

2021-2022 ANNUAL REPORT



Office of the Chief Information Officer



MESSAGE FROM THE MINISTER

As the Minister responsible for the Office of the Chief Information Officer (OCIO), I am pleased to present the 2021-2022 Annual Report covering the Office's annual objectives for April 1, 2021 to March 31, 2022. This report has been prepared in accordance with the Government of Newfoundland and Labrador's **Transparency and Accountability Act** provisions. I am accountable for the results reported in this document.

This fiscal year is the second year of the 2020-2023 Business Plan, and the OCIO was successful in implementing all outlined objectives. As the pandemic continued, government recognized the need to expand, enhance and implement online digital services for both citizens and businesses in Newfoundland and Labrador.

The OCIO was successful in investing, modernizing and expanding services to meet the needs of our residents by delivering additional services under the MyGovNL platform, allowing citizens to manage their own services such as vehicle and MCP renewals.

Residents of the province now have more online services to avail of as an alternative to in person counter services such as Motor Registration Division's (MRD) Online Vehicle Transfer process. This report highlights the dedication of the OCIO, while still in the midst of a pandemic, in continuing to improve service delivery to our residents and government departments.

My signature below indicates my accountability for the results reported herein.

Hon. Sarah Stoodley,
Minister of Digital Government and Service NL
Minister Responsible for the Office of the Chief Information Officer

Organizational Overview

The Office of the Chief Information Officer (OCIO) provides professional information technology (IT), information management (IM) and information protection (IP) capabilities, to support the business of the Government of Newfoundland and Labrador. Further information about the OCIO, including its vision, mandate and client departments can be found at: www.gov.nl.ca/ocio/office.

Organizational Structure

The OCIO is comprised of three branches: Application and Information Management Services, Operations and Security, and Corporate Services and Projects.

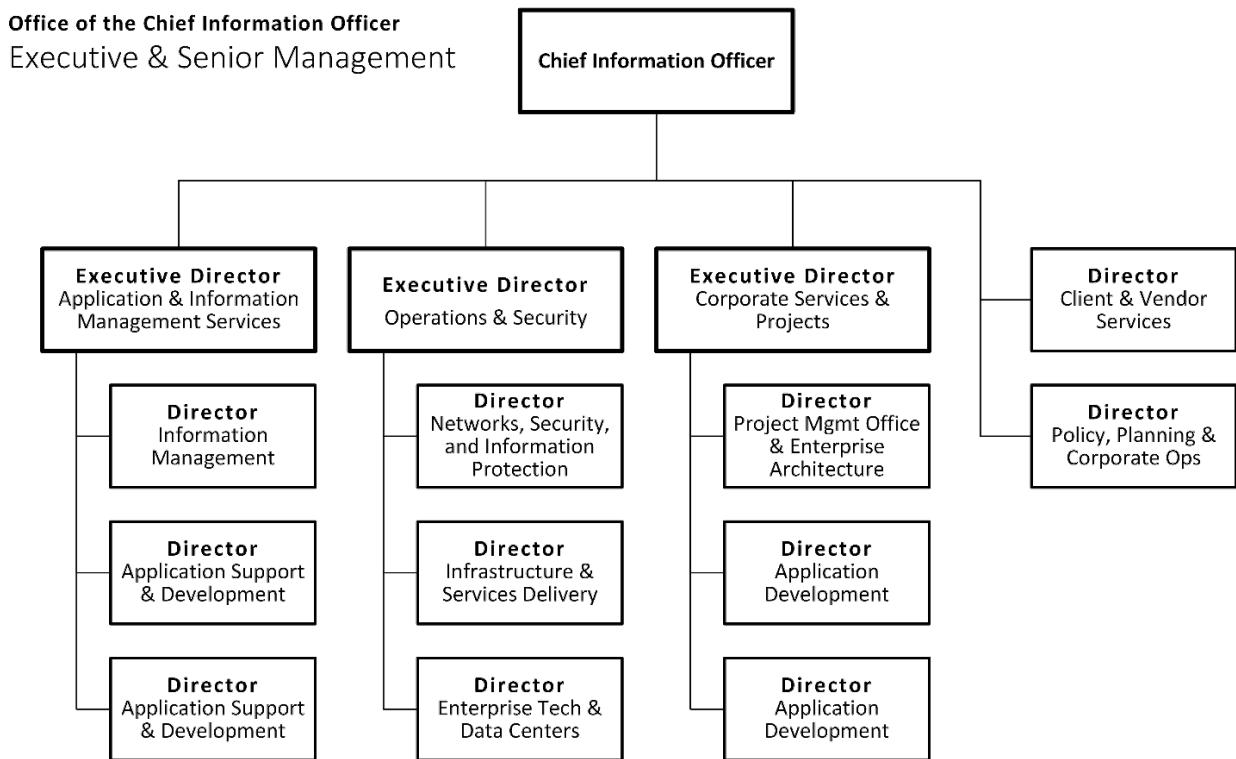


Figure 1 – OCIO Executive and Senior Management

The Application and Information Management Services Branch provides overall leadership and vision for government's application services, including application support, enhancement, maintenance, protection and database administration. The Branch also develops IM directives, standards, procedures and guidelines, and provides advisory services and support to government departments and other public bodies. In addition, the Branch is responsible for the administration of the **Management of Information Act**, providing government-wide advice and guidance on IM activities and initiatives.

Operations and Security Branch provides support, maintenance, and security services to ensure the integrity and availability of government's IT infrastructure and information resources. This includes computers, mobile devices, networking, storage, data backup, server infrastructure, enterprise data centre, enterprise infrastructure applications and related technologies. In addition, the Branch is responsible for the OCIO's Information Protection (IP) program and related advisory services, which support government-wide IP initiatives.

Corporate Services and Projects Branch is comprised of three divisions: Corporate Services, Client and Vendor Services, and Projects.

Corporate Services Division is responsible for business operations, financial management (budget preparation and monitoring), vendor contract management, human resource planning, IT procurement oversight, cabinet support, facilities management, and Occupational Health and Safety.

Client and Vendor Services Division is primarily responsible for engaging and collaborating with departments to set strategic IT direction, assisting with the prioritization of departmental IT spending, managing the interests of client departments and supported agencies, acting as a liaison with the local IT industry and managing vendor relationships. The division is also responsible for planning, monitoring and reporting for the OCIO.

Projects Division is responsible for the delivery of IT solutions to government departments and supported entities using project management best practices and standards, while striving to reduce technology complexity by promoting integration of systems and data, reducing duplication and supporting standardization of processes and systems. The projects division works in collaboration with Digital Government and Service NL, to define the overall digital government strategy. This area is responsible for the delivery of government technology projects and solutions, including the online digital service delivery platform in support of a more efficient public service for residents and businesses.

Staff and Budget

The OCIO's head office is located at 40 Higgins Line in St. John's and there are six regional offices located in: Clarenville, Corner Brook, Gander, Grand Falls-Windsor, Happy Valley-Goose Bay, and Stephenville.

Employee Statistics

Breakdown of staff by branch and gender are detailed below:

Number of Employees by Branch:	
Corporate Services and Projects	67
Application and Information Management Services	102
Operations and Security	114
Total	283

Number of Employees by Gender:	
Female	77
Male	206
Total	283

Budget

The 2021-22 budget for the OCIO, including revenues, was \$50,585,800.

Branch	Budget
Corporate Services and Projects	\$16,756,400
Application and Information Management Services	\$10,222,400
Operations and Security	\$23,607,000
Total	\$50,585,800

Highlights and Partnerships

The OCIO works in partnership with government departments, supported public bodies and the IT industry on initiatives that address the IT and IM/IP needs of government. Through these shared partnerships, the OCIO addresses the key strategic objectives outlined in its 2020-23 Business Plan.

During 2021-22, the OCIO continued to work with its Managed Service Provider (MSP) to partner with private sector and other IT vendors to maximize opportunities to meet the IT needs of government departments.

The OCIO also maintained engagement and communication with the broader IT sector.

Highlights

During 2021-22, the OCIO was responsible for managing a large portfolio of IT projects for departments and supported public bodies. The Corporate Services and Projects Branch completed 17 projects and 20 new websites for client departments.

Use of the MyGovNL platform continued to grow throughout the COVID-19 pandemic. As of March 2022, MyGovNL had more than 342,000 registrants, an increase of approximately 43 per cent from the previous year of 229,000.

Over the last year, MyGovNL has been used to process over:

- 278,000 vehicle renewals;
- 90,000 MCP renewals (including approximately 9,300 dependent MCP renewals);
- 56,000 driver licence renewals;
- 23,000 online driver exam tests;
- 16,000 domestic wood cutting permits; and,
- 11,000 driving records.

The OCIO's AIMS Branch completed a number of upgrades to critical applications and technologies such as the payroll (PeopleSoft), budgeting (Hyperion), mainframe IBM zCloud migration, and government's Financial Management System. The Branch also implemented system improvements, legislative requirements, policy changes, and government services self-service capacity to a range of applications and infrastructure.

Specific highlights include:

- Added employee vaccine compliancy features to payroll system (PeopleSoft);
- Migrated Wildlife Information Management System to primarily an online application;
- Increased appointment capacity for COVID-19 clinics in Regional Health Authorities via upgrades to the Client and Referral Management System; and,
- Completed transfer of public service pension accounts to Provident10.

The Corporate Services and Projects Branch implemented a number of projects in 2021-22, including:

- Greenhouse Gas Credit Registry (Phase 2) allowed for secure and efficient monitoring of GHG reduction credits;
- A revised Motor Registration Division website to improve client experience;
- The NLVaxPass app was developed for proof of vaccination;
- The Immigration Pathways Program provided a resume application for immigration candidates allowing skills to be matched with employer's needs;
- The Serious Incident Response Team of NL Case Management System provided a method of tracking and controlling investigations; and,
- Online Vehicle Transfer removed the requirement for in-person visits to the Motor Registration Division Office.

The Operations and Security Branch noted a number of accomplishments in 2021-22.

Specific highlights include:

- Successfully upgraded/replaced government's e-mail system;
- Replaced the legacy proximity card print solution for the Registry of Deeds;

- Implemented improvements including remote login for service desk staff, and a client call back request feature; and,
- Adopted improved security standards for iOS devices through the adoption of Apple’s Device Enrollment Program.

Partnerships

The OCIO engaged with IT partners and vendors to address several key areas:

- Provided opportunities for more than 100 registered private sector IT vendors through government’s Managed Service Provider (these vendors work on government IT initiatives requiring specialized IT skills not available in-house or to supplement short-term staffing gaps); and,
- Engaged additional vendors as needed to meet government’s needs.

The following table outlines major expenditures to/through IT vendors:

Service	Vendor	Total Expenditure
Professional Services	MSP*	\$7,487,795
	Non-MSP	\$1,189,465
Data Centre Operations	OnX Enterprise Solutions	\$448,660
Mainframe Services	Bell Canada	\$2,217,057
Wide Area Network	Bell Canada	\$1,489,814
Oracle Support	Oracle Canada ULC	\$2,451,698
Microsoft	Microsoft	\$1,402,731
Vaccine Passport Solution	Akinox Solutions Inc.	\$1,200,000
Laptops and Docking Station	Brunnet Inc.	\$561,101
Enterprise License Agreement	ESRI Canada Ltd	\$633,764
IBM (Storage and Hardware)	Glasshouse Systems Inc.	\$972,007
Total		\$ 20,054,092

* MSP is OCIO’s Managed Service Provider, through which 160+ vendors have registered to bid on IT work for Government. The MSP manages the administrative process and streamlines selection, management, and payment.

Report on Performance

In accordance with the **Transparency and Accountability Act**, this section is an account of the OCIO's progress in meeting the 2021-22 objectives and accompanying indicators as outlined in the 2020-23 Business Plan. Indicators for plan objectives outlined below were developed by senior management and identify activities to address planned results.

Issue 1: Value

To continue improving public service efficiency and value, government's technology solutions and services must also continue evolving.

The OCIO continuously monitors government's technology landscape, and as old technologies are gradually superseded, new technologies offer opportunities for more innovative and efficient services, as well as enhanced features and functionality.

During the planning period, observing industry standards and best practices assist in identifying and addressing key technology opportunities and upgrades. This optimizes the value invested in its technology platforms and software applications through technology reuse, maximizing the service life of key aging infrastructures, and providing IT and IM/IP advisory services to government.

2020-23 Goal Statement

By March 31, 2023, the OCIO will have enhanced the capability of key IT technologies and refreshed the IM policy framework used by government to continue supporting the needs of citizens and businesses.

2021-22 Objective

By March 2022, the OCIO will have continued to modernize enterprise technology and provide IM/IP advisory services.

2021-22 Indicators and Accomplishments

Indicator (Planned)	Accomplishments (Actual)
Identified key infrastructures requiring technology upgrades	The OCIO continually evaluates existing software and hardware implementations to identify key infrastructure requiring upgrades: <ul style="list-style-type: none">• Upgraded government payroll and financial systems;• Upgraded government's security infrastructure; and,• Upgraded mainframe technology to improve performance for MRD, MCP, and Student Aid.
Updated the technology reuse model	Implemented Enterprise Architecture (EA) Assessment process into the project System Development Life Cycle (SDLC) to identify technology re-use candidates.
Updated the IM policy framework	Continued updates to the IM policy framework including 92 policy instruments updated and republished in 2021-22.

Discussion of Results

As detailed in the table above, the OCIO has met all of the performance indicators related to the 2021-22 fiscal year planning period.

The OCIO upgraded one of its key virtualization infrastructure platforms with a view to future proofing additional security, services and functionality.

OCIO's IM Services Division continued to review, revise and republish 92 policy instruments as of March 31, 2022. Changes and enhancements to the policy framework

were addressed and reflected through the IM professional practice communities; distribution of content on the OCIO website; delivery of awareness materials; and the annual IM Month campaign.

2022-23 Objective

By March 2023, the OCIO will have improved core enterprise technology and continued to provide IM/IP and advisory services.

Indicators:

- Further recognition of key infrastructures requiring technology upgrades.
- Update the technology reuse model.
- Enhancement of the IM policy framework.

Issue 2: Service

Citizens expect government to use the best available data when making evidence-based decisions with respect to policies, programs, and services. They also expect government to use the best available technology when providing citizen-centric services when and where they need it.

As part of its strategic direction, the Government of Newfoundland and Labrador endeavors to facilitate better living for its citizens. To that end, the OCIO continually works to expand and improve government services delivered through digital channels.

2020-23 Goal Statement

By March 31, 2023, the OCIO will have expanded and improved government services delivered through digital channels.

2021-22 Objective

By March 31, 2022, the OCIO will have continued to expand and improve digital services to key stakeholders.

2021-22 Indicators and Accomplishments

Indicator (Planned)	Accomplishments (Actual)
Implemented a credential management solution	<p>The OCIO implemented a new credential management solution that:</p> <ul style="list-style-type: none"> • Enables MyGovNL users to log into a citizen dashboard with a single credential to access digital services; and, • Further positions the OCIO to work towards a digital ID for citizens.
Continued to implement new online services to key stakeholder groups	<p>The OCIO partnered with Digital Government and Service NL to launch a new online application for Consumer Services Licensees, to allow:</p> <ul style="list-style-type: none"> • Clients to process licences, renewals and filings; • Licensees to view their licensing history; and, • Licensees to update personal information. <p>The OCIO partnered with Digital Government and Service NL to launch a new online application for Financial Services Licensees to allow:</p> <ul style="list-style-type: none"> • Clients to process new licences, renewals and annual filings, including licensing for insurance, pre-paid funerals, real estate and mortgage brokers; • Licensees to view their licensing history; and, • Licensees to update personal information. <p>The OCIO partnered with Immigration, Population Growth and Skills to launch a new registration form to assist</p>

Indicator (Planned)	Accomplishments (Actual)
	<p>employers with workforce needs through immigration supports.</p> <p>The OCIO partnered with the Motor Registration Division of Digital Government and Service NL to launch an application to assist citizens with submitting a request to transfer a vehicle online.</p>
<p>Implemented the Digital Service Standards and Playbook to guide government’s approach to reusable digital service design and development</p>	<p>In an effort to streamline and standardize digital service design and development, the OCIO developed and adopted a Digital Service Standards and Playbook.</p> <p>Digital Service Standards are a list of criteria that governments must meet when providing digital services. A digital Playbook is a series of strategies and techniques to ensure an organization is successful in the digital field.</p>

Discussion of Results

As detailed in the table above, the OCIO has met all of the performance indicators related to 2021-22 fiscal year.

Centralized credential management provides additional security benefits for Cloud based solutions, and extends this functionality to additional services.

Digital Government and Service NL launched a new online application for Consumer Services Licensees to allow security services, security agencies and agents, direct sellers, payday lenders, collection agencies and credit reporting agencies to process licences, renewals and annual filings, view their licensing history, and update personal information.

Digital Government and Service NL launched a new online application for Financial Services Licensees to allow clients to process new licences, renewals and annual filings, including licensing for insurance, pre-paid funerals, real estate and mortgage brokers. Licensees can also view their history and update personal information.

The new registration form for Immigration, Population Growth and Skills was key in helping match employers challenged to fill full-time, year-round job vacancies with newcomers seeking work.

The Digital Service Standards and Playbook enables the OCIO to guide government's approach to reusable digital service design and development.

2022-23 Objective

By March 31, 2023, the OCIO will have continued to expand and improve digital services to key stakeholders.

Indicators:

- Improve the implementation of a credential management solution.
- Further implementation of new online services to key stakeholder groups.
- Further development of the Digital Service Standards and Playbook to guide government's approach to reusable digital service design and development.

Issue 3: Security

The protection and security of confidential citizen and business information is important. The OCIO works diligently to safeguard and responsibly manage this information. This is an integral part to ensure a brighter future for the citizens and businesses of our province.

2020-23 Goal Statement

By March 31, 2023, the OCIO will have strengthened government’s cyber security posture in response to evolving technology and security risks.

2021-22 Objective

By March 31, 2022, the OCIO will have continued to evolve government’s cyber security service with improved secure remote access and cyber security education and awareness for government staff.

2021-22 Indicators and Accomplishments

Indicator (Planned)	Accomplishments (Actual)
Upgraded and augmented wireless capabilities to government departments for improved security of the government’s network and data	The OCIO continued to improve wireless capabilities to government departments, resulting in the following: <ul style="list-style-type: none">• Expanded coverage map within government offices;• Enhanced security when accessing government’s network and data via wireless;• Began transitioning to the latest wireless technology and standards; and,• Increased capacity and performance.
Improved secure remote access capabilities	The OCIO continues to evolve government’s remote access solution, resulting in the following: <ul style="list-style-type: none">• Streamlined and improved remote access for staff;• Increased stability, supportability and capacity to facilitate a more mobile workforce; and,• Enhanced security and performance of the remote access solution.

<p>Provided cyber security education and awareness across government with a focus on key cyber security risks</p>	<p>The OCIO provided cyber security education and awareness communications:</p> <ul style="list-style-type: none"> • Held cyber security awareness month activities; • Created 22 cyber security awareness promotional materials, including FYIs and FAQs, for distribution across government; and, • Held 27 education and awareness information sessions, promoting cyber security best practices, for government departments and public bodies supported by the OCIO.
---	---

Discussion of Results

As detailed in the table above, the OCIO has met all of the performance indicators related to the 2021-22 fiscal year.

This was accomplished by improving government's application security posture and managing cyber security risks. The OCIO enhanced its means of remote access connectivity, making it more stable, allowing employees who work from home to reliably and securely access applications and data over a highly secure connection.

Through a Managed Security Service Provider, the OCIO also established a vendor partnership to enhance and augment the OCIO's security capabilities.

In conducting IP education and awareness information sessions, cyber security best practices were emphasised across government, supporting the message that information management and protection are everyone's responsibility.

2022-23 Objective

By March 2023, the OCIO will have continued to evolve government's cyber security service and provided additional cyber security education and awareness to government staff.

Indicators:

- Further upgrade and augment wireless capabilities to government departments for improved security of government's network and data.
- Improve secure remote access capabilities.
- Improve cyber security education and awareness across government with a focus on key cyber security risks.

Opportunities and Challenges

During 2021-22, the OCIO worked to meet the objectives in its 2020-23 Business Plan, and provided IT and IM/IP support to departments as an increased number of online services were delivered to Newfoundlanders and Labradorians.

Opportunities

Digital Government

Digital by design service delivery remains a priority for government in modernizing and expanding services to meet the needs of Newfoundlanders and Labradorians. The pandemic highlighted and accelerated the need to move from counter and paper based services to online digital delivery. Citizens now expect more online service delivery and a positive customer experience.

With the COVID-19 pandemic moving into its second year, many in-person services used by citizens and businesses continued to be disrupted. The OCIO was able to continue to expand service delivery while continuing to work remotely.

The OCIO continued to invest, improve and implement digital services to citizens and businesses. Many citizen centric services can be accessed through the MyGovNL platform such as vehicle and MCP renewals. The OCIO also focused on customer and user experience when designing government websites and digital services.

Hybrid E-Work

The COVID-19 pandemic disrupted in-person service delivery. In order to ensure the continued delivery of services and minimize the impact on the citizens and business, the OCIO implemented a remote work plan to ensure continuity of IT service delivery.

Due to the success of the remote work plan, the OCIO was given approval to implement a hybrid e-work pilot as the world moves beyond the pandemic.

This opportunity will allow the OCIO to demonstrate that it can continue to deliver uninterrupted IT services using a hybrid e-work model.

Challenges

IT and IM Challenges during a Pandemic

The ability to continue delivering and supporting organizational needs and operations during another year of the pandemic has meant a continual shift in business thinking and processes.

The first year of the pandemic forced governments and businesses to change focus from counter services to online services. The second year of the pandemic continued to enforce the need for government to remain focused and invested in continuing growth of online services. A remote workforce has become a part of government's landscape with e-work pilots underway.

Technological Change and Investment

The OCIO continues to be challenged with maintenance and modernization of legacy IT infrastructure, equipment and applications. Staying up-to-date with technology and industry best practices requires a significant investment.

IT Resource Supply and Demand

Recruitment and retention of skilled IT professionals continues to be challenging. The IT industry in the province is highly competitive and several of the OCIO's positions are challenging to fill. To address this issue, the OCIO also advertises via techNL, in addition to government's Public Service Commission.

In an effort to attract a new generation of IT professionals, the OCIO supports work term job placements for both the College of the North Atlantic and Memorial University of Newfoundland and Labrador, as well as attending job fairs.

With IT companies offering competitive packages, it is also becoming increasingly difficult to attract and retain skilled IT professionals. To understand its competitive position better, the OCIO completed a jurisdictional scan of public sector pay scales.

Cyber Security

In 2021-22, a public focus was placed on Cyber Security and questions on how government is protecting citizen information. The ongoing threat of cyber attacks and the associated impacts they can have has strengthened OCIO's commitment to continuously improve its security posture. The protection of government's assets from unauthorized access remains a priority.

Financial Information

Expenditure and revenue figures included in this document are unaudited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended March 31, 2022. Audited financial statements are a requirement at the government level and made public through the Public Accounts process; however, the OCIO is not required to provide a separate audited financial statement.

	<u>Actual</u>	<u>Estimates</u>	
		<u>Amended</u>	<u>Original</u>
	<u>\$</u>	<u>\$</u>	<u>\$</u>
OFFICE OF THE CHIEF INFORMATION OFFICER			
OFFICE OF THE CHIEF INFORMATION OFFICER			
<i>CURRENT</i>			
4.1.01. CORPORATE SERVICES AND PROJECTS			
01. Salaries	4,549,722	4,590,900	4,650,900
Operating Accounts:			
<i>Employee Benefits</i>	10,091	13,300	13,300
<i>Transportation and Communications</i>	165,595	170,700	219,700
<i>Supplies</i>	1,041,353	1,925,200	975,200
<i>Professional Services</i>	2,390,651	2,560,100	1,343,100
<i>Purchased Services</i>	83,235	83,700	71,200
<i>Property, Furnishings and Equipment</i>	12,654	13,700	34,200
02. Operating Accounts	3,703,580	4,766,700	2,656,700
Total: Corporate Services and Projects	8,253,301	9,357,600	7,307,600
4.1.02. APPLICATION AND INFORMATION MANAGEMENT SERVICES			
01. Salaries	8,162,605	8,163,200	8,456,200
Operating Accounts:			
<i>Employee Benefits</i>	1,798	2,800	2,800
<i>Transportation and Communications</i>	60	4,500	4,500
<i>Supplies</i>	155,991	165,100	7,100
<i>Professional Services</i>	1,424,751	1,637,300	1,707,300
<i>Purchased Services</i>	34,560	43,500	88,500
<i>Property, Furnishings and Equipment</i>	6,700	8,000	8,000
02. Operating Accounts	1,623,861	1,861,200	1,818,200
	9,786,466	10,024,400	10,274,400
02. Revenue - Provincial	(10,212)	(52,000)	(52,000)
Total: Application and Information Management Services	9,776,253	9,972,400	10,222,400

	<u>Actual</u>	<u>Estimates</u>	
		<u>Amended</u>	<u>Original</u>
	<u>\$</u>	<u>\$</u>	<u>\$</u>
4.1.03. OPERATIONS AND SECURITY			
01. Salaries	7,494,940	7,566,800	8,166,800
Operating Accounts:			
<i>Employee Benefits</i>	783	4,000	4,000
<i>Transportation and Communications</i>	1,555,633	1,560,000	1,535,000
<i>Supplies</i>	8,971,362	9,001,000	8,561,000
<i>Professional Services</i>	375,036	417,400	235,700
<i>Purchased Services</i>	3,468,429	3,489,400	4,086,100
<i>Property, Furnishings and Equipment</i>	716,957	753,900	803,900
02. Operating Accounts	15,088,199	15,225,700	15,225,700
	22,583,139	22,792,500	23,392,500
02. Revenue - Provincial	(448,432)	(343,500)	(343,500)
Total: Operations and Security	22,134,707	22,449,000	23,049,000

OFFICE OF THE CHIEF INFORMATION OFFICER

OFFICE OF THE CHIEF INFORMATION OFFICER

CAPITAL

4.1.04. CORPORATE SERVICES AND PROJECTS

01. Salaries	1,301,832	2,000,000	2,000,000
Operating Accounts:			
<i>Supplies</i>	42,451	108,000	108,000
<i>Professional Services</i>	4,486,826	6,602,300	6,602,300
<i>Purchased Services</i>	-	25,000	25,000
<i>Property, Furnishings and Equipment</i>	319,931	713,500	713,500
02. Operating Accounts	4,849,209	7,448,800	7,448,800
Total: Corporate Services and Projects	6,151,041	9,448,800	9,448,800

4.1.05. OPERATIONS AND SECURITY

Operating Accounts:			
<i>Property, Furnishings and Equipment</i>	438,202	558,000	558,000
02. Operating Accounts	438,202	558,000	558,000
Total: Operations and Security	438,202	558,000	558,000
Total: OFFICE OF THE CHIEF INFORMATION OFFICER	46,753,505	51,785,800	50,585,800
Total: OFFICE OF THE CHIEF INFORMATION OFFICER	46,753,505	51,785,800	50,585,800

Expenditure and revenue figures included in this document are unaudited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended March 31, 2021.

