DCAG developed a Five Year Business Plan for the IT Division of European American Bank.

DCAG was commissioned by European American Bank in Westbury, New York, to create a Five Year Business Plan for their Information Technology Division. The purpose of this plan was to document all current a future projects and systems and to then develop an infrastructure to manage and maintain these systems and projects in an orderly and controlled fashion, including: Systems Development Life Cycle (SDLC), Project Management, Support Services, Change Management, Capacity Management, Performance Management, Information Security and Physical Security, Forms Management and Control, and Vital Records Management.

The first goal of this project was to identify all projects, their deliverables, and when they were scheduled for completion. We then broke down the tasks that needed to be accomplished and the tools or products to be utilized or implemented to support work tasks. Next we identified the organizational structure and how work was divided among the staff. Eliminating redundancies and concentrating work within specific areas allowed us to streamline how work was performed within the organization and to improve the quality of work by assigning work to personnel with the proper training and experience to better accomplish assigned tasks and responsibilities (i.e., Performance and Capacity Management was assigned to a specific group instead of having it performed by various groups who were only concerned about their applications or operating system - CICS, MVS, etc.).

After re-organizing personnel, job descriptions were updated and employee goals were established (60% of time was devoted to functional responsibilities described within job description, 10% of their time was devoted to meetings, 10% to training, and the remaining 20% was devoted to projects). Managers and employees negotiated project workloads and rewards to be received if project workloads were met. This merit system of rewards provided employee incentives and was a major reason for our meeting deadlines and delivery schedules. All employee job descriptions were re-written to match their functional responsibilities and career path.

Forms were created to define work and sub-assignments associated with work. These forms were placed online under ISPF/TSO, so that they could be accessed directly from employee terminals, while allowing for the ability to log and analyze information contained within forms (i.e., creation, routing, personnel performing tasks, quality, etc.). Reports were produced to identify were work was concentrated, bottlenecks effecting productivity were identified, and the general performance of functional areas and employees was documented. These reports helped management estimate the amount of time needed to accomplish tasks, and plot the amount of work that employees were

expected to do. Reports were used by management to help in employee evaluations and employees were able to review reports to determine how well they were adhering to their performance goals.

Along with reducing project delivery time schedules and enhancing performance, this project resulted in a more productive environment, better trained staff, improved awareness, and a much happier general employee population.