

Annual Report 2006-07



MESSAGE FROM THE PREMIER



As the minister responsible for the Office of the Chief Information Officer (OCIO), I am pleased to present the 2006-07 annual report.

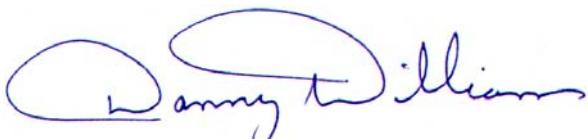
The OCIO was established to provide the professional information technology (IT) and information management (IM) capacity to support the business of government and the citizens of Newfoundland and Labrador. Since its inception, it has standardized the IT functions of government, eliminated redundancies, harmonized business processes and consolidated many functions in an effort to achieve efficiencies within the organization.

During 2006-07, the OCIO displayed an outstanding dedication to its mandate through its support of a redesign of business processes, the sharing of infrastructure among government departments and facilities, and the introduction of new technologies which will continue to ensure that government IT functions are aligned to provide the best service possible for its clients.

I wish to acknowledge the many individuals who have assisted with the development of this report. It is a testimony to the fundamental changes that have been made to the delivery of IT/IM across government. These strategic improvements have resulted in a more efficient, better organized and accessible Provincial Government. We will continue to focus on improving service delivery for our internal and external clients. Our technology sector is a cornerstone of Newfoundland and Labrador's competitive strength in a global economy, and we will continue to foster its growth.

The following report covers the period April 1, 2006 to March 31, 2007. My signature below indicates my accountability for the results reported herein.

Sincerely,

A handwritten signature in blue ink that reads "Danny Williams". The signature is fluid and cursive, with "Danny" on the left and "Williams" on the right, connected by a loop.

DANNY WILLIAMS, Q.C.
Premier of Newfoundland and Labrador
Minister Responsible for the
Office of the Chief Information Officer

TABLE OF CONTENTS

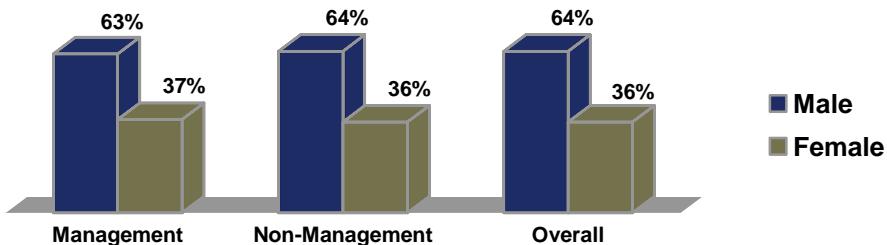
OVERVIEW	1
Mission.....	3
Primary Clients	6
SHARED COMMITMENTS	7
Workforce Planning	7
Ensuring Accessibility to and the Protection of Government Records	7
Revitalizing the Government of Newfoundland and Labrador's IT Infrastructure	8
Government of Newfoundland and Labrador – IT/IM Service Responsibility.....	10
HIGHLIGHTS AND ACCOMPLISHMENTS	11
IT Services for Government.....	11
Investing in the People of the OCIO	12
Tower Center of Excellence Opens	13
Premier Meets with Local IT Sector	13
Planning Move to Higgin's Line	13
Hiring New Staff.....	14
Public Service Award of Excellence.....	15
BUSINESS PLAN - PROGRESS AND ACCOMPLISHMENTS	16
Business Plan Goals, Objectives and Indicators	16
Business Plan - Progress and Accomplishments	20
Business Plan Goals, Objectives, Measurements and Indicators for 2007-2008	29
OPPORTUNITIES AND CHALLENGES	32
FINANCIAL STATEMENTS	34
APPENDICES	37

OVERVIEW

The Office of the Chief Information Officer (OCIO) is responsible for Information Technology (IT) and Information Management (IM) support and service delivery for government departments, agencies, boards and commissions. The OCIO consists of five branches: Infrastructure Services; Application Management (Economic and Financial); Application Management (Social and Resource); Policy, Planning and Strategy; and Information Management. There are approximately 214 employees, most of whom are located in the St. John's area although the OCIO also has staff in Happy Valley-Goose Bay, Corner Brook, Stephenville, Grand Falls-Windsor, Gander, and Clarenville. The OCIO also manages contracted resources working on various systems development and infrastructure projects across government.

The Office of the Chief Information Officer operates as an entity within the Executive Council, and is governed by the *Executive Council Act*. The OCIO also has responsibility for the *Management of Information Act*. The main office of the OCIO is located on the 4th floor of the West Block, Confederation Building; however the majority of employees are physically located throughout government departments. The total expenditures of the OCIO in the 2006-07 fiscal year was approximately \$47 million. (See Financial Statements, pgs 33-34).

Figure 1: Gender Distribution of OCIO Employees



The OCIO supports in excess of 100 different commercial software applications and over 600 custom-built applications that service the business of government. These applications reside on over 400 servers and are delivered to 6300 personal computers. Government also owns a significant network infrastructure as well as a comprehensive provincial Wide Area Network (WAN). This varied and complex environment requires security frameworks, preventative maintenance and disaster recovery plans, software license monitoring, and capacity planning.

The OCIO is responsible for:

- expenditures and procurement of information technology goods and services;
- developing and operating computer systems and infrastructure for government departments, as well as agencies, boards and commissions that are directly supported by the administrative support services of Departments;
- information technology and information management coordination, planning, budgeting, policy development;
- managing information technology related agreements and contracts; and
- working collaboratively with the private information technology sector to maximize opportunities while meeting the business needs of government.



VISION

The vision of the Office of the Chief Information Officer is of a professional information technology and information management capability aligned to enable the business of government and support the needs of the citizens of Newfoundland and Labrador.

MISSION

The Chief Information Officer (CIO) is responsible for streamlining and enhancing Information Technology (IT) and Information Management (IM) service delivery throughout government and bridging the role of government in public service delivery with the private sector. By 2011, the Office of the Chief Information Officer (OCIO) will have improved the IM/IT function to strengthen and modernize service delivery for provincial government entities.



LINEs OF BUSINESS

In delivering its mandate, the OCIO provides the following lines of business to its clients:

APPLICATION SUPPORT AND DEVELOPMENT

The OCIO provides the following services to all government departments and select government agencies:

- In-house application development;
- Management of contracted application development;
- Implementation and customization of ready-made vendor solutions;
- Support of all of the above applications.

INFRASTRUCTURE SERVICES

The OCIO manages and maintains the hardware, software, network, and IT security environment for all government departments and select government agencies, which includes:

- Help desk services for desktop support, application related issues and information management systems;
- Printing solutions;
- Data & file backup;
- Disaster Recovery planning;
- Protection of information and policies & procedures for retention and disposal of both paper and electronic data;
- Software version control;
- Communication services, excluding telephone communications but including the Internet; and
- Information technology asset management.

POLICY, PLANNING & STANDARDS

The OCIO provides the following services for all government departments and select government agencies:

- Development of policy, procedures, standards, and guidelines for the use of information technology and information management;
- Strategic planning and management of strategic initiatives for information technology and information management;
- Project management of information technology / information management services;
- Information technology and information management services and support; and
- Procurement of professional resources from local information technology and information management businesses, building local industry capacity while meeting government's technology needs.

BUDGETING & EXPENDITURES

The OCIO is responsible for information technology funding for all government departments and select government agencies in the following areas:

- Professional services, including resource acquisition;
- Acquisition of hardware and software;
- Hosting and processing services;
- Development and management of service contracts and agreements ;
- Licensing agreements; and
- Other expenditures associated with information technology and information management as defined by the OCIO.

PRIMARY CLIENTS

Primary Clients

In delivering its mandate, the Office of the Chief Information Officer has identified the primary clients listed below. However, Regional Integrated Health Authorities, school boards and other major non-departmental entities do not fall within the direct scope of responsibility of the OCIO, except as outlined for information management responsibility under the *Management of Information Act*.

Some systems interact directly with OCIO primary clients (such as the Teachers Payroll System and the Client and Referral Management System). These must be completed in consultation with, and the approval of, the OCIO. These entities consult with the OCIO in such matters as IT strategic planning and IT organizational structure changes. Issues relating to systems which fall within the ambit of the OCIO are addressed in consultation with the appropriate departments.



The OCIO and the Department of Health and Community Services sit on the Board of the Newfoundland and Labrador Centre for Health Information (NLCHI). The NLCHI operates under its current authority and structure, but liaises with the Department of Health and Community Services and the OCIO.

Primary Client List

- Government departments
- Government agencies (e.g., Government Purchasing Agency, Labour Relations Agency, Public Service Commission) where full support is provided
- Courts

SHARED COMMITMENTS

Workforce Planning

Workforce analysis has shown that over the next few years this province will observe demographic shifts in our future labour force due to environmental factors such as: increased retirements in the public service; declining birth rates; and out-migration. These factors have lead to concern regarding the potential lack of skilled people available to work for Government in the coming years. To address these concerns, in 2002-03 Government launched its human resource management strategy, *Creating Tomorrow's Public Service*. In keeping with the provincial strategy the OCIO created a departmental planning team. It was the responsibility of this team to gather data, conduct environmental scans and gap analysis in order to gain insight into the challenges facing the OCIO and define effective solutions. The subsequent plan includes labour force scans, gap analysis and numerous recommended strategies the OCIO can utilize to off-set demographic shifts and meet future workforce demands including business plan objectives.

The top three workforce planning issues identified in the report by the departmental planning team included; workload, attraction/recruitment and retention. The workforce plan also highlighted several positive factors inherent in the OCIO's existing work force, such as a lower average age of employees and fewer employees eligible to retire in the next 5-10 years compared to the government average. In 2007-2008 the OCIO, under the guidance of the Strategic Human Resources Division, will start to implement strategies identified in the plan to address negative demographic shifts and labour force trends.

Ensuring Accessibility to and the Protection of Government Records

The Provincial Government is making significant progress in a strategic initiative that will provide enhanced accessibility to and protection of government records. For decades, government records have accumulated with limited planning for future usefulness and accessibility. Insufficient attention to records management procedures has resulted in substantial and often inaccessible collections of paper records that occupy valuable space in many government buildings. Through dedicated resources and a strategic approach lead by the Office of the Chief Information Officer, in partnership with the The Rooms Corporation and the Department of Transportation and Works, the Records Management Initiative (RMI) will address current records storage issues and establish new standards and protocols for managing government records.

Specifically, the Records Management Initiative will: facilitate the protection of important archival records and ensure their proper storage; improve government's ability to fulfill requests for documents through the Access to Information process; lead departments toward achieving a functional records storage and retrieval system; identify duplicate and insignificant paper records that do not have informational or archival value and facilitate their disposal; enhance the security of records that may contain personal information; and allow a more efficient use of government buildings and leased office space, resulting in significant cost savings.

This initiative has resulted in better use of government buildings, making additional valuable office space available for employees and, in some instances, permitting the sale of government-owned buildings which are no longer required for government operations. By reclaiming government buildings, and reducing the need to lease additional office space, annual savings in the range of \$1 million are anticipated.

To date, approximately 28,000 boxes of paper, 10,000 boxes of geological material, as well as microfilm and tapes have been identified in numerous storage facilities throughout the province. To put the quantity in perspective: 28,000 file boxes would cover the ice surface at Mile One Centre twice, or the ice surface of approximately 16 curling rinks; 10,000 boxes of geological material is equal to the approximate weight of 250 cars. It is estimated that upwards of 100,000 boxes of documents, geological materials and other items will be identified by the completion of the assessment process.

Initially, the Records Management Initiative will address records stored in buildings in St. John's, concluding with the Confederation Building. The process will then continue throughout the province. It is anticipated that the process to bring all stored records up to approved standards will take approximately two years to complete. The Records Management Initiative is consistent with government's commitment to transparency and accountability.

Revitalizing the Government of Newfoundland and Labrador's IT Infrastructure

The Infrastructure Renewal project was one of the most exciting and challenging projects the OCIO undertook in the 2006-2007 fiscal year. It is the result of the OCIO entering into two key Enterprise Agreements last year, the first with Microsoft and the second with Tower

Software. The agreement with Microsoft enables us to standardize on the Windows Server operating system, as well as deploy Active Directory (AD) and Microsoft Outlook throughout the organization. The agreement with Tower allows for the deployment of the Trim Enterprise Content Management System; ultimately to every desktop in Government. Overall, the Infrastructure Renewal project is comprised of three interrelated sub-projects:

1) Microsoft Active Directory

Active Directory will form the framework for all information about users of government's IT systems and infrastructure. It will also be the standard means of managing authentication; that is, the means by which e-mail and other systems identify users and their rights of access and use. Also within the scope of this project is an evaluation of how the OCIO can position the Active Directory deployment to allow for a better managed desktop environment within government. The first phase of this project was the deployment of the back-end infrastructure to support Active Directory. Phase 1 was completed in September 2006 with the desktop rollout of Active Directory to all government staff commencing during the fall of 2006.

2) Microsoft Outlook

The deployment of Microsoft Outlook will replace Novell GroupWise as the Government standard e-mail application. Similar to the Active Directory work, the first phase of this project was to construct the back-end infrastructure that will support Microsoft Outlook for government.

3) TRIM

The main deliverable for this project is the deployment of TRIM across the OCIO to serve as a model for the ultimate deployment of TRIM to every desktop within government. There is a growing awareness of the importance of proper management of all electronic records - including e-mail. As a result of this awareness, the project will be closely tied to the Microsoft Outlook work. This is particularly challenging in that it will completely change the manner in which government staff are accountable for electronic documents.

As of March 31st, all the new servers and systems to support the project went live; all Government email to and from the Internet was switched to flow through these systems and finally, the first groups of users were moved from the old system to the new one. The project also completed its pilot training initiatives and put its support model and tools into practice.

Government of Newfoundland and Labrador – IT/IM Service Responsibility

The Office of the Chief Information Officer works in partnership with government departments and publicly funded bodies to service information technology and information management needs. Table 1: Partial List of Active Shared Projects for 2006-07

DEPARTMENT	APPLICATION
Courts	➤ Court Web
Education	➤ Provincial School Administration System
Environment and Conservation	➤ Water Resource GIS
Executive Council	➤ Human Capital Management System
Finance	➤ Travel Claims Management System
Fisheries and Aquaculture	➤ Seafood Diversification
Government Services	➤ Procurement System
Health and Community Services	➤ Systems Community Health – (HCS client pay)
Human Resources, Labour and Employment	➤ HRLE CAPS 1 enhancement
Innovation, Trade and Rural Development	➤ Client Information System (CIS)
Municipal Affairs	➤ Municipal Information Management System (MIMS) Enhancements
Natural Resources	➤ Quarry Management System
Tourism, Culture and Recreation	➤ Tourism Destination Management System (TDMS) support

For a complete list of projects, please see Table 2 in the Appendix.

HIGHLIGHTS & ACCOMPLISHMENTS

IT Services for Government

Information technology services for government departments, and for Memorial University and other publicly-funded entities, were provided by xwave solutions under a Service Level Agreement (SLA) which expired on March 31, 2007. In 2006-07, revenues to xwave as part of this Agreement totalled \$23,720,910. A sub-agreement to the SLA is the Industrial Benefits Agreement (IBA) also with xwave solutions. In an effort to engage private sector resources and cultivate the local IT industry, xwave and government agreed to contract a quantity of IT work to the local IT industry.



In accordance with the Guidelines Covering the Hiring of External Consultants, the OCIO releases Requests for Proposals (RFP) inviting proponents to offer skilled professionals for information technology services for the provincial government.

In 2006-07, work valued at approximately \$5.5 million was awarded to companies other than xwave. This amount includes work allowable under the Industrial Benefits Agreement as well as the

\$1.53 million xwave settlement which was carried forward from 2005-06. 26 contracts were carried over from the previous fiscal year as part of this Agreement and 12 new RFPs were released. One of these RFPs was the 'Various Resources' RFP, used to populate a resource list that could be drawn upon at any time throughout the fiscal year. Contracts were signed with 15 companies for 38 resources from that list. An additional 24 contracts for government work were sub-contracted through xwave worth approximately \$ 1.5 million. The majority of these contracts were awarded to local IT suppliers.

In 2005-06, the OCIO began planning for the expiry of the existing SLA agreement with xwave which expired on March 31, 2007. The OCIO reviewed a variety of IT service delivery models to determine the approach that would best meet the needs of government while contributing to the development of the local IT sector. The OCIO concluded that the most

suitable model would be one in which each of the major IT services is addressed separately. The OCIO received approval to develop and release two Requests for Proposals. One RFP was issued to obtain the services of a Data Centre Service Provider to manage and operate government's data centre requirements at the government building located at 40 Higgins Line in St. John's. The second RFP was for professional information technology and information management resources to address government's application development and support. Both RFPs were released in May, 2006, approval was received to award the contracts to the successful companies in February, 2007 and the preceding contracts were signed.

The Data Center Service Provider contract was awarded to xwave. It is a 5 year contract that will manage and operate government's data centre requirements. The contract also includes Memorial University of Newfoundland and Newfoundland and Labrador Housing Corporation. The professional services contract was awarded to three vendors including: The Allstream consortium made up of MTS Allstream Inc., Plato Group Inc., Infotech-Canada Inc., and Tamarack Geographic Technologies Ltd. The xwave consortium made up of xwave Solutions Inc., Triton Data Inc., and zedIT Solutions. The other successful vendor was Deloitte Inc. These contracts are for a three year duration. The contracts represent a minimum investment by government of \$47 million dollars into the local IT sector.

Investing in the People of the OCIO

The OCIO has committed itself to a new focus on training for its staff. The priorities are to better equip staff with the tools they need to excel at their jobs, recognize potential, encourage development of emerging skills, and to groom people for advancement within the organization. Training is seen as an investment that is in the best interests of the OCIO and government. The OCIO invested \$218,000 into the skills development of its employees. During 2006-07, the following employee training commitments were met:

- Customer Service Training was successfully offered to 85 OCIO employees;
- Various technical, IT related courses were successfully offered to 123 OCIO employees;
- ITIL Foundations Training was successfully offered to 85 OCIO employees; and
- Various courses under the Resource Management Package were successfully offered to 38 OCIO employees.

In total over 440 training opportunities were successfully offered to OCIO employees in 2006-07.

Tower Center of Excellence Opens

On July 17, 2006 the Premier, along with Jan Rosi, President of TOWER Software North America, participated in a ribbon-cutting ceremony to officially open the TRIM Context Centre of Excellence in St. John's. The event also commemorated the signing of an Enterprise Agreement with TOWER Software for the purchase of their "TRIM Context" software to be deployed across the Government of Newfoundland and Labrador. TRIM Context will enable government to better manage its official records and will also assist in the planning of information management improvements in the future. It will also help government achieve and maintain standards compliance as information is managed throughout its complete life cycle. The TRIM Model Office Project is being implemented in the OCIO with an eventual roll out to all government.

Premier Meets with Local IT Sector

On March 16, 2007, the Newfoundland and Labrador Association of Technical Industries (NATI) hosted a luncheon with the Premier and Minister responsible for the Office of the Chief Information Officer. The luncheon title "Fostering growth and success in the advanced technology sectors of Newfoundland and Labrador" was attended by several hundred people. During his address the award of the four contracts related to government's data centre and IT and IM professional services were announced.

Planning Move to Higgin's Line

On March 31, 2007 the lease agreement for the building on 40 Higgin's line between xwave and Transportation and Works expired. The building, which was previously occupied by xwave, proved to be an excellent opportunity for the OCIO to house all its employees under one roof and make much needed space available in government buildings for other departments. In October 2006, a moving team consisting of people from various branches in the OCIO was created to work with Transportation and Works to develop and implement a plan for the move and coordinate any necessary renovations. The team decided on a phased approach which would see the first OCIO employee move to Higgins's Line in mid-to-late April. The moving plan also highlighted many benefits of moving the OCIO to Higgins's Line in addition to freeing up office space in various government buildings which

included centralizing work force, sharing resources, improving data protection, and reducing costs.

Hiring New Staff

Traditionally, contracted resources have been used to support many of government's mission-critical computer applications, in some cases, these roles have been under long-term contracts. Because this practice can reduce efficiencies and does little to foster the local IT industry, the OCIO received approval to create 40 new permanent government positions to replace the contracted roles. By converting selected long-term resources to government positions, government should realize savings of approximately \$3 million.

In addition to filling the 40 new permanent positions, the OCIO developed an eligibility list of qualified Computer Support Specialists (CSS) candidates. This list was essentially an inventory of pre-qualified applicants who were assessed through formal interviews and were qualified to fill future vacancies. The eligibility list process is a cost-effective and efficient method of staffing and was chosen based upon a number of factors including:

- The OCIO anticipated CSS positions would be available in the near future due to operational and project requirements;
- Upcoming vacancies were expected due to employee moves and promotions; and
- Vacancies can occur regularly throughout the year.

Once the eligibility list was established, it was used to fill subsequent, available vacancies as they occurred. The OCIO received approximately 300 resumes, of which 24 were added to the eligibility list and 18 are now working full-time.

Public Service Award of Excellence

The Application Management branches of the OCIO are responsible not only for the development of new applications but the continued support of critical applications in which support the business of government.

In 2006, team members from Application Management; along with their department of Natural Resources counterparts, received the team 2006 Public Service Awards of Excellence for the Mineral Rights Administration Database (MIRIAD).

The Mineral Rights Administration Database (MIRIAD) provides clients with a state-of-the-art system for mineral claim staking that allows real-time acquisition of mineral licences from anywhere in the world at any time through combined use of the internet and e-commerce. This pioneering concept places the province at the forefront internationally. The system has met with tremendous client satisfaction, providing significant savings to both the private sector and the provincial government, and has made Newfoundland and Labrador a more competitive place to do business.



BUSINESS Plan - PROGRESS AND ACCOMPLISHMENTS

Business Plan Goals, Objectives and Indicators

In consideration of Government's strategic directions and the mandate and financial resources of the Office of the Chief Information Officer, the following areas have been identified as the key priorities of the Premier for the next two years. The Goals identified for each issue reflect the results expected in the two-year time frame, while the Objectives provide an annual focus. Measures and Indicators are provided for both the Goal and the first year's Objective to assist both the OCIO and the public in monitoring and evaluating success. More detailed information on our business plan can be found on our website, www.ocio.gov.nl.ca

Issue 1 Service Delivery

Many core government programs are dependent on computer systems for day to day operation. A key goal of the Office of the Chief Information Officer is to support Departments in the delivery of their services and programs. The OCIO is addressing inconsistency in approach and service levels across Departments, duplication of services and infrastructure, and unshared resources.

<i>Goal 1</i>	By March 31, 2008, the Office of the Chief Information Officer will have improved service delivery for clients.
Objective	By March 31, 2007, the OCIO will have initiated processes to improve service delivery.
Measure	Initiated processes
Indicators	<ul style="list-style-type: none">➤ Adopted a formal project management framework➤ Initiated implementation of industry best practices framework➤ Drafted departmental Service Level Agreement / Operational Level Agreement template➤ Created IT advisory committees in departments➤ Initiated the development of core IT/IM policies➤ Developed and implemented a new IT service delivery model➤ Developed /tested engagement /consulting services model for IM

Issue 2 Management of Information

Government's information assets must be managed in a more effective, legal and secure manner. This needs to be done to address legal, economic, information and accountability issues. The Office of the Chief Information Officer has targeted the lack of standards, policies and resourcing in the core business function of information management as a significant focus in the coming years. Much work is to be done to build and implement Government's information management capacity.

Goal 2

By 2008, the Office of the Chief Information Officer will have improved Information Management practices in government.

Objective	By 2007, the Office of the Chief Information Officer will have increased awareness of Information Management.
Measure	Increased awareness of Information Management practices
Indicators	<ul style="list-style-type: none">➤ Increased IM advisory services➤ Developed and communicated an Information Management policy framework➤ Completed a review in consultation with government departments of the current information classification system for administrative records and developed an implementation strategy for a new government-wide approach➤ Initiated a paper reduction initiative to deal with the backlog of paper records for all government departments➤ Created an IM forum within Government➤ Developed standard information management training materials

Issue 3 Information Technology Infrastructure

The Office of the Chief Information Officer sees updating the computer hardware as a key goal in the coming years. There are a large number of servers that have not been used to their potential and many are old and obsolete. The OCIO will implement consistent technology and develop new systems to replace those that have not kept pace.

Goal 3

By 2008, the Office of the Chief Information Officer will have an improved information technology infrastructure.

Objective

By 2007, the Office of the Chief Information Officer will have initiated an information technology infrastructure improvement program.

Measure

Initiated an information technology infrastructure improvement program

Indicators

- Developed and adopted standard technology platforms
- Initiated consolidation of information technology services and infrastructure
- Continued with the desktop refresh program
- Initiated a network/communication program

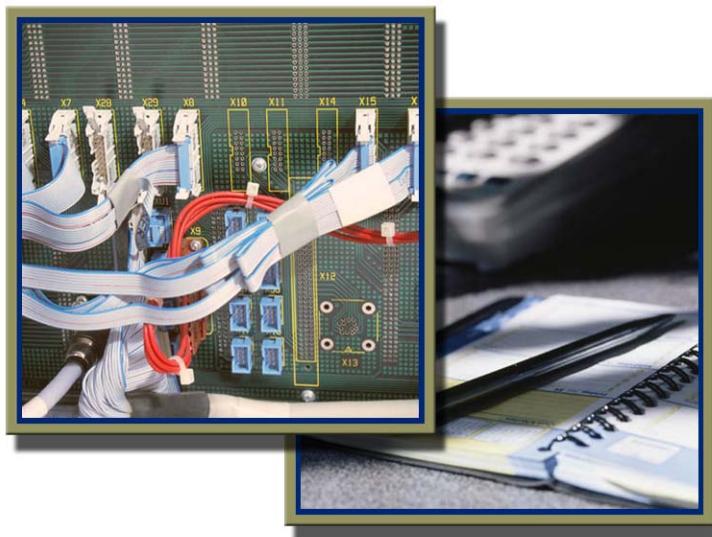


Issue 4 e-Government

The Public expects to be able to do business with Government over the internet. The Office of the Chief Information Officer agrees that many government services could be offered electronically and will work with Departments to find opportunities and put the technology in place. The OCIO will create a consistent look-and-feel while ensuring security and privacy for the public and safeguarding government data with high quality technology.

Goal 4

	By 2008, the Office of the Chief Information Officer will have developed and implemented an e-Government framework for select clients.
Objective	By 2007, the Office of the Chief Information Officer will have developed the framework and initiated the implementation process.
Measure	Developed framework and initiated the implementation process
Indicators	<ul style="list-style-type: none">➤ Selected software and hardware infrastructure➤ Defined hosting plans➤ Identified business process changes supporting e-Government model



Business Plan - Progress and Accomplishments

The following section of this report will provide an overview of the progress made by the OCIO in meeting our business objectives for the 2006-07 fiscal period. Any variances between the planned and actual end result will have supplementary clarification.

Goal 1 By March 31, 2008, the Office of the Chief Information Officer will have improved service delivery for clients.

Objective By March 31, 2007, the OCIO will have initiated processes to improve service delivery.

Measure Initiated processes

Indicator 1 Adopted a formal project management framework

A formal project management framework was developed and is currently being used for all projects in the OCIO. Implementation of this framework will improve project management by reducing costs and timelines through process standardization. The framework has been revised and streamlined based on recommendations made during review assessments including the addition of a privacy preparedness tool, in order to keep in line with current Information Management practices.

Implementation of the project management framework included orientation training and support for all project managers.

Indicator 2 Initiated implementation of industry best practices framework

As outlined in our mandate, the OCIO is streamlining and enhancing the services provided to government clients. By standardizing processes and improving efficiencies, the OCIO has realized cost reduction and increases in client satisfaction. By taking this one step further and implementing standards and processes reflective of industry best practices such as the International Organization of Standardisation (ISO) or the Project Management Body of Knowledge (PMBOK) the OCIO can provide efficient, world class service to government. To this end, the OCIO has begun work toward implementation of several industry best practices, including: Information Technology Infrastructure Library (ITIL) and ISO standards for records management; adopted a formalized consultant review process for outside resources; implemented government website(s) and content management standards for online content; and implemented infrastructure standards such as Active Directory and server back-up technologies. Additionally, policies and procedures like

the Email and Blackberry use are also based on industry best practices.

Indicator 3 Drafted departmental Service Level Agreement / Operational Level Agreement template

The OCIO has developed an Operational Level Agreement (OLA) template for services and is in the process of piloting the process in several departments. Modifications and improvements to the OLA template may occur in the following fiscal period based on client feedback in piloted departments.

Individual branches within the OCIO, including Infrastructure Services have drafted and implemented Service Level Agreements. The OCIO is in the process of merging these individual SLAs into one standardized template for the entire department as a means of further reducing cost and improving service levels. In order to draft a general SLA for the OCIO, individual branches are developing report parameters and needs assessments so that all required criteria can be encapsulated into the one document.

Indicator 4 Created IT advisory committees in departments

Planning and Service Delivery Committees (PSDC) have been created and are in place for every department. Several meetings have commenced and Terms of References for the committees are written. These committees have proven to be very successful in improving communications and understanding between the OCIO and their clients.

Indicator 5 Initiated the development of core IT/IM policies

In order to address the development of core Information Technology (IT) and Information Management (IM) policies the OCIO employed a two prong approach.

Firstly, an IT policy development project was implemented to research policy demand, create a standardized development process, increase awareness and provide recommendations to ensure policy continuance. As a result, a standardized policy/ guideline template has been implemented within the OCIO, a policy website has been developed to improve awareness, and several IT policies have been drafted and have been submitted to Treasury Board for approval in the fall.

Secondly, Information Management projects, such as the Standard Information Classification Plan, fostered the development of core standards and successive policies for the OCIO. Policies stemming from these initiatives included; the “orphaned e-mail” policy and process (which was approved by the Public Records Committee), a revised email policy as well as email and blackberry use guidelines. Several core IM standards, many of which are in the piloting stage were also developed including; TRIM configuration and standard templates for Privacy Impact Assessment and Privacy Checklists for IT projects.

Indicator 6 Developed and implemented a new IT service delivery model

On March 31, 2007, Government’s Service Level Agreement (SLA) and Industrial Benefits Agreement (IBA) with xwave expired. In preparation for this, the OCIO issued two separate public Requests for Proposals: IT and IM Professional Services, and a Data Center Service Provider. Evaluation committees composed of senior OCIO staff evaluated the responses and approval was received to award the contracts in early 2007.

Indicator 7 Developed/tested an engagement and consulting services model for IM

Using a combination of Planning and Service Delivery Committee involvement and direct contact with departmental IM personnel (where departments have IM capacity) the OCIO has created a venue to engage and consult government entities on IM issues. These Quarterly IM Community meetings have afforded the OCIO opportunities to assist clients in the development of IM position descriptions, hiring and allow IM Consultants to engage with Planning and Service Delivery Committees in departments where IM projects are active.

Goal 2 By 2008, the Office of the Chief Information Officer will have improved Information Management practices in government.

Objective By 2007, the Office of the Chief Information Officer will have increased awareness of Information Management.

Measure Increased awareness of Information Management practices

Indicator 1 Increased IM advisory services

The OCIO has increased the awareness and communication of Information Management practices in government by utilizing both the IM community meetings and the Departmental Planning and Service Delivery Committees. The OCIO assists client departments with IM recruitment, provides guidance on the management of semi-active records, and offers guidance in TRIM and other data management solutions.

Indicator 2 Developed and communicated an Information Management policy framework

The Information Management policy frame work has been developed and the draft has been reviewed by a pre-selected committee. However, due to a planned mandate review related to the *Management of Information Act* and the *Rooms Act* (which may have an impact on some of the content in the IM Policy Framework) the draft has not been sent for approval. Once the review is complete the Framework will proceed for approval and be communicated to all stakeholders.

Indicator 3 Completed a review in consultation with government departments of the current information classification system for administrative records and developed an implementation strategy for a new government-wide approach

The OCIO has developed a new information classification plan, to ultimately replace the current Information Management System for Administrative Records (IMSAR). This plan is currently being tested within the OCIO Model Office Project and will be tested in the department of Innovation, Trade and Rural Development (INTRD) next fiscal period.

Indicator 4 Initiated a paper reduction initiative to deal with the backlog of paper records for all government departments

The OCIO has initiated a paper reduction project for government paper records which is providing an excellent return on investment. In addition to its core objectives, it is providing support to moves of departments within Confederation building as well as OCIO's move to Higgins Line. So far two buildings have been able to be disposed of and over 3,500 boxes of records processed.

Indicator 5 Created an IM forum within Government

The OCIO has created an Information Management forum within government with representation from client entities and OCIO IM consultants. The group meets quarterly, and has had a significant impact on increasing IM awareness in government.

Indicator 6 Developed standard information management training materials

The OCIO first assessed the IM training needs within Government by surveying the IM community. Once the IM training requirements were identified, the OCIO began researching training opportunities, best practices and developing training material. As a result standardized IM training opportunities and materials were made available including;

- Email training materials were developed for the OCIO Model Office pilot and will be modified for generic use across government in conjunction with Microsoft Outlook deployment,
- TRIM training was completed by OCIO staff including several departmental TRIM Administrators who have now been certified by TOWER,
- Quick reference cards created for TRIM/Outlook users were piloted in OCIO and available for other users as TRIM is subsequently deployed to other departments,
- TOWER partnered with Nexient to develop TRIM training in Newfoundland and Labrador,
- Records Retention Schedules sessions for the government IM Community has been organized and stage 1 of the development of core email management training is completed and ready for implementation in the fall.

Goal 3 By 2008, the Office of the Chief Information Officer will have an improved information technology infrastructure.

Objective By 2007, the Office of the Chief Information Officer will have initiated an information technology infrastructure improvement program.

Measure Initiated an information technology infrastructure improvement program

Indicator 1 Developed and adopted standard technology platforms

Information Technology is increasingly used to deliver critical government programs and support the business of government. With the ever increasing demands on the government infrastructure and the advancement in technologies the OCIO has identified infrastructure enhancement as a key element in meeting our mandate. In order to implement an efficient infrastructure improvement program standard technology platforms need to be identified and adopted. To this end several standardized technology platforms have been implemented over the 2006-07 fiscal year including:

- Implementation of a standard architecture for Oracle Web-based applications.
- Standardizing File and Print sever technologies.
- Piloting a Service Desk standard
- Implemented a standard Service platform
- Piloted a Standard TRIM architecture
- Piloting standard architect model for web applications
- Deployment of Active Directory pilot (AD) and standard monitoring tools.
- Adoption of VMware as standard server virtualization technology
- Initializing deployment of standard server backup technology for GNL (TSM)

Indicator 2 Initiated consolidation of information technology services and infrastructure

The OCIO has made significant advancement in the consolidation of information technology services and infrastructure in 2006-07 including; the implementation of virtualization technologies and Storage Areas Network devices. Progress is expected to continue well into 2008 as more Infrastructure projects are deployed such as the consolidation of long term data storage and Novell servers. Several other projects initiated over the past fiscal year aimed at improving the level of consolidation within the government's IT infrastructure include the consolidation of the service desk, LANdesk, and server back-ups.

Indicator 3 Continued with the desktop refresh program

The desktop refresh program was initiated in 2005-06 and entails the replacement of dated desktops and laptops throughout government. The program was continued over the last fiscal year and saw the replacement of over 1650 systems in various government departments. In addition to this program, the OCIO also began the implementation of a new "evergreen program" which will automatically update computer systems every 4 years.

Indicator 4 Initiated a network/communication program

In 2006-07, a new data communications contract was awarded to Aliant for all government data communications services. This new contract will result in increased service and bandwidth capacity for government at a significantly reduced cost. In addition to the new data communications contract, the OCIO collaborated on Departmental driven network/communications projects including the Department of Innovation, Trade and Rural Developments' broadband initiative.

Goal 4	By 2008, the Office of the Chief Information Officer will have developed and implemented an e-Government framework for select clients.
Objective	By 2007, the Office of the Chief Information Officer will have developed the framework and initiated the implementation process.
Measure	Developed framework and initiated the implementation process

Indicator 1 Selected software and hardware infrastructure

The E-Government Framework has been developed and is in the process of being reviewed by a senior management committee. This framework, once approved, will be used to outline the Electronic Service Delivery Project (ESD). The ESD project will allow government to provide its services over the internet in a secure environment.

The OCIO has initiated several projects to explore the interoperability criteria required to facilitate the delivery of government services electronically. These projects will result in recommendations for software and infrastructure hardware solutions required to support e-government. Additionally, the OCIO is enhancing support tools for website management and is awaiting final approval to release a RFP for a Content Management System (CMS), which will allow more effective management of all government online content.

Indicator 2 Defined hosting plans

As of March 2007, the OCIO was hosting and servicing the majority of government websites. To improve on the service provided to these clients the OCIO developed a communications plan which identified all key stakeholders. The OCIO is working with these key stakeholders to create a hosting agreement which will incorporate current infrastructure consolidation planning. Hosting arrangements for applications and services will be incorporated into services related to the Data Centre and Professional Services contracts commencing on April 1, 2007. As these services are deployed, they will be considered part of the new Service Delivery Agreements. During this fiscal year the Legacy Application Strategy Project was also implemented as part of a strategy to address risks with Government's older systems. This project will further reduce government's application portfolio in a manner consistent with the E-Government strategy.

Indicator 3 Identified business process changes supporting e-Government model

As part of the early stages of the Electronic Service Delivery Initiative, a significant effort was made to educate departments and agencies about the changes required to the organization to support E-Government. This education and consultation process began in early 2007 and will continue as new projects for Electronic Service Delivery are implemented. Direction for the Electronic Service Delivery scope and work plan is provided by the Electronic Service Delivery Deputies committee as part of a coordinated approach to addressing e-government implementation.

As stated previously in this report, the OCIO has developed a draft framework for e-government (also referred to as Electronic Service Delivery) and is in the process of facilitating an appropriate governance model to drive the implementation of e-government initiatives across government. To assist in this process a Client Services project was initiated during the 2006-07 fiscal year to develop best practices for the management of client information across government and a pre-consultation service inventory to facilitate the identification of e-government opportunities was delivered under the Electronic Service Delivery project.



Business Plan Goals, Objectives, Measurements and Indicators for 2007-2008

As the 2007-2008 fiscal year represents the final period covered in our Business Plan (2006-2008), Objectives and Goals are identical and therefore only the Objective is outlined in this report.

Objective 1 By March 31st, 2008, the Office of the Chief Information Officer will have improved service delivery for clients.

Measure Improved service delivery for clients

Indicators

- Piloted online service desk functions for a select group of clients.
- Improved client awareness of the OCIO decision making process regarding how projects are initiated, managed and prioritized
- Implemented process and standards for improved service delivery
- Improved protection of information through the development of a disaster recovery plan(s)

Objective 2 By 2008, the Office of the Chief Information Officer will have improved IM practices in Government.

Measure Improved IM practices in Government

Indicators

- Developed policies, standards and procedures.
- Developed a template and plan for the deployment of TRIM
- Completed the conversion of TRIM to the new TRIM standard (Context 6)
- Completed Information Management Capacity Assessment Tool (IMCAT) assessments for at least three departments/entities

- Improved awareness of IM practices through regularly scheduled community meetings with industry professionals and the provision of educational sessions
- Completed IM Horizontal Review and developed a standard approach to classification and core competencies for IM positions in Government
- Improved TRIM users support through the creation of a TRIM Administrator's Group
- Supported all government buildings in the St. John's area in meeting the requirements of the Paper Reduction Project (i.e. Records Management

Objective 3 By 2008, the Office of the Chief Information Officer will have improved information technology infrastructure

Measure Improved IT infrastructure

Indicators

- Developed a legacy replacement strategy and selected projects are initiated to replace key legacy applications
- Continued modernization of the IT Infrastructure

Objective 4 By 2008, the Office of the Chief Information Officer will have facilitated the transition of selected services to an e-Government model and initiated the implementation process.

Measure 1 Facilitated transition of selected services

Indicators

- Developed a comprehensive service inventory (including the identification of priority services and systems) to guide e-government and electronic service delivery (ESD) initiatives

- Developed a standard to facilitate the redesign of business processes in the transition to an e-government - ESD model

Measure 2 Initiated implementation process

Indicators

- Implemented content management technologies for Government's website
- Initiated selected projects supporting e-government.



OPPORTUNITIES AND CHALLENGES

Since its creation in 2005, the Office of the Chief Information Officer (OCIO) has worked diligently toward strengthening and modernizing the IT functions of government to make dealing with government less time-consuming and to ensure greater access to services for the people of Newfoundland and Labrador. We have made significant investments to help reform IT management and operational practices across government, and have a renewed focus on working with local IT companies to build and maintain the IT/IM sector.

Opportunities and challenges for the OCIO in 2007-08 focus on building upon our successes in continuing to advance government's information technology and information management interests within the context of a continually changing information technology environment while meeting the business needs of government.

Risk Reduction

Operational risk can be defined as the risk of losing information and systems as a result of inadequate or failed internal processes, people and systems, or from external events. Risk reduction initiatives will attend to risk which is inclusive to the Government of Newfoundland and Labrador's (GNL) IT infrastructure and the applications operating through out this infrastructure.

Information Protection

The Information Management (IM) branch of the OCIO is responsible for the development of IM policies and standards for government, legislation and policies (*Management of Information Act*), providing IM consulting services and support to government departments. A Senior Policy and Planning Analyst has been hired with responsibility for developing policy and procedures for Information Protection and for working with the Office of the ATIPP Coordinator to ensure that privacy considerations of IT projects are addressed.

Information Management Capacity

One of the more significant challenges facing the OCIO will be to improve the Information Management (IM) capacity of Government. Information Management is a discipline, which encompasses the efficient and secure creation, collection, storage, access, and disposal of information assets. To meet this challenge, the OCIO will have to build Government IM capacity from the grass roots up by creating policies and standards, implementing

enterprise wide content solutions, and guidance to Government entities as they augment their IM capacity. This challenge also presents the OCIO with a tremendous opportunity to improve efficiencies, reduce costs, while increasing the security and availability of Government information assets over the coming years.

Internal Business Processes

From the internal-business-process perspective, managers identify the processes that are most critical for achieving client satisfaction. Standards, procedures or best practices are then created in order to maximize efficiencies and standardize these processes. As a new entity within government, there is a demand within the OCIO, for standardized business processes to meet client expectations and realize any inbuilt efficiencies.



FINANCIAL STATEMENTS

Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2007. Financial statements within this report are unaudited statements.

EXECUTIVE COUNCIL (CONTINUED)

	Estimates		
	Actual	Amended	Original
	\$	\$	\$
OFFICE OF THE CHIEF INFORMATION OFFICER			
OFFICE OF THE CHIEF INFORMATION OFFICER			
<i>CURRENT</i>			
4.1.01. ADMINISTRATION, STRATEGY AND POLICY			
01. Salaries	1,486,846	1,489,500	1,208,600
02. Employee Benefits	17,266	20,600	20,600
03. Transportation & Communications	111,470	114,500	103,500
04. Supplies	31,603	32,000	17,000
05. Professional Services	739,436	1,281,100	3,060,000
06. Purchased Services	407,918	529,825	51,800
07. Property, Furnishings & Equipment	400,423	416,100	50,000
	3,194,962	3,883,625	4,511,500
01. Revenue - Federal	-	(500,000)	(500,000)
Total: Administration, Strategy and Policy	3,194,962	3,383,625	4,011,500
4.1.02. APPLICATION MANAGEMENT			
01. Salaries	4,083,460	4,169,600	3,453,900
02. Employee Benefits	13,322	17,000	15,000
03. Transportation & Communications	82,996	89,000	87,000
04. Supplies	29,386	32,000	10,000
05. Professional Services	10,846,766	11,304,600	12,032,000
06. Purchased Services	16,142	27,100	16,900
10. Grants and Subsidies	200,000	200,000	-
	15,272,072	15,839,300	15,614,800
02. Revenue - Provincial	(114,573)	(61,500)	(61,500)
Total: Application Management	15,157,499	15,777,800	15,553,300
4.1.03. INFRASTRUCTURE SERVICES			
01. Salaries	4,035,904	4,066,700	4,021,700
02. Employee Benefits	3,706	15,000	15,000
03. Transportation & Communications	2,808,212	2,822,200	2,642,400
04. Supplies	3,765,214	3,887,800	4,772,800
05. Professional Services	2,288,192	2,478,200	1,604,900
06. Purchased Services	3,491,168	3,573,400	3,573,400
07. Property, Furnishings & Equipment	3,945,388	4,164,900	2,684,900
10. Grants and Subsidies	-	-	282,300
	20,337,784	21,008,200	19,597,400
02. Revenue - Provincial	(12,262)	(18,300)	(18,300)
Total: Infrastructure Services	20,325,522	20,989,900	19,579,100

EXECUTIVE COUNCIL (CONTINUED)

	<u>Actual</u> \$	<u>Estimates</u>		
		<u>Amended</u> \$	<u>Original</u> \$	
OFFICE OF THE CHIEF INFORMATION OFFICER				
OFFICE OF THE CHIEF INFORMATION OFFICER				
<i>CAPITAL</i>				
4.1.04. APPLICATION MANAGEMENT				
05. Professional Services	5,874,354	8,889,900	9,710,100	
06. Purchased Services	-	30,000	30,000	
Total: Application Management	5,874,354	8,919,900	9,740,100	
4.1.05. INFRASTRUCTURE SERVICES				
04. Supplies	1,421,752	1,894,000	2,044,000	
05. Professional Services	340,389	360,000	210,000	
07. Property, Furnishings & Equipment	782,216	1,399,800	1,340,000	
Total: Infrastructure Services	2,544,357	3,653,800	3,594,000	
TOTAL: OFFICE OF THE CHIEF INFORMATION OFFICER	47,096,694	52,725,025	52,478,000	
TOTAL: OFFICE OF THE CHIEF INFORMATION OFFICER	47,096,694	52,725,025	52,478,000	

APPENDICES

Table 2: Projects Supported by the OCIO in 2006-07

Department	Project Name
Courts	<ul style="list-style-type: none"> ➤ Court Electronic Filing Project ➤ Court Scheduling ➤ Court Web
Education	<ul style="list-style-type: none"> ➤ Provincial School Administration System ➤ Time Claims and Attendance System (TCAS)
Environment and Conservation	<ul style="list-style-type: none"> ➤ Wildlife Information Management System (WIMS) ➤ Crown Land and Integration and Scanning ➤ Water Resources GIS ➤ Pesticide Information Management System (PIMS)
Executive Council	<ul style="list-style-type: none"> ➤ Human Capital Management Project ➤ TRIM Conversion
Finance	<ul style="list-style-type: none"> ➤ Budget Project ➤ Records Management Project ➤ Travel Claims Management System ➤ Human Capital Management (Information management component) ➤ Centralized Web Receipting ➤ Genesys Technology and Infrastructure Upgrade Project ➤ Budget Division, TRIM Conversion

Department	Project Name
Fisheries and Aquaculture	<ul style="list-style-type: none"> ➤ Seafood Diversification ➤ Aquaculture Licensing and Information Systems (ALIS) Conversion to Oracle/Visual Basic ➤ PLANT Conversion to Oracle/Visual Basic ➤ Fisheries Remote Inspections
Government Services	<ul style="list-style-type: none"> ➤ AMANDA ➤ Vital Statistics – Births and deaths ➤ Companies and deeds Online (CADO) ➤ Government Purchasing Agency (GPA) –Procurement System ➤ Procurement System ➤ Motor Vehicle Registration E-Commerce Support ➤ Lobbyist Registry System ➤ Document Management Project ➤ Information Management Capacity Assessment (IMCAT)
Health and Community Services	<ul style="list-style-type: none"> ➤ Communicable Disease Control Conversions ➤ Systems Community Health – (HCS client pay) ➤ Physician Payment System ➤ SQL Windows technology replacement / Clinical Database ➤ HCS – CRMS Data Standards ➤ TRIM Conversion

Department	Project Name
Health and Community Services (continued)	<ul style="list-style-type: none"> ➤ CYFS reporting ➤ Regional EHIS access ➤ Teledata replacement ➤ MCP Beneficiary Reregistrations ➤ MCP Claims Monitoring
Human Resources, Labour and Employment	<ul style="list-style-type: none"> ➤ Small Project Development ➤ HRLE – Emergency Cheques ➤ Online Mailback ➤ HRLE CAPS 1 enhancement ➤ Client Tracking System ➤ Work's Health and Safety Compensation Review Division Web Strategy ➤ TRIM Conversion
Innovation, Trade and Rural Development	<ul style="list-style-type: none"> ➤ Community Profile Database ➤ Client Information System (CIS) ➤ NLbusiness website ➤ IMCAT

Department	Project Name
OCIO	<ul style="list-style-type: none"> ➤ Government Wide Web Strategy ➤ E-Government Initiative ➤ ODI (client service delivery coordination) ➤ GIS review ➤ Legacy Application Replacement Strategy ➤ TRIM Enterprise Project ➤ TRIM Conversion Planning ➤ Privacy Preparedness Project ➤ Information Management Capacity Assessment Tool (IMCAT) ➤ Citizen Services ➤ Infrastructure Renewal Project ➤ ITSM ➤ Project Management Framework
Municipal Affairs	<ul style="list-style-type: none"> ➤ Municipal Information Management System (MIMS) Enhancements
Natural Resources	<ul style="list-style-type: none"> ➤ Quarry Management System ➤ Animal Health Surveillance ➤ Violation Management System ➤ GIS Database Conversion ➤ FORST System (389) ➤ Petroleum Products Monitoring ➤ Geofiles Microfiche Scanning Project

Department

Project Name

Tourism, Culture and Recreation

- Tourism Destination Management System (TDMS) support
- Internet Marketing Strategy
- The Virtual Rooms Project
- The Rooms Webmaster

Transportation and Works

- Ferry Ticketing System (Requirements)
- Regional Costing System-support (PARTS)
- Time Claim and Attendance System (TCAS)
- E-Government Framework Development
- Capital Assets Planning and Management System