Managing as an Enterprise
Next Generation Public Services

GTEC Week

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A/Chief Information Officer

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2005 Budget

- Budget 2005: Canada's commitment to modernize management practices
- Initiatives focus on four areas:
  1. Improved service quality and efficiency
  2. Reinforced capacity of the public service
  3. Strengthened governance and accountability
  4. Sound stewardship of public resources
- *Our goal is to offer Canadians the best public service possible*

Pressures for True Transformation

- Demographic and economic pressures and social imperatives demand fundamental rethinking
- Siloed services and unmanaged channels cannot be sustained
- Must behave as an enterprise
  - Services must add up to policy outcomes
  - Need consistent, timely data to manage performance and harvest enterprise dividends
- Untapped cost savings and service improvement opportunities in service delivery, grants, etc

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Key Transformation Initiatives

External Services	Internal Services
Service Canada Canada Business My Account	Corporate Admin Services IT Services Procurement, Real Property

Consistent Approach:

- Client focus – fast, self-service where possible
- Streamlined and standardized business processes and information
- Common systems and new delivery models

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External Services

Broad Range of Services

Government of Canada services directly impact the lives of most Canadians – as individuals, businesses and while abroad

- Social and tax benefits
- Safety information
- Passports, visas
- Regulatory / licenses
- Health & wellness
- Consumer recalls
- Business start-up
- Air and water quality

- Geographical information
- Services for Aboriginal Peoples
- Support to Veterans
- Rural economic programs
- Science and technology support

Delivered Across Canada

1615 Points of Service and 31,300 employees

Direct annual costs: $3 billion

	Internet	Phone	Mail	In-Person
	800+ National Websites	130+ Call Centres	30+ Processing Centres	800+ Offices
COST	<$1	IVR: <$1 Agent: $10	$20	$30

According to Canadians

- On-line services are more accessible and responsive

- Trust on-line is increasing

- Overall satisfaction with federal services is up

- 90% think our web sites are as good or better than the private sector

- 81% who have used an on-line version of a government service would do so again

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A lot of transformative work underway

Service Delivery

- **Service Canada**

- **MyAccount**

- **E-Contact**

…and others

Service Transformation

- **BizPal**

- **Live, Learn, Succeed**

- **Réseau**

- **Indian Registration Card**

…and others

Two-pronged strategy to extend this foundation …

A Transformation Agenda

- Tie together the transformative work underway under one agenda – the next generation service vision and strategy

- Support Service Canada in expanding offering to provide one-stop, integrated service delivery

- Key client segment leaders shape and drive service integration – need "Business Canada" strategy

- Expand "My Account" to provide single client view of government(s)

Modern Management of Service Delivery

- Performance indicators and standards

  - To support accountability, areas for improvement, enterprise-level investments and decisions

- Continuous improvement

  - Service managers to measure client satisfaction and respond to the findings

  - Global satisfaction assessment every two years

- Simplify and strengthen business processes

  - Document key processes, add or eliminate steps as needed, then automate where it makes sense

Internal Services

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Internal Services Modernization

Budget 2005

… a strategy to improve the delivery of internal services and increase operational efficiency

The government will introduce a shared service approach to information technology, human resource management and financial services starting with a critical mass of departments and agencies

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Vision for Internal Services

Better service quality

- Single sign-on to streamlined, self-serve administrative services, and common, effective workplace tools

Better decisions

- Timely, accurate government-wide information and reporting

Efficient, effective public administration

- Robust, cost-effective services and infrastructure
- Consistency and transparency of costs and service levels
- Agility and responsiveness to changing requirements

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Initial Focus

- **Corporate Administrative Services** ($6B annually)
  - HR, financial and materiel management
  - Eventually – asset management services

- **Information Technology** ($5B annually)
  - Distributed computing (desktop) support
  - Data centre operations
  - Network services

Principles & Approach

- Detailed studies to determine feasibility and implications (results to ministers in winter 2005/06)

- Shared services organizations focus on service excellence in IT infrastructure services and in HR, financial services

- Strategic and advisory services stay in departments

- Balanced distribution of shared services resources across Canada

- Integrated governance of implementation, including change management

- Phased implementation, with off-ramps and go-no go decisions

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Workforce Implications

- **Internal Services Modernization is NOT about cutting jobs – NO LAYOFFS ARE PLANNED OR EXPECTED**
  - Changes will phased in over next five to seven years

  - Productivity gains expected – but will be balanced by natural attrition and baby-boomer retirements

  - New jobs will be created in departments and SSOs

  - Government will work collaboratively with employees and bargaining agents to manage HR impacts

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Putting It All Together

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Managing as an enterprise

- Common definition and view of business lines

- Common view of the client we serve

- Common business processes across all lines of business and shared enterprise information

- Common identification of employees

- Common measurements against corporate goals

- A single infrastructure to support services

- Enterprise governance

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The Role of the CIO

Informatics
IT standards, policy, architecture and interoperability

Information
IM/IT strategies, architectures and interoperability

Innovation
IM/IT and service strategies, architectures, and interoperability

Reduced cost and complexity, increased transparency

| 1993 | 1994 | 1995 | 1996 | 1997 | 1998 | 1999 | 2000 | 2001 | 2002 | 2003 | 2004 | 2005+ |

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Enterprise IT Management: IT Oversight

- **Performance measurement**
  - Establish baseline and reporting mechanisms
- **Outcome Management practice**
  - Assesses programs/services against identified outcomes (financial and/or non-financial)
- **Centre of Expertise for large IT projects?**
  - CIO community to discuss options and implications

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Enterprise IT Management: IT Security

- **Progress**
  - Management of IT Security (MITS) standard
  - IT Security Self-Assessment
  - Enhanced awareness and training
  - Common and shared solutions

- **Key Activities**
  - Provision of guidance, awareness measures and compliance assessment accelerated
  - More support for small departments and agencies
  - GC IT security vision and strategy being developed

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Enterprise Information Management

- **Government of Canada IM Program**
  - Anchors and links our strategic IM initiatives
  - Enables departments to benefit from "design once, apply many times" enterprise designs and services
- **Strategic Outcomes**
  - Responsible stewardship of information assets
  - Transparency of decisions and process
  - Availability of reliable information to achieve program and service outcomes
  - Compliance with information management policies and legislation

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Enterprise Information Management (cont'd)

- **Other Activities**
  - **MGI Policy Implementation Fund**
    - $6 million over two years for innovative projects supporting implementation of the MGI Policy
    - 38 projects funded – 7 directed at small departments and agencies
  - **IM Portal**
    - Single point of access to IM resources for use in the Government of Canada

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Enterprise approach to managing IM/IT community

- **IT Community**
  - **Primary business lines:**
    - **IT Community HR Framework Project**
    - **Leadership Development Program**
    - **Pre-qualified Pools (PQPs)**

- **IM Community**
  - **IM Community HR Framework**
  - **IM Certificate Program**
  - **IM Community Leadership Program**

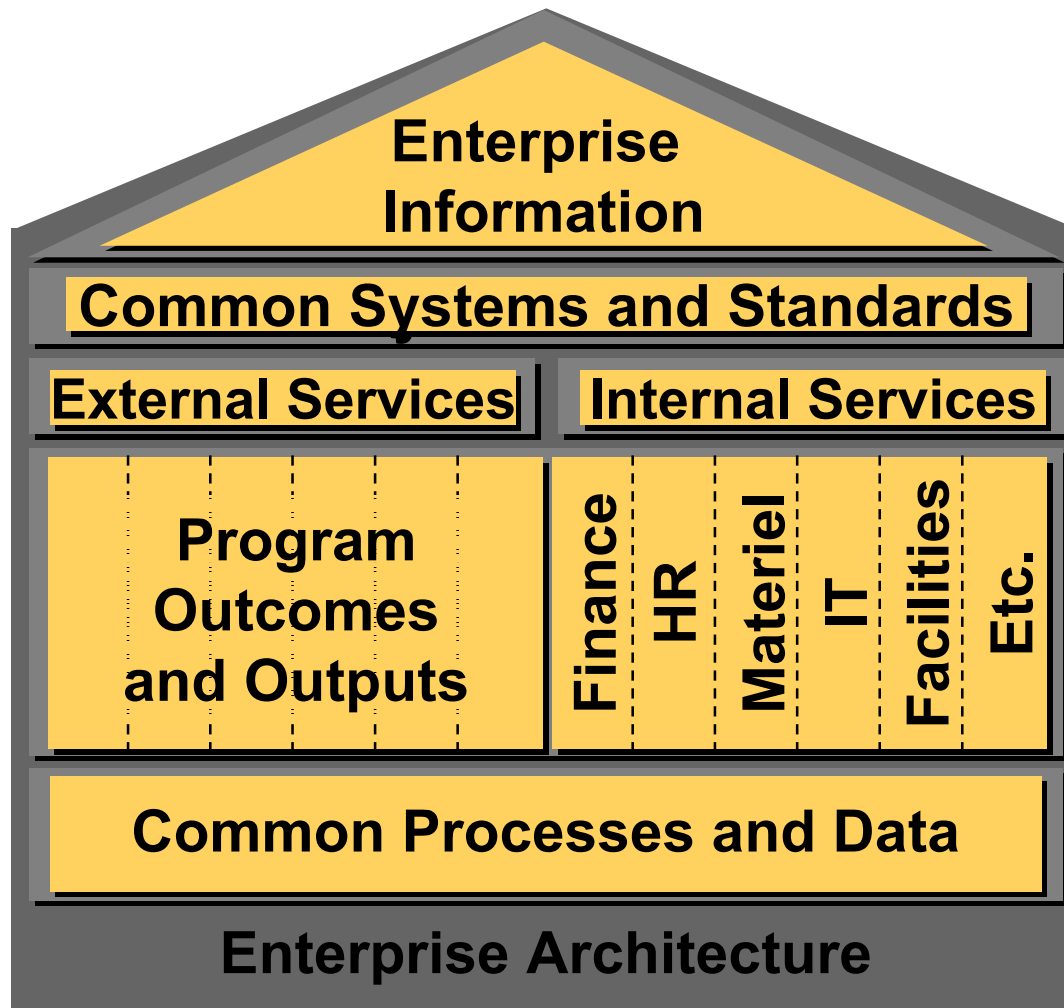Canada

Enterprise Identity Management

- **Common identity lexicon**
- **Enterprise-wide principles and policy framework for common identifiers for service delivery**
- **Common security and authentication mechanisms**
- **Enabling:**
  - **Enhanced service delivery**
    - **Streamlined service delivery**
    - **Cross-jurisdictional - Federal, Provincial, Territorial**
  - **Strong verification of identity**
    - **Anti-terrorism and public safety agenda**

Enterprise Architecture

- **Enterprise architecture is THE method for strategic management & alignment.**
  - Rebuilding EA Program
  - EA Management Board being formed
- **Current Priorities:**
  - Support for IM, CAS, IT and service delivery transformation
  - Requirements architectures
  - Integrated Measurement Framework
  - Central store for designs and deliverables

An Architecture for Alignment

The Payoff

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Government for the 21ˢᵗ Century

- Government that is responsive, transparent, efficient and effective

- Government that makes better decisions, more quickly and with more confidence

- Government that achieves planned outcomes and desired results

- Increased client satisfaction with government services

- More citizen confidence in government and its activities