following headings:

- Hardware;
- Software; and
- Communications.

Infrastructure





Hardware

The key additional hardware elements required by the Department, depicted above, are:

Server A & B – These servers, which should be clustered, support the Lotus Notes elements of the Intranet, e.g. Domino, Domino http services, iNotes, Sametime, Quickplace and the custom developed e-enabled processes.

Server F – This server provides Http and caching services for the content management application.

Servers C & D – These Servers support the Content Management Application and its RDBMS.

The servers should be centralised, e.g. in Kildare Street, for ease of management.

Software

In addition to the software outlined in the applications architecture the following software components should be installed to support the Intranet:

- The infrastructure software for Lotus Notes should be Domino version 5.0.8. or above, with the appropriate services implemented.
- All desktops should have Internet explorer 5 or greater installed.

(**Note:** For costing purposes Windows 2000 Advanced Server is assumed for all Intranet servers)

Communications

Given the Department's recent investment in high capacity links between its core sites (Earlsfort, Kildare and Davitt) it is likely that the incremental demand created by the Intranet in these core sites will be absorbed by current capacity.



However, the following links may require an incremental increase in capacity.

- Parnell
- LRC/LC
- Kilkenny
- ODCA

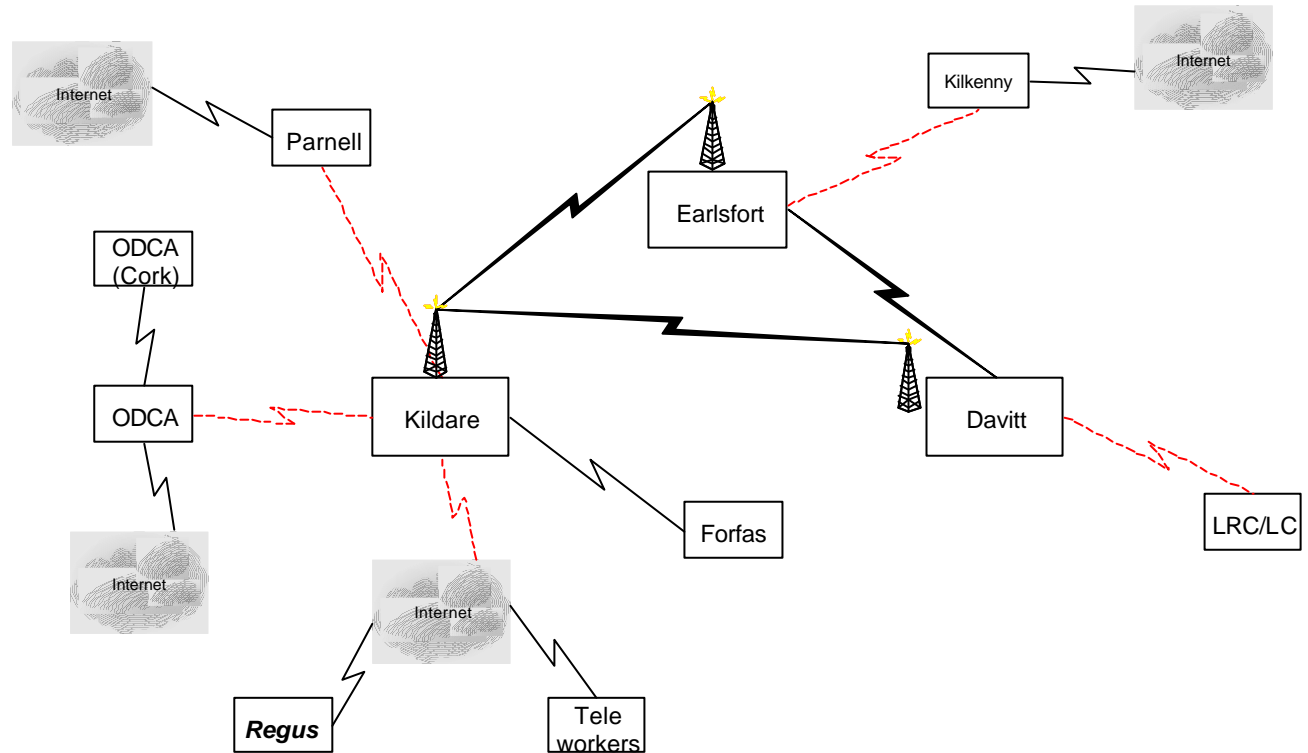
To ensure availability of the Intranet non core sites should be provided with back up communications links.

As it likely that the Intranet will increase Internet demand, e.g. 5%, the capacity of internet link(s) should be increased accordingly.



Incremental Communications Requirements

The Departments recently installed 10/100Mbit minimum should support the Intranet's LAN requirement.





Support

Introduction

Providing an adequate support structure for the Intranet is critical as it will:

- Enhance staff confidence; and
- Provide for the efficient resolution of issues and reduce their business impact.

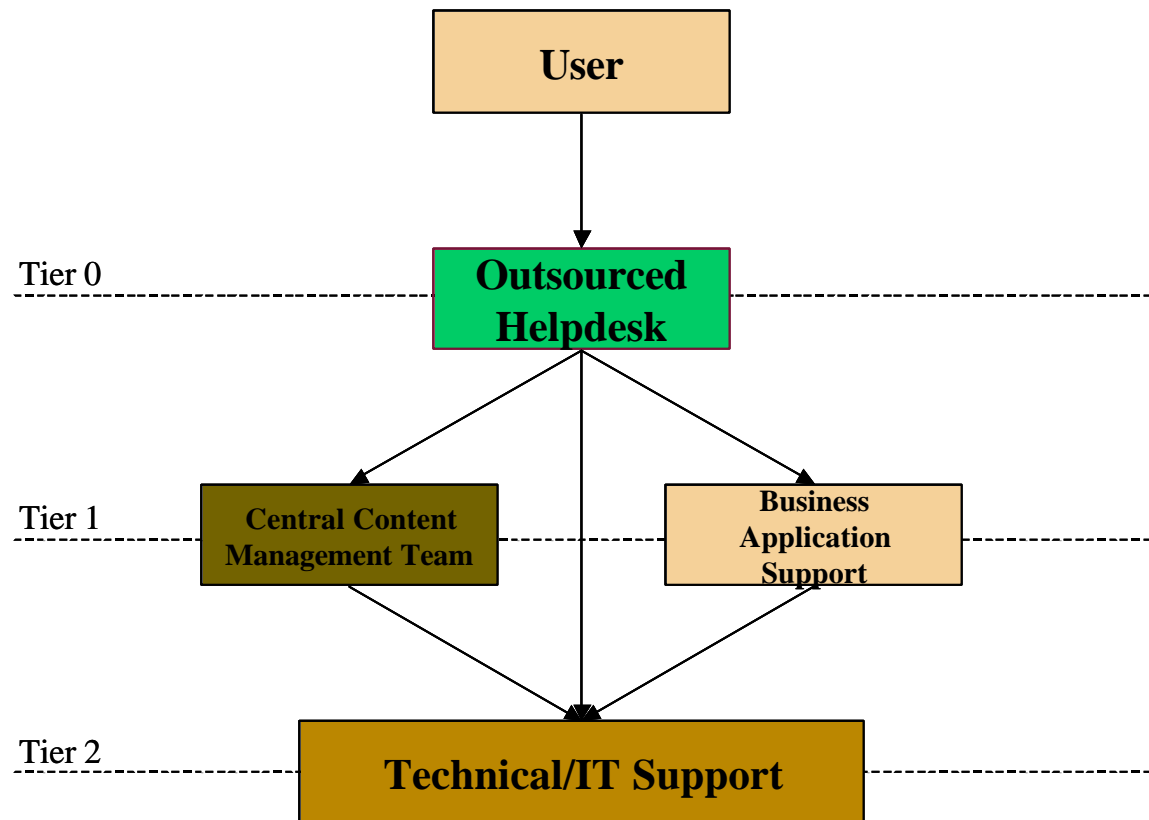
The support infrastructure, outlined opposite, is based on a tiered model. The key components are:

- Outsourced Helpdesk (Tier 0)
- Business Application Support (Tier 1)
- Central Content Management Team (Tier 1)
- Technical/IT support (Tier 2)

(**Note:** we have assumed that the Department will have an Outsourced Helpdesk in place. We have also assumed that the requirement to support the Intranet and escalate issues will be incorporated in the helpdesk agreement.)

The following table outlines the Roles and responsibilities of these components

Infrastructure





Role	Responsibilities	Owners
Outsourced Helpdesk	<ul style="list-style-type: none">• Call logging• Resolution of common/simple issues• Filtering and escalation of issues to appropriate tier 2 team• Manage issues and closure	<ul style="list-style-type: none">• Outsourced Helpdesk
Business Application Support	<ul style="list-style-type: none">• Resolving Business Application Issues, e.g. roll-back transitions.• Providing Business Application Administration, e.g. new users, approvers, etc• Filtering and escalation of issues to appropriate tier 3 team	<ul style="list-style-type: none">• Business application support staff should be sourced from the section relative to the business applications or eEnabled process, e.g. Finance should provide business support for the MIF.
Central Content Management Team	<ul style="list-style-type: none">• Resolution of common/simple issues• Filtering and escalation issues to appropriate tier 3 team• The content management has a number of Governance responsibilities (as described in the Governance Architecture), e.g.:• Manage major structural changes (on approval from steering)• Manage access control (on approval from business management)• Provide content auditing and quality reviews.• Escalate technical issues to tech support• Generate new initiatives/functionality ideas	<ul style="list-style-type: none">• Central Content Management Team
Technical/IT Support	<ul style="list-style-type: none">• Resolve technical issues and faults	<ul style="list-style-type: none">• IT division or Outsourced



- | | | |
|--|---|--|
| | <ul style="list-style-type: none">• Proactive performance management and planning• Provide technical advice where necessary• Escalation of issues to Development (Internal or outsourced) team where required | |
|--|---|--|



8 BUSINESS BENEFITS

Overview

The implementation of the Intranet Strategy will provide numerous benefits under the headings outlined opposite.

The key purpose of the Intranet is to deliver benefits via:

1. Improved corporate information \ content delivery
2. eEnablement of internal processes
3. Increasing real-time collaboration amongst employees

Operational Efficiencies

- Streamlined and more efficient processes
- Streamlined access to Information
- Enhanced cross-functional / office collaboration
- Improved corporate communications
- Improved knowledge management

Cost Saving \ Avoidance

- Reduced cost and time spent on business administration by eEnabling processes, e.g. T&S
- Free resources to undertake higher value-adding activities in back office areas of Finance \ HR
- Reduce paper generation, storage & distribution costs
- “Create once, publish many”
- Ability to consolidate LN server architecture

Customer Service

- Support for ePublic Service goals
- Faster servicing of customer queries and reduced hold times for customers
- Better access to information and knowledge to service customers on a more informed basis
- Increased knowledge base among employees

Employee Satisfaction

- Increased employee empowerment
- Better informed employees at all levels
- Eliminate unnecessary tedium of paper based processing
- Equal access to information by all employees at work or remotely



1. Operational Efficiencies

Operational Efficiencies

- Streamlined and more efficient processes
- Streamlined access to Information
- Enhanced cross-functional / office collaboration
- Improved corporate communications
- Improved knowledge management

The Intranet will introduce the following benefits in business process efficiencies and employee productivity by:

- Supporting a ‘Joined up’ Government by enabling the Department of Enterprise Trade & Employment to be operationally ready to link with other Departmental Intranets and eGovernment initiatives.
- Streamlining and Improving Process Efficiency
 - Reduced paper work
 - Elimination of manual circulation and duplication caused by re-keying of data
 - Streamlining of HR and Finance processes through introduction of eforms, workflow and systems integration
 - Electronic routing and online approvals
 - Standardised and repeatable processes across the Department and Executive Offices
 - Streamlined administrative tasks
- Enhancing Cross-Functional \ Executive Office Collaboration
 - Collaborative workflow will allow better visibility of work in progress
 - Content Management tool allows more efficient and centralised co-ordination of documents with version control and clear audit trails
 - Improved of access to MIS data for reporting
 - Interactive calendaring and scheduling
- Enhancing Productivity \ Time-saving
 - Reduce significantly the time required to source information from multiple entities by providing a single Web based interface to common information
 - Ability to repurpose information for Intranet, Internet or the print.
- Improving Communications, Information and Knowledge Management
 - Improved flow of information throughout the organisation



- Better access to corporate knowledge
- Increased quality of information which is up-to-date (corporate, personal, professional)
- On-line recording and viewing of process approvals and authorisations
- Content management capability allows better data categorisation and enhanced search (metadata), retrieval and archival facilities
- Automated electronic \ web publishing
- Single point of access for communications and Department knowledge

2. Cost Savings \ Avoidance

Cost Saving \ Avoidance

- Reduced cost and time spent on business administration by eEnabling processes, e.g. T&S
- Free resources to undertake higher value-adding activities in back office areas of Finance \ HR
- Reduce paper generation, storage & distribution costs
- “Create once, publish many”
- Ability to consolidate LN server architecture

The Intranet will assist in the reduction of process and information management costs by:

- Moving work to the Intranet
 - Reduced operational costs by e-enabling processes such as HR, Finance and Training requests
 - Training Administration - reduced training costs by introducing self-service model for corporate and external training (eLearning, training content etc.)
 - Savings in alternative communication mechanisms (phone-calls, Internet searches) due to improved communication channel and information flow
- Allowing the redeployment of resources to higher value-added activities
 - Streamlined processes should free resources to undertake higher value added work
- Increasing quality of service and delivery
 - Incorporate business rules and appropriate validations into eForms (e.g. procurement and travel)
- Reduce / eliminate paper and distribution
 - Eliminate cost associated with certain paper intensive processes by introducing eForms
 - Reduced storage, administration, photocopying and courier costs
 - Reduced publishing and printing costs by providing greater self service access to required information and content



	<ul style="list-style-type: none">• Avoid ‘re-inventing the wheel’<ul style="list-style-type: none">- ‘Create once, publish many’ - Content Management tool will allow re-purposing of documents- Access to knowledge repositories for reference, research and know-how • Improved Systems Integration<ul style="list-style-type: none">- Consolidation of infrastructure- Lower cost of ownership associated with Web based technologies- Standard infrastructure and common desktop- Maintain data integrity – update once and other systems automatically updated accordingly
<p>3. Employee Satisfaction</p> <div data-bbox="123 746 721 1125" style="border: 1px solid black; padding: 5px;"><p style="text-align: center;">Employee Satisfaction</p><ul style="list-style-type: none">• Increased employee empowerment• Better informed employees at all levels• Eliminate unnecessary tedium of paper based processing• Equal access to information by all employees at work or remotely</div>	<p>The Intranet will give employees the tools they need and want, and make work easier, faster and better leading to improved employee satisfaction through:</p> <ul style="list-style-type: none">• Driving cultural change<ul style="list-style-type: none">- Provide greater commonality in thinking, client service and strategy- Support creation of an eCulture- Increased employee empowerment driving greater accountability • Improving quality of work<ul style="list-style-type: none">- Eliminate unnecessary tedium of paper based processing- Reduce delays associated with paper based approvals- Giving employees better tools, including editorial tools for creating and updating content- Allowing Self-service employee transactions • Providing greater accessibility to required information and content<ul style="list-style-type: none">- Improved and equal access to information at work or remotely on a 24 x 7 basis- Promote knowledge management through collaboration with peers and finding / sharing best practices



4. Customer Service

Customer Service

- Support for ePublic Service goals
- Faster servicing of customer queries and reduced hold times for customers
- Better access to information and knowledge to service customers on a more informed basis
- Increased knowledge base among employees

The Intranet will support ePublic service goals through:

- Better access to information and knowledge to service customers on a more informed basis
- Increasing the knowledge base among employees
- Faster servicing of customer queries and reduced hold times for customers



9 IMPLEMENTATION PLAN

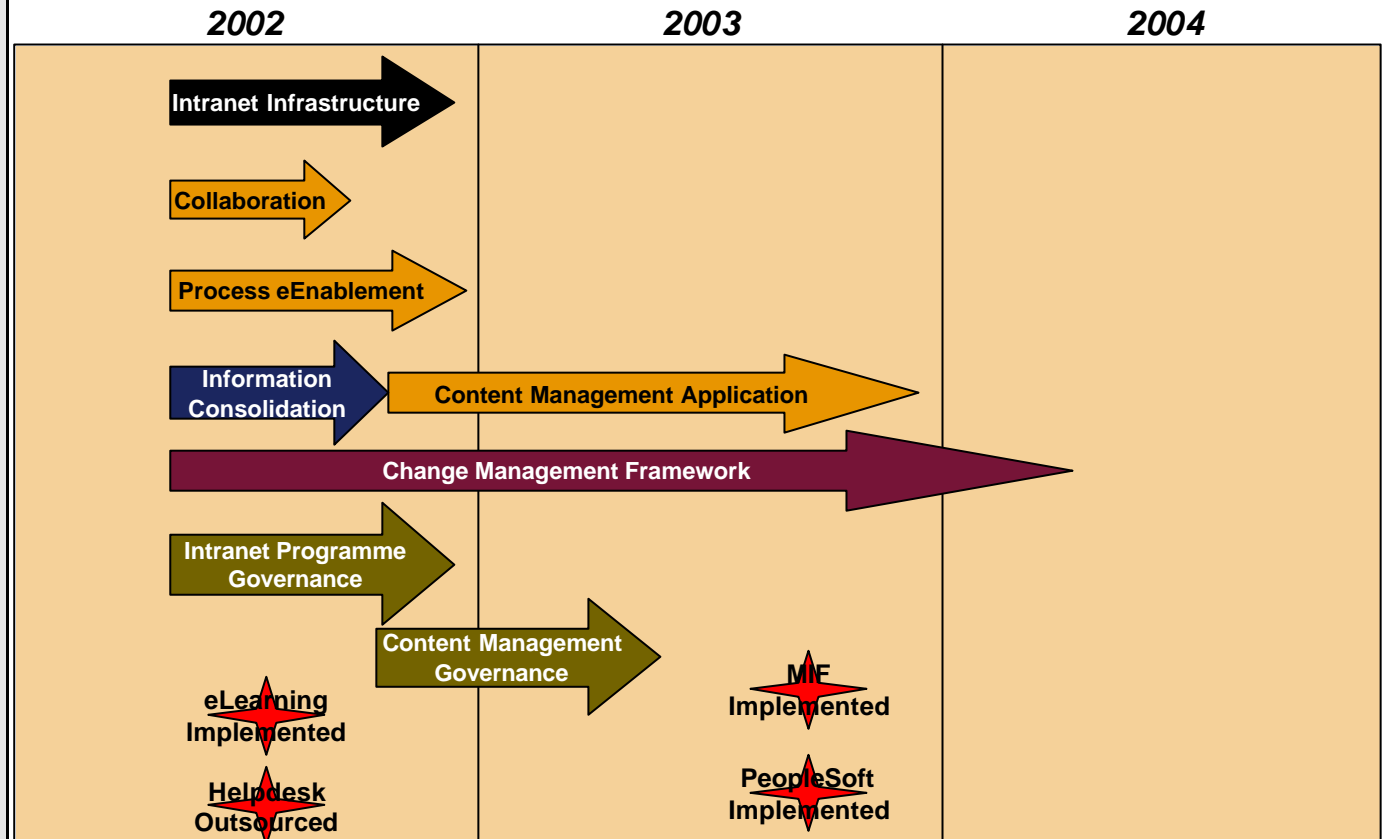
Overview

The implementation of the Intranet Strategy will consist of eight projects over a two year duration. The programme is phased to provide for:

- The implementation of infrastructure, governance and eEnabled processes by Q4 2002.
- The implementation of a content management solution starting in Q4 2002 and completing in Q4 2003.
- The ongoing support of change management from 2002 – 2004
- Other key business projects being undertaken by the Department outside of this Intranet Strategy will impact the eEnablement of some key processes identified by the Intranet Strategy in the areas of eLearning, Helpdesk, Human Resource Management and MIF.

Detailed project charters are included in Appendix A, and a phased, quarterly implementation plan is included in Appendix E.

Intranet Programme Implementation Plan (2002 – 2004)





PROGRAMME RESOURCE REQUIREMENTS

Overview

The table opposite indicates the internal resource requirements for the Department, covering its eight Executive Offices for the duration of the Intranet Strategy Implementation Programme.

It is recommended that the Department budget for this resource requirement for the programme.

Resource	Q1 2002	Q2 2002	Q3 2002	Q4 2002	Total 2002	Q1 2003	Q2 2003	Q3 2003	Q4 2003	Total 2003
IT	0.5	0.2	0.1	0.1	0.2	2.0				0.5
Personnel	0.2	1.5	2.0	0.3	1.0					0.0
Finance	0.2	1.5	2.0	0.3	1.0					0.0
Other			2.0	0.3	0.6					0.0
Other Content management				0.5	0.1	2.0	2.0	1.0	1.0	1.5
Training	0.1	0.5			0.2					0.0
IT Content	0.1	0.5			0.2					0.0
Org	0.1	0.5			0.2					0.0
Press	0.1	0.5			0.2					0.0
Sub Total	1.3	5.2	6.1	1.5	3.5	4.0	2.0	1.0	1.0	2.0
Programme Manager	1	1	1	1	1	1	1	1	1	1
Change Manager	1	1	1	1	1	1	1	1	1	1
Total	3.3	7.2	8.1	3.5	5.5	6.0	4.0	3.0	3.0	4.0

Excludes Content Management Team ~1 –2 FTE which will be required early/mid 2003
Change manager role will be required until mid 2004



SUMMARY INVESTMENT PLAN

The Department should provide for a total programme capital expenditure of:

EUR 1,073,000 – EUR 2,067,000
(IR£845,000 – IR£1,627,000) inclusive of VAT over the period 2002 – 2004.

(**Note:** note that the content management application is 51% (low range estimate) - 62% (high range estimate) of the total capital costs of the programme.

The average annualised cost per FTE of the programme is (IR£422 – IR£814) inclusive of VAT for a two year period. After which period the benefits still continue to be realised, whilst the capital costs cease.

Ongoing costs post implementation will be between **EUR 150,370 – EUR 267,460** (IR£118,400 - IR£210,600) inclusive of VAT per year.

N.B. Figures have been rounded.

Yearly breakdown:

EUR '000 (IR£ '000) including VAT	2002	2003	Total
Low Range Estimate	EUR 378 (IR£298)	EUR 695 (IR£547)	EUR 1,073 (IR£845)
High Range Estimate	EUR 466 (IR£367)	EUR 1,600 (IR£1,260)	EUR 2,067 (IR£1,627)

Project breakdown:

Project	Costs EUR (excluding VAT)	Sponsor
Intranet Infrastructure Implementation	37K – 46K (IR£29K - IR£36K)	Head of IT
Content Management Application Implementation	541K – 1,284K (IR£426K - IR£1,011K)	Secretary General
eEnablement of Corporate & Employee Focussed Processes	171K – 207K (IR£135K - IR£163K)	Assistant Secretary, Corporate Services & Economic Policy Division
Group Collaboration Tools Implementation	60K – 76K (IR£47K - IR£60K)	
Information Consolidation	9K – 10K (IR£7K - IR£8K)	
Change Management Framework Implementation	76K – 99K (IR£60k - IR£78K)	
Intranet Programme Governance Implementation	Internal Costs	
Content Management Governance Implementation	Internal Costs	



Risks	RISK	MITIGATION
<p>A number of overall risks and issues have been identified. These are listed opposite. The suggested method of mitigation of these risks are also listed.</p> <p>It will be a key responsibility of the steering committee and programme management to review these and other risks on a regular basis to ensure that their effects continue to be successfully mitigated.</p>	<ul style="list-style-type: none">• Lack of co-ordination between the various projects within the programme and other eGovernment Programmes• The significant culture and work change may affect the programme implementation and benefits realisation.• Availability of internal resources, both business and technical• Security and access control to corporate and personnel data.• Reliability and availability of Intranet• Lack of staff proficiency with Intranet	<ul style="list-style-type: none">• Establishment of a single Programme Manager role to co-ordinate the interdependencies between projects.• Implement a change management strategy and appoint a change manager to support change.• Senior management commitment to release of resources. Backfilling of resources. Supplement by external resources where appropriate.• Extensive testing and 3rd party external security audit/testing.• Installation and testing (performance, stress, etc) of high availability and redundant infrastructure. Stress testing of applications.• Implement timely, relevant and quality training during project implementation. Implement ease of use designs.



CHANGE MANAGEMENT FRAMEWORK

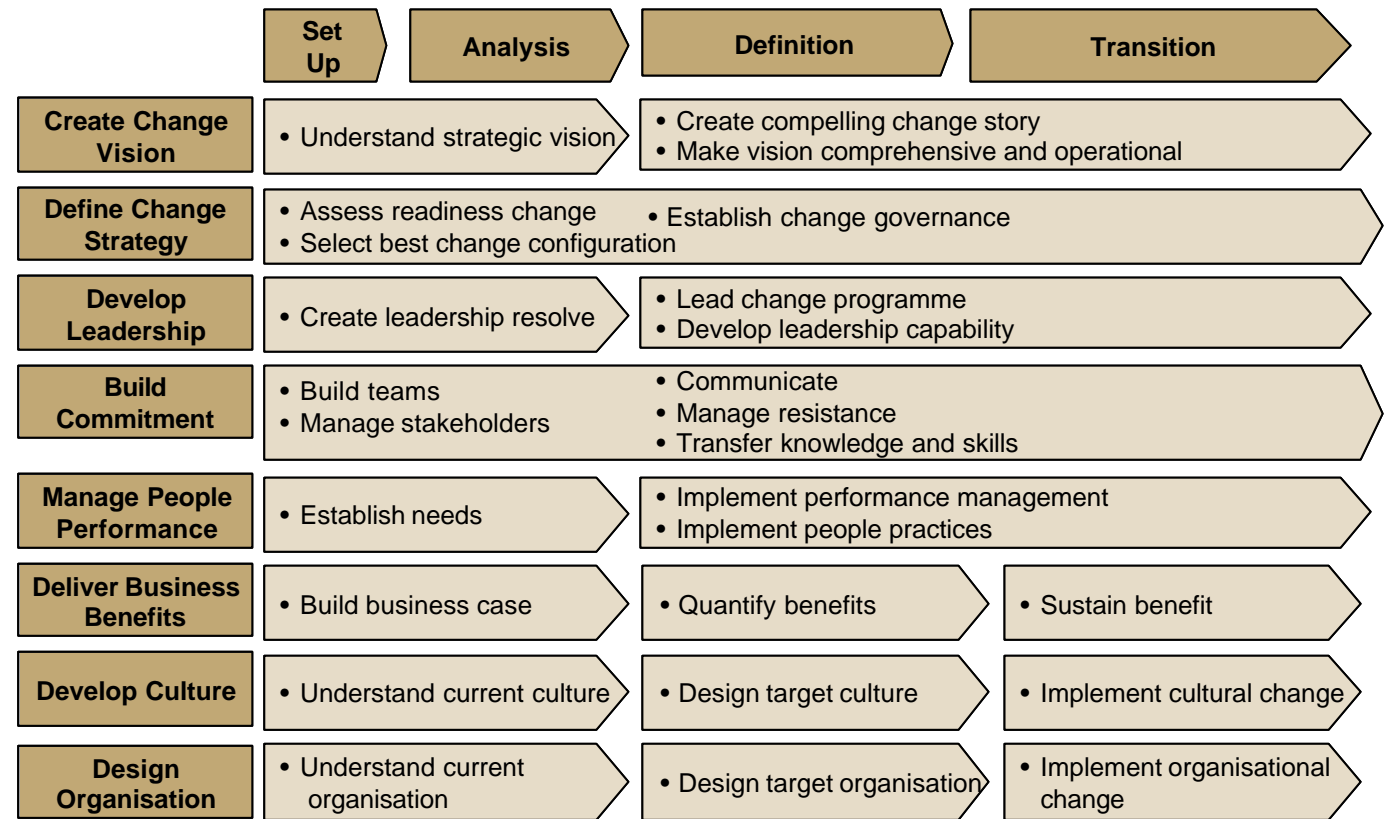
Overview

Implementing the Intranet strategy will have a significant impact on the Department's people, processes, technology and culture.

It is essential that this change is managed on a planned and controlled manner.

This section outlines PwC's recommended framework to manage the necessary change.

Change Management Framework





1. Create Change Vision	<ul style="list-style-type: none">• Define a high-level vision of the Intranet enabled organisation and its linkage to the organisation's business strategy.• Think of the Intranet vision as a long-term goal, towards which the organisation will continue working for several years.• Organise the change vision into Core Change Vision, Full Scope Change Vision and Operational Change Vision.
2. Define Change Strategy	<ul style="list-style-type: none">• Assess the organisation's readiness to change by conducting a survey, interviews, or focus groups.• Based on the results of this survey, design an Intranet change strategy that addresses how to align the organisation with the Intranet vision.• Summarise the approach to managing change effectively to deliver the business benefits of the Intranet, improved processes, and wider behavioural benefits that will sustain the organisation long-term.• Establish an Intranet governance structure to oversee strategy, planning, design, and implementation of the change.
3. Develop Leadership	<ul style="list-style-type: none">• Engage leadership early and often when developing the Intranet change vision and strategy.• Secure leaders' formal commitment to the Intranet.• Encourage leadership to take responsibility for communicating about the Intranet and implementing the supporting changes and encourage leaders to demonstrate the value and behaviours needed.
4. Build Commitment	<ul style="list-style-type: none">• Conduct stakeholder analysis to ascertain who commitment is needed from and the likely causes of resistance.• Build a stakeholder management plan to detail the activities needed to gain the appropriate level of commitment/compliance from each stakeholder group.• Establish cross-functional teams that include stakeholders from all levels and all geographies• Communicate.
5. Manage People Performance	<ul style="list-style-type: none">• Focus: Define people performance measures for achieving the Intranet vision.



	<ul style="list-style-type: none">• Review: Report on the results against defined measures using management information systems, Intranet metrics and traditional methods (observation, customer feedback) to help measure people's performance.• Improve: Provide coaching points for improving individual performance and adjust the measures to better gauge people performance.• Reward and Recognise: Manage performance through reward and recognition programmes.
6. Deliver Business Benefits	<ul style="list-style-type: none">• Build a business case that identifies what tangible benefits will be achieved through the Intranet implementation. These have been outline in this strategy.• Determine the value of each benefit.• Sustain benefits through continuous improvement and measurement.
7. Develop Culture	<ul style="list-style-type: none">• Assess current culture as part of change readiness assessment.• Identify and document organisational values and beliefs that will support the Intranet vision.• Imbed these values and beliefs in every communication about the Intranet.• Modify the organisational structure, job responsibilities, and performance measures to align with the values and beliefs that support the Intranet vision.
8. Design Organisation	<ul style="list-style-type: none">• Assess current organisational structure, roles and responsibilities, and competencies.• Design a target organisational structure that best complements the Intranet vision, the redesigned work processes, and the new technology.• Determine roles and responsibilities for each job within the target structure and the needed competencies for performing each job.• Map current competencies to target competencies to determine where the gaps are.• Develop a transition strategy for moving from the current structure to the target structure.



Training

A key component of implementing change is the provision of adequate training to staff.

The efficient use of the Intranet will be dependant on trained and proficient staff.

The key areas to be addressed by training include:

- Awareness;
- Process (Business Process and Content Management); and
- Applications

Awareness training for the Intranet will be on-going and will be the responsibility of the Change manager.

Process and application training will be run in conjunction with two key projects, namely:

- eEnablement of Corporate and employee focused processes.
- Content Management Application Implementation

This will ensure that training is timely and relevant to staff.

eEnablement of Corporate and employee focused processes

During the roll-out of this project staff will be trained on the following:

- iNotes, i.e. the web enabled version of Lotus Notes.
- The Applications supporting the eEnabled processes (i.e. Lotus Notes workflow)
- The eEnabled processes itself, e.g. what the staff responsibilities are, how they differ from the current process, etc
- Collaborative tools (where appropriate)
- Support structures, e.g. Helpdesk, Business support etc

Content Management Application Implementation

During the roll-out of this project staff will be trained on the following:

- The Content Management Application.
- The Content Management Process
- Their role and responsibilities
- Support structures, e.g. Central Content Management Team, etc

The overall owner of training for the Intranet will be the Change Manager, however, they will be required to work closely and coordinate with the Training Unit, the Programme Manager and individual Project Managers.

Awareness

The techniques used by the Change Manager to promote Awareness will be varied and may include: presentations, road shows, workshops, demos, emails, articles in publications, posters, giveaways, etc,



FIRST STEPS

The first steps to initiate the Intranet Strategy, once approved, are outlined opposite.

1. Engage eDepartmental Sponsor.
2. Consolidate eDepartment Steering Committee (to include the Intranet).
3. Include Intranet in Programme Manager's remit.
4. Appoint Programme Manager.
5. Appoint Change manager.
6. Secure funding and resources.
7. Kick off programme.
8. Initiate Programme governance project - Appoint Section Controllers, in key areas, and central content management team.
9. Kick off remaining projects.