

# ICT steering audit

## Federal Office of Police

### Key facts

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The Federal Office of Police (fedpol) is Switzerland's supreme police authority. It is the point of contact for the police forces in Switzerland and abroad, and performs tasks in the areas of crime, security, administration and support. The Resource Management and Strategy Directorate, together with the decentralised IT units and the Federal Department of Justice and Police's IT Service Centre (ISC-FDJP), provides key IT services for operational areas.

The aim of the audit is to assess whether the steering of fedpol's IT needs is appropriate and target-oriented. The audit of IT governance yielded a positive picture, although many principles are still in the process of being implemented. The foundation for effective ICT steering has been laid. There is room for improvement in the steering of longer-term internal plans as strategic projects and in the full implementation of security checks. Most of the recommendations made in the 2015 audit report "Operation and maintenance of IT systems" have now been implemented.

#### **Strategies lay the foundations for digital transformation**

In order to optimise business processes and meet the changing requirements of different stakeholders, the FDJP's strategy defines the overarching direction and targets for the digital transformation. It integrates the business requirements and federal initiatives, and sets the strategic direction for IT.

It forms the basis for fedpol's ICT strategy. The focus is on optimising ICT governance, exploiting synergies and establishing planning disciplines for the forward-looking and secure further development of application landscapes and services.

The IT service provider ISC-FDJP focuses on customer orientation and the introduction of agile methods for the development and operation of information systems. The goal is a flexible and secure technology architecture as a prerequisite for digital transformation in the department.

#### **Enterprise architecture and portfolio management are used as steering instruments**

The FDJP is conducting a project to expand enterprise architecture management, and fedpol is involved in this. The aim is to achieve better decision-making through more transparent and networked information. This planning and steering instrument is intended to ensure an optimum interplay between business operations and IT.

fedpol has defined its information systems architecture and is already using it to evaluate the potential of, and challenges posed by, aspects of the portfolio management project. Ongoing projects and programmes are grouped together thematically and the portfolio discussions include a regular assessment regarding the achievement of goals, dependencies and prioritisation.

### **IT service provision is steered**

The ISC-FDJP is the service provider for individual security-critical specialist applications. fedpol selects the service levels from the service catalogue on the basis of its operational and development needs. Compliance is assessed on a quarterly basis. Evaluations show a high level of availability. fedpol evaluates the services at regular intervals, and the service providers use these evaluations for optimisation purposes. The ISC-FDJP manages the inventory of the hardware and software needed for operating the specialist applications. IT Asset Management works together with fedpol to plan and coordinate the life cycle of the IT assets with a view to achieving optimum value added. An expansion project will allow a wider-ranging view in future, with a focus on business continuity and information security.

### **The importance of information and data as steering elements is well known**

fedpol is conducting a project to set up an information security management system (ISMS). It is centred around the protection requirements for information and data. Specifically, what is the appropriate level of protection that should be guaranteed for which activities and measures? Optimised processes should ensure improved steering and monitoring of information security. In this project, fedpol is also implementing IT risk management which is integrated with the ISMS and flows into the overall risk management at office level. To minimise risk, the SFAO recommends that the specifications for performing security checks be adjusted so that all applications are regularly subjected to a security check.

Data is extremely important for fedpol's business operations. The legal foundations and regulations define the rules on data processing in detail. A fedpol project aims to implement office-wide data governance which creates transparency on data usage and provides consistent support for all phases of the data life cycle. New data-driven views should promote business development and simplify changes.

### **Most recommendations from audit 15386 have been implemented**

fedpol modelled the most important processes in the Signavio process management application. An impact analysis ensures business continuity; in addition, various processes for restoring operations were successfully tested. Risk management is still being developed. The finished product must, firstly, ensure that measures in response to operational risks are effectively monitored and, secondly, incorporate the management of IT risks. As regards the latter, at the time of the audit fedpol had introduced validation checks on user permissions for some applications.

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