



Contents of This Document

- Project objectives and approach.....2
- High Level Findings.....7
- Current State Analysis.....24
- Recommendations and Future Initiatives.....157
- Appendix.....167



Summary of Recommendations by Platform Layer

Area	Recommendations – Immediate	Recommendations – Longer Term
Business Systems Platform Layer	<ul style="list-style-type: none"> • 1.1 Perform IRIS platform risk review • 1.2 Develop migration strategies and plans for all ageing application platforms • 1.3 Develop strategy for small application platforms • 1.4 Evaluate Lotus Notes in context of strategy for small applications 	<ul style="list-style-type: none"> • 1.5 Develop, publish and use an enterprise application architecture that covers all application areas
Office Systems	<ul style="list-style-type: none"> • 2.1 Fix Notes configuration problems • 2.2 Enhance email archiving technology to be enterprise-wide and automated • 2.3 Implement document collaboration software such as SharePoint • 2.4 Upgrade DIMAnet per plan • 2.5 Develop strategy for end-user application development • 2.10 Ratification of record keeping standard • 2.11 Provide powerful ad-hoc desktop query and ad-hoc reporting tools to the desktop, with associated training 	<ul style="list-style-type: none"> • 2.6 Develop strategy for communication/collaboration, covering <ul style="list-style-type: none"> –Electronic communications –Knowledge management –Electronic collaboration tools Enterprise business process and workflow technology –Evaluate best long-term technology solution, including whether Lotus Notes should be replaced • 2.7 Implement content management capabilities • 2.8 Provide global accessibility to desktop systems, including through various devices • 2.9 Refresh application architecture to achieve integration of enterprise applications and desktops • 2.12 Develop strategy for records management, covering <ul style="list-style-type: none"> –Electronic document management –Content management technology –Automated file tracking technology for non-automated records • 2.13 Consolidate enterprise recordkeeping data stores • 2.14 Implement data management capability



Summary of Recommendations by Platform Layer (Cont'd)

Area	Recommendations – Immediate	Recommendations – Longer Term
Data Platforms	<ul style="list-style-type: none"> • 3.1 Develop a comprehensive DIMA data strategy and inventory that includes a strategy for managing the integrity of data for both short term and long term retrieval needs • 3.2 Review data held in MS Access database platform and current policy related to this data • 3.3 Include data warehouse / data mart considerations in a comprehensive DIMA data strategy and inventory 	<ul style="list-style-type: none"> • 3.4 Manage data, information, records and knowledge as a related and holistic area across DIMA, in terms of both horizontal and vertical views through the organisation • 3.5 Develop a clear database platform strategy which will enable the most efficient use of the DIMA infrastructure
Systems Software	<ul style="list-style-type: none"> • 4.1 Plan to retire AIX (IRIS) • 4.2 Re-visit IRIS risk review • 4.3 Conduct annual risk reviews of IRIS • 4.4 Continue to develop integration architecture • 4.5 Ensure current systems development activities follow architecture • 4.6 Evaluate integration software evolutionary paths 	<ul style="list-style-type: none"> • 4.7 Develop a clear operating system strategy which will enable the most efficient use of the DIMA infrastructure • 4.8 Roll integration architecture across existing systems (internal and external)
Network Layer	<ul style="list-style-type: none"> • 5.1 Continued focus on dual link redundancy • 5.2 Develop a strategy for the convergence of data and voice (to ensure DIMA infrastructure is suitably equipped) • 5.7 Fix GRAS 	<ul style="list-style-type: none"> • 5.3 Develop a network address plan. Include subnet allocation, VLAN allocation. Begin to consider WLAN SSIDs for consistency across the organisation • 5.4 Investigate and recommend an appropriate quality of service strategy across DIMA • 5.5 Plan for required capacity • 5.6 Develop a clear strategy / architecture for the best (and most secure) use of WLAN technology, based on real needs • 5.8 Review remote access strategy. Strategy is currently one size fits all – opportunities to leverage technologies such as SSL VPN for remote connectivity



Summary of Recommendations by Platform Layer (Cont'd)

Area	Recommendations – Immediate	Recommendations – Longer Term
Central Processing	<ul style="list-style-type: none"> • 6.1 Refresh end of life Sun e-Series servers within the next two years • 6.2 Consider the benefits of virtualisation and consolidation both in terms of logical and physical partitioning (refer to Distributed Layer Best Practise for details) 	<ul style="list-style-type: none"> • 6.3 Develop central processing infrastructure strategy – server, storage and facilities • 6.4 Standardise on a single SAN infrastructure within the <SECURITY REMOVED> data centre. Provide appropriate growth for future projects • 6.5 Review and develop hierarchical storage management for data management within DIMA
Distributed Systems	<ul style="list-style-type: none"> • 7.1 Continue to standardise backup strategies across the platform • 7.2 Continue focus on XTRAC program to restructure domain infrastructure • 7.3 Perform risk review on IRIS platform • 7.4 Storage consolidation – leverage centralised backup 	<ul style="list-style-type: none"> • 7.5 Develop a consolidation / rationalisation / virtualisation strategy • 7.6 Develop strategy for the IRIS systems • 7.7 Develop a consistent backup strategy for the distributed environment
Desktop Environment	<ul style="list-style-type: none"> • 8.1 – 8.3 Inventory off-shore technology 	<ul style="list-style-type: none"> • 8.4 Standardise off-shore desktop hardware and software (if not standard already) • 8.5 Continue successful refresh strategy • 8.6 Standardise printers and MFDs, both on-shore and off-shore (if practical) • 8.7 Select long-term scanning solution • 8.8 Standardise PDA technology, with emphasis on mobile devices that work well across DIMA applications and networks • 8.9 Use PDAs to improve reach of technology into new business process areas and to mobile workers



Summary of Recommendations by Platform Layer (Cont'd)

Area	Recommendations – Immediate	Recommendations – Longer Term
Telecommunications	<ul style="list-style-type: none"> 9.1 Develop strategy and business case for converged voice-data technology 9.2 Develop policies for fax and video conferencing technology 	<ul style="list-style-type: none"> 9.3 Select and implement advanced converged voice and data solution to integrate voice, desktop, handheld, and video technologies 9.4 Implement all-electronic fax technology to eliminate paper handling at the receiving end
Facilities / Data Centres	<ul style="list-style-type: none"> 10.1 Provide a function within DIMA to manage data centre facilities (already underway) 10.2 Continue focus on facility requirements within the <SECURITY REMOVED> Data Centre 10.3 Plan for immediate data centre requirements for the coming 12 months (multiple projects all requiring facilities) 	<ul style="list-style-type: none"> 10.4 Develop DIMA data centre strategy (12-36 months). Position DIMA facilities where they need to strategically be located
Architecture	<ul style="list-style-type: none"> 11.1 Raise level of authority (and responsibility) of Chief Architect and BSA management 11.2 Assert strong sponsorship at the senior executive level 11.3 Develop appropriate subject matter expertise within the BSA group to cover all facets of the DIMA platform 11.4 Increase resource focus on integration architecture 	<ul style="list-style-type: none"> 11.5 Finalise and agree (as an organisation) on the DIMA enterprise architecture



Summary of Recommendations by Platform Layer (Cont'd)

Area	Recommendations – Immediate	Recommendations – Longer Term
Security Processes	<ul style="list-style-type: none"> 12.1 Establish ownership of enterprise security architecture 	<ul style="list-style-type: none"> 12.2 Develop enterprise security architecture 12.3 Provide ongoing training to staff on the relevance and important of security to them and to DIMA 12.4 Embed security architects into development areas 12.5 Develop a secure remote access strategy for connectivity by DIMA staff and its partners / clients 12.6 Develop a strategy for security reporting across all of the DIMA IT platforms 12.7 Develop and implement a IAM strategy (with consideration of the ADAM infrastructure)
Service Management Processes	<ul style="list-style-type: none"> 13.1 Consider service desk consolidation steps that could be taken, building on DSSD experience (both negative and positive) 	<ul style="list-style-type: none"> 13.2 Design program to enable DIMA staff to monitor performance across entire DIMA environment 13.3 Introduce enterprise-wide help desk and asset management toolset to enable enterprise-wide referral and tracking 13.4 Select and implement enterprise capacity management process and toolset 13.5 Implement enterprise-wide data backup and restore standards, processes, and technologies

Future Initiatives

- Preliminary results from this report were tabled with DIMA Management
- The handling of recommendations fall into one of three groups, with CSC assigned to detailing the 6 initiatives from group A:
 - A - Recommendations aggregated into 6 platform initiatives, developed to some further level of detail
 - B - Recommendations passed to DIMA for incorporation into the Systems for People program
 - C - Recommendations which while not forming part of current initiatives remain relevant for the DIMA IT Platform and may become part of the Systems for People program scope overtime
- Indicative Sizing/Costing indications have been has been provided separately to DIMA for the group A initiatives
- Full documentation for the Group A initiatives is provided in the Appendix



List and Description of Group A Initiatives

#	Initiative	Initiative Description
1	IT Performance Improvement Projects	Improve performance in the IT Platform area by improving email, GRAS, response time in State and Territory offices, document scanning, desktop video streaming, and remote connectivity
2	IT Platform Enhancement Projects	Enhance IT platform by rationalising the SAN environments, refreshing the Sun e-series servers, reviewing DFAT technology capability for overseas DIMA posts, and reviewing end-user and business unit systems for potential for widespread DIMA use
3	Collaborative Electronic Communications Tools	Develop and implement an initial strategy for collaborative electronic communication for DIMA staff that covers collaborative tools including email, instant messaging, forums, team rooms and similar capabilities
4	Data Centre Facilities Strategy	Develop a DIMA wide Data Centre Strategy indicating type and location of facilities to align with future business needs
5	Enterprise Security Architecture	Develop and implement an 'Enterprise Security Architecture (ESA)' for DIMA that provides secure access to information in a cost effective, scalable and timely manner
6	Agile Architecture and Application Management	Develop an agile enterprise architecture for DIMA together with the hierarchy of architectures, and repeatable architecture management processes required to operate a complex portfolio of strategic business and IT systems

Full documentation for the Group A Initiatives is included in the Appendix



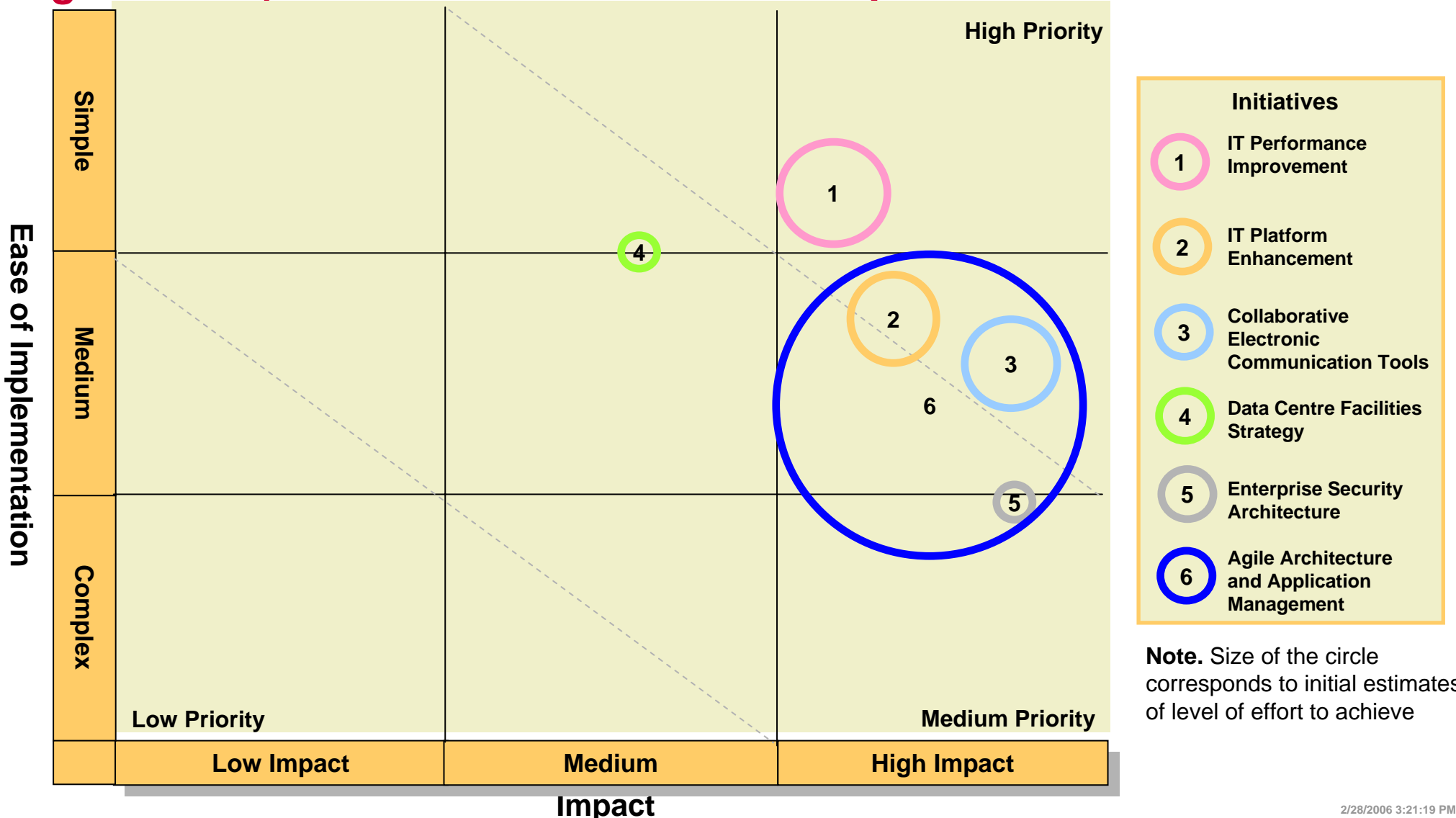
Coverage of Platform Layers by Group A Initiatives

Platform Layer

		1. Business Systems	2. Office Systems	3. Data Storage	4. System Software	5. Networks	6. Central Processing	7. Distributed Systems	8. Desktop Environment	9. Telecommunication	10. Facilities / Data Centres	11. Architecture	12. Security Processes	13. Services Management Processes
Platform Initiatives	1		X			X			X	X			X	
	2	X	X	X			X	X	X					
	3		X											
	4							X			X			
	5											X	X	
	6		X	X		X		X	X	X			X	

X means that an Initiative covers one or more recommendations in a platform layer

Based On An Initial Analysis of Effort to Achieve and Impact to the Organisation, These Platform Initiatives Map As Follows...





Contents of This Document

- Project objectives and approach.....2
- High Level Findings.....7
- Current State Analysis.....24
- Recommendations and Future Initiatives.....157
- Appendix.....167



CSC Initiative 1: IT Performance Improvement Projects

Business Sponsor:
IT Manager:

Description

The projects included in this proposal address specific performance improvement recommendations resulting from the IT Platform Health Check.

Objectives

- An easier to use and more effective email system.
- Provide secure remote access to the DIMA WAN is available to nominated staff.
- Reduction in delays in access to national business systems for State & Territory Office staff.
- Scanning of documents at or near work points becomes common practice in DIMA.
- Resolution of IT problems is streamlined and becomes more effective.
- Collaborative activities which require visual contact between widely distributed participants are enabled.
- Reduction in complexity and increase in the confidence that secure data interchanges can be readily implemented with partners when required.

Scope

The proposal covers email, GRAS, system/network response time, distributed document scanning, desktop video streaming, and remote connectivity across DIMA

Success Measures

To be determined

Funding Requirements (provided separately to DIMA)

Staff and Contractor Person/Years –
Hardware Capital - Hardware Operating -
Software Capital - Software Operating -
Other -

Key Milestones / Implementation Dates

To be determined

Key Assumptions and Dependencies

To be determined



1.1 Improve E-Mail Performance and Functionality

Business Sponsor:
IT Manager:

Description of Project

DIMA have a significant investment in the IBM Lotus Notes product for the provision of E-Mail to its employees. CSC identified through its review that this investment wasn't delivering the benefit that it possibly could.

This project is to review their current Lotus Notes Architecture and identify where performance or functionality enhancements can be achieved.

This will be conducted in line with internal and outsource service providers of this service. IBM will also be leveraged for expert knowledge.

Objectives

Improved performance and useability of the Lotus Notes email environment

Scope

Department-wide

Success Measures

Email system speed, responsiveness, and ease of use

Funding Requirements (provided separately to DIMA)

FTEs –
Hardware Operating =
Software Operating -

Key Milestones

- Review existing information on email performance and usability issues, including business performance needs.
- Collect performance metrics on email performance and perform any relevant diagnostic test.
- Review any IT processes and policies which may be impacting email performance and usability.
- Analyse collected information and develop a remediation plan.
- Implement the remediation plan.

Key Assumptions and Dependencies

Operating costs will be spread over 4 years
Linkages with Initiative 3 – Collaborative Electronic Communication Tools



1.2 Fix GRAS (Performance and Functionality)

Business Sponsor:
IT Manager:

Description of Project

DIMA currently use CSC's GRAS (Global Remote Access Service) for remote connectivity to the DIMA Data Network. This service is seen to be limited in both performance and Functionality.

This project is required to establish the DIMA requirements for remote connectivity and then re-evaluate the GRAS service and architecture to meet those requirements.

The outcomes of this project will be the identification and implementation of improvements can be made to enhance the GRAS service for DIMA or a recommendation to replace this service.

Objectives

Improved performance and useability of the DIMA Remote Connectivity environment

Scope

Department-wide

Success Measures

Remote Connectivity Reliability, Functionality and ease of use

Funding Requirements (provided separately to DIMA)

FTEs –
Hardware Operating -

Key Milestones / Implementation Dates

- Review existing information on GRAS performance and usability issues, including business performance needs.
- Collect performance metrics on GRAS performance and perform any relevant diagnostic test.
- Review any IT processes and policies which may be impacting GRAS performance and usability.
- Analyse collected information and develop a remediation plan.
- Implement the remediation plan.

Key Assumptions and Dependencies



1.3 Improve Response Time

Business Sponsor:
IT Manager:

Description of Project

The IT Effectiveness review identified that users were finding response times on the network a hindrance to them completing their work efficiently (particularly in the State Offices where applications are remote).

This project is to identify the source, complexity and validity of the issues and put in place a solution to best meet the needs of the business.

This project will particularly examine the available bandwidth on the WAN and the bandwidth requirements

The outcome of this project will be the resolution of configuration issues and/or a recommendation to upgrade bandwidth as appropriate to meet the needs of the business

Objectives

Appropriate and agreed response times for users located in the State Offices.

Scope

On-Shore sites only within the scope of this project

Success Measures

Appropriate and agreed response times for user access to their key business functions

Funding Requirements (provided separately to DIMA)

FTEs –
Hardware Capital -
Hardware Operating -
Software Operating -

Key Milestones / Implementation Dates

- Review existing information on response time issues, including business performance needs.
- Collect performance metrics on response time and perform any relevant diagnostic test.
- Review any IT processes which may be impacting response times.
- Analyse collected information and develop a remediation plan.
- Implement the remediation plan.

Key Assumptions and Dependencies

Doesn't include off-shore sites – these are covered in 2.3 - Review DFAT-Supported Technology



1.4 Resolve Network Scanner Issues

Business Sponsor:
IT Manager:

Description of Project

The IT effectiveness review identified that Network Scanners (while widely deployed) had minimal use within DIMA. It was also identified that many users believed that Network Scanning could provide a significant benefit to their business function.

This project is to define a strategy for the use network scanning within DIMA and enable users with both the technology and the process to improve business functions

Objectives

Defined approach for the use of scanning technology within DIMA
Appropriate training and deployment of technology in order to effectively employ approach

Scope

Department-wide

Success Measures

- Defined approach for the use of Scanning Technology
- Staff appropriately trained in the use of this technology
- Technology available appropriate to approach

Funding Requirements (provided separately to DIMA)

FTEs –
Hardware Capital -
Software Operating -

Key Milestones

- Liaise with Records Management on business use for scanning of documents
- Determine the specific issues that are blocking use of scanning capability
- Develop a solution that addresses the issues in conjunction with relevant DIMA groups
- Recommend an approach for utilising scanning capabilities.
- Implement identified approach

Key Assumptions and Dependencies

No costs allocated for the implementation of this strategy
DIMA to provide further information on associated implementation costs



1.5 Develop Video Streaming Strategy

Business Sponsor:
IT Manager:

Description of Project

The IT Effectiveness review identified that Video Streaming is a technology which DIMA could put to effective use globally. This initiative specifically looks at using Video Streaming technology from and to the desktop.

This project is set to define a strategy for the deployment of Video streaming enabling all the core infrastructure requirements. This will enable the deployment of applications in the future as and when they become relevant for DIMA

Objectives

DIMA positioned to leverage capabilities of Video Streaming technology from the Desktop.

Scope

Department-wide (some limitations with the DFAT Network)

Success Measures

- Strategy in place for the use of Video Streaming Technology
- Key roadblocks for technology identified and addressed
- User training identified and strategy put in place

Funding Requirements (provided separately to DIMA)

FTEs –
Hardware Capital -

Key Milestones

- Liaise with OPTUS on network capabilities to support desktop video streaming
- Liaise with DIMA on potential business applications for desktop video streaming, such as remote collaboration.
- Develop a strategy for desktop video streaming within DIMA (Inc Project management)
- Implement an initial business application for desktop video streaming to demonstrate application of the strategy.
- On-Going Operational Support of Streaming solution

Key Assumptions and Dependencies

Limitations with the DFAT network are being reviewed under a separate initiative



1.6 Develop Secure Connectivity Strategy

Business Sponsor:
IT Manager:

Description of Project

The IT Effectiveness review of the DIMA Infrastructure identified remote connectivity as a current and future concern. DIMA interface with a broad range of other departments and external organisations for gathering and sharing critical information. At present this connectivity is performed on a project by project bases.

This project aims to develop a secure connectivity strategy which details exactly how a third party organisation can and will connect. This will improve the agility as well as security and reliability of external connectivity.

It is highly likely that this requirement will continue to grow in importance for many years to come making a clear strategy now a very effective way to move forward

This project will review and (where appropriate) leverage other specific initiatives underway within DIMA

Objectives

Strategy in place for agile, flexible, reliable yet secure connectivity to its data network

Scope

Department-wide

Success Measures

Strategy can meet 80% of DIMA's connectivity requirements, this includes;
Department to department,
DIMA to external party
External Party to DIMA

Funding Requirements (provided separately to DIMA)

FTEs –
Hardware Operating -
Software Operating -

Key Milestones

- Review DIMA existing and likely future needs for secure connectivity for external organisations.
- Review existing secure remote connectivity solutions deployed in DIMA, including relevant internal and external security policies.
- Liaise with external organisations having existing interfaces to DIMA regarding their future connectivity directions.
- Review any DIMA business processes and policies which may impact external connectivity
- Analyse collected information and develop a secure and scalable external connectivity solution
- Implement the secure and scalable external connectivity solution, and retire existing solutions

Key Assumptions and Dependencies

This strategy is for the development of a strategy and new connections, it doesn't cover retro-fitting existing connections



CSC Initiative 2: IT Platform Enhancement Projects

Business Sponsor:
IT Manager:

Description

The projects included in this proposal address specific platform enhancement recommendations resulting from the IT Platform Health Check.

Objectives

- Consolidate the storage area network environment at the <SECURITY REMOVED> data centre and implement cost effective Tiered SAN storage strategy
- Update, and where possible consolidate, the Sun server environment to support ongoing operation of TRIM.
- Assess the technologies DFAT provides to DIMA and improve if necessary.
- Expand use of regional and end user business systems and databases to achieve greater business value.

Scope

- The two SAN environments in the National Office data centre, and storage needs at National, State and territory Offices
- Sun e-series server platforms which are reaching the end of their commercial service life .
- DFAT-provided technology at overseas DIMA posts.
- End user and business unit developed small business application systems and databases throughout DIMA.

Success Measures

To be determined

Funding Requirements (provided separately to DIMA)

Staff and Contractor Person/Years –
Hardware Capital - Hardware Operating -
Software Capital - Software Operating -
Other -

Key Milestones / Implementation Dates

To be determined

Key Assumptions and Dependencies

To be determined



2.1 Upgrade SAN

Business Sponsor:
IT Manager:

Description of Project

The IT Effectiveness review identified that DIMA have significant current and future needs for Data Storage. Current strategies exist in National Office however these are reaching capacity and will require significant upgrades to meet immediate needs.

State Offices currently have growing Data Storage needs however there isn't a clear strategy for provision of or management of this data.

Opportunities exist for leveraging more efficient forms of tiered data storage across DIMA

Objectives

Define a clear tiered Data Storage strategy which can be leveraged both in the National and State offices.

Scope

Distributed storage requirements for the National and State Offices

Success Measures

Data Storage strategy which enables the agility, flexibility and reliability of data storage required to meet DIMA's immediate and future Data Storage requirements

Cost effective Data Storage solution leveraging the appropriate media to the type/age/classification of the data.

Funding Requirements (provided separately to DIMA)

FTEs –

Hardware Capital -

Software Operating -

Ongoing Storage needs covered in Systems for People

Key Milestones

- **Review and Document current Data Storage Architecture within DIMA**
- **Identify (from other reviews) potential future Storage needs**
- **Develop DIMA Storage Architecture NatO and STO**
- **Develop migration plan**
- **Implementation**

Key Assumptions and Dependencies

Doesn't take the off-shore data storage requirements into account



2.2 Upgrade SUN Systems

Business Sponsor:
IT Manager:

Description of Project

The IT Effectiveness review identified that a large portion of the DIMA eBusiness SUN Solaris UNIX servers are approaching end of service life. This has a potential impact on support and therefore maintaining service levels in the future.

These systems need to be upgraded and in many cases replacement hardware will be required. This work will need to be performed closely with the application developers.

Objectives

Identify those systems which are nearing end of service life and put in place a strategy to upgrade or replace them.

Scope

Department-wide

Success Measures

Appropriate service levels can be maintained or risks of not upgrading qualified and accepted

Funding Requirements (provided separately to DIMA)

FTEs –
Hardware Operating -

Key Milestones

- Review the Sun server platforms which are reaching the end of the commercial service life
- Perform Risk review on impact of not
- Determine appropriate architecture, including opportunities for consolidation of those server platforms.
- Implement upgrades as appropriate

Key Assumptions and Dependencies

Systems will remain in place



2.3 Review DFAT Support Infrastructure

Business Sponsor:
IT Manager:

Description of Project

The IT Effectiveness Review identified that the off-shore infrastructure is architected and supported in a different form (through DFAT) than the on-shore DIMA infrastructure. With DIMA going through some major technology changes it is critical this architecture is reviewed and upgraded as appropriate.

This project aims to review the business needs for off-shore sites and the appropriateness of the DFAT architecture to meet those needs.

Objectives

Enable DIMA to operate the Business on a consistent global model

Scope

Off-Shore DFAT Supported Infrastructure

Success Measures

Infrastructure Architecture for Off-Shore sites capable of delivering against the DIMA

Funding Requirements (provided separately to DIMA)

FTEs –
Hardware Capital -
Software Operating -

Key Milestones

- Identify business needs for off-shore Infrastructure
- Review of the DFAT technology capability for overseas DIMA posts
- Determine capability of supporting the Systems for People approach to IT provisioning
- Recommend upgrades or alternate strategy

Key Assumptions and Dependencies

Dependent on the needs identified in needs review
This is a review not an upgrade - no upgrade project has been proposed at this point



2.4 Review Small Applications

Business Sponsor:
IT Manager:

Description of Project

The IT Effectiveness review identified that within every region there were locally developed applications built for specific purposes.

This project aims to inventory, review and categorise those applications with an aim to rationalise the number of locally developed applications and re-deploy the those which offer wider business value.

Objectives

Inventory the existing (regionally developed) application portfolio
Rationalise application where opportunities exist
Leverage applications in other regions where possible

Scope

Department-wide

Success Measures

- Minimise the numbers of locally developed applications
- Consolidate and leverage locally developed applications in other regions

Funding Requirements (provided separately to DIMA)

FTEs –
Hardware Operating -
Software Operating -

Key Milestones

- Review and prioritise the inventory of end user and business unit developed small business application systems
- Prioritise applications based on business value and potential for reuse at a wider level, particularly enhancement and deployment as national applications.
- Develop a strategy for ensuring the targeted systems are maintainable in production.

Key Assumptions and Dependencies



CSC Initiative 3: Collaborative electronic communication tools

Business Sponsor:
IT Manager:

Description

The proposal is to develop and implement an initial strategy for collaborative electronic communication for DIMA staff that covers tools including email, instant messaging, forums, team rooms and similar capabilities. The strategy would be piloted for several months, with the results analysed and recommendations made.

Objectives

To develop and implement an initial business-aligned strategy for collaborative electronic communication for DIMA staff that covers collaborative tools including email, instant messaging, forums, team rooms and similar capabilities.

The findings of the IT Health Check indicate that while DIMA's current collaborative electronic communications tools were mostly adequate to support the existing business systems, there were issues which must be addressed to ensure that they would be able to meet future business needs.

Scope

This proposal includes these activities:

- Develop an initial strategy for collaborative electronic communication. (3 months)
- Implement the strategy through a pilot project based on the current initial strategy for collaborative electronic communication tools (9 months)
- Evaluate the pilot and assess the suitability of the current tools for updated business needs, plus recommend if the pilot project should be continued/expanded, pending subsequent projects in the collaboration support area. (3 Months)

Success Measures

To be determined

Funding Requirements (provided separately to DIMA)

Staff Person/Years -	
Hardware Capital -	Hardware Operating -
Software Capital -	Software Operating -
Other -	

Key Milestones / Implementation Dates

To be determined

Key Assumptions and Dependencies

The findings of this project, along with the results of other concurrent projects which relate to business collaboration, should be used as input into a subsequent project to develop a long term collaboration strategy.



CSC Initiative 4: Data Centre Facilities Strategy

Business Sponsor:
 IT Manager:

Description

This project focuses on the DIMA Data Centres that house the DIMA IT Systems.
 DIMA require a detailed strategy for future placement of IT Infrastructure in order to ensure operation stability and security of their environment.
 This needs to review all current infrastructure and the minimum specifications required for enterprise class applications.

Objectives

- Create a Data Centre Strategy which provides
- A clear direction for any new or existing DIMA application
 - An architecture for where and of what type the Data Centres should be
 - A roadmap for developing/migrating to the new strategy

Scope

This initiative includes DIMA's four key Data Centre facilities (Clayton, <SECURITY REMOVED>, <SECURITY REMOVED>and Braddon) and a number of state centre computer rooms

Success Measures

To be determined

Funding Requirements (provided separately to DIMA)

Staff Person/Years –	
Hardware Capital -	Hardware Operating -
Software Capital -	Software Operating -
Other -	

Key Milestones / Implementation Dates

To be determined

Key Assumptions and Dependencies

To be determined



CSC Initiative 5: Enterprise Security Architecture

Business Sponsor:
IT Manager:

Description

This initiative will develop and Implement an 'Enterprise Security Architecture (ESA)' for DIMA

Objectives

Provide Secure Access to information in a cost effective, scalable and timely manner. The Enterprise Security Architecture (ESA) is a top down view of the security functions needed by the DIMA business. The ESA will:

- Provide a view of the target security architecture to which we should be moving on a 2-3 year timeframe
- Provide an indicative Migration Plan to take DIMA from the current state to the defined ESA
- Be consistent with current policy objectives

Scope

All aspects of the Security Architecture required for DIMA. Key Scope elements include (but not be limited to):

- Identity and Access management
- Application Security
- Data Security
- Platform (Which includes Network)
- Physical Security

It should also cover security monitoring / management, compliance, audit and Disaster Recovery.

Success Measures

To be determined

Funding Requirements (provided separately to DIMA)

Staff Person/Years –	
Hardware Capital -	Hardware Operating -
Software Capital -	Software Operating -
Other -	

Key Milestones / Implementation Dates

To be determined

Key Assumptions and Dependencies

To be determined



CSC Initiative 6: Agile Architecture and Application Management

Business Sponsor: BSG Management
IT Manager: Chief Technology Officer

Description

This Initiative develops an agile enterprise architecture for DIMA together with the hierarchy of architectures, and the repeatable architecture management processes required to operate a complex portfolio of strategic business and IT systems. It also establishes a key architectural management structure for the GSE / Systems for People program.

Objectives

- Improve the consistency, performance, usability and long term maintainability of the department's systems through establishment of a consistent and complete architectural vision across the department.
- Establish an architecture led integration management approach to support systems change initiatives including the Systems for People program.

Scope

This proposal covers these areas:

- Definition of the overarching architecture, definition and blueprinting of the hierarchy of architectures and architectural management processes.
- Definition of a baseline set of architectures
- Definition of an organisational structure to coordinate the management of complex integration environments.

Success Measures

- The establishment of a Architecture management process and a hierarchy of aligned architectures within the department supporting the ongoing initiatives around legacy systems upgrade.
- Establishment of an Integration hub architecture and Integration support team to establish EAI, BPM, SOA and general integration capability.

Funding Requirements (provided separately to DIMA)

Staff Person/Years –

Hardware Capital -

Hardware Operating -

Software Capital -

Software Operating -

Other -

Key Milestones / Implementation Dates

- Establishment of the architectural framework management approach to meet the emerging needs of the department.
- Establishment of an interim set of Enterprise, Applications and Technical Architecture models to meet the emerging needs of the department.
- Establishment of a full Enterprise, Applications and Technical Architecture Model.
- Establishment of the integration hub coordination team.

Key Assumptions and Dependencies

The Agile Architecture & Applications Management Initiative has dependencies on the Systems for People Initiative.



6.1 Establish Architecture Management Processes

Business Sponsor: BSG Management
IT Manager: Chief Technology Officer

Description and Objectives of Project

At present, there is a substantial amount of critical work commencing within DIMA including initiatives such as Systems for People. To effectively implement the Systems for People program in the desired timeframe, DIMA must arrest the current systems and architectural diversity and create an integrated and agile architectural approach. Without this approach, DIMA will continue to develop point solutions that optimise specific areas but do not contribute to one leveraged cost effective IT environment.

This Initiative defines the Architecture Framework Management Approach for delivering holistic architectures in a repeatable manner. Using the defined approach a set of simplified Enterprise and Applications Architecture models to support the Systems for People initiative and any other fast start initiatives that are underway.

This initiative responds to a consistent set of findings from the Comrie, Palmer and CSC IT Health Check reviews. The proposal when implemented will improve the consistency, performance, usability and long term maintainability of the departments systems by the establishment of a consistent and complete architectural vision across the department.. In addition, it will ensure that high risk engagements currently underway or getting under way have a sound architectural basis.

Scope

All architecture management processes to be reviewed and revised. Initial cut of the Architectural models to developed supporting current and fast start initiatives.

Success Measures

- Successful deployment of revised architectural processes to meet the current demands on the organisation.
- High Level Enterprise, Applications and Technical architectures to support the existing and fast starting initiatives such as Systems for People.

Funding Requirements (provided separately to DIMA)

Staff Person/Years –	
Staff Person/Year –	
Hardware Capital -	Hardware Operating -
Software Capital -	Software Operating -
Other -	

Key Milestones

- This initiative will be a three month joint DIMA/3rd party engagement to define the architectural management processes to be used and a high level enterprise, applications and Technical architecture to support the “Systems for People” and other fast starting initiatives.

Key Assumptions and Dependencies

This initiative has a dependency upon the Systems for People initiative.



6.2 Develop an Agile Architecture

Business Sponsor: BSG Management
IT Manager: Chief Technology Officer

Description and Objectives of Project

At present, there is a substantial amount of critical work commencing within DIMA including initiatives such as Systems for People. To effectively implement these initiatives and to ensure that they are successful and timely, DIMA must establish an integrated, agile architecture set for the organisation.

This Initiative takes the fast start architecture defined in Initiative 6.1 and completes the architecture for the full organisation. The initiative utilises the Architectural management processes as defined in Initiative 6.1.

This initiative responds to a consistent set of findings from the Comrie, Palmer and CSC IT Health Check reviews. The initiative when implemented will improve the consistency, performance, usability and long term maintainability of the departments systems by the establishment of a consistent and complete architectural vision across the department.. In addition,

Scope

All architectures to be reviewed and revised in order to build a complete and consistent DIMA wide architectural model at the Enterprise, Applications and Technical Architecture level.

Success Measures

Full DIMA wide Enterprise, Applications and Technical architectures baselined to support ongoing initiatives at DIMA.

Funding Requirements (provided separately to DIMA)

Staff Person/Years –	
Staff Person/Year –	
Hardware Capital -	Hardware Operating -
Software Capital -	Software Operating -
Other -	

Key Milestones

- This initiative will be a 9 month joint DIMA/consultancy to develop the detailed Architectural Taxonomy. The deliverables will include:
- Fully formed Enterprise Architecture taking the output from Initiative 6.1 and expanding upon it.
- Fully formed Applications Architecture
- Fully formed Technical Architecture

Key Assumptions and Dependencies

This initiative has a dependency on Initiative 6.1 (Establish Architecture Management Processes) for the development of the Architecture Management process and the initial cut of the Enterprise, Applications and Technical Architectures.



6.3 Manage Architecture

Business Sponsor: BSG Management
IT Manager: Chief Technology Officer

Description and Objectives of Project

At present, there is a substantial amount of critical work commencing within DIMA including initiatives such as Systems for People. To effectively implement the Systems for People program in the desired timeframe and with the desired long term results, DIMA must arrest the current systems and architectural diversity and create an integrated and agile architectural approach. Without this approach, DIMA will continue to develop point solutions that optimise specific areas but do not contribute to one leveraged cost effective IT environment.

This initiative is designed to deliver a coordinated managed service to the Systems for People Initiative and to build organisational capability in the technology areas of:

- Enterprise Applications Integration
- Service/Process Oriented Architecture
- Business Process Management
- COTS integration

The managed service approach to coordination of the architecture and integration paths round the complex hub-based Systems for People integration will maximise the value derived from the architecture in the long term.

Scope

This initiative is applicable to the GSE / Systems for People initiative as written, but the approach is more broadly applicable for other initiatives.

Success Measures

Delivery of a high quality integration platform meeting the broader DIMA integration needs over time and incorporating leading practice integration and COTS management approaches

Funding Requirements (provided separately to DIMA)

Staff Person/Years –	
Staff Person/Years –	
Hardware Capital -	Hardware Operating –
Software Capital -	Software Operating –
Other -	

Key Milestones

This initiative will be an ongoing joint DIMA/consultancy to establish and maintain an integration hub management team to coordinate the “Systems for People” integration hub.

Key Assumptions and Dependencies

This initiative is dependent upon Initiative 6.1 (Establish Architecture Management Processes) and Initiative 10.3 (Improve Solution Delivery Frameworks and Methods).



Australian Government
**Department of Immigration
and Multicultural Affairs**
