MITTS Ltd is setting a high standard for other Maltese organisations to benchmark themselves against and we are delighted that MITTS Ltd puts part of this success down to using the Investors in People National Standard and assessment process to ensure standards are constantly reviewed, evaluated, improved and externally validated.

MITTS Ltd was placed first in the 2005 CSM category “Award for Best Enterprise”

MITTS Ltd won this award on the basis of their track record in the provision of a broad spectrum of IT services to the Government of Malta. These services include IT consultancy, infrastructure implementation and support, and delivery of high quality and cost-effective IT solutions.

MITTS Ltd have led the field through their professional approach, their relentless pursuit of quality, and their focus on customer care. MITTS Ltd have definitely set the standard for others to follow.

Investors in People – 6th May 2006
Mark Wern – Assessor

National ICT Achievements Awards 2005
Computer Society of Malta (CSM)
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Welcome to the art of business as we see it at Malta Information Technology and Training Services Ltd
I am proud to, once again, have the opportunity to present the MITTS Ltd Annual Report. The theme we have identified for this year’s report is the Company’s strive for excellence. In this Report we seek to portray the major excellence initiatives that MITTS Ltd has over the years embarked upon and the state of play in terms of their respective attainment. We also portray the independent views of the various external players and auditors that we interact with and their respective perception of MITTS Ltd’s strides for excellence.

Over the past seven years, MITTS Ltd has been spurred to seek excellence in terms of its quality, value-added, cost effectiveness, productivity, efficiency and efficacy. It has sought to pioneer new practices across the entire spectrum of its business and technology domains to meet this pursuit for excellence. In doing so, MITTS Ltd believed that the best yardstick to propel the company to attain excellence and to gauge performance in this regard is to benchmark itself to international best practices, metrics, et al.

MITTS Ltd has, thus, introduced a broad range of international best practices – not as an end in their own right but as a means to secure excellence and to propel the company to continuous change to always maintain excellence as the environment within which MITTS Ltd operates in evolves.

We have thus introduced ISO 9001:2000 to propel quality, consistency and customer satisfaction. We have introduced PRINCE 2 as the standard project management methodology for all project initiatives embarked upon by the company. We have introduced ITIL as the standard service management methodology for all service related activity. We base our quality assurance on industry standards like the ISO 9126 and BS 7925 standards. We have introduced the Investors In People marquee as the benchmark we aspire to in terms of human resources management. We are currently introducing ISO 17799 for the management of security, EFQM for total quality management. We are considering introducing ISO/IEC 10164-16:1997 and DIRKS methodology as we extend the attainment of a knowledge management framework from a pilot to a complete collaborative tool.

Further to the introduction of such benchmarks we have reformed MITTS Ltd from a labour intensive organisation to a capital intensive and knowledge based organisation seeking to prevent difficulties prior to their occurring and when they
occur to effectively resolve such difficulties remotely with minimal physical intervention. It is for this purpose that we have invested in the creation of the Service Call Centre and the Network Operations Centre – both dependent on excellent knowledge and tools for prevention, alerting, and resolution of problems and incidents. It is also for this purpose that for the past years every investment made by the company is on the basis of enterprise architecture that places resiliency, redundancy and performance at its core – with such investment seeing a total revolution of the infrastructure environment which in 2005 has seen us introduce MAGNET II. 2007 will see us introduce a new data centre, the Mater Dei Hospital Data Centre, which will be on an active-active environment with the Blata l-Bajda Data Centre; thereby allowing for continuity of service provision irrespective of whether problems arise in one data centre. Further to this, 2007 will also see us refresh the Internet and e-Government Web framework introduced between 2001 and 2003 by GovNet II.

There is no false pride at MITTS Ltd that propels us to conclude that we are at the apex of excellence. Change is constant, and the environment we operate in presents its own unique set of challenges – from technological tantrums to fast evolving technologies to new and emerging threats.

Yet, there definitely is a commitment within MITTS Ltd that we seek to be the best in what we do, and that we, in doing so, pursue excellence both by constantly improving ourselves as well as by continuous learning, both as an organisation and as individuals. The statements of our external auditors that we present in this Report together with the local awards we have secured (Excellence in People Management, Award for the Best ICT Enterprise, the Best HR Initiative Award and Excellence in Training and Development Award), strengthen our resolve as they show that we are on the right track.

On my part, I wish to thank past and present Board members as well as past and present MITTS Ltd employees, for etching within MITTS Ltd a value system and culture that strives for on-going excellence.

David Spiteri Gingell
Chairman and Chief Executive Officer
Company Background
Incorporated in 1990 as part of a Public Service Reform Programme, the Malta Information Technology and Training Services Ltd (MITTS Ltd) - then known as Management Systems Unit (MSU) Ltd - is an ICT agency owned by the Government of Malta and falling within the portfolio of the Ministry for Investment, Industry and Information Technology (MIIT). It operates on commercial principles and its business interests are specifically focused at providing ICT services to the Central Government (Public Service) and Public Entities (Public Sector).

**OUR MISSION**

To be a leading centre of excellence in the provision of cost effective and integrated information systems to Government using state-of-the-art technologies, practices and methodologies in line with the Government’s strategic directions.
Our Values

PEOPLE
We are committed to our people

EMPOWERMENT
We will cultivate an environment to develop empowerment with accountability

PROFESSIONALISM
We act professionally in all that we do

CLIENT FOCUS
We see clients as partners in our success

CONTINUOUS IMPROVEMENT
We believe there is no limit to our improvement
The organisation has brought in a number of Work Life Balance (WLB) policies using the Investors in People WLB Model as a framework of good practice. Initial feedback from employees interviewed was very positive.

All those interviewed commented on the very genuine commitment that the organisation placed on training, development and learning opportunities. The majority also confirmed a belief that MITTS Ltd was able to offer far more opportunities to employees due to the diversity and challenge of the projects undertaken.

The organisation demonstrated a very strong culture of continuous improvement best typified by the development or improvements around the setting of organisational KPIs, using the Balanced Scorecard as part of its business planning process, addressing WLB issues and seeking to ensure a greater engagement of staff to the contribution they play to the business planning process and/or in the solution of improving overall performance.”

Investors in People – 6th May 2006
Mark Wern – Assessor
application & consistency
MITTS Ltd is an ICT centre of excellence for Malta delivering disciplined expertise and encouraging others to do the same through understanding of customer requirements and driving high service levels in response. It is also a learning organisation, generous with its knowledge, whose staff focus on quality in all business dealings.

By all measures, MITTS Ltd qualifies as an “excellent” organisation that many other Governments could learn from.

Peter Shores, Senior Program Director
Gartner Executive

Gartner defines “excellence” as never being satisfied with the status quo and having a commitment to quality in pursuit of best-in-class standards.
MITTS Ltd aggressively pursues excellence and continuous improvement. From inception, MITTS Ltd has secured a position of leadership on the cutting edge of technology. MITTS Ltd’s commitment towards excellence is, and will remain, a core characteristic of the company.

MITTS Ltd operates in a highly dynamic environment that demands the efficient delivery of reliable Information and Communications Technology (ICT) solutions. Throughout the years MITTS Ltd has retained the company’s scope, keeping the company’s values at heart. It has allowed MITTS Ltd to remain aligned with a client that expects and deserves excellence, whilst improving through established industry standards and best practices. The company’s experiences have added strength to the company’s identity.

Throughout the years MITTS Ltd has become closer to its client, and attached to the client’s goals. MITTS Ltd has put value and passion in the company’s services, taking the company’s job beyond the line of duty, even at times when the circumstances were, at best, unprecedented. Here at MITTS Ltd, we believe there is no limit to our improvement.

A large part of MITTS Ltd’s resources (intellectual, financial and capital) are dedicated to the operations management of Government-related internal and outward-facing ICT projects, services and infrastructure. All of this happens on a 24x7 basis. MITTS Ltd has invested in internationally-recognised standards and certifications in knowledge, systems, processes and technology, such as ISO 9001:2005, PRINCE 2, ITIL and Investors in People (IIP). This has in turn resulted into the assurance of high quality service levels on the company’s core products.

Reliability, Efficiency and Holistic Service Management

For over a decade MITTS Ltd has used international independent best practice consultancy firms such as Gartner Inc. S.R.L., to aid it in the development of its strategies, policies and services. The objective has been to ensure that the Government of Malta’s ICT policy environment and infrastructure is developed in a manner that meets international best practice standards and techniques in order to ensure that Malta strives to be at par with international ICT best practice developments overseas.

The services utilised by MITTS Ltd include access to research papers, analysts and specialists, a process which aids the validation of work being undertaken. Over the last year papers have been sourced from, for example, Gartner over a vast range of topics including; IT Strategy, ERP, Open Source, DBMS, Digital Signatures, Records and Performance Management.

Malta is a country with an advanced ICT Infrastructure and a more advanced strategic outlook. Whilst such works can be developed successfully within the island, feedback as to where the rest of the World’s ICT strategy is pointing and the techniques and methods being used to develop solutions, provides an added layer of security and confidence that can only aid delivery of the ambitious programme of works which any country should be targeting. The relationship with Gartner Inc. S.R.L and other international firms such as QinetiQ provides this feedback and allows MITTS Ltd to continue developing an appropriate ICT strategy and architecture to meet Government’s ever-growing needs.

MITTS Ltd is reaping the benefits of the extensive investments made throughout the years to improve the up-keep of the existing ICT services. Today the Government of Malta enjoys day-to-day operations which are all triggered and delivered quickly and smoothly. The implementation of a Service Management System (SMS) enabled MITTS Ltd singular point of contact - the Service Call Centre (SCC) - to resolve more client incidents over the phone. This pushed forward the quantum of incidents resolved through the SCC without the need to send technical support personnel on site. Well over 54,000 incidents were logged on the Service Management System during 2005. More than 15,000 were resolved either over the phone or remotely within SCC. This translates into nearly 28% of all incidents being resolved at the clients’ first port of call. Throughout
MITTS Ltd has transformed its operations management from one which was reactive to one that is aggressively pro-active.

2005 MITTS Ltd has continued to invest in support tools and process re-design so that MITTS Ltd takes the level of incidents resolved off site to a high level. With the Enterprise Management Architecture (EMA) – an exercise that involved the re-configuration of PCs and servers according to the new MAGNET II requirements – now reaching completion, the remote support tool utilised by MITTS Ltd now caters for 8,000 PCs in Government and 6,423 PCs in state schools. By August 2006, the remote incidents solved at the first port of call by the SCC reached 53%.

As at today, from its offices at Blata l-Bajda, MITTS Ltd remotely manages and supports Malta’s Embassies in various countries, including Brussels, Athens, Cairo, Canberra, Melbourne, New York, Sydney, Tunis and Dublin. The reduction of onsite support resulted in lower operational costs in terms of delivery of on-going services – which, since 2000 has seen the technical support officers falling from 41 to 12; and the transport cars falling from to 33 to 12 together with a drastic fall in ancillary logistic costs. The process of service management reform did not only consist of staff re-skilling in terms of knowledge and tools, but also in the application of industry best practices so that MITTS Ltd’s performance can be gauged against international best practices. One such standard is the ITIL Service Management industry standard. In implementing the ITIL standard MITTS Ltd adopted a two pronged approach. First it procured and implemented a Service Management System which apart from allowing MITTS Ltd to integrate new procedures such as Incident Management, Problem Management, Change Management and Configuration Management as well as Service Level Management, it also allows users to interact remotely with MITTS Ltd to activate incidents as well as follow up on status of incidents. Secondly, and perhaps more importantly, MITTS Ltd has invested considerably in building an ITIL culture based on the ITIL philosophy. So far over 70 MITTS Ltd employees have been trained in various phases of ITIL.

The introduction of an in-house knowledge base in the Service Management Department (SMD) has helped reduce the dependency on technical staff attending to routine operational tasks. The knowledge base is continuously updated with new processes and tasks, making it a valuable tool for knowledge continuity as well as incident resolution: particularly after office hours. The best practices adopted within SMD allow for the smooth transition of the service support function from SCC during office hours to the Network Operations Centre (NOC) during the graveyard shift, making the 24x7 service real, efficient and effective.

MITTS Ltd has transformed its operations management from one which was reactive to one that is aggressively pro-active. This has been achieved through the establishment of the afore-mentioned NOC which is supported by substantial investment in tools that provide MITTS Ltd with an ‘eye’ to oversee how the network is performing at any point in time as well as the ability to simulate capacity and performance to anticipate potential performance issues and nullify them by taking pro-active measures. The NOC applies a broad array of tools directed to manage all aspects of its operating set-up. These include HP Network Node Manager, Cisco Works, HP Procurve, Fujitsu Server Manager and HP Insight Manager.

It is pertinent to add that the NOC has reduced the Total Cost of Ownership (TCO) of operations management because a considerable percentage of network management and troubleshooting is done centrally by remote application of the afore-mentioned tools thereby practically negating physical intervention on site unless this relates to hardware problems. Moreover, once again the achievement of a value added NOC was the result of up-skilling and multi-skilling of a core group of people who have been provided with the knowledge to manage a heterogeneous complex operations environment. The work in establishing a leading NOC was complemented by the design of an in-house expert system directed to streamline processing of service request within stringent Service Level Agreement (SLA). For example, the introduction of task management has enabled MITTS Ltd to reduce its SLA for activity such as opening of mail account from 3 to 1 working day; with 89% of such service requests meeting the SLA in 2005.
Consistency across the Corporate Back Office

MITTS Ltd believes that consistency is the key to offering the best of breed service. In this regard, the company has invested considerably in ensuring that the correct, reliable, support systems are in place to attend to every need of both staff and customer. Running MITTS Ltd involves more than technology, but also the necessary frameworks to ensure that the business end of the operation is well oiled. Back-office units such as finance and administration are considered as critical as any other technical unit and during 2005 MITTS Ltd has further invested so as to improve the services they provide. To this effect, MITTS Ltd has embarked upon a company-wide effort to integrate business management initiatives under a singular framework. The Programme, called Cost Management Accounting Framework (CMAF), has integrated within a single unified system the Accounting System, the Inventory Fixed Asset System, the Time Recording System, the Human Resources Information System, the Payroll System and all the project and service reporting. Altogether the CMAF gives MITTS Ltd the ability to provide on-the-fly, up-to-date management information.

The integration of the company’s support systems has allowed MITTS Ltd to take a further step forward: the introduction of the Balanced ScoreCard (BSC). The BSC is used as a management reporting tool that allows management to obtain holistic view of the company’s overall performance, currently on a monthly basis. The work currently underway is that of integrating the BSC with the CMAF so that management information is obtained, in accordance with one’s access rights, in real-time.
One of the key responsibilities that MITTS Ltd inherited from CIMU is the management and implementation of a two year Twinning Contract for the Capacity Building in Information Security with NI-CO and QinetiQ Plc - A UK based world leading defence technology and security company. The primary goal of this pan-government twinning arrangement is to significantly increase the understanding of and facilitating the efficient implementation of EU Council Security Regulations - Decision 2001/264/EC for the secure handling of EU classified and sensitive information throughout the Government of Malta.

Having built on the success of achieving accreditation of Malta’s European Council Networks, the Twinning Contract is an invaluable opportunity to continue building a solid foundation in support of the rigorous requirements needed for Government information security.

I am delighted that Malta wants to lead the way in this area and has no intention of letting down its guard in this fast paced and constantly changing security environment.

Duncan Hart,
QinetiQ Senior Security Consultant.
quality & security
MITTS Ltd set out to achieve ISO 9000 in 1998. Between that period and 2003, it applied the ISO process to reform itself and as a means to improve its internal and external processes. A change process team was constituted that managed business and process change within each functional entity of MITTS Ltd. To this end, by 2003 MITTS Ltd proudly achieved company wide, ISO 9001:2000 compliance.

In its endeavour to go to the next level of excellence, to further improve the quality of service provision and to inculcate a quality philosophy in all that it does, in 2005, MITTS Ltd established the Department for Business Excellence and Compliance (BECD).

The journey started with MITTS Ltd adopting Total Quality Management (TQM) as its future quality methodology. The dynamics emerging from this approach ensure that the flow of quality is from top to bottom, reaching to the most outer circles of the organisation, including the suppliers. The model under study is the EFQM Excellence Model, a model advocating that excellent results with respect to Performance, Customers, People and Society are achieved through leadership, people, policy, partnerships and resources, and sound processes. This is to be underpinned by incessant innovation and continuous learning. In this regard, MITTS Ltd carries out quality audits, compliance checks, post-implementation reviews and benefit realisation exercises from which it extracts the lessons learned and establishes and/or fine-tunes its frameworks, policies, processes and procedures to always be in tune towards continuous improvement. MITTS Ltd has also established a Quality Assurance Framework to ensure the quality of ICT solutions delivered to Government. This quality framework is based on industry best practices aimed at focusing on quality early in the life cycle, thus minimising the need for costly rework with tight deadlines. This approach, together with a Quality Control regime tightly coupled to operations, encourages a total quality mentality within the organisation as well as for our suppliers and our clients.

MITTS Ltd basis its Quality Control framework on industry standards like the BS7925 (for component testing) and ISO9126 (for generic quality software characteristics). On these underlying activities, Quality Assurance ensures that, at pre-determined checkpoints, independent and focused quality checks are carried out challenging any assumptions or deliverables. This mentality encourages all personnel to build quality within work practices rather than considering quality as another part of their value chain.

Over the past year MITTS Ltd has extended a number of Quality Assurance principles to other non-software related areas, like infrastructure commissioning and tendering.
processes for solution procurement. The Quality Assurance portfolio ranges from challenging the design to analysing alternative procurement options leading to selective quality checks on the implemented solution.

Furthermore, MITTS Ltd twice yearly brings in external ISO auditors to assess the organisation and is pleased to note that such audits classify MITTS Ltd excellence and its commitment to excellence at par with other best practice ICT organisations overseas. Moreover, MITTS Ltd has an Internal Audit Office, which reports to a Board Audit Committee chaired by the Chairman, that carries out value-for-money audits at both the technical and business aspects of the Company. The primary function of the Internal Audit Office is to continuously query how MITTS Ltd carries out its business, recording that which it does well and identifying where and how it can improve.

ICT Change Initiatives

MITTS Ltd operates in a dynamic environment. Standing still invariably implies regression. Thus, MITTS Ltd places considerable emphasis on continued regeneration and renewal – whether this is applicable to technology or people.

The following are examples of major change initiatives applied by MITTS Ltd to secure reliability and up-time for ICT services.

The business of government has intrinsically become intertwined with ICT. Email, for example, has become a de facto business application where over 43 million emails were generated in 2005 alone. Practically every aspect of government is supported by a business application – whether this relates to the provision of health services or police reporting. There are in fact over 750 applications in use within Government. Further to this, the Government through the eGovernment initiative has transformed the model of public administration – shifting the onus from business opening hours to a ‘self-service’ market where one can transact with Government from home, at any time, and practically by any ICT medium available today. Just imagine – there are over 20 eGovernment services in operation.

All of the above would be rendered meaningless if the backbone upon which such services operate, that is the Malta Government Network (MAGNET) was unreliable, broke down on a regular basis, and was un-scalable to account for new demands and new technologies. MAGNET II has introduced a significant increase in available bandwidth over the original MAGNET. This allows us to introduce a series of new bandwidth-hungry services. MITTS Ltd’s eyes are set on Voice over IP (VoIP) and Video-Conferencing to be implemented as a method for reducing the overall Government expenditure in terms of communications. During 2006, in fact, MITTS
MITTS Ltd will pilot these technologies with the aim of setting the stance for product development and implementation in the subsequent year. As early as 2001, MITTS Ltd recognised that it must replace its existing network by one that was scalable, that factored technology neutrality, had redundancy and which could sustain high technological performance. A comprehensive technology reform programme was embarked upon in 2003 which to date has seen the completion of two of the three phases that constitute this reform. The first constituted of a new network infrastructure, now known as MAGNET II, which MITTS Ltd successfully introduced in the summer of 2005 in collaboration with a private sector consortium constituted of Maltacom plc and Melita Cable plc. This phase saw the introduction of a new network infrastructure based on the latest technology (Gigabit Ethernet over fibre) designed to provide full redundancy (i.e. continuity) for each site by providing alternative routes allowing for a high level of up-time. This secures against unscheduled disruption in the ICT service provision, and consequently in the business of Government, to a 99.6% availability.

The second phase which will be practically completed in 2006 is the Enterprise Management Architecture – mainly the configuration of server, desktop and active directory elements on modern and dynamic technology to enable effective management of these elements.

The third phase relates to the consolidation of over 40% of the server population and of more than 70 data-centres (currently spread across Government) within two ‘active-active’ date centres. The two data centres will be housed in state-of-the art facilities and will provide automatic and immediate failover onto one another in the event that one of them faces performance issues thereby ensuring that Government ICT services perform on optimum up-time and that all of the major Government ICT business applications have business continuity coverage.

With its introduction in 2006, the Consolidated Environment will aim to reduce the number of Data Centres by 40% over seven years. MITTS Ltd’s way forward included the issue (in September, 2005) of an EU-wide tender for the selection of a partner to implement a solution that meets Government’s needs. Technology refreshes and changes, lessons learnt and success of the programme will determine the rate at which MITTS Ltd takes the programme forward from beyond the planned phases. To date, the Consolidated Environment remains a flag-bearing solution that caters for higher security, more reliable business continuity, as well as a reduction in TCO on storage and processing facilities.

“MITTS Ltd continues to operate an effective Quality Management System (QMS). This is continuous improvement of the processes through the introduction of tools and changes in the way that the organisation operates”.

“Overall, the level of commitment to provision of a quality service is commendable and the robustness of the QMS is demonstrated by its ability to accommodate changes within the organisation.”

SGS Audit Summary Report - June 2006
Security is central to the Government’s operations and as a result MITTS Ltd has systematically aligned itself to Government’s needs and has been proactive in the field. In 2002, MITTS Ltd took the forward looking business decision to establish security management as one of its core businesses and to set up the Department of Information Security and Risk Management (ISRM). In July 2005 following the review of ICT operation in Government carried out by MIIT, the Information Security (InfoSec) Authority function carried out by the Central Information Management Unit was merged within MITTS Ltd.

One of the mandates that MITTS Ltd assumes as InfoSec Authority is the management of Twinning Arrangement with QinetiQ of the United Kingdom for the appropriate capacity building in Government for the management of security. The work carried out under the umbrella of the Twinning Agreement is two pronged. The first initiative relates to work that is underway to establish Security management policies and procedures with the initial implementation phases directed at the Government ministries which have responsibility for the handling of EU Classified Information.

Apart from implementing the protocols established by Directive 2001/264/EC titled ‘EC Council Security Regulation’, MITTS Ltd is drawing up the Government’s as well as its own security framework on the basis of the 2005 international security standard ISO/IEC 17799:2005. ISO/IEC 17799:2005 will establish guidelines and general principles for initiating, implementing, maintaining, and improving information framework in the following elements:

- organisation of information security;
- asset management;
- human resources security;
- physical and environmental security;
- communications and operations management;
- access control;
- information systems acquisition, development and maintenance;
- information security incident management;
- business continuity management; and
- compliance.
ISO/IEC 17799:2005 will thus establish control objectives and controls that will result in a far more manageable risk management foundation. MITTS Ltd is targeting that it will implement ISO/IEC 17799:2005 within it and within six sub-registries in Government by the end of 2007.

The second prong relates to the development of a security culture and management competency within Government. Over the past 18 months, MITTS Ltd has organised 2 Information Security training courses encompassing over 50 public officers. Over the same period, MITTS Ltd has organised 2 Information Security Awareness programmes for the general public. The company is targeting that by the end of 2007, the implementation of ISO/IEC 17799:2005 sets the common grounds and practical guideline for developing a Government-wide security standard and effective security management practice. Last but not least it will increase further the confidence that Government already shares with the company.

**Improving Project Management Abilities**

Following the 2002 organisational realignment of MITTS Ltd, project management of business solutions was identified as a core business for MITTS Ltd. In order to strengthen the company’s abilities in this regard, it was decided that MITTS Ltd would adopt an international project management methodology which would be applied consistently across the company and for internal as well as external initiatives. Following a comprehensive review, the methodology applied was PRINCE 2 developed by the former – CCTA – now the Office of Government Commerce (OGC) in the UK. Subsequent to the choice of the methodology, MITTS Ltd undertook a change management programme directed to align its internal process and tools to the new methodology. Moreover, a skills capacity building initiative was embarked upon, and continues today, which has resulted in MITTS Ltd having over 30 employees qualified at PRINCE 2 Foundation Level, and over 20 employees at PRINCE 2 Practitioner Lever.
In terms of the management of be-spoke in-house development, which today is primarily limited to enhancement and maintenance of strategic Government applications such as the Inland Revenue System, the VAT System and the Social Security System, MITTS Ltd adopted the Software Development Lifecycle (SDLC) in order to introduce ex-ante rigour to achieve a higher quality of software at the first iteration.

Seeking National and International Excellence

The Board and executive leadership at MITTS Ltd have aggressively, and in sustained manner, sought to establish MITTS Ltd as a best practice organisation. In seeking to achieve this goal MITTS Ltd has sought to improve its performance, skills, processes and competencies by adopting continuous change for self-improvement as an underpinning philosophy, whilst applying international benchmarks and standards to leverage the attainment of the said goals. Simultaneously in achieving such change, MITTS Ltd embarked on a complementary change programme that saw the company’s full-time complement fall from 300 in 2000 to 262 in 2005 whilst at the same time achieving higher quality output and productivity. It has attained this by being innovative in terms of the employment practices applied and by being a pioneer in promulgating tele-working, job-sharing, and family friendly measures.

MITTS Ltd is proud to state that in 2005, at the first National ICT Awards programme launched by the Malta Computer Society, MITTS Ltd was awarded the prestigious award of the ‘Best Maltese ICT Enterprise’.

MITTS Ltd’s performance, however, is also best demonstrated by the work it has carried out on e-Vehicle Registrations Application (known as the e-Vera). The e-Vera is a trigger based application that brings insurance companies as intermediaries to Government for the issuance of driving licences, integrating with both vehicle registration testing and traffic citation payment whilst providing direct 24x7 interactions for the citizens to renew their driving licence.

In essence the e-Vera is one of the new generation of eGovernment solutions that deal with a heterogeneous environment rather than on a ‘point-to-point’ basis. To this effect, the e-Vera application was submitted by MIIT to be considered for the ‘Best Practice Rankings Award’ at the Ministers’ of IT Meeting in Manchester. The application was short-listed amongst the top ‘EU Best Practice Applications’ in the eGovernment Services category and was commended as a best practice eGovernment application.
Service Call Centre:
This has continued to improve its processes based on the ITIL model. The MARVAL system is now integrated with the Asset Register moreover its Configuration Management Database (CMDB) allows immediate confirmation that the device is supported and the SLAs showing the level of service contracted.

Reporting is highly developed enabling management to identify trends and take appropriate preventive action. Problem management is in place and progress is monitored by senior management. The challenge for the future is to maintain the current high levels of service as the scope of their operations extends to the public sector.

SGS Audit Summary Report January 2006

MITTS Ltd has been constantly undergoing changes in organisation, roles and scope alongside development of its technology and processes. This time is no exception with the formation of a Business Excellence and Compliance Department to provide a focus for the many activities that are necessary for the organisation to comply with internal and external standards, manage change and improve customer satisfaction. This indicates the commitment that management has to effecting improvements.

MITTS Ltd continues to progress and meet the demands of Government for a high level of service. This is achieved by the commitment of all staff and it was encouraging during the audit to see the enthusiasm of staff carrying out their roles.

SGS Audit Summary Report January 2006

The effort put into introducing PRINCE2 and the SDLC is now beginning to realise benefits with regard to improved project delivery. The reporting system presentation of management information enables problems to be identified early on and action taken to reduce the impact.

SGS Audit Summary Report January 2005
investing
MITTS Ltd is a knowledge based organisation. Ultimately its success or failure is very much dependent on the skills, commitment, and abilities of the persons who constitute the organisation.

Here too, in terms of the human resources culture to be applied, MITTS Ltd sought to benchmark itself to international best practice. In this regard MITTS Ltd in 2003 identified the Investors in People (IIP) standard as the benchmark it would aspire to. A process of re-design in the human resource framework was embarked upon which resulted in MITTS Ltd achieving full IIP accreditation in October 2003.

MITTS Ltd is proud that following the three year external audit carried out in 2006, MITTS Ltd successfully retained its IIP accreditation – practically placing MITTS Ltd today as the only local IIP accredited organisation.

The MITTS Ltd strategic outlook to human resources has always been innovative and basically one of a pace setter. It continuously seeks at applying best practice HR strategic instruments in order to attain a balance between the demands to deliver and the need to be a model employer.

As early as 2000, MITTS Ltd exploited technology as a medium to retain people within its organisation by allowing them to remain productive without the need to be permanently and physically present at work. The application of tele-working – which over the past six years has seen over 21 employees benefit from this facility – has allowed MITTS Ltd to retain workers which it would otherwise have lost. Here too, the need for change – particularly change in management behaviour was necessary. Tele-working requires a different management philosophy – that of managing by results and objectives – as against the traditional form of management by presence. Efforts were directed through team building sessions and management workshops to shift towards a new management culture which is today grafted within MITTS Ltd.

MITTS Ltd has also become a pioneer in the introduction of e-learning. It has established an e-learning centre which allows its personnel to refresh and up-grade their skills on both technical management and ‘soft’ areas through a broad catalogue of e-learning programmes that also encompass accreditation training. Through e-learning MITTS Ltd has placed the advance of knowledge at the staff’s discretion – allowing the employees to choose the time of their continued professional development.

MITTS Ltd places considerable emphasis on youth development. In 2001 it established an Industry to Academia Partnership with the departments of ICT at the University of Malta where-in MITTS Ltd every year takes a cohort of around 20 students from 1st and 2nd year. The students are assigned on specific real assignments with strict terms of reference, are mentored, and are obliged to keep a log book of their work at MITTS Ltd. Following the end of the assignment period these students are evaluated and those that would have excelled are offered a sponsorship for the remainder of their studies with the obligation to work with MITTS Ltd for 12 months following the completion of their studies. To date MITTS Ltd has engaged 17 students through this Industry to Academia Partnership.

Despite the important developments that Malta has seen in the supply of ICT workers, the fact remains that the underlying importance of ICT to business improvements still places pressures on companies such as MITTS Ltd to retain staff as well as to employ persons at the right time with the right skills set.
This pressure has once again placed MITTS Ltd in the position of leader in terms of the HR strategies adopted. MITTS Ltd has successfully piloted “job sharing” as an instrument to ensure that it has the right skills at the right time. The concept of “job sharing”, where-in a person makes available his or her skills for defined hours brought with it a culture shift: that from managing persons to one of managing skills, performance and output. MITTS Ltd ability to apply “job sharing” has only been possible due to the major changes that it introduced over the past years in terms, on one hand, the management culture and philosophy, and on the other, the international standards it has applied in terms of its processes and methodologies.

It is with pride that MITTS Ltd states that its effort, in the management of human resources has gained it local recognition on three occasions. The first was in 2003, where-in the Foundation for Human Resources and Development awarded MITTS Ltd the Best HR Strategy award.

The second award was attained at the 4th HR Awards ceremony held in 2005 by the afore-mentioned Foundation; where-in MITTS Ltd was awarded the “Excellence in People Management” award. The third, was this November were MITTS Ltd was bestowed with another two awards ‘The Best Human Resources Initiative Award’ and ‘Excellence in Training and Development Award’. These awards gauged MITTS Ltd on elements such as leadership; organisational values; communications channels; employee participation; learning; training and development; performance measurement employee benefits; measurements tools; and equal opportunities is an excellent testament to the Company’s effort supported through its young HR Team to establish MITTS Ltd as a model employer.

“As the Assessor appointed to carry out at the organisation’s 3 year review during 2006 against the National Standard for Investors in People, I was delighted to confirm that MITTS Ltd once again met all of the principles as an Investor in People. Its continuing commitment to continuous improvement to improve business performance is testimony to the strong leadership and management of the organisation and a dedication of its workforce in maintaining and improving quality systems and processes. MITTS Ltd remains the only accredited Investors in People organisation in Malta which reinforces its dedication for using and applying international standards and frameworks in the pursuit of excellence.”

Mark Wern Investors in People Assessor
MITTS Ltd has in December 2005 attained the ‘Excellence in People Management (Malta) Award’. The Foundation for Human Resources Development prides itself of the high criteria attached to this prestigious award.

The award aims to officially recognise organisations that excel in their HR management through the following criteria:

Demonstrating effective leadership, valuing employees’ worth, implementing an effective communication strategy, encouraging employee participation, promoting learning, training and development, implementing an effective performance management system or other measurements and an effective equal opportunities policy.

MITTS Ltd was recognised for excelling in these criteria and for the year 2005, it was the only company among those that applied for such an award, that was awarded the Excellence in People Management (Malta) Award.

MITTS Ltd is an exemplary organisation in the field of Human Resources and can be considered as a role model for other local, private and public organisations, who have the promotion of HR practices at their heart.

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