



Australian Government
Department of Immigration &
Multicultural & Indigenous Affairs

The Global Systems Environment Program

Providing the tools to meet future challenges

people our business

September 2005

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Creating a Global Systems Environment

The Department of Immigration and Multicultural and Indigenous Affairs (DIMIA) is moving towards a global working model in which it can conduct business to the highest standards at any location. The model will also allow DIMIA to respond to the requirements of the Australian community and the international environment with increased flexibility and responsiveness.

At the same time, DIMIA is developing and implementing a change agenda focusing on accountability, ensuring that dealings with clients are fair and reasonable and ensuring that staff are well trained and supported.

The Global Systems Environment (GSE) Program is developing a Global Visa Processing System (GVPS) and modernising IT systems to help DIMIA meet these objectives.

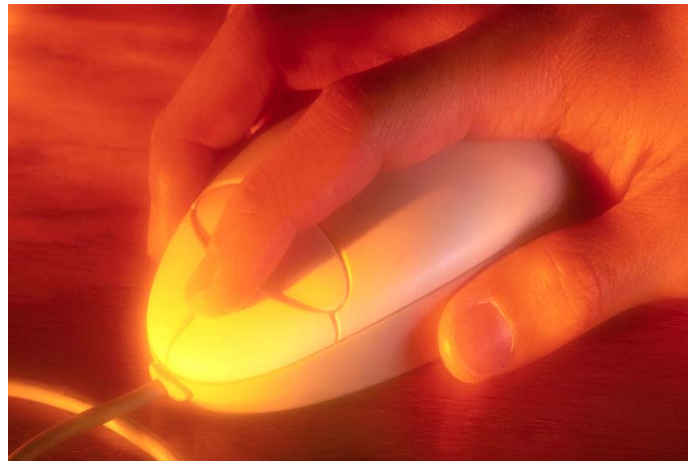
Business drivers

The business drivers for the GSE Program fall into four groups: Process Anywhere; Devolve and Connect; Agility; and Integrity and Security.

Process Anywhere

DIMIA wants the capacity to process visas at any location – in Australia, at an overseas post, in the office, or in the field. To support this, DIMIA will look for solutions that deliver:

- Access to processing systems from any location
- More visa applications lodged through the Internet
- Global help, available 24x7
- Support for mobile working
- Better data integration
- Real-time application monitoring
- Streamlined document processing, retrieval and storage
- More sophisticated analysis and reporting
- Improved monitoring of business activities and processes.



Devolve and Connect

DIMIA clients expect to access services simply and easily. This has led DIMIA to develop business strategies that use a range of third parties to assist clients. To support this, DIMIA needs:

- Improved data sharing with other agencies, both in Australia and overseas
- Support for third party processing.

Agility

DIMIA will develop innovative ways to respond to increased demand for services and the increasing complexity of the environment in which these services are delivered. DIMIA is looking for:

- Increased ability to respond more rapidly to changes in business processes, business requirements and technology advances.

Integrity and Security

DIMIA currently delivers its services using mainframe, mid-range and desktop applications, and increasingly through the Internet and from mobile field workers and third parties. DIMIA's systems need to provide:

- A single logical view of client information across different systems within DIMIA and other organisations
- Improved data integrity and consistency across multiple applications
- Improved searching tools and facilities and common data integrity services for identification, document images and alerts.

The GSE Program - two concurrent streams

The GSE is a four year Program due for completion in 2008.

The first stream of the GSE Program will provide a Global Visa Processing System (GVPS) using, in part, DIMIA's existing onshore visa processing systems. This system will be delivered by the end of 2006.

The second stream will deliver modernised systems that move away from the constraints of large stove-piped applications. A modular, multi-use approach to functionality will be adopted which will position DIMIA to cope with future business demand.

Program milestones are set out in the diagram at Appendix A of this document. Please note that they are intended for broad guidance only and are subject to change.

Building a Global Visa Processing System

A GVPS will enable staff to access client data globally, 24 hours a day, 7 days a week. This will provide better information upon which decisions about clients can be made and increase data integrity levels. The GVPS will also provide better management information about the status of applications, workloads and trends. Staff at all offices, on and offshore, will have appropriate access to the system.

Currently, off shore visa applications are processed using the Immigration Records Information System (IRIS), and onshore applications are processed in the Integrated Client Services Environment (ICSE) System. IRIS was first developed in the mid 1980's. However, IRIS was not built for global working and the technology on which it was built is now difficult to support. Also, because IRIS is a stand-alone system, there are difficulties with synchronising data.

The first release of the GVPS will be based on ICSE. ICSE will be made available for visa processing offshore. Some of the functionality currently provided through IRIS will be redeveloped to support DIMIA's future requirements, other functionality will be new. This functionality will be available initially through the ICSE system and later available to other applications. Under a Service Oriented Architecture, new functions, plus some improved existing functions, will be built as stand-alone services.

Global visa processing projects

The GSE is undertaking a range of projects to deliver GVPS functionality and improved infrastructure. As at late 2005, the following projects are underway. More projects may be initiated to meet DIMIA's requirements as these continue to develop over the period of the GSE Program.

Providing required functionality in ICSE

The ICSE system requires some modification to enable it to support the GVPS. This includes:

Transfer of visa subclasses

The ability to process all current visa subclasses currently processed offshore using IRIS must be available in ICSE before the IRIS system is retired. This functionality will also support collaboration between different DIMIA offices, ensure that data collected for management reports is comparable and support the further development of the GVPS.

ICSE Repair and Remediation

With the increased role planned for ICSE in the GVPS, it is important that it is made as robust as possible, and performance optimised. The ICSE Repair and Remediation Project will improve the health and longevity of the ICSE system and prepare ICSE to take advantage of the new systems architecture being developed by the GSE. The Project will identify tables of business rules that could eventually be transferred out of ICSE into a Business Rules Engine.

ICSE-IRIS Alignment

The IRIS system is used to process off shore visa applications. It also provides administrative and management support functions for overseas posts. These functions must be delivered in ICSE before IRIS is decommissioned. These functions include batch processing, interview scheduling, correspondence and some reports.

ICSE Security Access Model

The existing ICSE access system does not readily accommodate changes to an individual's role, which may require different access levels. The current access model will be replaced by a system that provides access according to the

responsibilities assigned to a role. This model will be more streamlined and flexible than the current person-based system.

Accessing IRIS data

The IRIS Data Access Project will ensure that data that was created in IRIS can continue to be viewed, processed or referenced after the functions used to create that data have been replaced.

Global Visa Processing service functions

The GSE is undertaking a range of work to deliver new or enhanced functionality for the GVPS.

Correspondence

Visa processing generates correspondence about the status and processing of applications. Currently, various correspondence systems are used by different areas of DIMIA to generate this correspondence. These systems include current ICSE letter creating functions and Word templates.

A correspondence service will be developed or acquired to deliver system-generated letters and records for the GVPS and other applications as needed.

Reporting

The GVPS will allow DIMIA to tap into a range of management information and improve the timeliness, accuracy and completeness of reports of global visa processing activity. New reporting functions will capture the best aspects of existing reporting functionality in ICSE and IRIS.



Interview Scheduling Service

The GVPS will include an Interview Scheduling service. This will include some functions already provided in IRIS and additional functions identified by overseas users. The service will be used to create and manage interview times, manage rooms and participants, attach documents, track and report on interviews.

Global Revenue Management

The GVPS needs the capacity to manage funds, including foreign currency. A Global Revenue Management service is being developed that will deliver the best of IRIS and ICSE revenue management capabilities through an ICSE-SAP system. This will provide a single data repository for data storage, retrieval and reporting for all revenue relating to visa and citizenship applications in SAP.

Case Referral Management

Global visa processing involves the referral of cases to offices around the world. A new Case Referral Management service is being developed to enable case officers to request other offices or agencies for assistance in assessing cases and record the transfer of responsibility for cases from one office to another. The system will also enable tracking and reporting on the referred caseload.

New technologies and approaches

DIMIA's current systems will be modernised so that they can readily address changing needs and increased technical complexity. Application structures, IT business structures and infrastructure are being modernised through the following projects.

Application Structures

New structures will change the way in which applications are developed, modified and maintained:

Service Oriented Architecture

DIMIA will adopt a Service Oriented Architecture (SOA) approach to integration. This will enable the development of IT systems or applications from interoperable building blocks called 'services'. When IT systems or applications are required to support new business processes, these building blocks will be ready for use.

The GSE Program will redevelop functions such as the correspondence, interview management, and case referral as independent services that can be reused by other systems or processes under the SOA. The integration environment will support a Business Rules Engine and a Business Process Management System.

Business Rules Engine

The process of updating IT applications when business 'rules' change will be streamlined by implementing a Business Rules Engine (BRE). Business rules such as those that govern the process for granting visas will be in a BRE rather than being built into applications.

Business Process Management

A Business Process Management System (BPMS) will be implemented to manage the interactions between applications and SOA based services. The BPMS will better support DIMIA's business into the future.

IT Business Structures

DIMIA requires improved IT business structures to facilitate the optimal development and delivery of future systems.

Integrated Testing Environment (ITE)

Robust testing of new and changed software is integral to the provision of business-critical IT systems. We are developing an integrated environment that will support testing software that relates to multiple systems.

IT Portfolio Management

DIMIA will implement a portfolio management tool that will help manage and monitor projects in BSG, and ensure that all projects are carried out according to DIMIA's standard project management methodology.

Infrastructure

Enhanced infrastructure will deliver the GVPS to staff globally.

Overseas Network

DIMIA is upgrading its overseas network. The network will provide 24x7 availability in a secure and stable environment.

The Department of Foreign Affairs and Trade's Wide Area Network will carry a dedicated Virtual Private Network for DIMIA that will be available to all overseas posts. Bandwidth will be increased over time.

Application Infrastructure Management



DIMIA will identify and implement the most appropriate mix of technologies that will deliver the GVPS and other applications to offices on and offshore.

The application delivery architecture may have other uses across DIMIA. These may include enhancing connections to other agencies as well as supporting disaster recovery and mobile computing.

Other new technologies

Other new technologies may be acquired, including dedicated modelling and business activity monitoring, and others.

The procurement process

A three stage procurement process may be used to assist DIMIA to refine its business and technical requirements for particular technologies and to allow DIMIA to more effectively determine and implement any procurement strategies.

The first stage in any technology acquisition will be research, during which DIMIA staff will consider the detailed business requirements for a solution, the competing approaches available in the market and the nature of the supplying industry.

Following research, the stages are as follows:

Product demonstration: DIMIA may invite one or more endorsed suppliers to install their product in the DIMIA IT environment and demonstrate the technology by implementing a simple business requirement. Vendors invited to participate in a product demonstration will be paid reasonable costs. The likely length of the demonstration is one to two weeks. This stage is optional and will be conducted if required. The Product Demonstration is a tool to help DIMIA decision-makers refine their requirements. DIMIA does not intend to use the demonstration to evaluate the capabilities of specific products.

Proof of concept: Where appropriate, DIMIA will conduct a proof of concept to determine whether particular products work or can be made to work effectively to meet DIMIA's complex business and technical requirements. Endorsed suppliers who have not participated in a product demonstration may be invited to participate in the proof of concept. Vendors will be paid to cover reasonable costs incurred in the proof of concept. The likely length of the contract is 4 to 8 weeks. This stage is optional and will be conducted if required. The products will not be evaluated as this exercise is designed to gather information only.

Acquisition of technologies. If DIMIA determines that it will proceed to market for the particular technology, it will use the outcomes from research, product demonstration and proof of concept to specify its requirements and determine its acquisition strategy. The fact that a particular firm is not invited to participate in a product demonstration or proof of concept is not a factor that will be considered in establishing or implementing a future tender process. This stage is mandatory.

DIMIA's decision to invite a vendor to participate in a product demonstration or proof of concept will be based on extensive market research, an assessment of the extent to which inviting the particular vendor to participate will assist DIMIA in specifying its requirements and value for money considerations. DIMIA will not be seeking proposals from vendors to participate in product demonstrations or proofs of concept.

Each stage of the procurement process is independent of other stages. The fact that a vendor is selected in one stage is no guarantee that the vendor will be invited to participate at any other stage.

Procurement timelines

The demonstrations, proofs of concept and acquisition processes for the technologies identified are expected to be undertaken according to the timetable below. Please note that this timetable is subject to change and in no way binds DIMIA.

Procurement process	TIME FRAME
Service Oriented Architecture - Acquisition	Last Quarter 2005 – First Quarter 2006
Business Rules Engine, Business Process Management System - Proof of Concept	Last Quarter 2005
Business Rules Engine, Business Process Management System - Acquisition.	First Quarter 2006
Interview Scheduling, Case Referral Management and Correspondence System - Acquisition	First Quarter 2006
Business Activity Monitoring System - Acquisition	Second and Third Quarters 2006

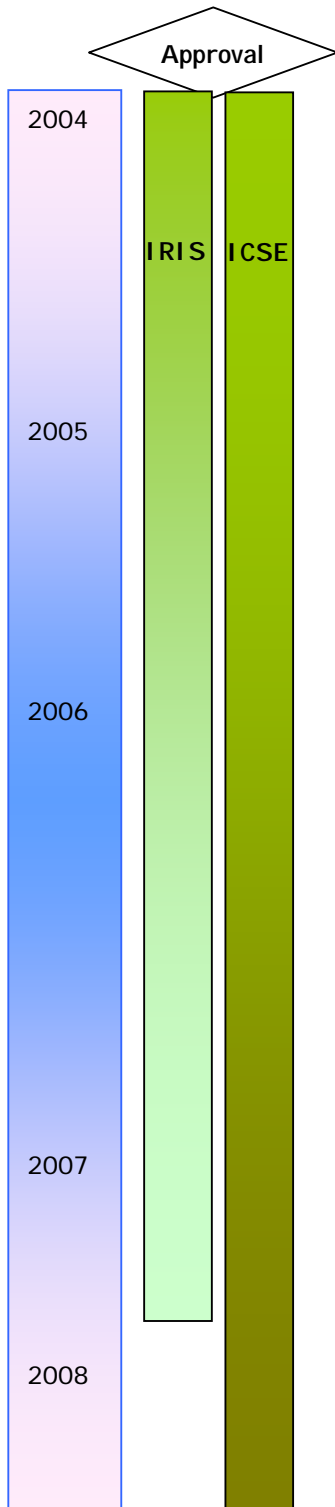
Further Information and Feedback

Information about the GSE procurement intentions will be available through Austender, the media and online forums.

Briefing on specific procurements will be held before going to tender. Information about these briefings will be available through the above mechanisms when details are finalised.

For further information about GSE Procurement intentions contact itindustry.briefing@immi.gov.au

Appendix A – GSE Timelines



2004/05 Budget	GSE initiative approved and \$67.9m additional funding allocated.
December 2004	Completion of formal scoping study.
December 2005	Business Rules Engine, Business Process Management System – Proof of Concept
First Quarter 2006	Business Rules Engine, Business Process Management System, Interview Scheduling, Case Referral Management, Correspondence – Acquisition
Second and Third Quarters 2006	Business Activity Monitoring System – Acquisition
2007	GVPS in use. IRIS phased out.
2007-2008	Further infrastructure development

Please note: the timetable above is not final and may change at any time without notice. It is not to be considered part of any formal agreement and is provided for information only.