



Evolving Towards a Mature and Aligned Enterprise

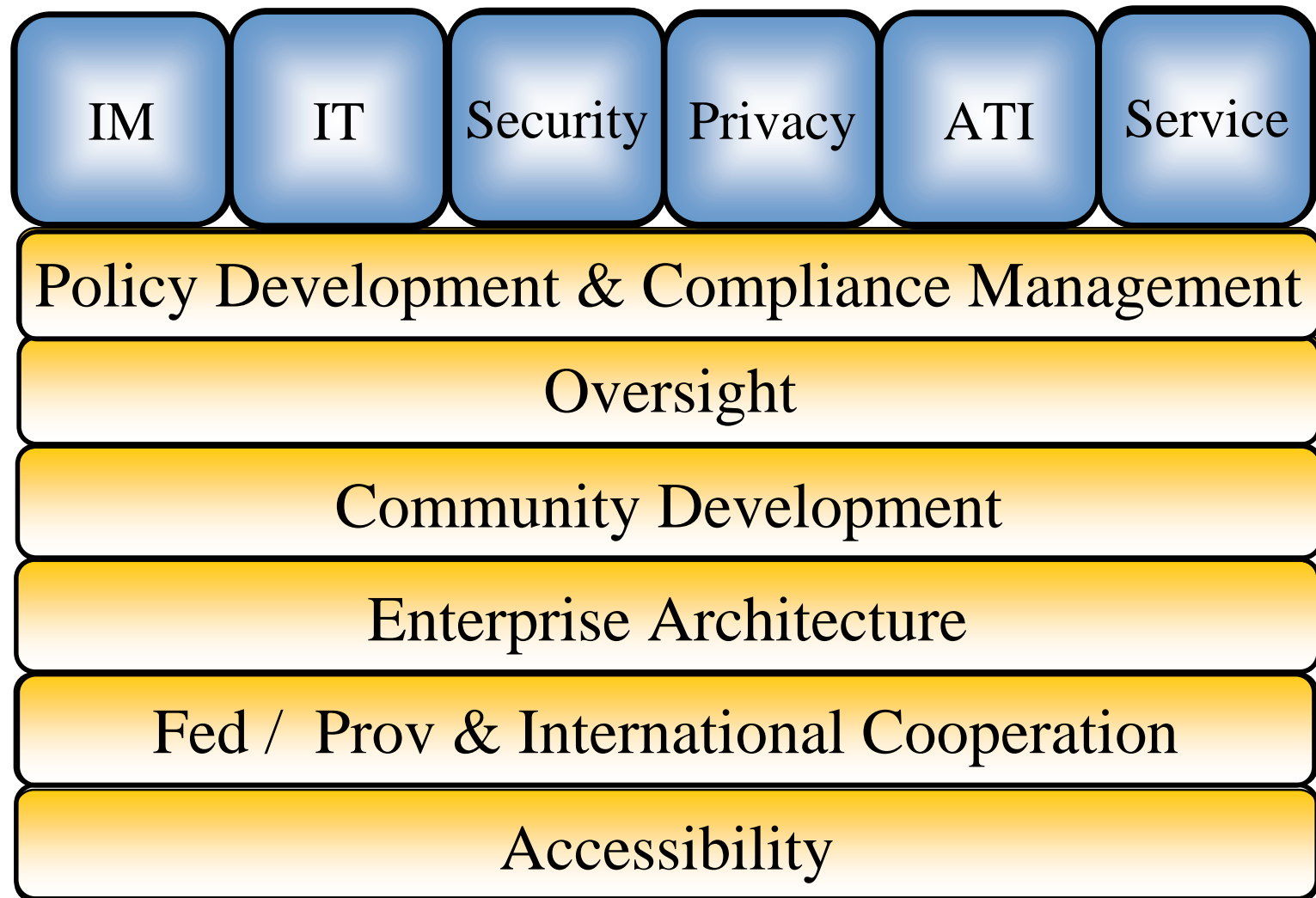
Presentation to Professional Development Week 2006

Ken Cochrane

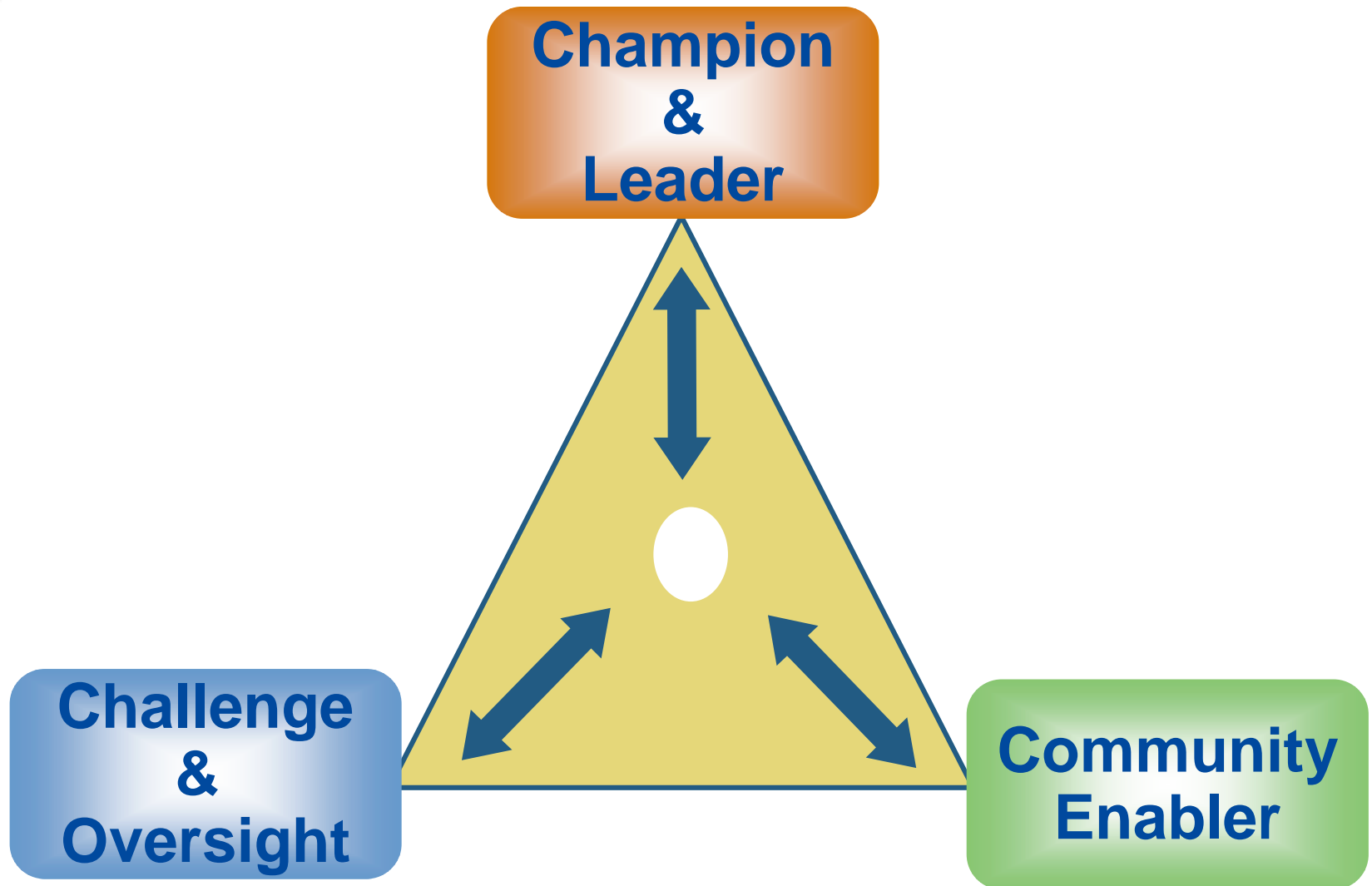
**Chief Information Officer of the
Government of Canada**

November 28, 2006

Scope of CIO Branch



CIOB – Balancing Many Hats





Management in Government

Strategic
Objective

Management Excellence

Government is well managed and accountable and resources are allocated to achieve results

Areas of
Focus

Management
Oversight

Expenditure
Management

Key
Enablers

Service Transformation

Public Service Renewal



CIOB Initiatives

Challenge & Oversight

Improved Project Oversight*
Policy Suite Renewal
EMS Support

Champion & Leader

Identity Management*
External Services
Internal Services
Grants & Contributions
IT Security

Strengthened Operations

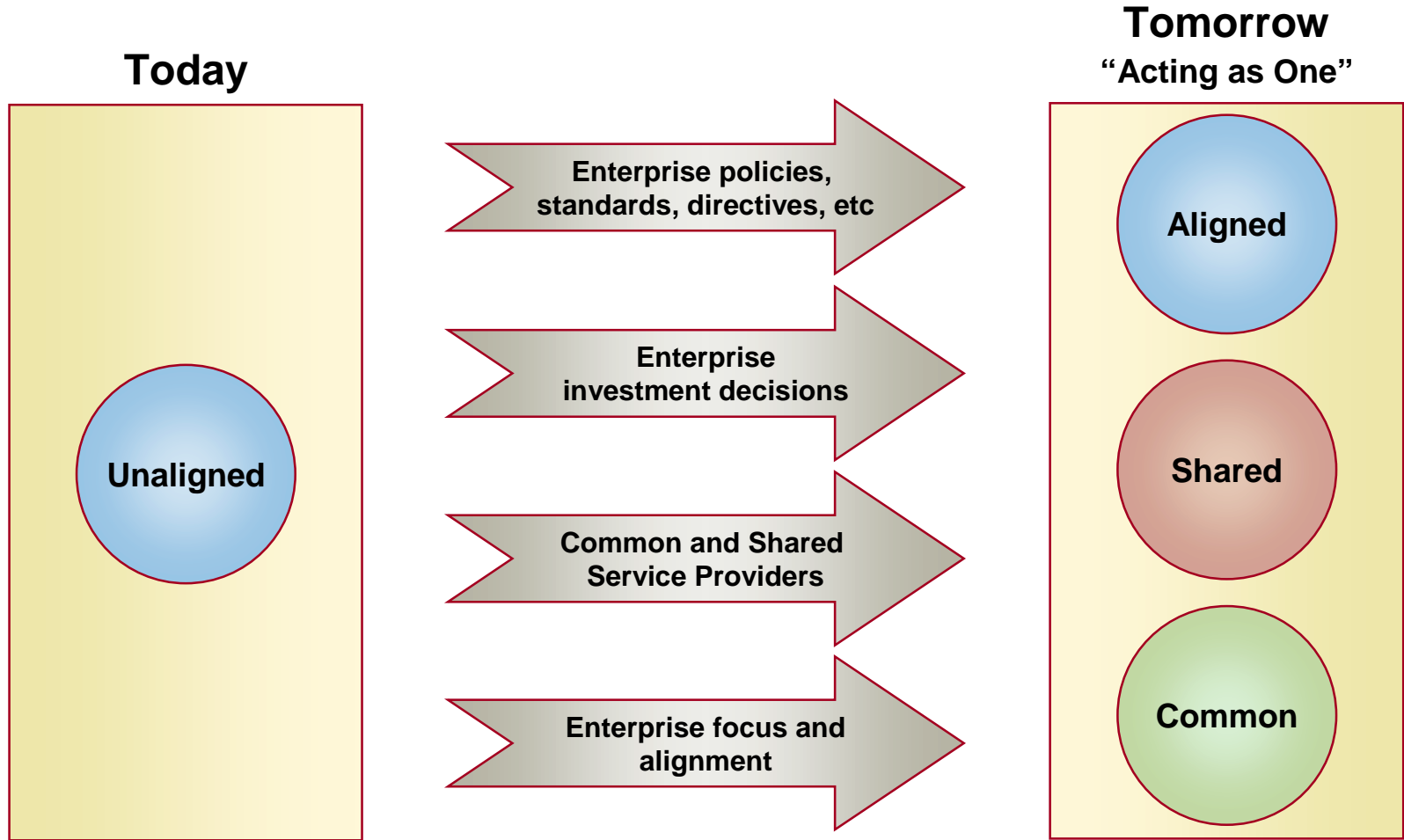
Community Enabler

IM Program*
Relationship Management
Community Development
Community Engagement

*Top 3 Priorities



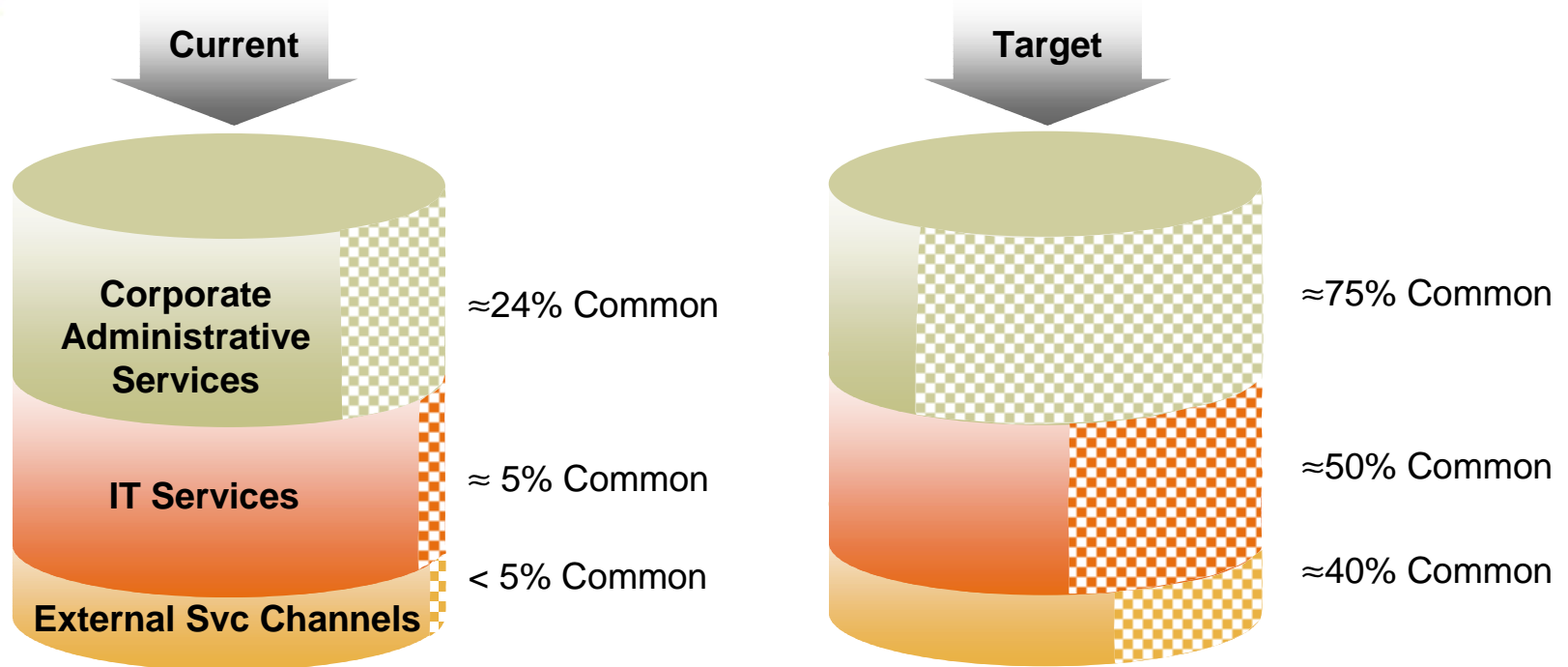
Better Management Through “Acting as One”



The Change levers.



Background: Enterprise Approach



- fragmented – lack of common standards
- more expensive to operate
- difficult to pull together information from a government-wide perspective
- levels of service vary widely department to department

- cost savings through economies of scale and standardization
- GoC-wide services support citizen-centric delivery of GoC programs
- Availability of credible, consistent, timely management information for decision making
- common levels of service, and commensurate to program needs



Importance of Horizontal Initiatives: the Case for Change is Clear



Faster and better **reporting** on results at Enterprise level



Agility to respond to program and government changes



Improved confidence in IM and IT as **enablers** of program delivery



Improved **mobility** and value-added from staff



Higher **efficiency**

Acting as Many: The HR and Finance Landscapes

HR System	Depts
CMS(HRSDC)	1
HRIS(PWGSC)	32
HRMIS	3
Psoft	25
PCIS	2
SAP	3
TIPS	2
Other	~26
Total	94

Finance System	Depts
CMS(HRSDC)	1
CDFS(PWGSC)	10
FreeBalance	29
G/X	8
Oracle	7
SAP	20
CGFS	8
Psoft	1
Other	~10
Total	94

Departments/agencies acting independently, rather than from an enterprise perspective

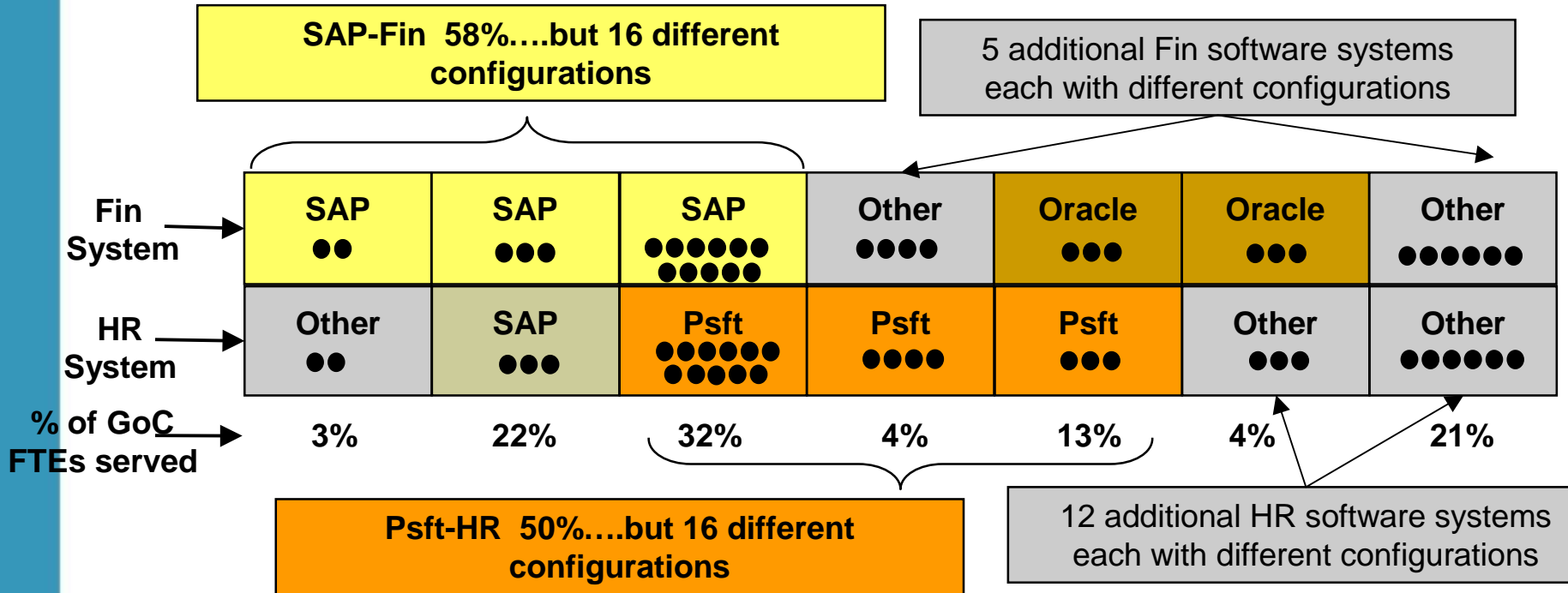
HR & Fin/materiel Systems – Current Reality...

- Government-wide procurements for SAP-Financials & Peoplesoft HR in mid 1990s...
- ...but system implementations lacked overall GoC direction from centre
- High costs of maintaining multiple software systems & multiple configurations of each
- Significant “friction” in internal services (staffing, transfers, acting pay...) from lack of mandatory common processes and information in a single system

...we know we need to re-think our approach



HR & Fin/materiel Systems – Current Reality...



Problems with Corp Admin Systems

- Multiple technical solutions
- Multiple versions of applications
- Limited standards: data, process, service
- Limited interoperability & integration
- Inconsistent reporting
- Lack of data sharing
- Significant burden (\$ and people) to organizations

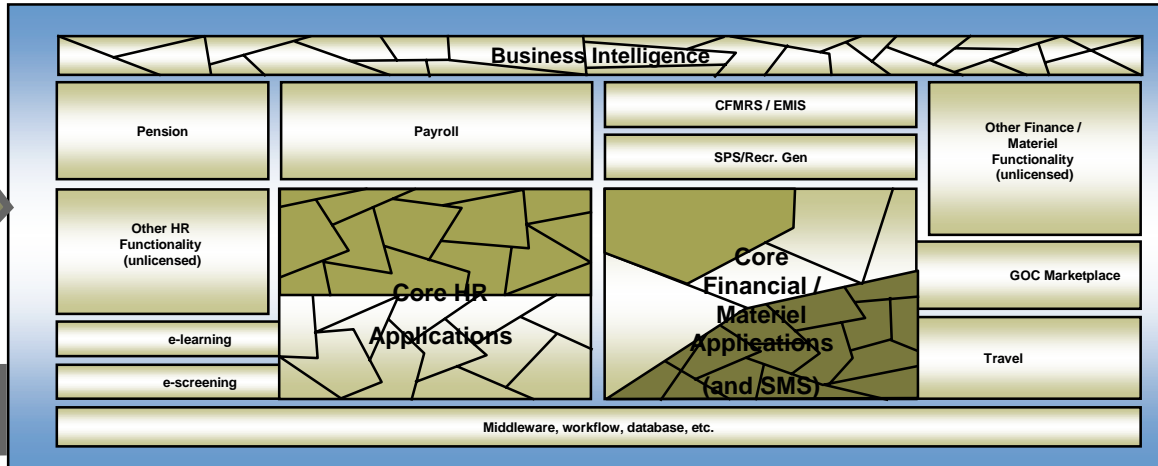
Many solutions providing similar services not always resulting in the same outcomes.



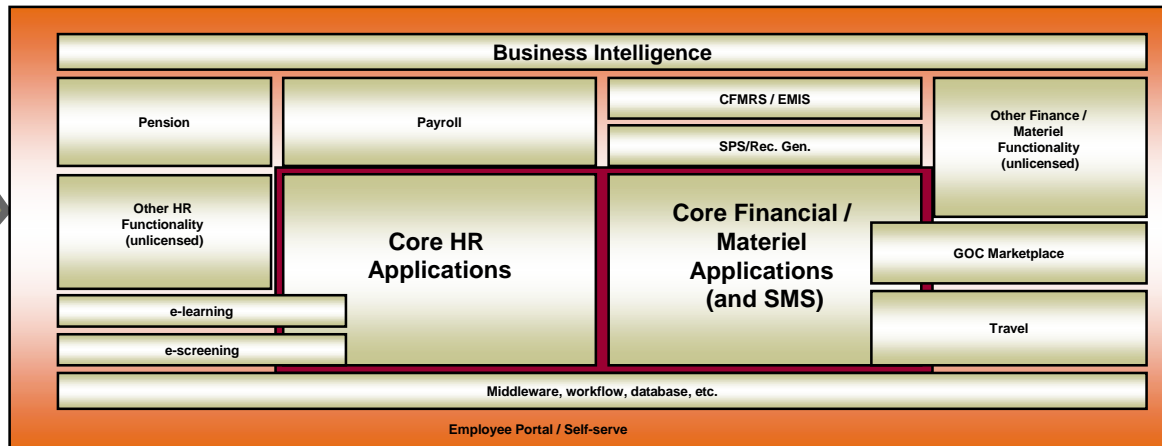
A Pressing Horizontal Initiative: Corporate Administrative Systems

1990's: well over 100 financial and HR systems with few if any whole of GoC systems

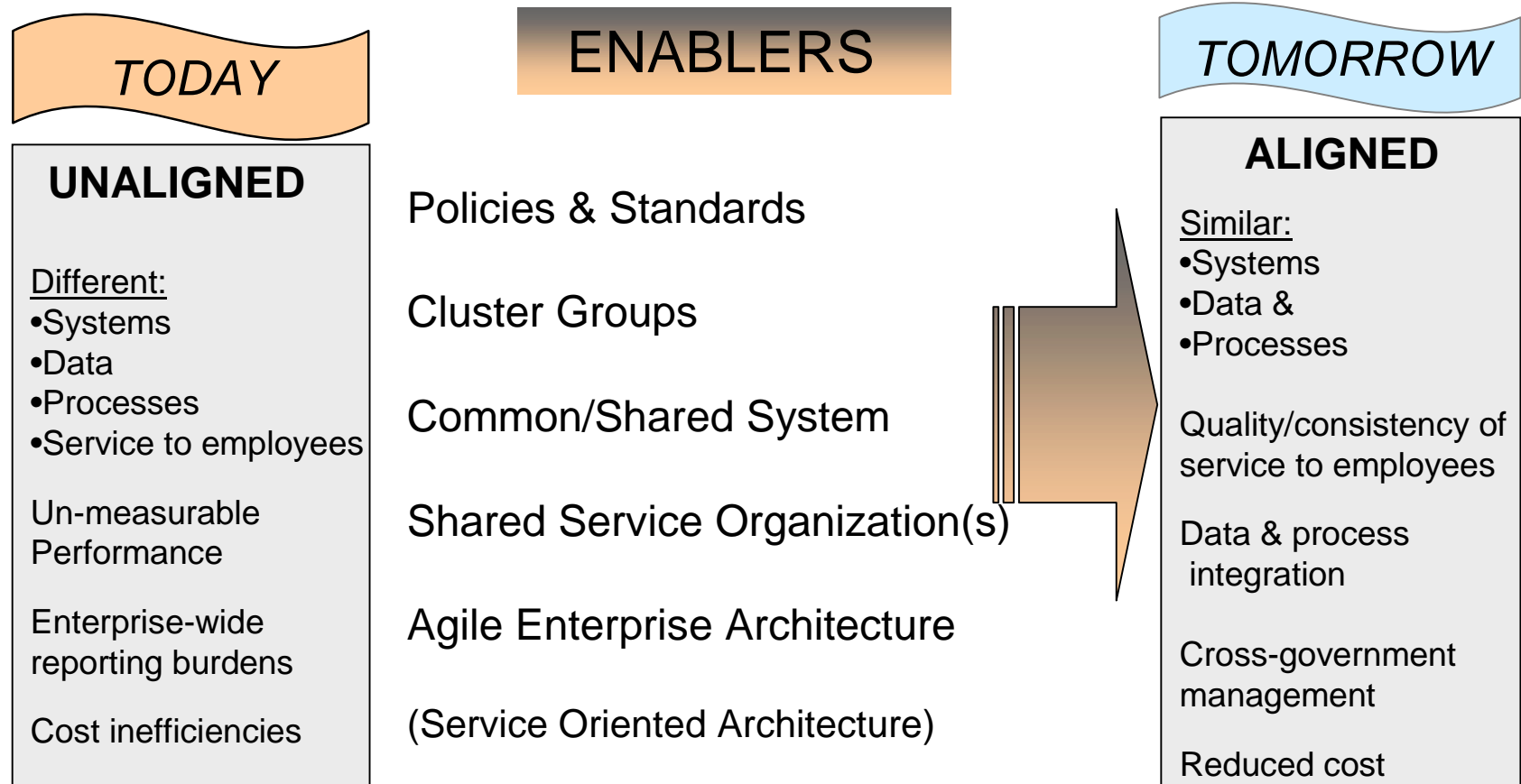
Current



Target



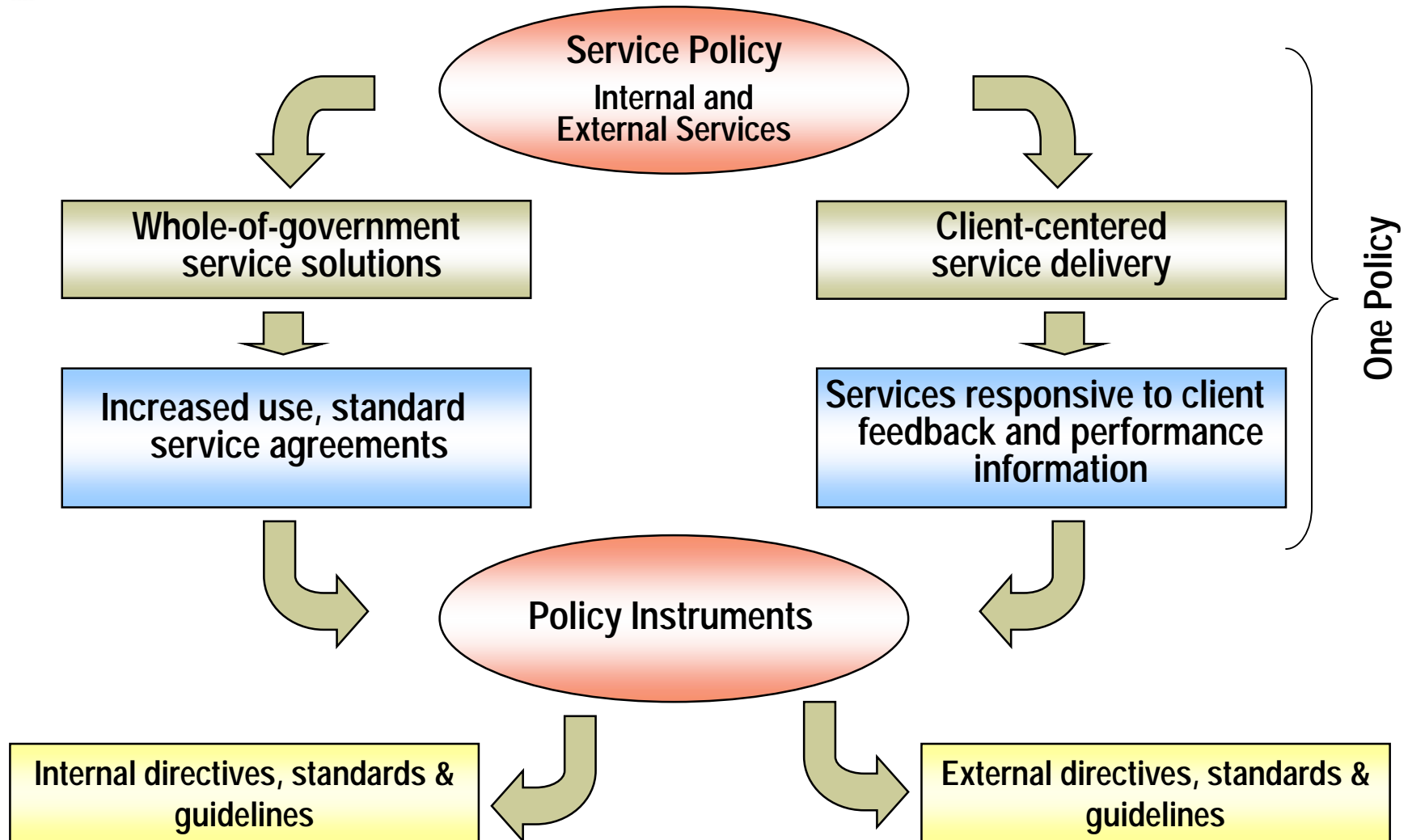
Acting as One: The Enablers



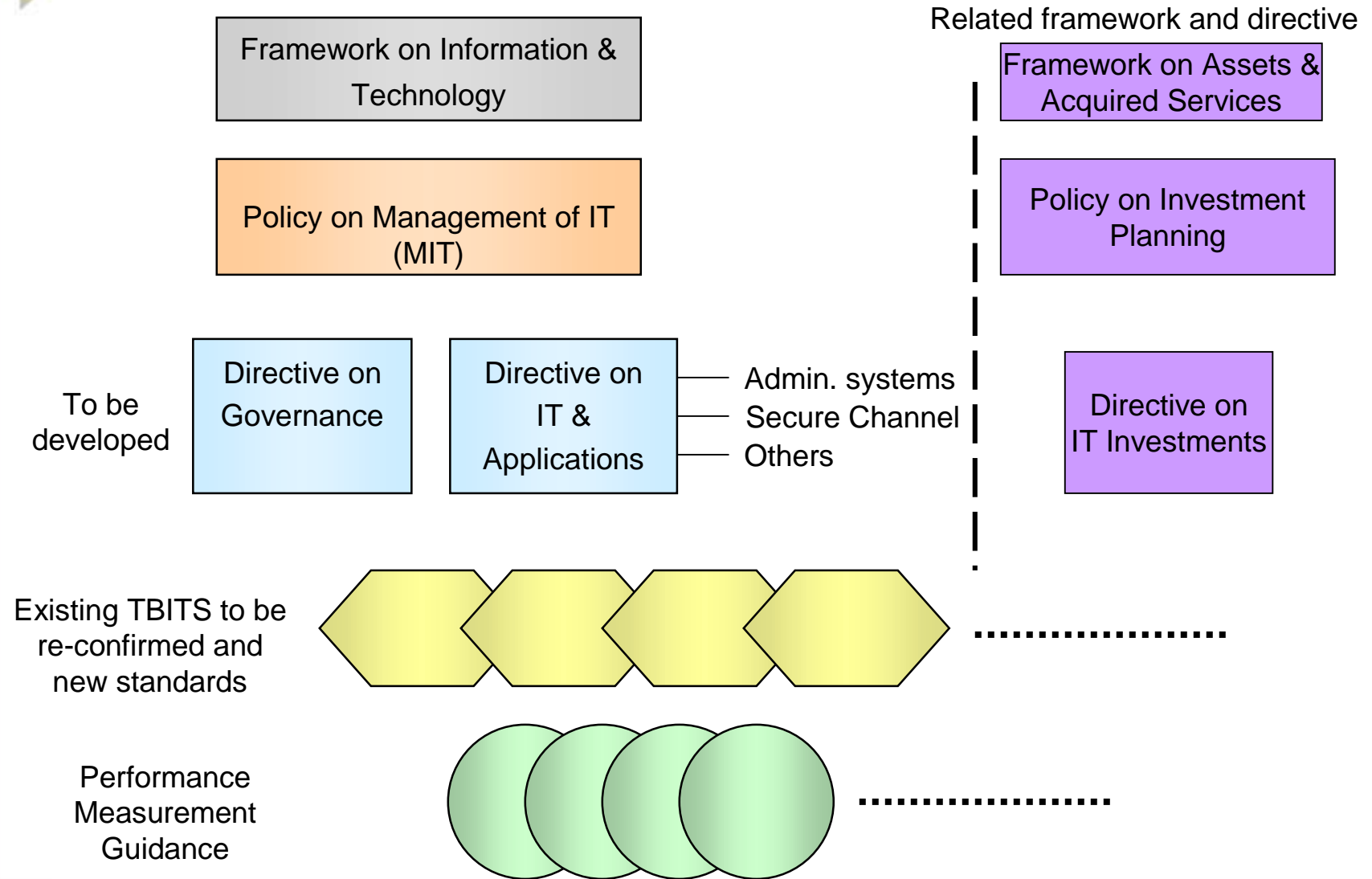
Enablers are enacted as the maturity level of the government increases.



Policy on Service



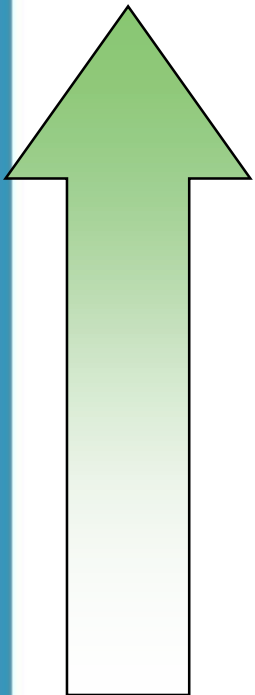
Policy on Management of Information Technology & other Policy Instruments



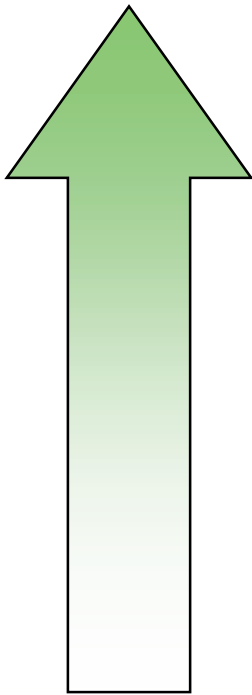
Objectives

- Few Systems
- Interoperable
- Consistent Data
- Consistent Processes

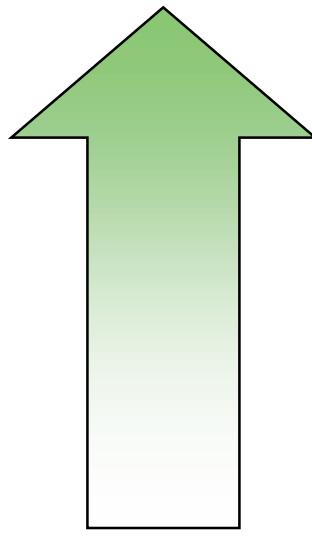
Corporate Admin Strategy



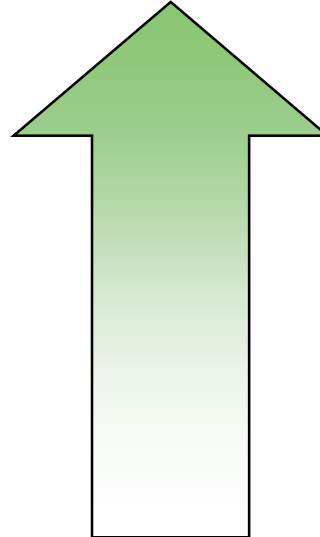
Standardize Data



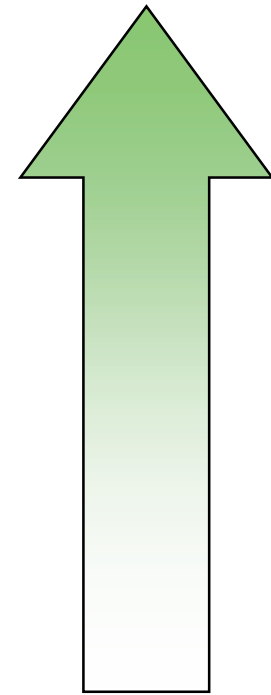
Standardize Processes



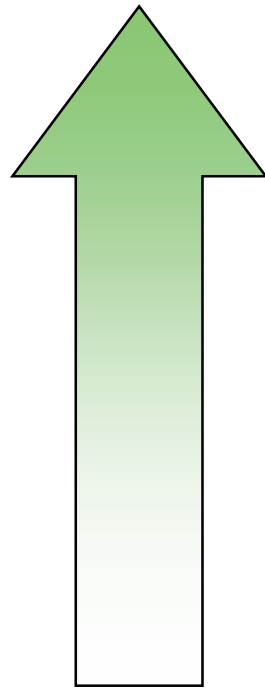
Manage Evolution of Current Systems



Establish Data & Process Bridge



Establish CAS-SSO



Standardize Systems

SAP

PS

Oracle

Free Balance

In-House Apps

etc...





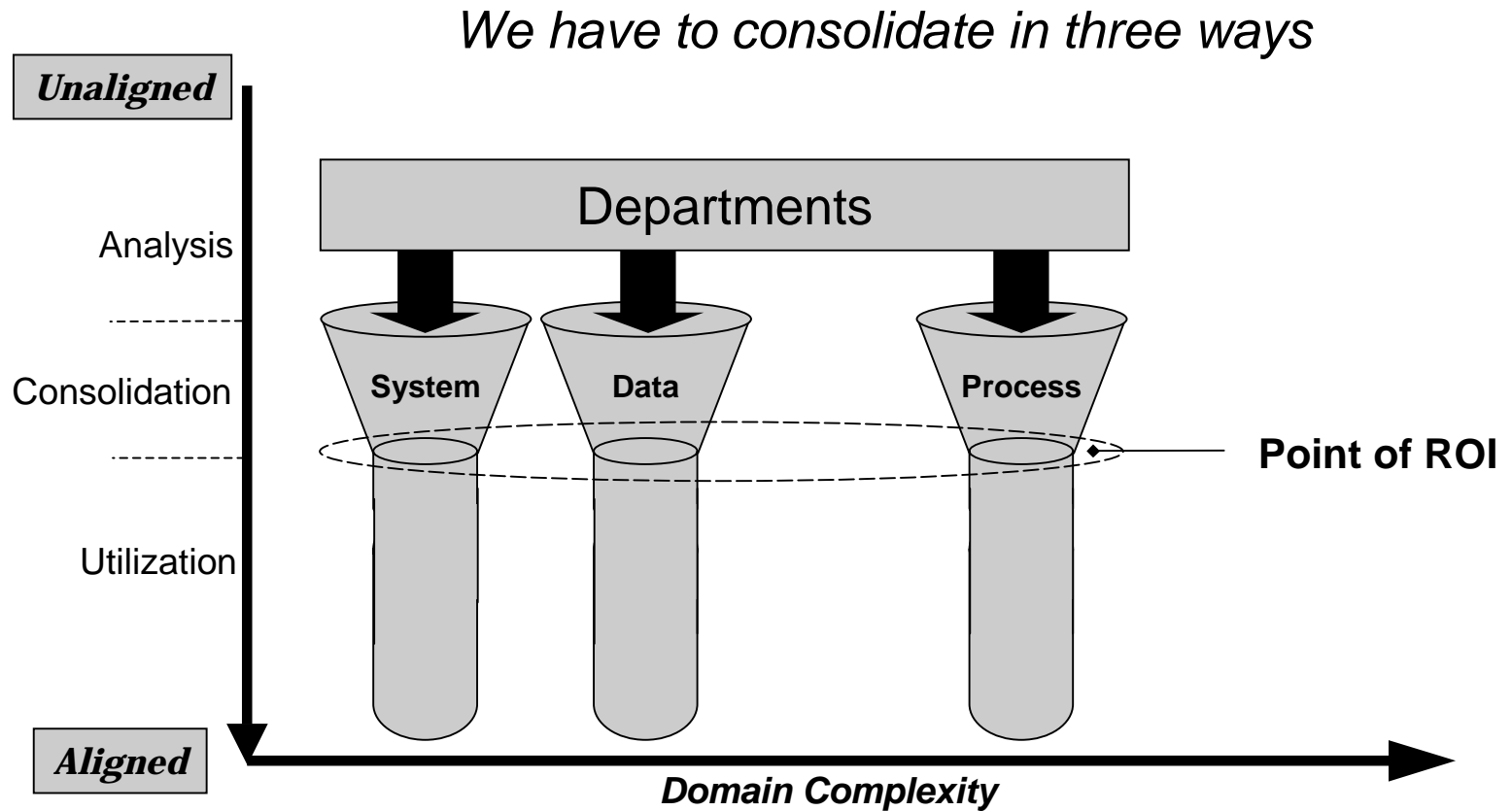
Enabler: Directive on Corporate Administrative Systems Investments (Current Target)

- Targets **PeopleSoft 8.9** and **SAP 4.7**:
 - Government-wide licenses
 - Existing cluster groups
 - We do NOT require departments to move to these systems at this time, to minimize impacts on the departments
- Encourages sharing or reuse of existing systems; discourages implementations of unaligned (new COTS or custom) systems
- Enables a clearer picture to emerge of the enterprise-wide finance, materiel and HR landscapes, their ongoing activity and requirements; useful for providing guidance now and for future planning

Directive provides the appropriate guidance to start the consolidation process.



The Funnel of Consolidation



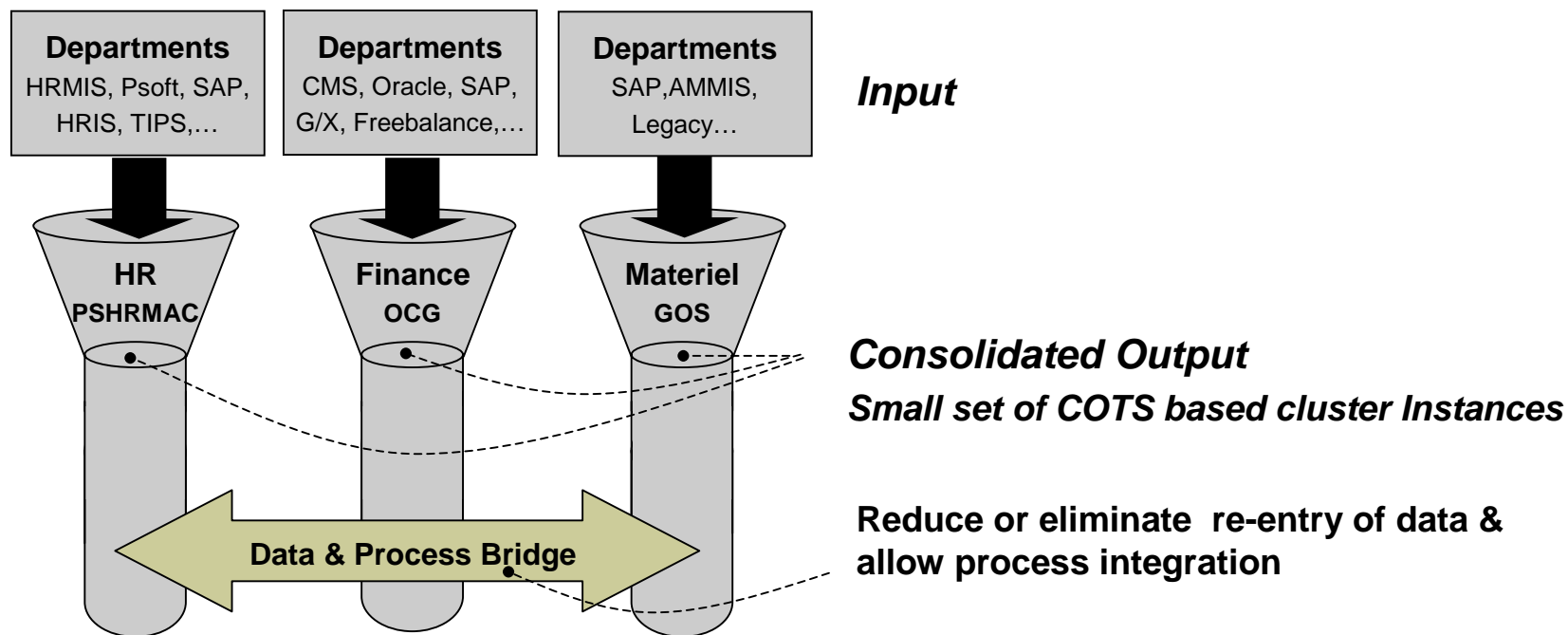
Efficiency and effectiveness requires consolidation in three (3) main areas.



Discussion: The System View

System Funnels

CIOB, PSHRMAC, OCG, GOS and other depts. develop consolidation approach

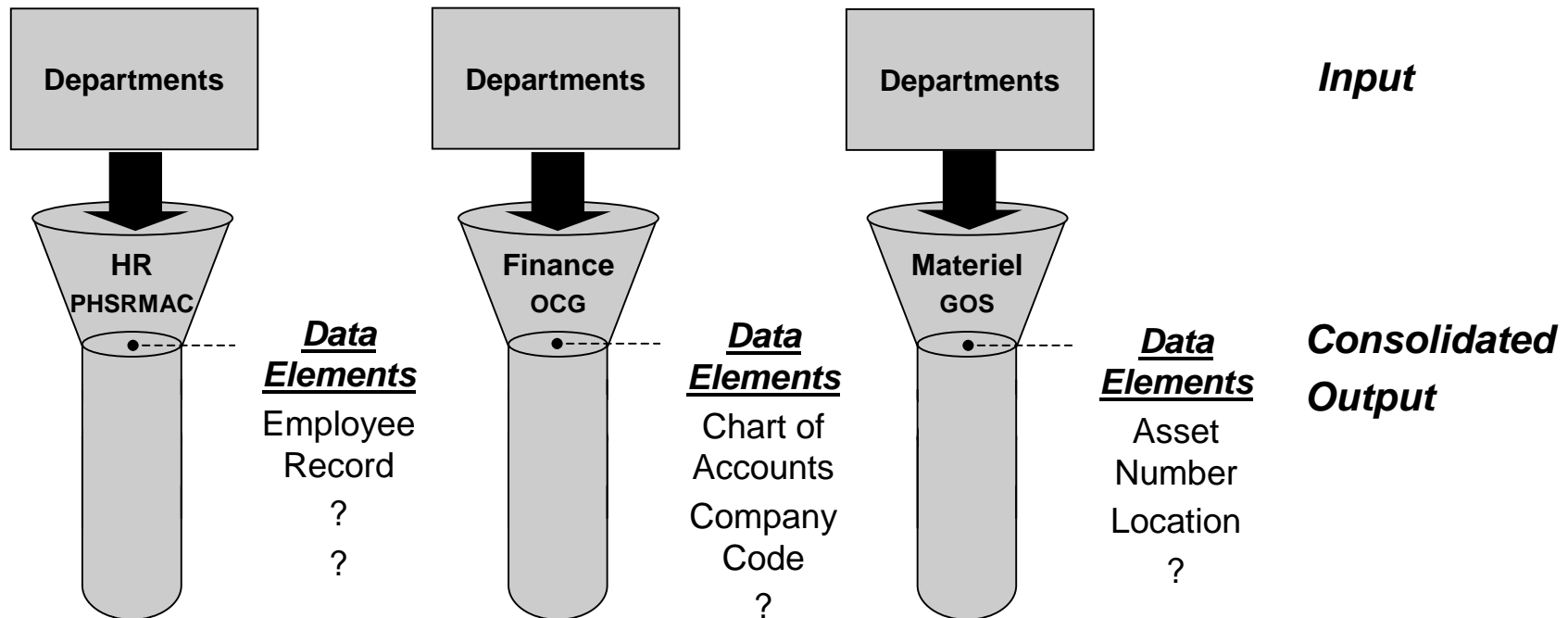


Although the most understood consolidation, we must not underestimate its complexity.

Discussion: The Data View

Data Funnel

CIOB, PSHRMAC, OCG and GOS determine consolidation data elements and develop consolidation approach

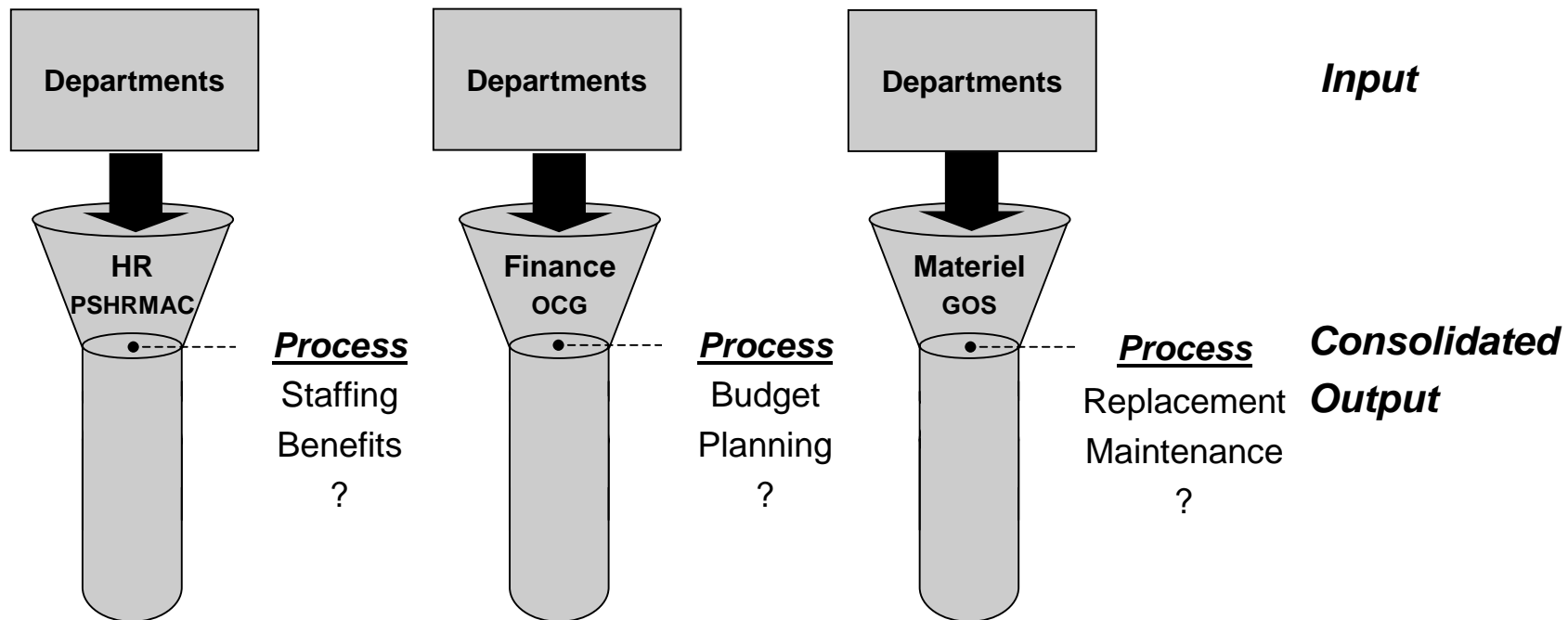


There are probably supporting data elements to consider.

Discussion: The Process View

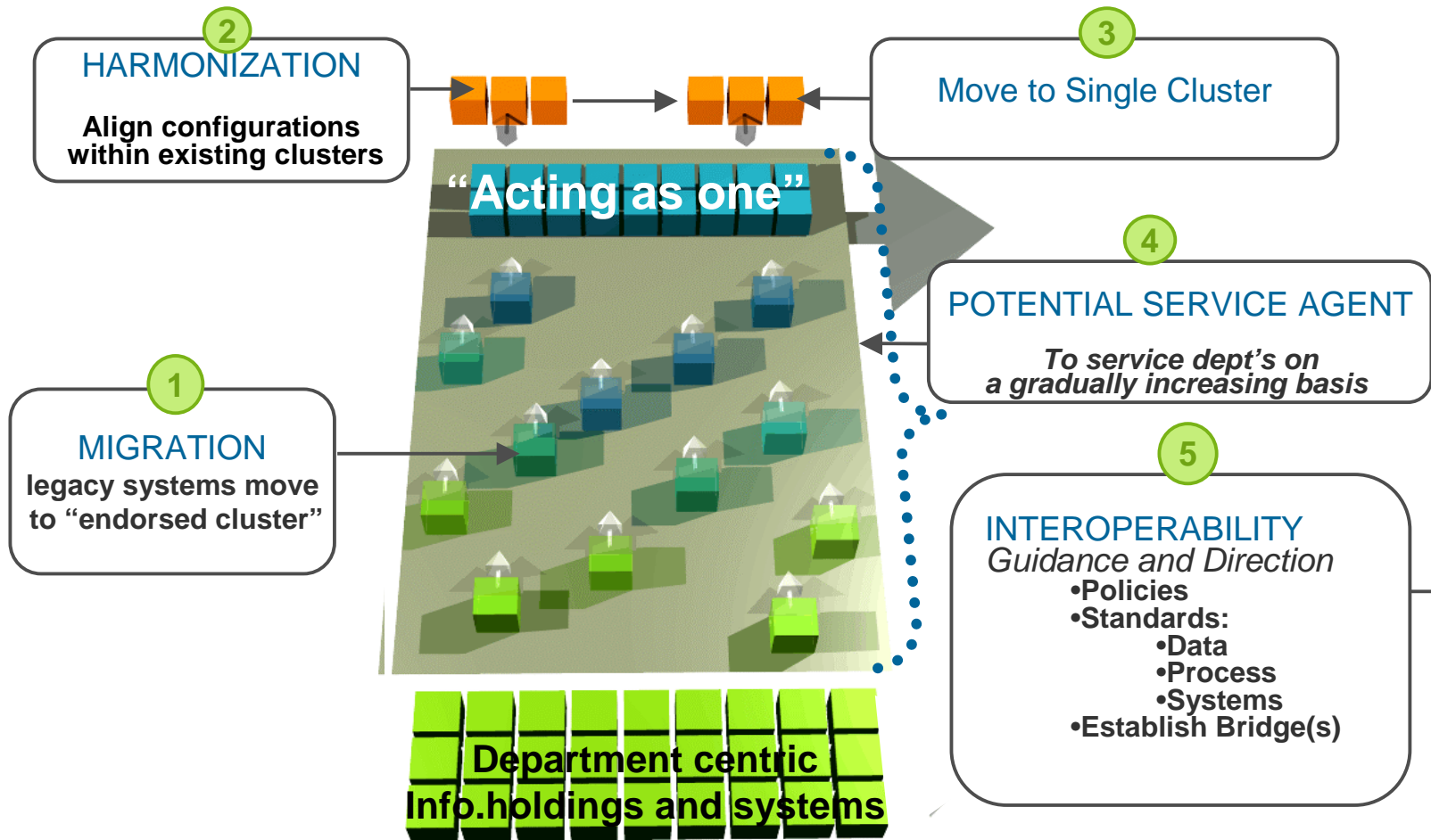
Process Funnels

CIOB, PSHRMAC, OCG and GOS determine processes to consolidate as well as develop consolidation approach



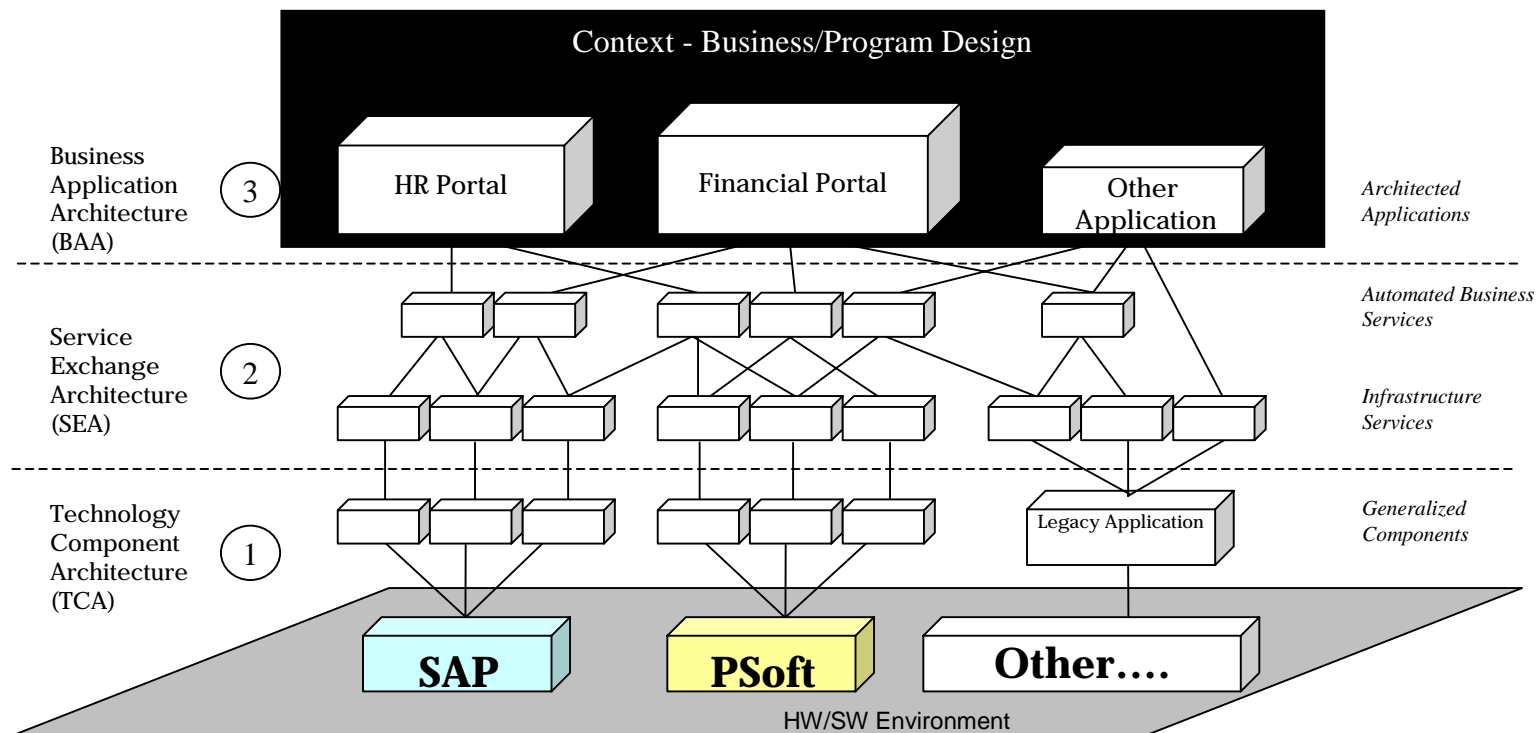
Like the Data View, there are probably supporting processes that need to be considered.

Corporate Admin Systems



...guided by whole-of government principles and policies.

“A Future Target” - An Agile Organization using the GC SOA as Key Enabler

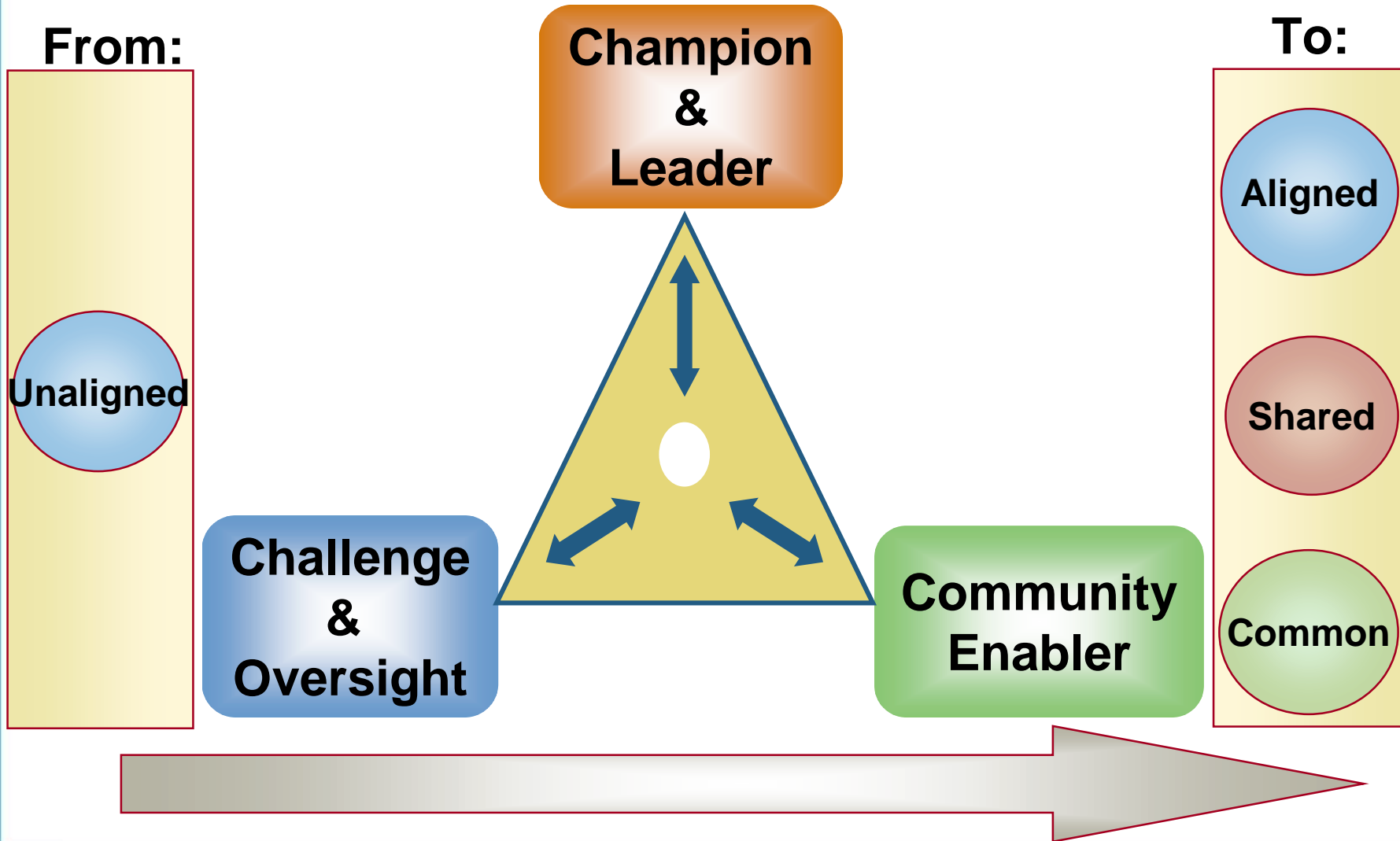


The flexible “plug-n-play” design of the GC SOA allows applications to come and go so that best of breed and cost points can be considered over time.

By utilizing the GC SOA model, the GC is NOT fully committed to any one supplier.



Achieving Management Excellence through... “Acting as One”



Canada 