

BUSINESS PLAN 2014 - 17

Office of the Chief Information Officer
Government of Newfoundland and Labrador



Newfoundland
Labrador



**OFFICE OF THE CHIEF INFORMATION OFFICER
BUSINESS PLAN
2014-17**

MESSAGE FROM THE MINISTER



As the Minister Responsible for the Office of the Chief Information Officer, I am accountable for the preparation of this plan and achievement of its goals and objectives.

For the next three years, we have set goals and objectives that will guide the Office of the Chief Information Officer as it continues to meet the ever-evolving information technology and information management and protection needs of the Provincial Government.

In carrying out its mandate, the Office of the Chief Information Officer helps Provincial Government departments and agencies to better serve Newfoundlanders and Labradorians. The goals and objectives outlined in this plan align with the strategic directions set by the Provincial Government for the Office of the Chief Information Officer.

As we move into a new strategic planning cycle, I would also like to acknowledge the great work of the staff of the Office of the Chief Information Officer and the considerable achievements to date. I am confident that the next three years covered within this plan will be just as successful.

A handwritten signature in black ink, appearing to read "Dan Crummell". The signature is fluid and cursive.

Honourable Dan Crummell
Minister Responsible for the Office of the Chief Information Officer
Minister of Service NL

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BUSINESS PLAN... AT A GLANCE

OUR VISION

The vision of the Office of the Chief Information Officer is of a professional information technology and information management organization aligned to enable the business of government.

OUR MISSION

By March 31, 2017, the Office of the Chief Information Officer will have enhanced the services provided to further enable the business of government.



OUR GOALS AND OBJECTIVES

Issue 1: Innovation

GOAL: By March 31, 2017, the Office of the Chief Information Officer will have enhanced the mobility and e-services capacity of government departments and agencies under its mandate.

Objectives:

1. By March 31, 2015, the Office of the Chief Information Officer will have enhanced government's mobility services, identified an appropriate direction for Identity and Access Management, and developed a formal strategy for Cloud Computing.
2. By March 31, 2016, the Office of the Chief Information Officer will have assessed options for enabling select government applications to be accessible on mobile devices, developed a formal strategy for Identity and Access Management, and incorporated a Cloud Computing strategy into services and operations.
3. By March 31, 2017, the Office of the Chief Information Officer will have leveraged the strategies for Cloud Computing and Identity and Access Management to enhance e-service delivery, as driven by business needs and opportunities within government.

BUSINESS PLAN (CONT'D)

Issue 2: Service Delivery

By March 31, 2017, the Office of the Chief Information Officer will have aligned its information technology portfolio investments with the business needs of government departments and agencies under its mandate, and developed a model for delivering new services.

Objectives:

1. By March 31, 2015, the Office of the Chief Information Officer will have defined an information technology portfolio roadmap and a model for delivering new services to government departments and agencies under its mandate.
2. By March 31, 2016, the Office of the Chief Information Officer will have developed a new Professional Services procurement agreement, begun to implement the information technology portfolio roadmap, and piloted the model for delivering new services.
3. By March 31, 2017, the Office of the Chief Information Officer will have implemented a new Professional Services procurement agreement, and continued to implement the portfolio roadmap and the model for delivering new services.

Issue 3: Information Management and Protection

GOAL: By March 31, 2017, the Office of the Chief Information Officer will have improved government's information technology security position.

Objectives:

1. By March 31, 2015, the Office of the Chief Information Officer will have delivered Information Protection and Security awareness communications across government and assessed opportunities to improve the delivery of security services.
2. By March 31, 2016, the Office of the Chief Information Officer will have expanded its use of risk assessment tools and continued to improve employee information technology security awareness communications.
3. By March 31, 2017, the Office of the Chief Information Officer will have expanded its ongoing information technology support services to further align with the principles of information protection and security.

DEPARTMENTAL OVERVIEW

The Office of the Chief Information Officer (OCIO) was established under the *Executive Council Act* and is a Category Two entity under the *Transparency and Accountability Act*.

The OCIO is an entity within the Executive Council which is responsible for providing information technology support to provincial government departments, agencies, boards and Commissions; developing information management and protection policy and standards; and providing advisory services to departments and agencies.

The OCIO supports in excess of 100 different commercial software applications and over 500 custom-built applications that service the business of government. These applications reside on over 1,000 servers and are delivered to 9,000 personal computers. Government also owns a significant network infrastructure as well as a comprehensive province-wide area network. This varied and complex environment requires security frameworks, preventative maintenance and disaster recovery plans, software license monitoring and management, and capacity planning.

LEGISLATION

The OCIO is responsible for the *Management of Information Act*.

The *Management of Information Act* provides the overall direction for the management of government information by public bodies within the Province of Newfoundland and Labrador. The *Act* mandates each public body to establish and operate a program to manage and protect the government information they maintain to meet their legal, regulatory and operational requirements. The OCIO is responsible for the administration of this *Act* including:

- Recommending policies, standards, directives and guidelines that facilitate the operation of an efficient and secure information management program;
- Organizing and supporting the Government Records Committee, the entity mandated by the *Management of Information Act* to provide direction on the removal, disposal and destruction of government records;
- Providing advisory services to public bodies with the development, implementation and maintenance of information management programs.

OFFICES AND EMPLOYEES

The OCIO has approximately 334 positions. The majority of the OCIO's employees are located in offices throughout St. John's. There are 15 employees distributed among the OCIO's regional offices in Happy Valley-Goose Bay, Corner Brook, Stephenville, Grand Falls-Windsor, Gander and Clarenville.

The OCIO employs approximately 68 per cent male and 32 per cent female employees in total, 72 percent male and 28 per cent female in non-management positions, and 51 per cent male and 49 per cent female employees in management-level positions or above.

Approximately 76 per cent of employees work in technical positions. The remaining 24 percent of employees work in non-technical, management-level or above, or administrative positions. Specifically, employees classified in positions as management-level or above make up approximately 19 per cent of the organization's complement.

DEPARTMENTAL OVERVIEW (CONT'D)

PHYSICAL LOCATION

The main office of the OCIO is located in St. John's at 40 Higgins Line. The St. John's office accommodates the majority of employees and external contractors. Employees are also located across the metro region and throughout the province.

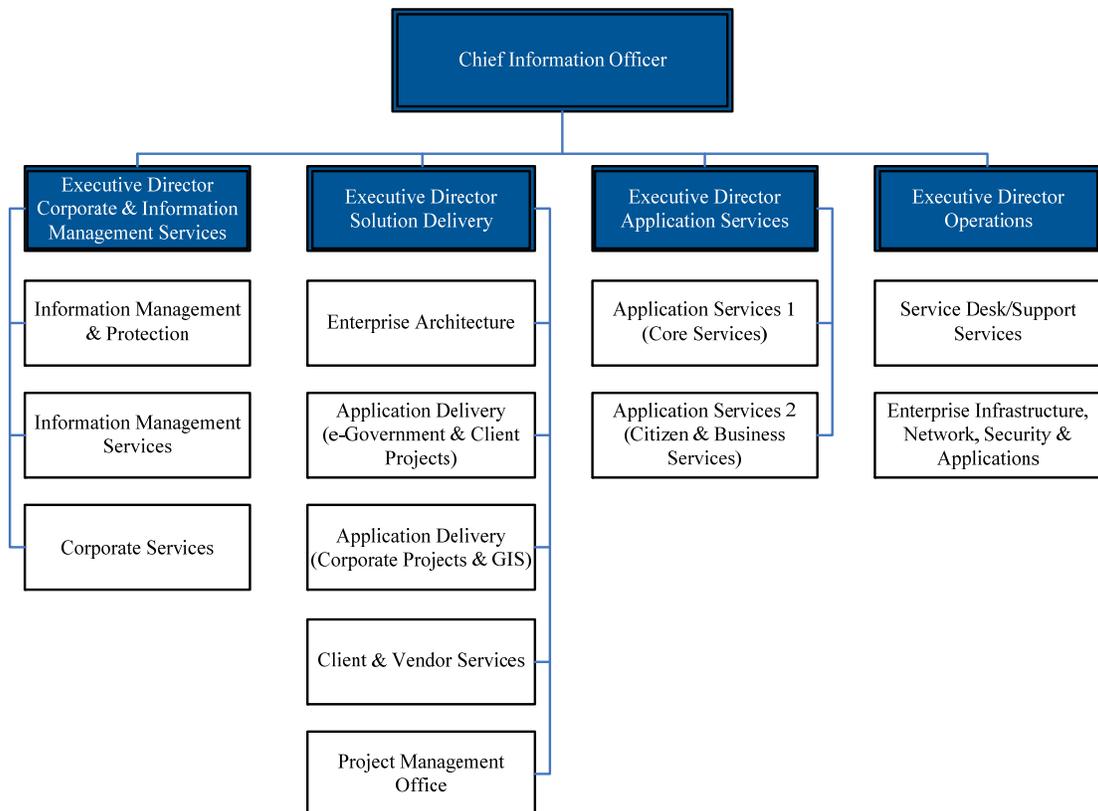
BUDGET

The 2014-15 Budget for the OCIO, including revenues, is \$79,884,000.

- Corporate & Information Management Services \$ 3,065,500
- Solution Delivery \$ 41,753,800
- Application Services \$ 9,342,800
- Operations \$ 25,721,900

ORGANIZATION AND STRUCTURE

The OCIO is structured into four branches: Corporate and Information Management Services, Solution Delivery, Application Services, and Operations.



DEPARTMENTAL OVERVIEW (CONT'D)

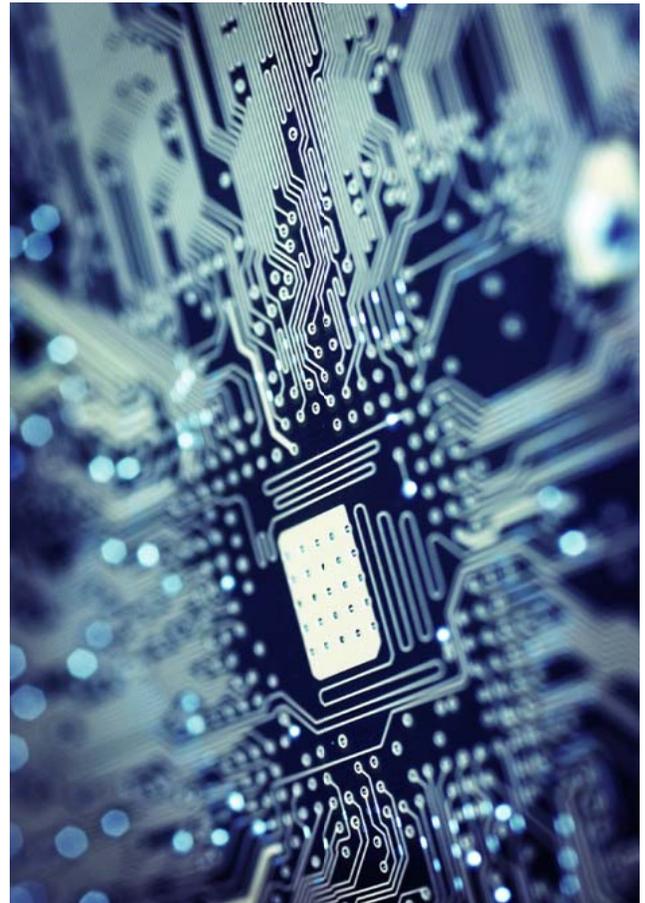
SOLUTION DELIVERY provides overall vision, strategy and leadership in the design, development, implementation and deployment of systems and new technologies for government departments, and supported entities. The branch also provides enterprise architecture and project management standards, and strategies.

APPLICATION SERVICES delivers overall leadership and vision for application services, including application support, enhancement, maintenance, and protection, web support and database administration services.



CORPORATE AND INFORMATION MANAGEMENT SERVICES coordinates business operations, financial administration, contract management, policy development, strategic planning, human resources, and facilities management services. The branch also develops directives, standards, procedures and guidelines in the areas of information technology, information management and protection, and provides advisory services and support to government departments, and supported agencies. In addition, the branch is also responsible for the administration of the *Management of Information Act* and for government-wide information management and information protection initiatives.

OPERATIONS provides ongoing support and management for government's information technology infrastructure and assets to ensure their security, integrity and availability. The branch also supports government's enterprise data centre hosting, enterprise applications and related technologies.



OUR MANDATE

The OCIO operates as an entity within the Executive Council and is governed by the *Executive Council Act*.

The OCIO is responsible for:

- Information technology and information management coordination, planning, budgeting and policy development;
- Developing and operating computer systems and infrastructure for government departments, agencies, boards and commissions that are directly supported by the administrative support services of departments;
- Expenditures and procurement of information technology goods and services;
- Administering the *Management of Information Act*;
- Managing information technology related agreements and contracts;
- Providing consultative services, particularly in the area of information management; and
- Working collaboratively with the private information technology sector to maximize business opportunities while meeting the information technology and information management needs of government.



OUR LINES OF BUSINESS

Through its lines of business, the OCIO provides a wide range of services and programs to improve government's information technology and information management capabilities, and to enhance service delivery to departments. The OCIO also develops information management directives, standards and guidelines and provides advisory services for government departments, agencies, boards and commissions to assist them with advancing their Information management capacity.

Office of the Chief Information Officer's Lines of Business	
Solution Delivery and Application Support <ul style="list-style-type: none"> • Developing in-house applications for clients • Managing contracted application development • Implementing, configuring and customizing custom off-the-shelf solutions • Developing and deploying enterprise-wide applications • Managing and supporting government applications • Disaster Recovery for government's applications and information technology infrastructure 	Budgeting and Expenditures <ul style="list-style-type: none"> • Acquiring hardware and software • Producing and managing information technology hosting and processing services • Developing and managing service contracts • Managing licensing agreements • Planning and managing expenditures associated with information technology and information management • Budget development and monitoring • Procuring contract resources from the information technology sector
Information Technology and Information Management Policy, Planning and Standards <ul style="list-style-type: none"> • Developing policies, directives, standards, and guidelines • Strategic planning and managing strategic initiatives • Providing services and support as mandated in the <i>Management of Information Act</i> • Protecting information, and providing oversight of government's disposal of both paper and electronic records • Supporting the local information technology industry while meeting government's needs • Business Continuity Planning for the OCIO 	Operations <ul style="list-style-type: none"> • Providing a Service Desk for desktop support, application-related issues • Providing data and file back-up and recovery services • Providing field technical services • Operation of government's Data Centre • Software version control • Providing communication services, excluding telephone communications but including the Internet • Managing government's information technology assets • Providing operational security services

OUR MISSION

The OCIO's mission statement identifies the priority focus area of the Minister over the next three years. The statement also identifies the measure and indicators that will assist both the OCIO and the public in monitoring and evaluating success.

The 2011-17 Mission Statement and indicators tie directly to Strategic Direction components outlined in Appendix A. The Mission Statement and accompanying indicators focus on several areas including innovation, improving service delivery, the management and protection of information, and further enabling the business of government.

By focusing on these key areas, the OCIO will be able to enhance service and technology benefits to government.

By March 31, 2017, the Office of the Chief Information Officer will have enhanced the services provided to further enable the business of government.

MEASURE

Enhanced the services provided to further enable the business of government.

INDICATORS

- Improved service delivery through the use of innovative technology.
- Enabled departments to identify their target Information Management Program levels and worked towards achieving those levels.
- Aligned technology and services with identified departmental business needs.
- Improved the adoption of innovative technologies.



OUR VALUES

The Office of the Chief Information Officer fosters a professional, supportive environment that aims for quality service, is respectful of the individual, supports the advancement of skill sets, and promotes a collaborative approach to sharing and communicating knowledge and experience.

CLIENT FOCUS

Each person responds to, and follows up on, client needs in a respectful, timely and appropriate manner.

ACCOUNTABILITY

Each person represents the Office of the Chief Information Officer to the best of his or her ability, assuming responsibility/ownership for the commitments of the organization.

LIFE-LONG LEARNING

Each person takes responsibility for his or her ongoing professional development and learning in support of their career growth and corporate objectives.

INTEGRITY

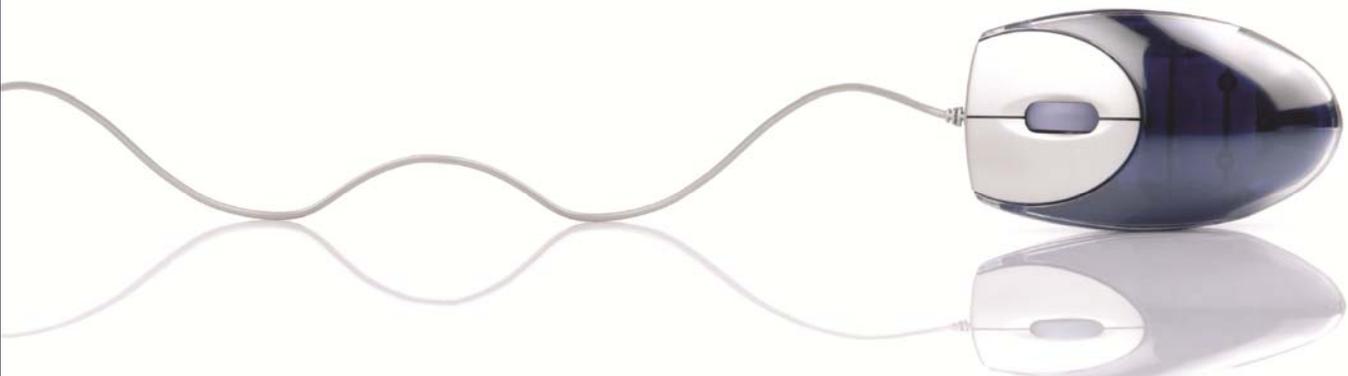
Each person conducts themselves with honesty, while treating all dealings and conversations with clients and peers with sensitivity, objectivity, and consideration for the rights, values, needs and opinions of others.

FLEXIBILITY

Each person is adaptable and committed to providing creative and innovative service in a rapidly changing organization with many demands.

STEWARDSHIP

Each person takes responsibility for the stewardship of government's information and financial assets; protects the personal information of citizens; and takes all reasonable measures to ensure appropriate management of government information.



OUR PRIMARY CLIENTS

In delivering its mandate, the OCIO has identified the primary clients listed below.

DEPARTMENTS

- Advanced Education and Skills
- Child, Youth and Family Services
- Education
- Environment and Conservation
- Executive Council
- Finance
- Fisheries and Aquaculture
- Health and Community Services
- Innovation, Business, and Rural Development
- Justice
- Municipal and Intergovernmental Affairs
- Natural Resources
- Service NL
- Tourism, Culture and Recreation
- Transportation and Works



SUPPORTED PUBLIC BODIES

- Fire and Emergency Services
- Forestry and Agrifoods Agency
- Government Purchasing Agency
- Workplace Health, Safety and Compensation Review Division
- Labour Relations Agency
- Labour Relations Board
- Legal Aid Commission
- Municipal Assessment Agency
- Public Service Commission
- Research and Development Corporation
- The Rooms Corporation
- The Royal Newfoundland Constabulary
- The Provincial and Supreme Courts
- House of Assembly and Statutory Offices (except Auditor General):
 - ◆ Office of the Chief Electoral Officer
 - ◆ Office of the Child and Youth Advocate
 - ◆ Office of the Citizens' Representative
 - ◆ Office of the Information and Privacy Commissioner
 - ◆ Commissioner for Legislative Standards

OUR BUSINESS PLAN

In consideration of Government's Strategic Directions, our mandate and the financial resources of the OCIO, the following areas have been identified as the key priorities of the Minister. The goals identified for each issue reflect the results expected over a three-year timeframe, while the objectives provide an annual focus. Measures and indicators are provided for strategic goals and the first year's fiscal objectives to assist both the OCIO and the public in monitoring and evaluating success.

Over the 2014-17 fiscal years, the OCIO will be focusing on three strategic issues:

- Innovation
- Service Delivery
- Information Management and Protection

ISSUE 1: INNOVATION

Innovation is a key priority for the Minister responsible for the OCIO. Innovation will contribute to enhancing the business of government by providing opportunities to increase productivity, improve the delivery of public services, maximize investment in technology, and respond more effectively to changing public needs and expectations.

Over the course of the 2014-17 Business Plan, the OCIO will leverage formal Cloud Computing (See Appendix A for definition) and Identity and Access Management strategies (See Appendix A for definition) to enhance government's e-service capacity and in doing so, improve services to government and further enable its business. It will also expand government's wireless footprint and set standards for government issued tablets. Through these initiatives, the OCIO will advance a component of government's information technology and information management Strategic Direction, to sustain and manage government's technologies and support.

Goal:

By March 31, 2017, the Office of the Chief Information Officer will have enhanced the mobility and e-services capacity of government departments and agencies under its mandate.

Measure: Enhanced the mobility and e-services capacity of government departments and agencies under its mandate.

Indicators:

- Developed formal Cloud Computing and Identity and Access Management strategies and integrated them into services and operations.

OUR BUSINESS PLAN (CONT'D)

- Expanded government's wireless network.
- Set standards for government-issued tablets.
- Developed and implemented a solution for credential management, and enabled select government applications, as driven by business needs and opportunities, to be accessible on mobile devices.

Objective 1

By March 31, 2015, the Office of the Chief Information Officer will have enhanced government's mobility services, identified an appropriate direction for Identity and Access Management, and developed a formal strategy for Cloud Computing.

Measure: Enhanced government's mobility services, identified an appropriate direction for Identity and Access Management, and developed a formal strategy for Cloud Computing.

Indicators:

- Expanded government's wireless footprint.
- Set standards for selection and management of tablets for government departments and agencies under its mandate.
- Created and begun working with an Identity and Access Management Working Group comprised of relevant government stakeholders.
- Developed a formal Cloud Computing strategy.

Objective 2

By March 31, 2016, the Office of the Chief Information Officer will have assessed options for enabling select government applications to be accessible on mobile devices, developed a formal strategy for Identity and Access Management, and incorporated a Cloud Computing strategy into services and operations.

Objective 3

By March 31, 2017, the Office of the Chief Information Officer will have leveraged the strategies for Cloud Computing and Identity and Access Management to enhance e-service delivery, as driven by business needs and opportunities within government.

OUR BUSINESS PLAN (CONT'D)

ISSUE 2: SERVICE DELIVERY

Service delivery is a key priority for the Minister responsible for the OCIO. Improvement in service delivery will contribute to the achievement of a component of government's information technology and information management Strategic Direction, which is a commitment to service delivery excellence.

The provision of professional, quality, information technology and information management services for government is a core function of the OCIO as outlined in our mandate.

The OCIO is continuously working to be more responsive to client technology needs while supporting their lines of business. Over the course of the next three years, the OCIO will develop and implement a model for delivering new services to government departments and agencies, negotiate a new Professional Services procurement agreement with local information technology service providers on behalf of government, and begin to modernize select applications in response to departmental business needs.

Goal:

By March 31, 2017 the Office of the Chief Information Officer will have aligned its information technology portfolio investments with the business needs of government departments and agencies under its mandate, and developed a model for delivering new services.

Measure: Aligned the Office of the Chief Information Officer's information technology portfolio investments with the business needs of government departments and agencies under its mandate, and developed a model for delivering new services.

Indicators:

- Developed and implemented a model for the delivery of new services to government departments and agencies under its mandate.
- Developed and implemented a new Professional Services procurement agreement.
- Defined priorities for legacy system modernization, and begun to modernize select applications as departmental business needs are identified.

OUR BUSINESS PLAN (CONT'D)

Objective 1

By March 31, 2015, the Office of the Chief Information Officer will have defined an information technology portfolio roadmap and a model for delivering new services to government departments and agencies under its mandate.

Measure: Defined an information technology portfolio roadmap and model for delivering new services to government departments and agencies under its mandate.



Indicators:

- Defined an information technology portfolio roadmap to align information technology services to departmental business requirements and opportunities.
- Defined a model for delivering new services.
- Defined priorities for system modernization.

Objective 2

By March 31, 2016, the Office of the Chief Information Officer will have developed a new Professional Services procurement agreement, begun to implement the information technology portfolio roadmap, and piloted the model for delivering new services.

Objective 3

By March 31, 2017, the Office of the Chief Information Officer will have implemented a new Professional Services procurement agreement, and continued to implement the information technology portfolio roadmap and the model for delivering new services.

OUR BUSINESS PLAN (CONT'D)

ISSUE 3: INFORMATION MANAGEMENT AND PROTECTION

Improving and maturing the management and protection of government information is a Strategic Direction for the Minister responsible for the OCIO. Government information must be managed in an efficient, legal and secure manner, according to the requirements of legislation and policy. The OCIO is committed to providing the tools, systems, policy framework and advisory services required to enable departments to manage and protect their information in a manner which supports decision making and provides services to citizens.

Over the course of this planning period, the OCIO will enhance government's information technology security position by improving employee information technology security awareness communications and expanding the use of Information Protection and Security tools across government departments and agencies. It will also expand ongoing information technology support services to further align with the principles of Information Protection and Security. Through these initiatives, the OCIO will advance a component of government's information technology and information management Strategic Direction, to enhance government's information management maturity.

Goal:

By March 31, 2017, the Office of the Chief Information Officer will have improved government's information technology security position.

Measure: Improved government's information technology security position.

Indicators:

- Enhanced information technology security awareness communications across government.
- Improved delivery of security services.
- Expanded the use of information protection and security tools within the Office of the Chief Information Officer and across government.



OUR BUSINESS PLAN (CONT'D)

Objective 1

By March 31, 2015, the Office of the Chief Information Officer will have delivered Information Protection and Security awareness communications across government and assessed opportunities to improve the delivery of security services.

Measure: Delivered Information Protection and Security awareness communications across government and assessed opportunities to improve the delivery of security services.

Indicators:

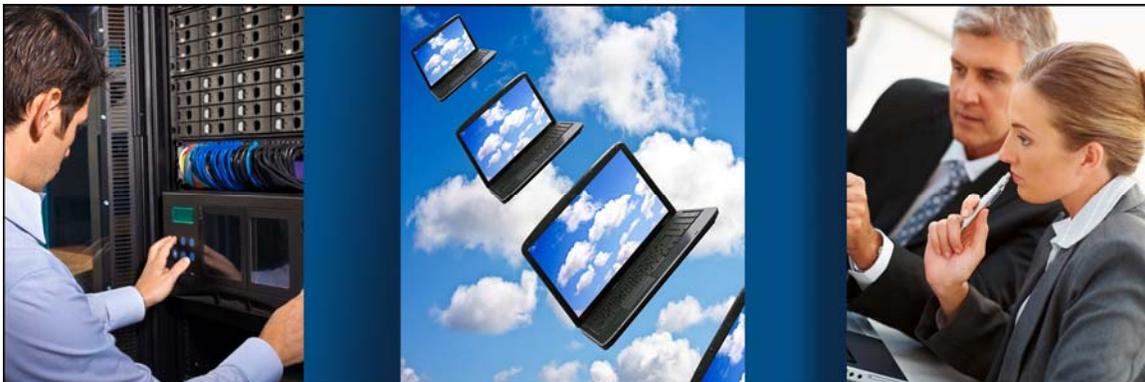
- Produced or updated applicable Information Protection and Security directives, standards or guidelines to manage system documentation as required.
- Assessed opportunities to use existing tools and resources to improve the delivery of information technology security services.
- Delivered employee information technology security awareness communications using a variety of channels and tools.

Objective 2

By March 31, 2016, the Office of the Chief Information Officer will have expanded its use of risk assessment tools and continued to improve employee information technology security awareness communications.

Objective 3

By March 31, 2017, the Office of the Chief Information Officer will have expanded its ongoing information technology support services to further align with the principles of information protection and security.



APPENDIX A

DEFINITIONS

1. **Cloud Computing:** Cloud computing is a model for enabling convenient, on-demand network access to a shared pool of configurable computing resources (e.g., networks, servers, storage, applications, and services) that can be rapidly provisioned and released with minimal management effort or service provider interaction. *The National Institute of Standards and Technology (NIST).*
2. **Identity and Access Management:** Identity and Access Management (IAM) can be defined as a mechanism for enabling the right access to the right resources at the right time and for the right reasons. *Gartner Institute.*

STRATEGIC DIRECTIONS

Strategic directions can be defined as the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, throne and budget speeches, policy documents and other communiqués. The *Transparency and Accountability Act* requires departments and public bodies consider these strategic directions in the preparation of their performance-based plans. Each strategic direction is comprised of a number of components or focus areas.

The OCIO will advance government's information management/information technology strategic direction and corresponding components through its Business and Operational Plans.

Strategic Direction

INFORMATION MANAGEMENT/INFORMATION TECHNOLOGY SERVICES TO GOVERNMENT.

Outcome: Enabled innovation that aligns with the business and strategic goals of government. This outcome supports the policy direction of government and requires systematic intervention in the following areas:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed:		
		In the Entity's Business Plan	In the Entity's Operational Plan	In the Entity's Work Plan
1. Committed to service delivery excellence.		X		
2. Enhanced government's Information Management Maturity.		X		
3. Sustained and managed government's technology operations and support.		X		
4. Worked collaboratively with the private information technology sector to maximize business opportunities while meeting the needs of government.			X	

