

OFFICE OF THE CHIEF INFORMATION OFFICER

BUSINESS PLAN

2017-20





MESSAGE FROM THE MINISTER

As Minister responsible for the Office of the Chief Information Officer, I am accountable for the preparation of this plan and achievement of its goals and objectives. I am pleased to submit this plan for the Office of the Chief Information Officer covering the three-year timeframe of April 1, 2017 to March 31, 2020.

The goals and objectives set in this document will guide the Office of the Chief Information Officer as it continues to provide secure information technology, information management services and support to government departments, agencies, boards and commissions under its mandate.

In carrying out this mandate, the Office of the Chief Information Officer will also offer innovative information technology solutions that will contribute to enhance the business of government by providing opportunities to improve the delivery of public services, maximize investment in technology and respond more effectively to changing public needs and expectations. In particular, building a foundation for digital-by-design service delivery within government will enable the Government of Newfoundland and Labrador to provide better services to citizens. This outcome supports the strategic directions of government and The Way Forward which have been considered in the development of this plan.

The Office of the Chief Information Officer has identified the following strategic issues that will guide its work over the next three years: Value, Service and Security. I look forward to working with the Office's staff and entities to implement these initiatives over the 2017-20 planning period.

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

A handwritten signature in blue ink that reads "Cathy Bennett". The signature is fluid and cursive.

Honourable Cathy Bennett
Minister Responsible for the Office of the Chief Information Officer

Departmental Overview

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

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

The OCIO supports in excess of 120 different commercial software applications and over 500 custom-built applications that service the business of government. These applications reside on over 1,700 servers and are delivered to over 9,000 personal computers. Government also owns a significant network infrastructure as well as a comprehensive province-wide area network. This varied and complex environment requires security frameworks, preventative maintenance and disaster recovery plans, capacity planning and software license monitoring and management.

Further information about the OCIO including its vision, mandate and client departments can be found at <http://www.ocio.gov.nl.ca/ocio/office/index.html>.

Staff and Budget

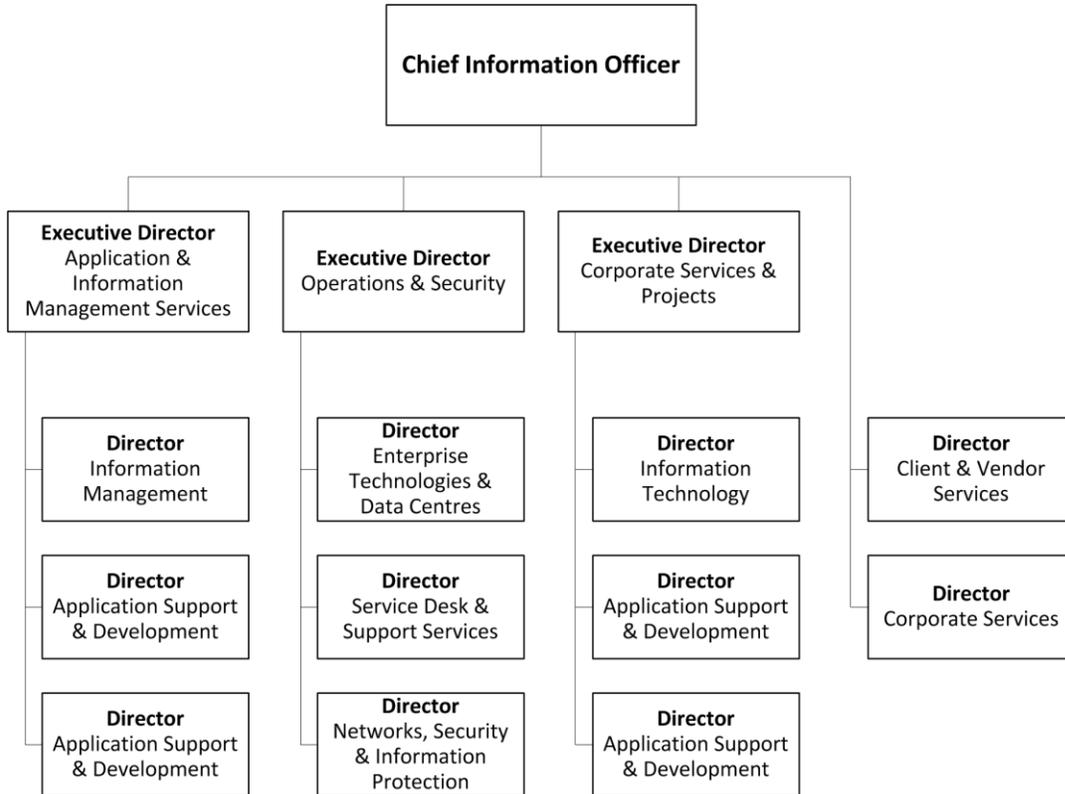
The OCIO has approximately 345 positions. The majority of its employees are located in offices throughout St. John's. There are 17 employees distributed among the OCIO's regional offices in Happy Valley-Goose Bay, Corner Brook, Stephenville, Grand Falls-Windsor, Gander and Clarenville.

The OCIO employs approximately 67 percent male and 33 percent female employees in total; 70 percent male and 30 percent female in non-management positions, and 51 percent male and 49 percent female employees in management-level or above positions.

Approximately 78 percent of employees work in technical positions. The remaining 22 percent of employees work in non-technical, administrative or management-level or above positions. Employees classified as management-level or above positions make up approximately 17 percent of the organization's staff complement.

Organizational Structure

The OCIO is structured into three branches: Application and Information Management Services, Operations and Security, and Corporate Services and Projects.



Branch Descriptions

Application and Information Management Services: provides leadership and vision in support of government's business applications and technologies, ensuring relevance and availability. Services include: application support, enhancements, maintenance, database administration and protection services. The branch also develops Information Management directives, standards, procedures and guidelines, and provides advisory services and support to government departments and supported agencies. In addition, the branch is responsible for the administration of the Management of Information Act and for government-wide Information Management initiatives.

Operations and Security: provides ongoing support and management for government's IT infrastructure, assets and software to ensure their security, integrity and availability. The branch also supports government's enterprise data centre, enterprise applications and related technologies and is responsible for OCIO facilities management.

Corporate Services and Projects: provides overall vision, strategy and leadership in the design, development, implementation and deployment and support of systems and new technologies for government departments and supported entities. The branch also provides enterprise architecture, project management, standards, web development and web support.

Client and Vendor Services: sets IT strategic direction for government, participates in the development of departmental IT strategic plans, assists in the prioritization of departmental IT spend, manages the interests of client departments and supported agencies, acts as a liaison with the local IT industry, manages vendor and client relationships, as well as corporate lead in the areas of policy and planning.

Corporate Services: oversees IT/IM procurement and contract management, as well as corporate lead in the areas of finance, Cabinet support and Occupational Health and Safety.

The 2017-18 Budget for the OCIO, including revenues, is \$55,258,700.

Branch	Budget
Application and Information Management Services	\$10,007,800
Corporate Support and Projects	\$21,859,500
Operations and Security	\$23,391,400

Issue One - Value

In today's context of ongoing change, investments, assets and approaches should continuously adapt to maximize business value. With this strategic plan, the OCIO sets out a clear path to achieving the maximum benefit out of the money it spends on IT for government departments and agencies under its mandate.

Over the course of the 2017-20 Strategic Plan, the OCIO will develop and implement technology roadmaps and investment plans to maximize the business value of IT for government. It will also refine the technology reuse model and provide guidance on standardized business capabilities to government. Through these initiatives, the OCIO will advance several components of government's IT and IM Strategic Direction, including, addressing legacy applications to ensure sustainability and collaboration with the IT sector.

A technology roadmap is a strategic plan that determines which technologies to retain, replace or pursue, as well as the plan and timeline to implement the new systems. It ensures that technology and infrastructure investments meet the short-term and long-term goals of the organization.

GOAL:

By March 31, 2020, the Office of the Chief Information Officer will have optimized the value of information technology expenditures by adapting its investments, assets and approaches to maximize cost effectiveness.

Indicators

- Developed and began to implement technology roadmaps and investment plans for several core infrastructure platforms and select applications.
- Refined and communicated the technology reuse model to departments and agencies under its mandate.
- Provided guidance on standardized business capabilities to departments and agencies under its mandate.

Objective 1:

By March 31, 2018, the Office of the Chief Information Officer will have developed technology roadmaps and investment plans for core infrastructure platforms and select applications, communicated the refined reuse model and provided guidance on standardized business capabilities to departments and agencies under its mandate.

Indicators:

- Developed roadmaps for select applications.
- Developed investment plans for select core infrastructure platforms and applications.
- Communicated the refined reuse model.
- Provided guidance on standardized business capabilities.

Objective 2:

By March 31, 2019, the Office of the Chief Information Officer will have begun to implement technology roadmaps and investment plans while drafting additional technology roadmaps and investment plans for other core infrastructure platforms and select applications.

Objective 3:

By March 31, 2020, the Office of the Chief Information Officer will have continued to implement and draft technology roadmaps and investment plans for core infrastructure platforms and select applications.

Issue Two – Service

Today, citizens expect technology that provides the best service to them, when and where they need it, and in a client-centric manner. They expect to be assured that departments and agencies are using the best available data to make evidence-based decisions with respect to policies, programs and services that affect them.

Over the course of the 2017-20 Business Plan, the OCIO will enable the foundation for digital service delivery, support a mobile workforce with innovative work arrangements, simplify identity verification and expand online services to lay the foundation for digital-by-design service delivery within government. Through these initiatives, the OCIO will advance several components of government's IT and IM Strategic Direction, including focusing on providing better services and supporting emerging technologies within the workplace.

Digital Government, or Digital-by-Design, means transforming the way that government operates, engages and delivers services to citizens and businesses using “digital-first” process design and technology.

GOAL:

By March 31, 2020, the Office of the Chief Information Officer will have enabled government's foundation for digital service delivery.

Indicators:

- Facilitated digital-by-design within government.
- Expanded online service delivery for departments and agencies under its mandate.
- Simplified identity verification to government services.
- Supported mobile workforce and innovative work arrangements for departments and agencies under its mandate.

Objective 1:

By March 31, 2018, the Office of the Chief Information Officer will have released a Request for Proposals for a credential management solution, expanded digital government literacy awareness, increased online services and supported innovative work arrangements through technology.

Indicators:

- Released a Request for Proposals for a credential management solution.
- Increased digital government literacy awareness.
- Increased online services.
- Supported innovative work arrangements through technology.

Objective 2:

By March 31, 2019, the Office of the Chief Information Officer will have procured a credential management solution, continued to increase online services and established an innovative work arrangement proof of concept.

Objective 3:

By March 31, 2020, the Office of the Chief Information Officer will have begun to implement the credential management solution and continued to increase online services.

Issue Three - Security

Citizens and businesses entrust their confidential information to government. In so doing, they trust that the government is taking the protection and security of that information seriously and making every effort to ensure that information is not compromised.

Over the course of the 2017-20 Business Plan, the OCIO will focus on implementing solutions that augment protection to reduce exposure of government technologies to cyber threats, increasing awareness and understanding to proactively manage these threats, and improving threat identification and protection for critical endpoints to enable the secure processing and sharing of information with and across government. These actions will ensure that citizens who access online services trust the government with their personal information. Through these initiatives, the OCIO will advance a component of government's IT and IM Strategic Direction, to provide information management and protection support.

GOAL:

By March 31, 2020, the Office of the Chief Information Officer will have enhanced cybersecurity capacity to ensure that the information that citizens and businesses share with government is secure and protected.

Indicators:

- Implemented solutions that augment protection against security threats to government technology networks and data.
- Improved threat identification and protection for critical endpoints.
- Increased cyber security education and awareness communications.

Objective 1:

By March 31, 2018, the Office of the Chief Information Officer will have enhanced the operational security model, investigated digital government security activities and increased cyber security education and awareness communications.

Indicators:

- Enhanced the operational security model.
- Investigated digital government security activities.
- Increased cyber security education and awareness communications.

Objective 2:

By March 31, 2019, the Office of the Chief Information Officer will have investigated an approach for a Managed Security Service Provider, increased cyber security education and awareness communications and implemented database virtual patching technologies.

Objective 3:

By March 31, 2020, the Office of the Chief Information Officer will have continued to augment protection against security threats to government technology networks and data, increased cyber security education and awareness communications and performed annual network perimeter security scans.

Annex A: Strategic Directions

Strategic directions can be defined as the articulation of desired physical, social or economic outcomes and normally require action by more than one government entity. These directions are generally communicated by government through platform documents, throne and budget speeches, policy documents, such as The Way Forward, and other communications. The Transparency and Accountability Act requires departments and public bodies consider these strategic directions in the preparation of their performance-based plans.

The OCIO will advance government's information management/information technology strategic direction through its 2017-20 Business Plan. The following are the OCIO's Strategic Directions for 2017-18.

Strategic Direction #1 Provide secure information technology, information management and protection services and support to government departments, agencies, boards and commissions under its mandate.

Outcome: Enable secure information technology, information management and protection services which support the business needs of government. This outcome supports the policy direction of government and The Way Forward.

- Focus on service delivery;
- Increase efficiencies in the delivery of solutions by applying the software re-use model;
- Address legacy information technology to ensure sustainability; and
- Provide secure solutions that augment protection against security threats to government information.

Strategic Direction #2 Optimize the value of information technology for government by providing innovative solutions to government departments, agencies, boards and commissions under its mandate.

Outcome: Provide innovative information technology solutions that will contribute to enhancing the business of government by providing opportunities to improve the delivery of public services, maximize investment in technology, and respond more effectively to changing public needs and expectations. This outcome supports the policy direction of government and The Way Forward.

- Support the enhancement of government-wide service delivery with innovative Digital by Design technology solutions;
- Focus on the adoption of new technologies; and
- Collaborate with the information technology sector.