
Port Vila, April 2013

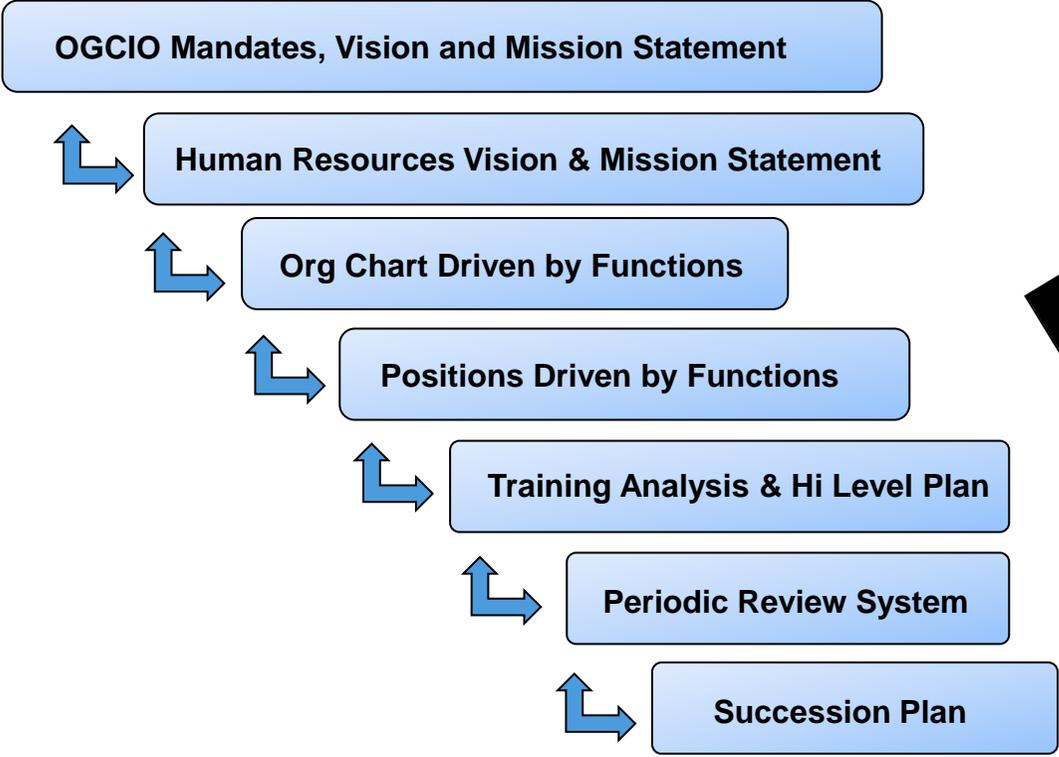


The Government
of The Republic
of Vanuatu

Functional Analysis, Organization, HR, Training and Succession Plan

Office of the Government Chief Information Officer (OGCIO)

This report will drive from the OGCIO mandates down to the training & succession recommendations...



...all elements will be aligned with the overall mission and will help the organization take off



OGCIO Mandates, Vision and Mission Statement

An analysis of various sources yielded 26 mandates and functions for OGCIO

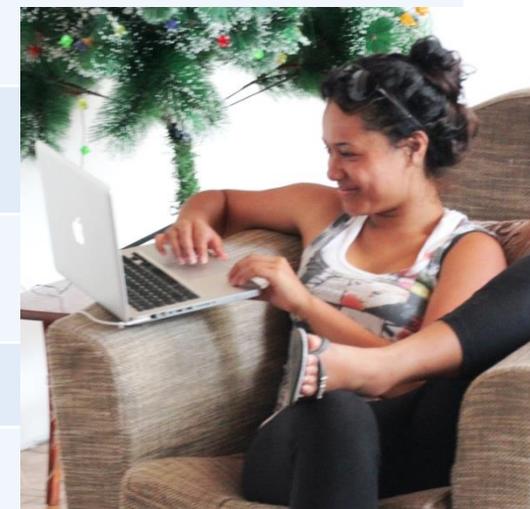
#	FUNCTIONS OF OGCIO	SOURCE OF INFORMATION
1.	Establish, run, upgrade and expand the Government Broadband Network	Council of Ministers Decision (CoMD) 6/2006 and 7/2008; PSC decision creating the CIO position in April 2011
2.	Issue and ensure compliance by all ministries and agencies with IT standards; these include standards on the procurement of hardware and software	CoMD 6/2006
3.	Provide information to PSC or MFEM regarding any deliberate abuse of the GoV's information systems	CoMD 6/2006
4.	Design or ensure a disaster recovery strategy for all government IT systems	CoMD 6/2006
5.	Maintain central control of all government IT systems, to ensure security, effective communication, and reduce costs	CoMD 6/2006
6.	Staff and support a committee (now the Technical Advisory Group—TAG) which oversees the IT improvement strategy	CoMD 6/2006
7.	Ensure network and other e-security for classified documents	CoMD 6/2006
8.	Establish the Strategic Plan for and take the lead in the iGov Initiative. Report directly to the Prime Minister on the Plan and other ICT matters.	CoMD 109/2011



Graham Crumb

Mandates and functions cont.

9.	Undertake overall interagency and cross level coordination for the iGov initiative	CoMD 109/2011
10.	Provide policy and strategy development support to the National ICT Development Committee in its work	CoMD 109/2011
11.	Review, comment and approve all ICT purchases undertaken by other ministries and agencies. Plan overall GoV ICT investment program. Roll out high priority ICT applications for ministries/agencies	CoMD 109/2011, as interpreted by SLO in December 2012. Also the Lamanauskas memo; see below.
12.	Develop or review draft legislative proposals, CoMDs, international treaties, regulations under the PM's purview, policies, procedures, strategies, work programs, initiatives and projects that pertain to ICTs, for consideration and signature by the PM	Memo from T. Lamanauskas to the CIO, January 2013, re policy functions of the OGCIO (hereinafter the "Lamanauskas memo"). This memo drew upon a review of Vanuatu laws and international best practices. Also the PSC decision creating the CIO position in April 2011
13.	Liaise and interact with stakeholders on behalf of the PM, including international and foreign bodies, the press, public, NGOs, etc.	Lamanauskas memo
14.	Convey decisions by PM and COM in the area of ICTs to stakeholders; oversee, coordinate, monitor, control and ensure implementation of decisions	Lamanauskas memo
15.	Collect statistical information on ICTs in Vanuatu and abroad, and provide such information to other GoV entities and to international bodies	Lamanauskas memo
16.	Provide advice, briefings, responses and support to the PM in the area of ICTs	Lamanauskas memo
17.	Establish and operate ICT related committees, working groups and advisory groups	Lamanauskas memo



Mandates and functions cont.

18.	Engage experts, both individuals and firms, in the ICT arena	Lamanauskas memo
19.	Sign and implement MOUs with other GoV ministries and agencies re ICTs	Lamanauskas memo
20.	Organize National ICT Day and competitions, conferences, workshops, awareness and educational activities in the area of ICTs	Lamanauskas memo
21.	Conduct public consultations where appropriate, on ICTs	Lamanauskas memo
22.	Liaise with TRR	Lamanauskas memo
23.	Devise draft policies and national strategies for PM's consideration, that will provide overall guidance to the TRR, without impinging on the TRR's regulatory independence	Lamanauskas memo
24.	Support overall GoV direction and strategy, as outlined in key foundation documents, including the Priorities and Action Agenda, Millenium Development Goals, Planning Long, Acting Short Action Agenda, and OGCIO budget allocations	OGCIO Corporate and Business Plan, December 2012
25.	Undertake programs and strategies in a manner to take advantage of lessons learned elsewhere and international best practices, including academic and professional research in e-government and ICT policies.	OGCIO Corporate and Business Plan, December 2012
26.	Undertake normal in-house organizational functions, including: organizational planning, HR, financial planning and execution, program and project management, issuance of memos, guidelines and standard operating procedures, sign contracts, purchase supplies, equipment, furniture and other goods and services, secure office space, create an organizational brand and undertake public relations activities, and related actions.	International best practice, and implied or required by GoV budget allocations, outside grants, and CoMD 109/2011



The OGCIO Motto and Vision Statement:

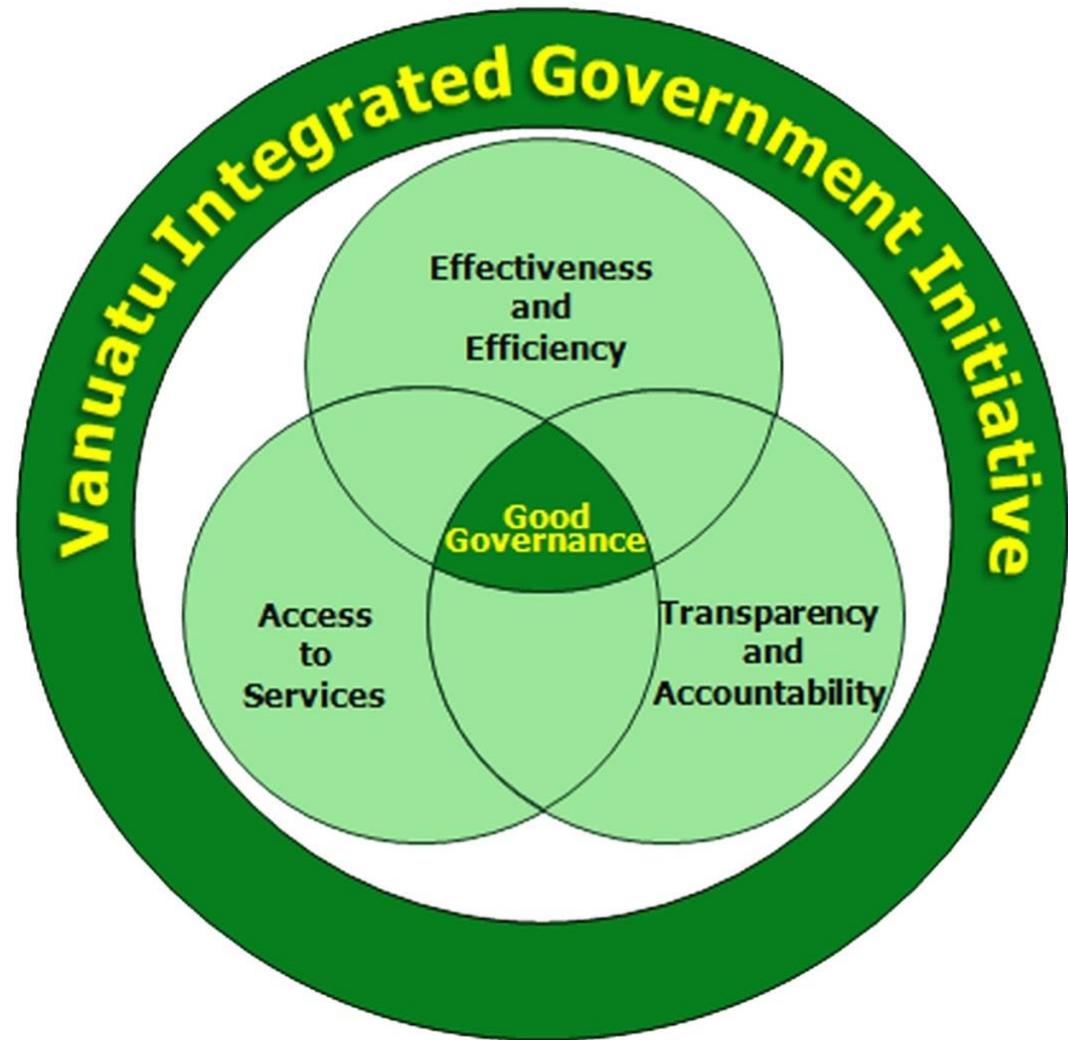


Motto: ICTs Blong Everywan!

OGCIO Vision Statement:

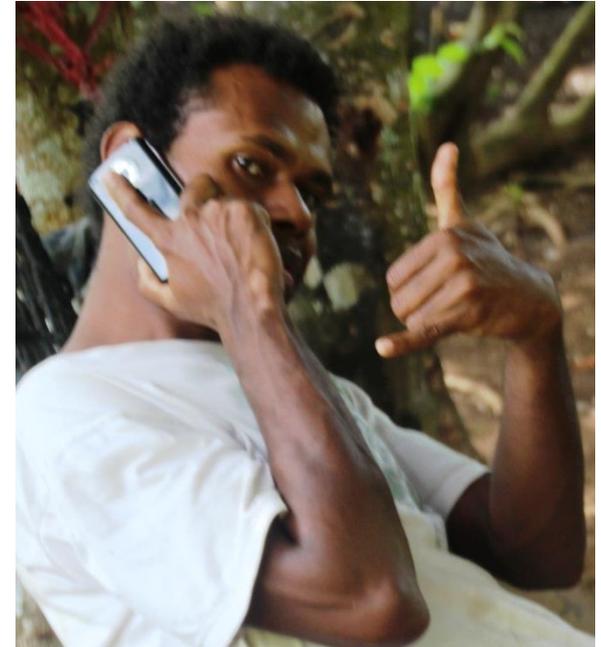
High quality, high speed, highly useful, efficient, effective and affordable information and communication technology (ICT) tools for all Vanuatu residents, public servants and businesses, as a key enabler of good governance, and of the sustainable and inclusive economic and social development of Vanuatu.

OGCIO/iGov values



The OGCIO's mission is to:

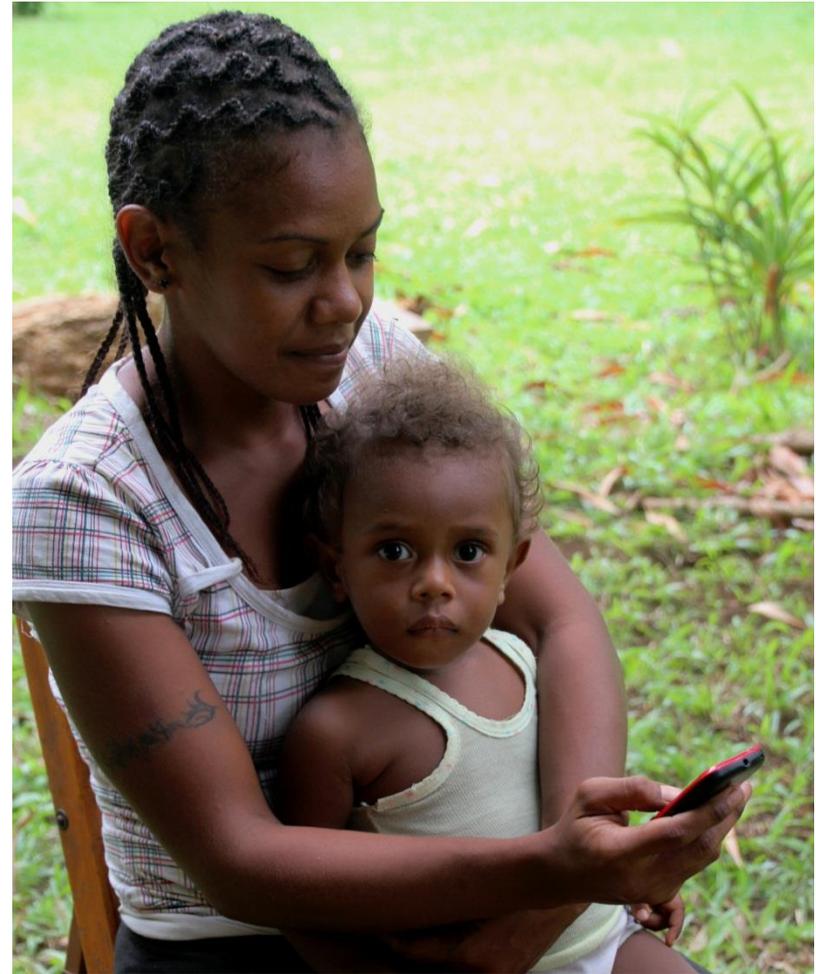
- ✓ Lead and coordinate the Government's efforts to maximize the contribution, efficiency and effectiveness of information and communication technology tools in achieving the national vision of an "Educated, Healthy and Wealthy Vanuatu."
- ✓ Lead and coordinate the effort to maximize the penetration of ICTs in society, government and business.
- ✓ Transform government service delivery where-ever feasible to be web-enabled, citizen-oriented, useful, rapid and accessible 24/7/365.
- ✓ Move up the various stages of the internationally-recognized e-government development sequence as rapidly as possible, to ultimately achieve seamless, integrated government service delivery.
- ✓ Lead and provide policy and strategy support to the iGov (integrated government) Initiative, coordinating efforts across all agency boundaries and at all levels, including for iGov budgeting and expenditures.
- ✓ Manage and standardize the government's network and ICT resources in a professional, customer-oriented and efficient manner.



Source: OGCIO Strategic and Business Plan

In summary, the key high level functions of the OGCIO are:

- ✓ Advise and represent the Prime Minister in the area of ICTs
- ✓ Lead and coordinate the national ICT development effort
 - ❖ Maximize the penetration of ICTs in society, government and business
 - ❖ Liaise with stakeholders
 - ❖ Review legislation, regs, policies
 - ❖ Collect/disseminate ICT stats
- ✓ Lead and coordinate the iGov initiative
 - ❖ Increase the penetration of ICTs and applications in government
 - ❖ Manage network in a secure & reliable way
 - ❖ Plan overall ICT investment strategy, review ICT-related budget & project proposals
- ✓ Undertake needed administrative functions





HR Vision and Mission Statement

All of the above drives the OGCIO HR Vision Statement:

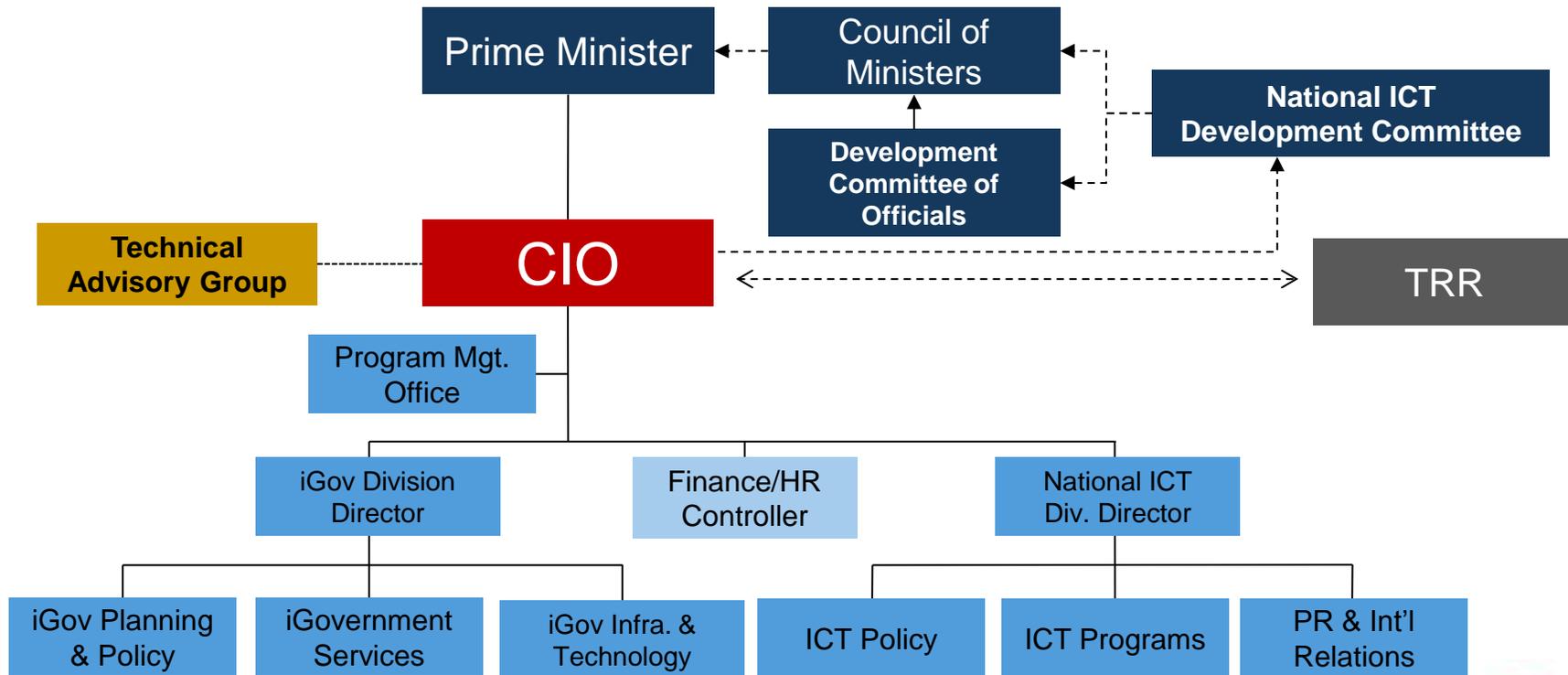
OGCIO employees will be trained, motivated and capable of: providing high quality, high speed, highly useful ICTs for Vanuatu public servants; and of developing and implementing public policies that will help fulfill the motto “ICTs blong everywan!”





Organization Chart Driven by Functions

The OGCIO will be organized to address the key top level functions identified



Crosswalk of key functions and organizational units

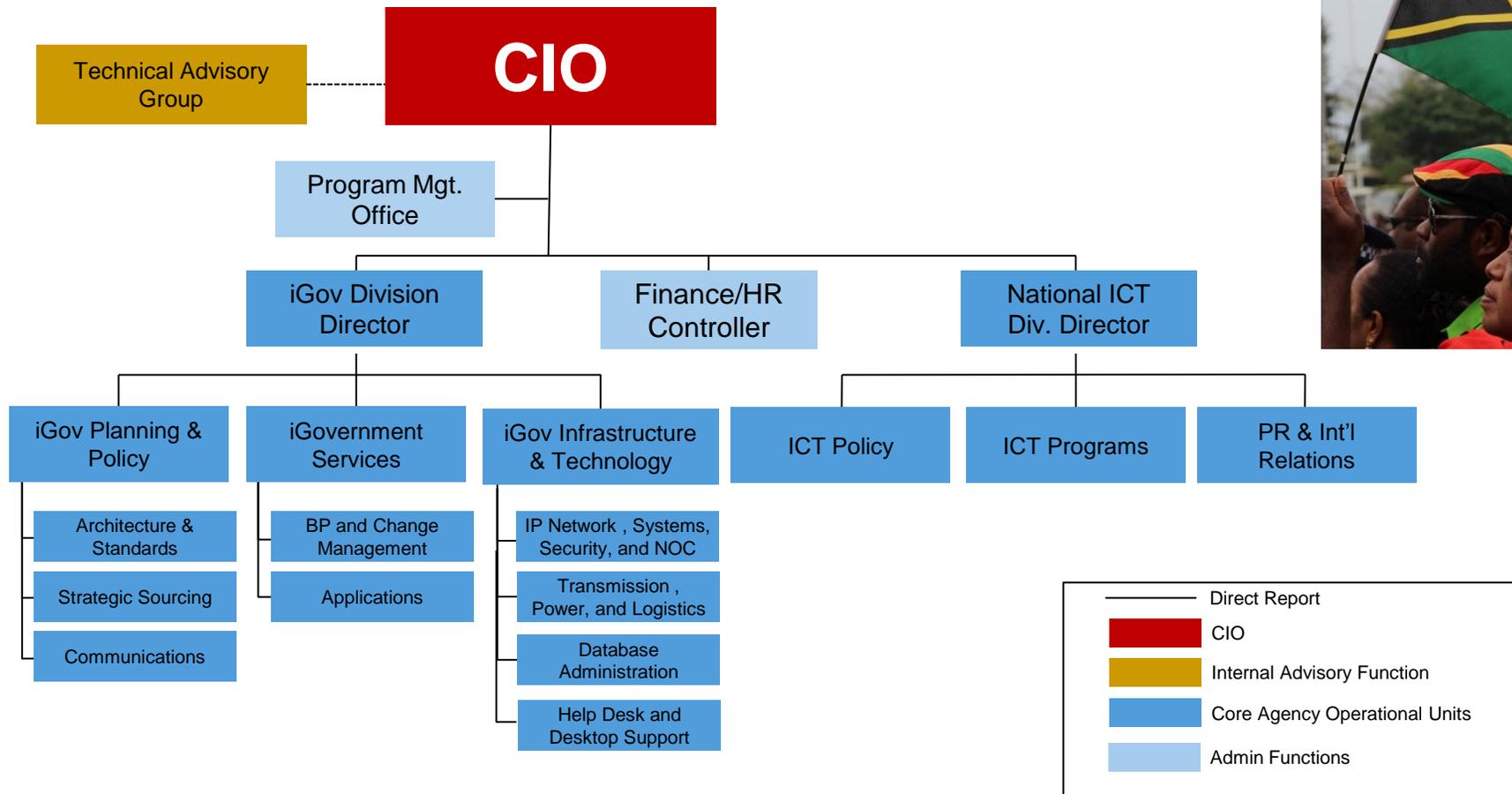
Key Functions



Organizational Unit

- ✓ Advise and represent the Prime Minister in the area of ICTs
Chief Information Officer (CIO)
- ✓ Lead and coordinate the national ICT development effort
 - ❖ Maximize the penetration of ICTs in society, government and business
 - ❖ Liaise with stakeholders, PR + int'l relations
 - ❖ Review legislation, regs, policies
 - ❖ Collect/disseminate ICT statsNational ICT Division Director
ICT Programs
ICT PR & International Relations
ICT Policies; Legal in Pgm. Mgmt. Off.
ICT PR & International Relations
- ✓ Lead and coordinate the iGov initiative
 - ❖ Increase the penetration of ICTs and applications in government
 - ❖ Manage network in a secure & reliable way
 - ❖ Plan overall ICT investment strategy, review ICT-related budget & project proposalsiGov Division Director
iGov Services
iGov Infrastructure & Technology
iGov Policy & Planning
- ✓ Undertake needed admin functions
Pgm. Mgmt. Office; Comptroller/HR

The OGCIO will be organized to address both the iGov Initiative and national ICT development functions





Positions Driven by Functions

OGCIO leadership & admin positions will be driven by functions; many needed slots are not yet authorized or filled

<u>FUNCTION</u>	<u>OFFICE/TITLE</u>	<u>PD DONE?</u>	<u>SLOT AUTHORIZED?</u>	<u>SLOT FILLED?</u>
Represent PM	OGCIO/CIO	Yes	Yes	Yes
Admin.	Pgm. Mgmt. Office/Exec. Sec'y	No	No	No
Admin.	Pgm. Mgmt. Office/Exec. Officer	Yes	No	No
Legal/Admin.	Pgm. Mgmt. Office/Legal Advisor	No	No	No
Admin.	HR-Controller	Yes	Yes	Yes
Admin.	HR-Controller/Contracts Admin.	No	No	No
Admin.	HR-Controller/Admin. Asst.-Recep.	No	No	No
Admin.	HR-Controller/Recept/Help Desk (2)	Yes	Yes	Yes

National ICT Policy positions will also be driven by functions; most needed slots are not yet authorized or filled

<u>FUNCTION</u>	<u>OFFICE/TITLE</u>	<u>PD DONE?</u>	<u>SLOT AUTHORIZED?</u>	<u>SLOT FILLED?</u>
Lead Nat. ICT effort	Nat. ICT Policy Div. Director	Yes	No	No
ICT laws, regs	ICT Policy/ICT Policy Officer	No	No	No
ICTs in society	ICT Programs/ICT Program Officer	Yes	Yes	Yes
Liaise, PR, IR	PR & Int'l Rel./PR & IR Officer	No	No	No

Note: "IR" = international relations

iGov positions are also be driven by functions; many needed slots are not yet authorized or filled, except in Infrastructure and Technology

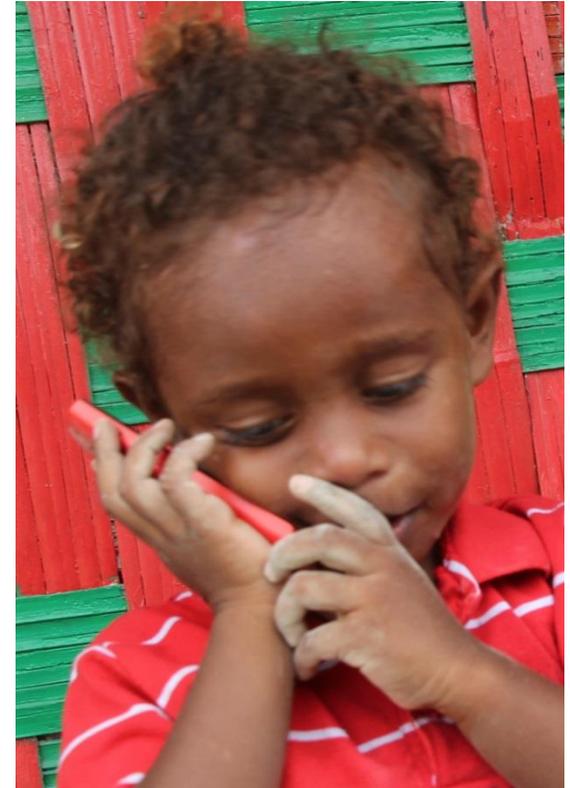
<u>FUNCTION</u>	<u>OFFICE/TITLE</u>	<u>PD DONE?</u>	<u>SLOT AUTHORIZED?</u>	<u>SLOT FILLED?</u>
Lead iGov Initiative	iGov Initiative Div. Director	Yes	No	No
Manage network	Infra-IP Network/Network Mgr.	Yes	Yes	Yes
Manage network	Infra-IP Network/Security Admin.	Yes	No	No
Manage network	Infra-IP Network/Sr. Netwk. Admin.	Yes	Yes	Yes
Manage network	Infra-IP Network/Netwk. Admin. Officer	Yes	Yes	Yes
Manage network	Infra-IP Network/Netwk. Admin. Officer	Yes	Yes	Yes
Manage network	Infra-Xmiss/Xmission & Power Officer	Yes	Yes	Yes
Manage network	Database/Database Manager	Yes	No	No

iGov functions in Help Desk, Planning and Services also need more staff

<u>FUNCTION</u>	<u>OFFICE/TITLE</u>	<u>PD DONE?</u>	<u>SLOT AUTHORIZED?</u>	<u>SLOT FILLED?</u>
Manage network	Infra-Help Desk/Help Desk Manager	Yes	No	No
Manage network	Infra-Help Desk/Help Desk Administra.	Yes	Yes	Yes
Manage network	Infra-Help Desk/Help Desk Support Off.	Yes	Yes	Yes
Manage network	Infra-Help Desk/Help Desk Support Off.	Yes	Yes	Yes
Manage network	Infra-Help Desk/Help Desk Support Off.	Yes	No	No
Expand iGov apps	Services-BP/BPR & Change Mgmt Off.	Yes	No	No
Expand iGov apps	Services-Apps/Applications Dev. Mgr.	Yes	No	No
Expand iGov apps	Services-Apps/Applications Dev. Admin.	Yes	Yes	Yes
Expand iGov apps	Services-Apps/Applications Dev. Officer	Yes	Yes	Yes
Planning & policy	Plan-Architect-Stds/Entrprse Architect	Yes	No	No
Planning & policy	Plan-Strategic Source/Sourc. Anal.	No	No	No
Planning & policy	Plan-Comms/Comms Anal.	No	No	No

In summary, about 18 slots in OGCIO remain unfilled, compared to an ideal staffing pattern of 33

<u>OFFICE</u>	<u># OF SLOTS UNFILLED/TOTAL</u>
CIO/HR/Program Mgmt.	5/9
National ICT	3/4
Infrastructure; Database	3/8
Help Desk; Services; Planning	<u>7/12</u>
TOTALS:	18/33





Training Analysis & High Level Plan

Analysis of OGCIO staff skills and organizational requirements yields several key conclusions



- **Staff are fairly strong in network planning, management, maintenance, and responding to customer complaints: i.e., what they do now**
- **Staff are weak in strategic planning, int'l developments in e-gov, security threat mitigation, enterprise architecture, ICT strategic planning, project mgmt and national ICT policy**
- **These latter skills are vital to OGCIO growth and development , and thus must be emphasized in individual e'e development plans**



Periodic Review System

The Periodic Review System of Performance will consist of two main elements

1. Annual review using PSC form 5-1:

“Work Performance and Development Plan Form, Parts A and B” (PSC Manual p. 120)

- * Form to be filled out by employee first, then reviewed with supervisor, & jointly agreed
- * Form to be completed every 12 months, & reviewed every 6 months
- * Form identifies project tasks, performance indicators & dates, identified training needs, and work performance rating against the performance indicators

2. Every three years skills review using OGCI Form: ICT Skills and Training Inventory and Needs – ICT Specialists Questionnaire”

- * Form to be filled out in May 2013, or upon joining & every 3 years thereafter
- * Form lists IT & management skills used and expertise level acquired, + certifications and training in place and desirable

Notes:

1. Both forms & processes above to emphasize IDed overall OGCI training weaknesses
2. “Staff Performance Appraisal Form” developed on 8/2011 will not be used (duplicative)





Succession Plan

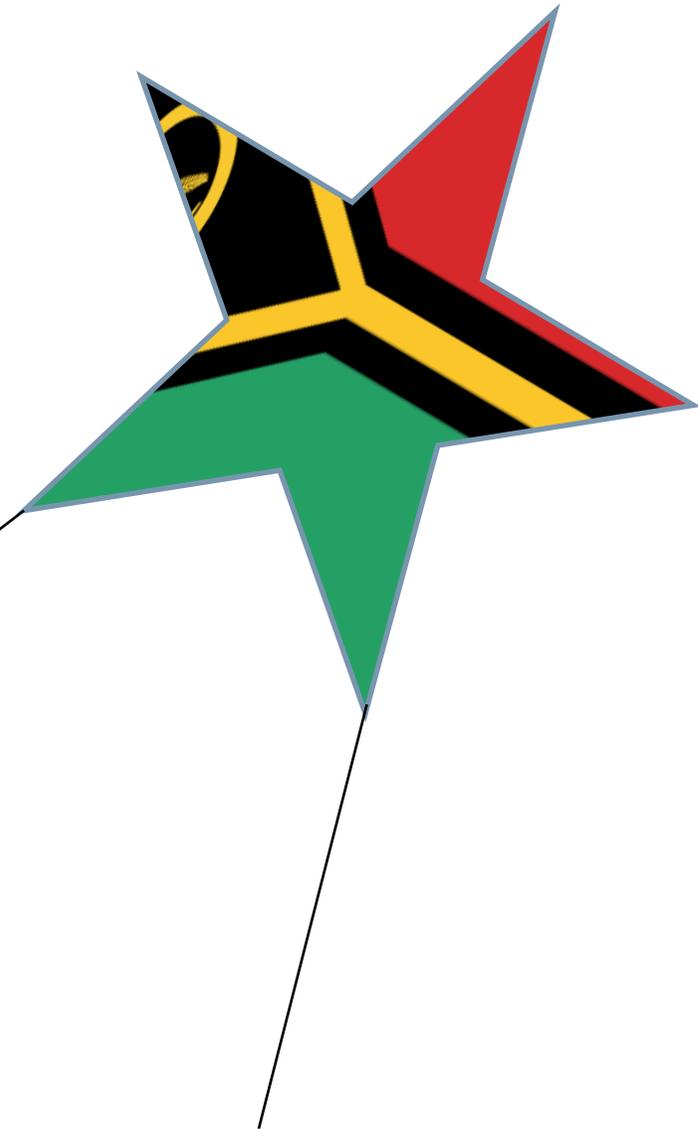
A Succession Plan is required by the PSC but is not in place in many GoV agencies



OGCIO Key Position	1 st Successor	2 nd Successor	3 rd Successor
Chief Information Officer	iGov Division Director	National ICT Division Director	HR/Controller
iGov Div. Dir.	Network Mgr.	Sr. Network Administrator	Database Mgr.
National ICT Div. Dir.	ICT Program Officer	ICT Policy Officer	PR & Int'l Relations Off.
Controller/HR Director	Contracts Administrator	National ICT Div. Dir. (dbl-hatted)	Admin. Asst.

The results of implementing an integrated organizational – HR – training policy will be:

- Better individual performance
- Better unit performance
- Better OGCIO performance



Let us remember who we are doing all this for:



The background of the slide features the flag of the Republic of Vanuatu. It consists of a red upper triangle, a green lower triangle, and a central black horizontal band with a yellow stripe. A yellow diagonal stripe runs from the top-left to the bottom-right, and a yellow circular emblem with a white 'X' is positioned on the left side.

THANKS!

QUESTIONS?