

Review of the Information Resource Management Plan Process

July 6, 2004

Office of the CIO

Ministry of Management Services

Improving the Information Resource Management Plan Process

Development of a Information Resource Management Plan is recognized as an integral process within the larger planning context of ministries and government. During the IRMP presentations of 2004/2005, five recommendations were raised and given to the Office of the CIO for action. In June, 2004, the office of the CIO staff met again with the IS directors from all of the ministries plus management from some of the central agencies to solicit advice respecting the following questions.

1. Value to Ministries (What value do you get from the IRMP Process?)
2. Improving the Process (What suggestion do you have to improve the process?)
3. Data coordination/currency issue (How can we keep the data more current, make it easier to capture and make it useful for both the CIO and ministries?)

The recommendations from both the presentations and the interviews will be addressed as part of the ongoing initiative to review and continuously improve the IRMP process.

The interviews were also an opportunity for IS directors to raise a number of additional issues. These issues will be combined with the top 25 issues raised during the presentations and all will be assigned a responsibility area and action will be monitored in the CIO Action Plan for 2004/2005. (see Appendix 4 for a complete list of issues)

Interview information collected was summarized into the following report that will be used as working material for a sub-committee of IS directors and IRMP coordinators to make improvements to the IRMP process for the 2005/2006 cycle. A special workshop will be set up in mid-July 2004 to prioritize the issues, review the recommendations, review the IRMP timeline, make changes to the IRMP template and update the instructions for 2005/2006 IRMP cycle.

IRMP Value to CIO and Central Agencies

The information and reports resulting from the IRMP process are used by the Office of the CIO and central agencies to:

- Strengthen alignment between ministry business objectives and IM/IT service providers;
- Improve cross government management of IM/IT;
- Promote adherence to corporate IM/IT policies and standards;

- Identify opportunities for sharing, or requirements for cross government IM/IT solutions;
- Identify barriers to e-government initiatives;
- Identify opportunities to improve information management, particularly in terms of integration, availability and usability;
- To create an Action Plan that cooperatively delivers improved service to government clients through the use of technology; and
- Improve IM/IT security across government

IRMP Value to Ministries, Improving the process and Data Coordination

Almost all of the ministries believed that the IRMP process was valuable and that it was essential that the process continue. They also agreed that the process could be improved to make the plans more useful and less onerous to prepare. Highest value to ministries was that the IRMP process ensured that formal strategic IM/IT planning was taking place in ministries. Having the IRMP in sequence with the service plans and receiving executive sign-off on the IRMP was considered pivotal.

The ministries recognized that there had been a number of improvements to the IRMP process over the past three years and were encouraged that the Office of CIO was giving all ministries the opportunity to participate in this year's review. All the IS directors had suggestions to make the process better. Tying the IRMP schedule to the service plan timing, getting the instructions out with the service plan instructions and having a standard template were the top three improvements suggested.

Ministries also recognized that there has been a number of changes in the government IM/IT environment over the past two years and were looking to the CIO to reiterate the new governance structure and to show leadership by publishing an e-government strategic plan so ministries could align their plans to overall government directions.

Ministries acknowledged that the central agencies needed information from them to deliver the services, to plan service delivery improvements and develop strategic directions. Most ministries suggest that it was time to look seriously at a shared solution for collecting application and project information for use by the ministries and central agencies.

Ministries also identified that development of a corporate action plan that included projects to resolve issues identified in the IRMP process and regular communication of the plan status, is a key output of the IRMP process.

Summary of IS Director Interview Responses and Recommendations

IRMP Value to Ministries (What value do you get from the IRMP Process?)

The most common value from the IRMP planning process was that formal IM/IT strategic planning that is now taking place in ministries and business areas were involved. This is raising the profile of IM/IT and making business people in ministries more aware of their dependency on automated systems. The second item of value was having the deputy approve the plans; this made the plan real and shows executive support for the IM/IT direction in the ministry. IS directors appreciated the attendance of their executive at the presentations and the opportunity to present their plans to other ministries

Formal Strategic Planning Document

Ministries found it a very valuable process to work with the business areas to develop the IRMP because it encouraged a focused, formal strategic planning process. It was also an opportunity for IS staff to work and communicate with all the business areas on IM/IT issues, and an opportunity for IS directors to present their plan to their executive for signoff.

Service Plan Alignment

Linking the IRMPs to the service plans has again elevated the stature of IM/IT. In a number of ministries IM/IT planning is being done along side the business planning process and both planning processes are thereby benefiting. There is a need to encourage ministries to involve IM/IT staff directly in the service plan development to ensure that the IM/IT planning is in sync with the business planning.

Link with annual planning process

Many ministries use the IRMP as a high level planning tool that ties into their annual planning tools or performance measuring tools. Ministries also found the process a valuable reminder to update operational inventories like the inventory of applications which is needed for business recovery plans and operational budgeting.

What other ministries are doing

A number of ministries view the IRMPs on the government Intranet to find out what other ministries are doing and what solutions they are using to solve business problems. An important result of grouping ministries by sector for the IRMP presentations, is that four of the sectors continue to meet on a regular basis to coordinate sharing and solution development. This ongoing sharing and coordination is encouraged. One sector even delegates one director to cover corporate meetings then report back to the other directors in a sector forum. IS directors found that the sector meetings were an opportune forum to raise common issues

Executive involvement

Having the deputy approve the plans was very valuable to ministries IS directors as this demonstrated support for the IM/IT direction in the ministry. Ministry IS directors appreciated the attendance of their executive at the presentations and also the opportunity to present their plans to other ministry executive

Opportunity to Raise Common Issues

Directors believed that the sector meeting were a good forum to raise issues, especially if they discovered that others in their group had similar issues or that the issue had already been resolved. This was an opportunity to discover if there were patterns of issues. There was also the opportunity to get consensus on issues which the CIO, CITS or a group of ministries could take responsibility and resolve.

Recommendations:

Value to the ministries

- Review the current governance model, establish and publish the terms of reference for each IM/IT committee.
- CIO to promote the e-BC strategy and plan by giving presentations to business and IS staff.
- CIO to recommend to ministry Deputy's that IM/IT staff be involved in the development of the service plans.

- Office of the CIO to develop an action plan to resolve issues raised by ministries and have regular status reports, to monitor status of issue resolution.
- CIO work with ministry IS directors to build a three year strategic plan that supports the e-government goals and supplies the foundation pieces to support ministry projects into the future.
- CIO and ministries to establish a process and standard for delivering a business architecture plan for each ministry and be able to roll the ministry plans into the enterprise architecture plan. A summary of each ministries business architecture plan should be included in the IRMP

IRMP - Improving the Process (What suggestion do you have to improve the process?)

Needs a strategic Vision

It was believed by some that the process needed a common vision or theme to encourage ministries to look at their planning process from possibly a different approach from what they did in the past. This vision or theme should be developed cooperatively between the CIO and the ministries.

Timing and Instructions Issues

The timing of the IRMP planning process has to be tied even closer to the service planning process. Ministry IM/IT staff build their IRMP in direct support of the service plan deliverables; these two plans are interdependent and the development processes have to be synchronized (see appendix 1). The presentation portion of the process could be done earlier so the common service suppliers have time to prepare IRMPs for the January time frame. Having the IRMP presentations early would give the ministries an opportunity to work with other ministries and the central agency to scope opportunities for sharing and cooperation before their IRMPs were final. Moving the submission of the IRMP to January would also align the process more closely to the budget cycle, and therefore the plan would have more accurate costing information on projects for the coming year.

Ministries asked that the instructions for both the presentation and the IRMP be distributed together and they be distributed with the service plan instructions.

Template and Format Issues

Ministries were, as a whole, encouraged that a standard template was established and asked that the instructions be more specific as to what information should be included under each template heading. They also made a number of suggestions for the template and format of both the plan and the presentations., Many ministries have existing systems that are used to extract the data for the IRMP, others would like to cut and paste from the service plan for the information that is common. A number of ministries suggested that a small group of interested directors and IRMP coordinators get together to build a template and format that would make the process more efficient.

CIO Leadership/Quarterly Meetings

Ministries would like to be better informed of the action the CIO is taking to resolve their issues. They also would encourage the CIO to set up a planning and communication framework and meet with the ministries at least quarterly to update strategic directions and review status of action items. Meeting regularly with ministry IS directors would allow issues to be raised throughout the year and the CIO would have the opportunity to work with the ministries to resolve shared and cross government issues. This would also give the CIO more opportunity to promote sharing across sector boundaries.

ACIM/Governance issues

Ministries are looking to the CIO to define the governance model for IM/IT delivery, ie what is happening to the various committees, has their role changed? Ministries were concerned that ACIM is not the strategic leadership body that it had been in the past. Its role seems to be a customer service meeting to deal with CITS issues mostly around billing. These operational issues have to be addressed but ministries also have to be involved in the government IM/IT direction setting and coordinated service delivery. ACIM attendance has degraded to a operational manager forum and a number of ministries only attend sporadically. ACIM is eager to take on issues that can help both ministries and government as a whole.

Recommendations

Improving the IRMP process

- Office of the CIO to work with a group of ministries IS directors and IRMP coordinators to develop a standard template for Information Resource

Management Plans, update the instructions, review the schedule and realign the groupings.

- CIO and ministries will work together to develop cross government themes that will be addressed as priorities in the IRMPs.
- The initial IRMP meeting should continue to include ministry presentations on how the ministry IM/IT plans align with their service plans and corporate IM/IT direction.
- Ministry IRMP presentations to the CIO should occur in January to allow closer alignment with ministry budget and service planning cycles.
- The IRMP process should be expanded into an ongoing process by instituting a mid year or quarterly CIO review focussing on corporate and sector projects, ministry applications and their alignment to the IM/IT priorities of government.

Data coordination/currency issue (How can we more keep the data current, make it easier to capture and make it useful for both the CIO and Ministries?)

Need for coordinated/standard request instructions

Some ministries were concerned with the number and types of requests for data coming from the CIO office and CITS. Many ministries thought that if the requests were coordinated there would be less requests in that the same data seems to be requested in different format from different areas of the central agency. All would like an explanation of why the data is needed and what it will be used for. Knowing the use of the data, the ministries can determine how much effort to put into its collection, the depth of detail and the quality of the data. Ministries may also have good ideas on how to find the information rather than just collect the data. Ministries would also like to get feedback on the results or value that was gained from their data submission efforts.

Corporate Project Registry

A number of ministries suggested that a central project registry for CIO and CITS corporate data requirements would decrease the number of requests and also be a location for ministries to go to look at projects that may enhance business service delivery in their ministry. Ministries also indicated that a registry of existing applications would be useful when looking for solutions to business system issues. A number of ministries have tools they are using to manage their annual project plans and would

be like to participate in a project to find a corporate solution that has as much interoperability as practical.

Recommendations

Data Coordination/Currency

The Office of the CIO should address the issue of data requests by coordinating requests for information from CITS and the CIO. The CIO will also coordinate the development of a corporate registry accessible to government for data on projects and applications that is regularly asked for.

Additional Recommendations from the interviews

Operational/CITS

- CIO ensure CITS staff or a representative is available to respond to issues raised during the IRMP presentations.
- CIO to request that a status report from the ASD Secretariat be sent to ministries IS directors and that there is a process for ongoing communication.
- CIO ask CITS to coordinate the development of an inventory of surplus equipment available for redeployment.
- CIO inform CITS customer service directors that ministries would like more information on budget and service costs and recommend that the service representatives explain the algorithm for the cost of services. The customer service directors should also ensure that ministries are aware of what is included in existing services and how and when additional capacity should requested from CITS/MSER shared services.

Appendix 1

Draft IRMP Planning Timeline

Draft IRMP Planning Timeline		
Government Cycle	Business Cycle	IRMP Cycle
April - July Strategic Planning and Direction	<ul style="list-style-type: none"> - Economic forecast and fiscal framework - Targets and budget instructions 	<ul style="list-style-type: none"> - CIO final IRMP report-out (April) - Ministry final IRMPs published on the internal portal (April) - Review IRMP process and update for the next year (June) - Update BC Government strategic IM/IT direction (July) - IM/IT targets for next year
August - January Annual Planning and Budgeting	<ul style="list-style-type: none"> - Report on prior fiscal (Aug) - Initial ministry service plans (Sept - Oct) - Final ministry service plans (Jan) MSER service plan update (Jan) 	<ul style="list-style-type: none"> - IRMP Instructions (Aug) - Briefing of ministry IRMP coordinators (Sept) - Finalize the IRMP presentation agenda and schedule - Brief the MSER IRMP review team (Oct) - IRMP presentation to CIO council (Oct) - IRMP Presentation submitted to CIO (Nov 1) - IRMP presentation sessions(Nov-Dec) - MSER review team debriefings for each session (Nov-Dec) - IRMP presentations on the Web (Dec)

		<ul style="list-style-type: none"> - MSER post presentation review, workshop and draft Action Plan(Jan) - CIO draft Interim Report(Jan) - Ministry Information Resource Management Plans Submitted (Jan) - MSER review of ministry IRMPs (Jan-Feb) <ul style="list-style-type: none"> • Circulation of IRMP plans • MSER IRMP review team planning session • Circulation of priority items and action plans for the coming year to MSER ADMs.
<p>February - March Legislative Review and Approval</p>	<ul style="list-style-type: none"> - BC Government Strategic Plan - BC Government Budget - Official ministry service plans - Ministry service plans published on the web (Budget Day) 	<ul style="list-style-type: none"> -Ministry review of draft Action Plan (Feb) - CIO present IRMP Action Plan final to CIO Council and MSER EXEC (Mar) - Publish approved CIO IRMP Report- (Mar) - Final IRMP's with approved budgets/projects (Mar 1) <u>Quarterly action items:</u> <ul style="list-style-type: none"> - CIO quarterly status report on priority items - Ministry quarterly IRMP updates

Appendix 2

Sorted Interview Notes

IRPM Value to Ministries (What value do you get from the IRMP Process?)

Formal Strategic Planning Document

A lot of value from formal planning, and not a big onerous task
Appreciated that a common format has been established for all her ministries to use
Communication with Health Authority
Focuses development vision
Forced Strategic planning and engagement by business areas
Forces agreement and direction
Forces ministries to do formal planning
Formal place to document issues
Good for getting data/plans to central agency for strategic planning
Good Review document
Good tool to engage business areas in strategic planning
IRMP is of value to the ministry and essential to planning
IRMP used as a Strategy to Rank Projects across ministry and link projects that support government/ministry strategies.
IRMP used to capture outcomes of other planning processes
Opportunity to introduce ministry staff to the rules of IM/IT
Raises the profile of IM/IT
Seen as a reporting and compliance tool
Sets a direction for standards, systems architecture, business architecture and project rationalization
Strategic tool for Executive communications
Use as annual plan? IRMP is not used as an operational tool, they have a project status dashboard application for monitoring projects
Used as a Strategic tool
Used by Systems Planning Committee to look strategically
Valuable Strategic tool to drive IS in Ministry
Opportunity for new executive to learn about IM/IT across government
Good that there is a way to make cooperation happen

Service Plan Alignment

Connected to ministry business plans
Good that it ties to service plans
Health has an IS person on the Service plan team
Helps with the capital vs operational and compliance understanding
ISB involved in the development of the ministry service plan
Leverage applications, resources
Opportunity to match to service plan

Part of service plan
Training for new position
Used with Service Plan
Being part of services plan process is prime

Tie in with annual planning process

Annual plan is an extension of IRMP
Copies info to IRMP –Maintains only one plan
Each branch has a detailed plan then it is rolled up to master plan
Feeds annual tactical plan
Guides the tactile plan
Health expands the plan and uses it for divisional planning
IRMP is living plan, changes throughout the year for the ministry
IS branch works closely with program and policy areas
Is used as annual plan
ISP used to generate dialog between business units
Needs a more detailed plan
Plan should be a living plan
Ties in with portfolio planning application
Uses Ministry “Land Information Services Plan” extracts info for the IRMP
Uses Ministry ISP for the annual planning process
Works with ministry Information Integration Steering Committee to build and monitor plan
Opportunity to inventory applications to get good data on operating costs

Plans used to see what other ministries are doing

Am interested in what other ministries are doing
Can get an understanding of what the rest of government is doing
Has spawned a monthly meeting of sector IS Directors to promote understanding and sharing
Her three ministries already share because they share an ISB and work together as a natural Education cluster.
Just to know what other ministries/sectors are doing? Her sector was not particularly useful because she works with the group of ministries on a regular basis. She did not think that she would read other ministries
Sector ministries meet monthly to exchange ideas and common solutions
Tri – Ministry committee meets monthly to share info
Use other forums to exchange/share ideas – ACIM, ADMs of corporate services/TSAC
Valuable opportunity to share information at the sector level
Ideas from other ministries for opportunities
Valuable to look at what other ministries are doing
Good opportunity to look at systems in other ministries to see determine if their solutions can solve business issues or improve operations in own ministry
Good to know what others are doing

Interaction with other sector members allowed for good exchange of ideas and applications

Like to know what other ministries are doing

Look for solutions from other ministries

Looking for solutions to IT vendor contract management tools/approach

Natural resources sector has continued to meet approx every two months to share and coordinate

Recognized a common requirement for solutions – social services common registry concept

Sector directors work together to attend corporate meetings and then get together to exchange info and discuss issues

Understand what cluster are doing (strategy and plan).

Identifies opportunities for partnerships and sharing

Helps to find a way to make things work and promotes the vision

Executive involvement

Appreciated ADMs being invited

Creates an opportunity to plan as a group across a diverse ministry

Deputy sign off has raised the profile of strategic planning

Focuses the Exec on strategic planning

Good opportunity to talk to each of the Directors in the Ministry used as a strategic planning document

Good that it has Deputy signoff

Good to have Deputy signoff on the system plan

Knowledge exchange between CIO and Business

Plan get the attention of the executive and the program directors

Opportunity to Raise Common Issues

Brings out patterns of issues

Common issues are raised

Good forum for raising issues, get a common view

Issues should be raised individually or use other committees (such as ACIM or ADMCS)

Raise issues? Big issue was to get the CIO staff to the ACIM meetings to answer ministry questions

IRMP - Improving the Process (What suggestion do you have to improve the process?)

Needs a strategic Vision

Need to add a common vision chapter

Need what the CIO is planning to do

What is CIO and CITS planning to do?

e-BC plan needs to be promoted

Things the CIO has to Follow-up on

A summary/highlights of the plans would be helpful
CIO needs to have a rep on the MSER IM Council,
CIO should do a corporate presentation
CIO should have a meeting every quarter with ministries
Define a group of IRMP Coordinators (done?)
Disappointed that nothing has been done on raised issues
Feed back on the process from the CIO would be appreciated
Felt that there was a need to get status reports on CIO projects and the status of issue resolution, needs to see results
Get the presentations and the plans up on the web faster
Information in but no information out
IRMP actions need to be communicated throughout the year
Need CIO to follow-up on the issues
Need leadership on cross government issues
Need more participation from Divisions
Need to connect with CIO/RMO and CITS on a regular basis
Need to invite Sophie to the ACIM meetings
Need to sort out the governance to know who is doing what
Needs to see results for the process
No sharing taking place
No sharing taking place
Not sure who to call in CIO office to solve specific process issues
Ongoing discussion/updates
Plan needs a clearly stated purpose
Presentation didn't change from one year to the next)
Previous opportunities for sharing have not materialized as expected
What does the CIO do for the ministries with the data in the IRMP?
Would like to see a list of qualified EA vendors for BC government ministries
Appreciated the IRMP summary
IRMP more valuable if ministry were able to see results from the issues raised for the CIO
Would be interested in a list of new projects like the list the CIO was asking for
Gives more meaning to the report and when it turns into an action plans

Timing and Instructions Issues

Better notice of submission dates
Delay asking for plans until ministries have a better idea of next years annual plans
Do we need both the plan and the presentation?
Formalize the timing of the IRMP, presentations and project information
Instructions in September timeframe
Limit length of presentations to half day
Make sure the sequence of the planning and budget cycles are in alignment

Make sure the sequence of the planning and budget cycles are in alignment
Needs to be more in sync with service plans
Needs to be more in sync with service plans
Publish fixed dates for process
Same service agency to many ministries needs the info for planning in Oct/Nov
Ok with existing timing and second request for project costing data in January
Instructions for both plans in one package
Could get better quality numbers and project description if plan was built in January
Like the timing, should have a draft plan by December
The meat of the service plans are done so IRMP data is close
This years timing was ok
This years timing was ok
IRMP presentations not that valuable because they are a one time event

Template and Format Issues

Can we get rid of the “fluff” at the beginning
Categories so not necessarily fit with Ministry planning parameters
Clearer instructions
Current format seems to align with central agency needs
Define the purpose/value of the presentations so they can meet the goals of the meeting (ie focus presentation on sharing and corporate planning)
Describe what is expected in each section/heading
Develop a standard format
Ensure that IS Directors signoff that they a copy of an up to date Business Continuity Plan
Format ok
Format– what format is best? Would a set format help? Current format ok
Get a group together to establish a best practice for IRMPs
Instructions for the IRMP should be part of the Service Plan instructions
Plan must be adaptable to deliver on our goals
Plan must be adaptable to deliver on our goals tie to service plan
Plan needs a clearly stated purpose
Review the instructions to make clearer
Review this years plans to adopt a best of breed
Sector ministries have different clients with different lines of business
Sector seemed a little strange
Set format so you can cut and paste from service plan
Some sections had to be force fit
Submit a inventory of Mission Critical Applications with Treat and Risk Analysis attached or Prove that your BCP is up to date and contains the needed information
Takeout repetitive sections

Tie process to service plan

Tie process to service plan

Have IS people on service plan team

Have IT staff on service plan team

Improvement would be to have IS people on the service plan team

Need a statement from CIO or Treasury board to “ensure IT people are involved in building the ministry service plan”

Data Requests

Data requests Coordinated through CIO –

Not pleased with the number of requests for the same or similar information coming from different sources with in CITS some with very tight time frames

Wants to know the “why” when data is requested

Wants to know what the data will be used for – can possibly suggest a better approach to collecting the data – also give a reason for the priority

ACIM/Governance issues

ACIM – strategic all CIOs

ACIM EXEC should be sector reps

ACIM needs to be more strategic, move CITS operational issues to one section?

ACIM needs to be revamped to fit into IRMP process

Document the process, sort out the governance structure

Level of representatives at ACIM is variable by ministry

Need to know what each committee is responsible for

Set time on the ACIM agenda for CIO/Ministry issues feedback

Sort out ACIM – strategic or operational?

Sort out ACIM and CITS operational meetings

What is happening to ADM of Corporate services and the IT sub committee?

Some issues could become ACIM issues and ministries work together to solve

Structure of IRMP Process

Ministry in wrong sector, should be with Forests and SRM

Need CIO to lead ACIM and give updates on plans at ACIM especially 10

CIO Plans – ACIM needs a secretary to document and monitor action items

Possibly get rid of ASDM of Corporate services IT sub committee – more ministries are getting rid of their ADM of corporate services

Sector seemed a little strange

Separate Presentation phase from the reporting phase

Smaller groups – seven ministries in one loosely connected sector was too many last year

The sectors are not right suggest have groups by client type (business, employee, citizen)

Would be more helpful if they were back in the “Social Sector”

Issues for CITS

CIO strategic info in e-BC, need strategic planning info from CITS

CITS budget and costs for services got out of sync because of ministry changes and Ministry forced cost savings, need more communication over budget

CITS costs seem to need someone with “cost accounting skills” to review (ie more volume of service does not always translate directly into straight line increase in cost, there should be economies of scale price breaks?)

CITS has to work out how ministries order additional server capacity

Feels there is an opportunity for the CIO office or CITS to make money by having an Enterprise Architect on board go from ministry to ministry and do the EA Plans

What are the CITS priorities for next year?

What is the direction of the shared service Portal?

How do we tie in what Frank Nash from CITS is doing for planning?

Seem to get requests from CITS on a daily basis

Need for coordinated/Standard request instructions

Appears to be duplication in requests

Appreciated one to one meeting to explain the nature of requests

CIO to should work with CITS to coordinate requests to ministries for data

Coordinated and streamlined would be better

Likes to know what data is being used for

Need update on CIO issues

Need update on CIO issues

Needs to know why data is being collected then can give it the right effort and priority

No issues with data requests Ministry has most of the info requested

Some data requests are quite onerous

Timing can be inconvenient – only two people in the branch

Would appreciate update on what results were gained from the data request

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Corporate Project Registry

A corporate project registry and application registry accessible by all would be helpful

Corporate Application? probably not needed

Need to look at corporate data model and assign data custodians for shared data

Nelson would support using a common tool

Not interested in paying for shared application

PEEK is also worth considering

PMO group have a tool, have a look as an option

Spreadsheets ok but would entertain MS access data input

Supports a corporate application for data on projects

Update project and application information at least quarterly

Would support a corporate application but would like it to link with PMO system

Application Inventory that supports CIO e-Government Strategy

Need a corporate application for application and project information (do a business requirement) (look at AGs project support system and others in marketplace such as Prosite, Adaptive. These are about \$100k for a corporate solution)

Multiple requests for the same or similar information is annoying

We need a central repository/shared data base

Want a better explanation of why information is needed

CITS seem to ask for more detail than required

Business sector application list more valuable to the ministry.

Very interested in participation in a corporate approach

Would support a web based self serve application

Has an application profiling system that he would be willing to share

Needs operational and contract info from an application

Willing to contribute funds

Notes for the CIO

Ministry has RFP for Enterprise Architect to redo the IRMP plan and set future targets

Need to see CITS side of the plan process

Needs to see CIO plan and status reports on CIO projects

Prepares plan for CIO only

What is the information used for?

Highlight a few applications for publication

Comments

- Suggested there is an opportunity for CIO or CITS to have a business architect service that ministries could utilize and Ministries should be encouraged to update their business architecture every three years or so.
- Need to see service descriptions and service levels from CITS
- What is not covered by CITS?
- ASD where is the contract management piece, where is the transition plan, can they communicate the timelines
- Comments on CITS
- Service appears disorganized
- Billing is an issue
- People are being burnt out
- Need an inventory of unused equipment so it can be redeployed

NOTE Ministry of Finance is reviewing all of their planning processes and would like to communicate with CIO to keep the review processes in sync

Appendix 3

Summary of Recommendations

Recommendations:

Value to the ministries

- Review the current governance model, establish and publish the terms of reference for each IM/IT committees.
- CIO to promote the e-BC strategy and plan.
- CIO to recommend to ministry Deputy's that IM/IT staff be involved in the development of the service plans.
- Office of the CIO to develop an Action Plan and have regular status reports, to resolve issues raised during the IRMP process.
- CIO work with Ministry IS directors to build a three year strategic plan that supports the e-government goals and supplies the foundation pieces to support Ministries projects into the future and present this plan to Ministries.
- CIO and ministries to establish a process and standard for delivering a business architecture plan for each ministry and be able to roll the ministry plans into the enterprise architecture plan. A summary of each ministries business architecture plan should be included in the IRMP

Improving the IRMP process

- Office of the CIO to work with a group of Ministries IS Directors and IRMP Coordinators to develop a standard template for Information Resource Management Plans, update the instructions, review the schedule and realign the groupings.
- CIO and ministries will work together to develop cross government themes that will be addressed as priorities in the IRMPs
- The initial IRMP meeting should continue to include Ministry presentations on how the Ministry IM/IT plans align with their service plans and corporate IM/IT direction;
- Ministry IRMP presentations to the CIO should occur in January to allow closer alignment with ministry budget and service planning cycles;
- The IRMP process should be expanded into an ongoing process by instituting a mid year CIO review focussing on corporate and sector projects, ministry applications and their alignment to the IM/IT priorities of government.

Data Coordination/Currency

Office of the CIO address the issue of data requests by coordinating requests for information from CITS and the CIO. The CIO will also coordinate the development of a corporate registry accessible to government for data on projects and applications that is regularly asked for.

Operational/CITS

- CIO ensure CITS staff or a representative is available to respond to issues raised during the IRMP presentations.
- CIO to request that a status report from the ASD Secretariat be sent to Ministries IS Directors and that there is a process for ongoing communication.
- CIO ask CITS to coordinate the development of an inventory of surplus equipment available for redeployment.
- CIO inform CITS customer service directors that ministries would like more information on budget and service costs and recommend that the service representatives explain the algorithm for the cost of services. The customer service directors should also ensure ministries are aware of what is included in existing services and how and when additional capacity should be requested from CITS/MSER shared services.

Appendix 4

Combined List of Issues from IRMP Presentations and Interviews

	Issue
	ASD Framework for ICT
	Security, Authentication and Identity Management
	e-Service Interoperability in the Broader Public Sector
	Information Rights and Obligations
	Use of Enterprise Infrastructure
	e-BC Launch
	Funding of Enterprise ("Good for Government") Initiatives
	Mobility Strategy and Framework
	MMS Capacity Exposure
	IM Risk Management Framework
	Cost Barriers to Adoption of Corporate IM Standards
	ICT Planning Process
	CITS Regional Services and ASD
	Privacy Barriers to Citizen-Centred Service Delivery
	Extended Technical Support Hours
	Aging and Growing Application Inventory
	Credit Card Policy
	Advance Digital Divide Efforts
	e-Signatures
	Portal Metadata
	Rationalize Portals
	Mainframe/Legacy Migration
	Improved ICT Leadership
	Document Security Policy
	PLNet Security
	ISB staff participation in Service plan - Ministry staff are not as involved as needed to keep the IRMP inline with the Service Plans
	CIO & CITS Strategic Directions Presentations to kick off IRMP - Ministries expressed a strong interest in having the CIO and CITS present an corporate

	IRMP to ministries
	CITS IRMP representation - Ministries would like CITS representatives at the presentations so any issues that are brought up can be responded to or assigned to a person for action.
	Central Agency Data Request Coordination - Requests for data from the central agency should be coordinated to decrease the number of requests and eliminate redundant requests.
	CIO governance model for IM/IT delivery - Ministries are looking to the CIO to define the governance model for IM/IT delivery, i.e. what is happening to the various committees, has their role changed?
	Sector realignment - A number of Ministries would like the IRMP sectors realigned to expand the opportunities for sharing and common problem resolution.
	ASD Communications - ASD, where is the contract management piece, where is the transition plan, can they communicate the timelines to ministries, who do you contact to get information
	Unused Equipment Pool - Need an inventory of unused equipment so it can be redeployed
	CITS budget, services, rates - Ministries want more communication over budget and service costs from CITS
	CITS price point breaks - More volume of service should not always translate directly into straight line increase in cost, there should be economies of scale price breaks
	Additional Server Capacity - CITS has to work out how ministries order additional server capacity
	CIO/CITS Enterprise Architect services - There appears to be a need for office of the CIO or CITS to have an Enterprise Architect on board to go from ministry to ministry and do the Business Architecture Plans for ministries
	CITS Services Gap - Need to see service descriptions and service levels from CITS to determine what is not covered by CITS
	IRMP plans alignment to CIO goals - The IRMP Plans should be aligned to government goals and objectives and the plans should have a specific theme(s) that government wide IM/IT planning should address
	IRMP Action Plan - Ministries want a corporate IRMP action plan, with regular communication updates, to track both activities and progress on common key issues and barriers.