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Administration of Justice Support Project
Contract No. 263-C-00-95-00134-00

JIC Strategic Plan, Executive Summary
September 1998
AOJS

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JIC Strategic Plan
Executive Summary

The JIC Strategic Plan prepared by the AOJS consists of this Executive Summary, the JIC Assessment and Restructuring Recommendations report, and the Request for Proposals for the Purchase of a Judicial Information Center Organization Plan and Implementation Services (RFP) These documents were prepared by the National Center for State Courts (NCSC) and the AOJS project

The Assessment and Restructuring report was written by Mr Larry P Webster author of the book "Automating Court Systems" and is the executive director for court Technology Programs for the NCSC Mr Webster is a nationally recognized expert on technology in the justice system The report describes the current issues and problems that result in a recommendation by the AOJS project that the MOJ engage professional consultant services to strengthen the Judicial Information Center's (JIC) management, personnel, and technological capabilities The JIC will be the organization responsible for sustaining and replicating automated systems developed and purchased by the AOJS project The project recommends strongly that concurrent with the life of the project that the JIC prepare itself for its critical project support role

The RFP document has been prepared by Mr Jim McMillan, Director of the Court Technology Laboratory for the NCSC The RFP may be used by the MOJ as a template for the solicitation and evaluation of professional services for a consulting contract This document template has been successfully used for the procurement of professional services by other organizations assisted by the NCSC The MOJ need only customize the sections specific to the Government of Egypt procurement rules and regulations and name and addresses of a procurement manager The project recommends that procurement of services using this template document be started as soon as possible The resultant analysis, design and implementation of changes to the JIC may very well take up to two years to complete sufficiently for the JIC to assume full responsibility for project automation deliverables

JIC Assessment Report Overview
The report identifies the problem areas within the JIC related to management, organization, staffing, technology, and operations issues An earlier JIC Survey Report described the JIC organization and technology inventory in detail The assessment report defines in general terms and descriptions what are the attributes of a well organized and successful information systems development and support organization The end product of the advice, assistance and services of a professional consultant should be similar to an organization like that described in this document

Professional Service Request for Proposals Overview
The professional service activities of this RFP will be organized in 3 major phases 1) Diagnosis and Planning, 2) Designing and Blueprinting, 3) Implementation The work products of these 3 phases will result in the development and implementation of a

comprehensive organization, personnel, and technical plan for the Judicial Information Center (JIC) which will address the following areas

- Management structure of the organization,
- An organizational plan to maintain current operations and new planned initiatives,
- A comprehensive personnel and personnel development plan,
- A through technical review, assessment, and recommendations concerning the current technology equipment and applications supported by the MOJ

The three phases are described as follows

Phase 1 Diagnosis and Planning

Activities Diagnose the performance issues and problems, plan the strategy, and set the goals for the improvement initiative This will include

- Develop and document the organization's vision, mission, and functional goals and objectives
- Evaluate existing JIC organization, personnel and technology processes from multiple perspectives
- Identify performance measures and benchmarks with which to evaluate and validate existing and future functional goals and objectives,
- Develop strategic decisions to eliminate a process, outsource it, designate the process as a candidate for either continuous improvement redesign or reengineering, or simply leave it alone
- Define work plan concepts as an introduction to phase 2 activities

Objective To help JIC senior executives and consultants gain a clear understanding of the issues in and the expected results of the project

Phase 2 Designing and Blueprinting

Activities Assess the organization's strengths and weaknesses, develop detailed outlines of redesigned processes, design the blueprint for supporting systems, organization programs, and resources, and set priorities for change This will include

- For those organization, personnel and technology processes that are selected to undergo improvement, redesign, or reengineering the JIC and consultant will identify the necessary improvement tools (e g management and personnel organization systems, equipment, software applications, training programs, and other advice and assistance services)

Objective To develop workable, efficient, and cost-effective solutions and related measures that will assess baseline performance and future improvements

Phase 3 Implementation

Activities Assist JIC staff in planning for and implementing changes, monitoring the effects, and evaluating and improving over time This will include

- Introducing change through the application of technology and organizational re-engineering
- Enhancing the quality and productivity of the JIC's work processes and products
- Complementing JIC's administrators and technical managers with part or full-time "shadow" consultant partners to transfer knowledge, manage change, meet deadlines, and mitigate risks

Objective To ensure successful implementation and continuous improvement of JIC's processes

Within all 3 phases the consultants will benefit the MOJ and JIC in 2 major areas 1) Advice and Assistance, and 2) Services These benefit areas are described as follows

Advice and Assistance

- Provide help to support or improve organizational policy development and decision making or improve the effectiveness of management processes or procedures
- Prepare outside points of view to enhance understanding, develop alternative positions, and identify solutions to various issues or problem areas
- Improve project management of systems through advice, assistance, or training
- Provide advice and assistance to improve information resources management, internal controls, and administration of systems and data
- Improve the JIC technical environment through advice, assistance, or training
- Improve the development of application systems through advice, assistance, or training
- Improve functionality of existing application systems through advice, assistance, or training
- Improve the development of telecommunications systems and Internet services through advice, assistance, or training

Services

- Perform and institutionalize processes for
  - Business Process Reengineering
  - Program Audits
  - Strategic Planning
  - Risk assessments of strategies and activities
  - Cost-Benefit Analysis
  - Customer Analysis
  - Performance Appraisals and Compensation models
- Support Change Management
- Develop and Implement
  - Leadership Systems
  - Action Plans

- Outsourcing/Privatization Plans
- Performance Measurements and Statistical Reporting tools for JIC processes
- Financial Management Strategies and Plans
- Quality Management and Quality Assurance Programs
- Telecommunications Services
  - Planning Assistance
  - Telecommunications Infrastructure and Information Systems Upgrade and Operations Support
  - Database Development and Maintenance
  - Network Configuration Alternatives Assessment
  - Service Provisioning and Installation Assistance
  - Interoperability Analysis and Testing
  - Acceptance Testing
  - Information Security Assessments
  - Technology Assessments
- Customer Service Support
  - Customer Service Directories
  - Help Desk Operation and Maintenance
  - Customer Support System Capabilities Development
- Training Systems
  - Develop training requirements, identify training sources
  - Provide on-the-job training as practical
- Facility and Infrastructure Redesign
- Applications Analysis and Re-engineering
- Equipment and Applications Maintenance and Support Agreements