2020-2021
ANNUAL REPORT

Office of the Chief Information Officer

Newfoundland
Labrador

MESSAGE FROM THE MINISTER

As the Minister responsible for the Office of the Chief Information Officer (OCIO), I am pleased to present the 2020-2021 Annual Report covering the office's annual objectives for April 1, 2020 to March 31, 2021.

This fiscal year is the first year of the 2020-2023 Business Plan, and the OCIO was successful in implementing objectives outlined in the plan. Over the past year, in an effort to mitigate interruption in services during the pandemic, the OCIO was able to implement an effective work-from-home plan for government employees. This, along with the continued improvement and expansion of the digital service delivery platform, has permitted citizens and businesses of Newfoundland and Labrador to access more services online. The OCIO will continue its involvement in broadening government's digital footprint as the pandemic highlighted the importance of self-service.

The Provincial Government has progressively transformed the way services are delivered in Newfoundland and Labrador, and online service options have been useful in complementing traditional in-person services. Through the OCIO, we will continue our government's plan to enhance online service delivery for residents and businesses. We remain committed to making all services as accessible as possible to all residents of the province.

I also want to acknowledge the efforts of OCIO employees in ensuring government has the necessary tools and technologies to conduct its business and provide services to the public, particularly during the challenging times we have been experiencing.

My signature below indicates my accountability for the results reported herein.

Hon. Sarah Stoodley
Minister Responsible for the Office of the Chief Information Officer

Table of Contents

Organizational Overview

The Office of the Chief Information Officer (OCIO) provides professional information technology (IT) and information management (IM) capability, which is aligned to support the business of the Government of Newfoundland and Labrador. Further information about the OCIO, including its vision, mandate and client departments, can be found by visiting www.gov.nl.ca/ocio/office.

Organizational Structure

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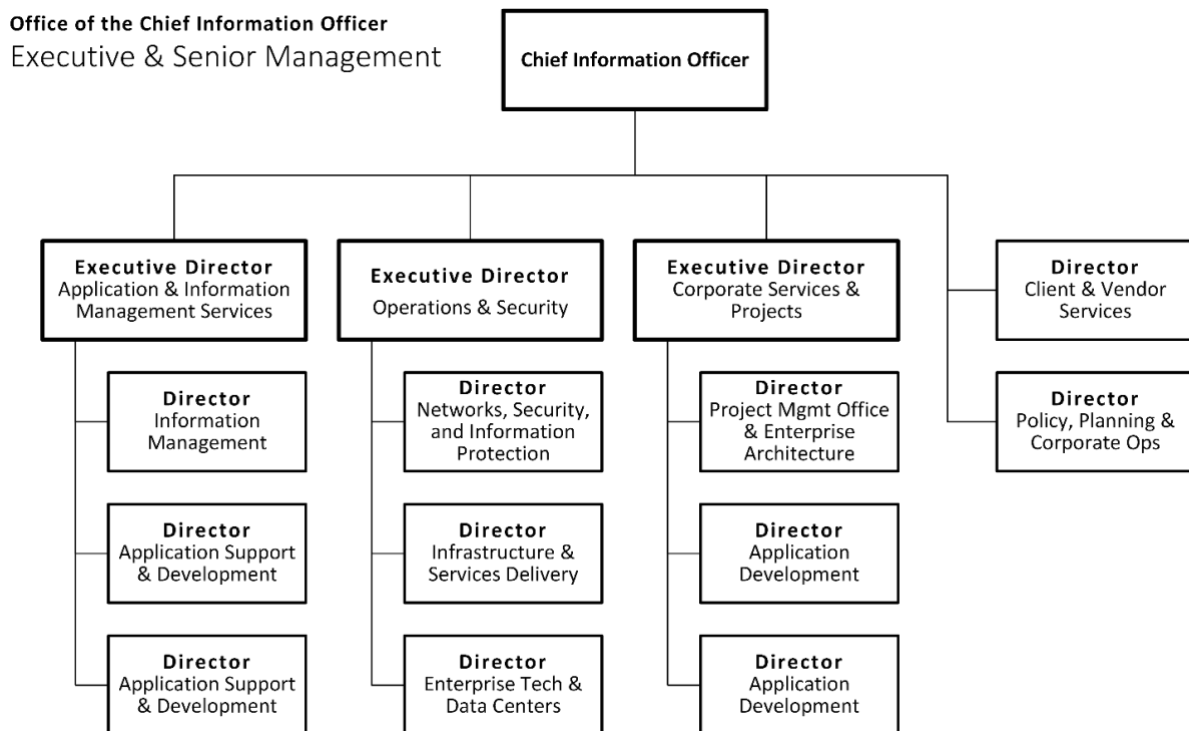

Figure 1 - OCIO Executive and Senior Management

Application and Information Management Services Branch: provides overall leadership and vision for the support, enhancement, maintenance, protection and database administration of government's portfolio of software applications. The branch also develops information management directives, standards, procedures and guidelines, and provides IM advisory services and support to government departments and other supported public bodies. In addition, the branch is responsible for the administration of the **Management of Information Act**, providing government-wide advice and guidance on IM activities and initiatives.

Operations and Security Branch: provides support, maintenance, and security services to ensure the integrity and availability of government's IT infrastructure and information resources. This includes computers, mobile devices, networking, storage, data backup, server infrastructure, enterprise data centre, enterprise infrastructure applications and related technologies. In addition, the branch is responsible for the OCIO's Information Protection (IP) program and related advisory services which support government-wide IP initiatives.

> **Corporate Services and Projects Branch**: comprised of three divisions: Corporate Services, Client and Vendor Services, and Projects including Digital Government.
>
> **Corporate Services Division** is responsible for business operations, financial management (budget preparation and monitoring), contract management, human resource planning, IT procurement oversight, cabinet support, and Occupational Health and Safety.
>
> **Client and Vendor Services Division** is primarily responsible for engaging and collaborating with departments to set strategic IT direction, assisting in the prioritization of departmental IT spend, managing the interests of client departments and supported agencies, acting as a liaison with the local IT

industry, and managing vendor relationships. The division has additional responsibility for planning, monitoring and reporting for the OCIO.

Projects Division is responsible for the delivery of IT solutions to government departments and supported entities using project management best practices and standards, and striving to reduce technology complexity by promoting integration of systems and data, reducing duplication, and supporting standardization of processes and systems. The projects division is also responsible for leading, defining, and delivering the overall government-wide Digital Government strategy and digital service delivery channel, in support of a more efficient public service for residents and businesses.

The OCIO's main office is located at 40 Higgins Line in St. John's. Several employees are located in alternate offices throughout the city and there are six regional offices located in: Clarenville, Corner Brook, Gander, Grand Falls-Windsor, Happy Valley-Goose Bay, and Stephenville.

Please visit www.gov.nl.ca/ocio for more information.

Staff and Budget

The majority of the OCIO's employees are located in offices throughout St. John's. Employees are also distributed among the OCIO's regional offices in Clarenville, Corner Brook, Gander, Grand Falls-Windsor, Happy Valley-Goose Bay, and Stephenville.

Budget

The 2020-21 budget for the OCIO, including revenues, was $48,886,500.

Branch	# of Employees	Budget
Application and Information Management Services	106	$10,160,400
Operations and Security	123	$22,595,700
Corporate Services and Projects	69	$16,130,400
Total	298	$48,886,500

Highlights and Partnerships

The OCIO works in partnership with government departments, supported public bodies, and the IT industry on initiatives that address the IT and IM/IP needs of government. Through these shared commitments, the OCIO addresses the key strategic objectives outlined in its 2020-23 Business Plan.

During 2020-21, the OCIO continued to work with its managed service provider to partner with 135 private sector IT vendors to maximize opportunities to meet the IT needs of government departments.

The OCIO also continued to maintain engagement and communication with the broader IT sector. A new five-year contract was established for provision of mainframe services for core government applications including Motor Registration online services, MCP Medical Claims Processing System, Ticket Management System, and Student Aid covering April 1, 2020 to March 31, 2025.

Highlights

During 2020-21, the OCIO was responsible for managing a large portfolio of IT projects for departments and supported public bodies. Twenty-five projects were completed and 26 new websites were developed for client departments.

The OCIO was instrumental in transitioning government's workforce to work remotely, in response to the COVID-19 pandemic. This included a significant expansion of existing remote access technology, and deployment of laptops to meet critical operational needs across departments.

In addition, the pandemic saw increased usage of the MyGovNL platform. As of March 2021, MyGovNL registration has grown to more than 229,000 registrants. In comparison, at the onset of the pandemic, in March 2020, the number of registrations was only 7,500. That is an increase of almost 3,000 per cent.

There was also significant uptake in the use of government's online services. More than 98 per cent of vehicle renewals were conducted online, compared to 80 per cent during the same time period in 2019-20. There was a significant uptake in the number of driver's licence renewals conducted online. Over 92 per cent of drivers renewing online, an increase from 54 per cent during the same period last year. Between August 1, 2020 and March 21, 2021, 36 per cent of MCP renewals were completed online; noting this service was not available online prior to August 1, 2020.

In line with its mandate around modernization, the OCIO completed a number of application and system enhancements to provide better features and compatibility for existing software. Technology upgrades were also completed for multiple judicial systems, enterprise human resource and financial systems, various office automation tools including an aquaculture management system, print request system, and health claim management systems.

By enhancing the self-service functionality in the Human Resource Management System for Royal Newfoundland Constabulary (RNC) staff, the OCIO provided secure, electronic access to their compensation information.

The OCIO has started implementation of e-Registers to provide a more efficient process for government managers to validate department payrolls. This functionality is now available to 66 areas in five departments and is being expanded.

The proper management of information, including organization-wide awareness, is vital to the OCIO and government. The OCIO updated a large portion of government's policy framework to ensure it is keeping current.

The security of citizens' information remains a key priority for the OCIO. The continued evolution of our cyber security program through consultations with local vendors and key manufacturers, positions the OCIO to confidently safeguard citizen information entrusted to government.

Partnerships

The OCIO engaged with IT partners and vendors to address several key areas including the following:

- Provision of opportunities for 135 registered private sector IT vendors through government's managed service provider. These vendors work on government IT initiatives requiring specialized IT skills not available in-house or to supplement short-term staffing gaps. The OCIO also engaged with additional vendors as required to meet the technology needs of government.

- Cyber Security risk assessments and ad-hoc IT security advisory services.

- 7x24x365 management of the government's data centre.

- Provision of vital mainframe services.

- Management of government's wide area network and shared Internet service.

- Support and maintenance for critical network and security technologies.

The following table outlines major expenditures to/through IT vendors:

Service	Vendor	Total Expenditure
Professional Services	Managed Service Provider (MSP)	$7,698,584
	Non MSP	$837,738
Data Centre Operations	OnX Enterprise Solutions	$437,717
Mainframe Services	Bell Canada	$2,150,196
Wide Area Network	Bell Canada	$1,445,308
Oracle Support	Oracle Canada ULC	$1,250,476
Microsoft	Microsoft	$1,326,863
		$15,146,882

Report on Performance

In accordance with the **Transparency and Accountability Act**, this section is an account of the OCIO's progress in meeting the 2020-21 objectives and accompanying indicators as outlined in the 2020-23 Business Plan. Indicators for plan objectives outlined below were developed by senior management and identify activities to address planned results.

Issue 1: Value

As old technologies are gradually superseded, new technologies offer opportunities for enhanced features and functionality, innovative services, and greater efficiencies.

To continue delivering business value, government's IT and IM/IP solutions and services must also evolve. The OCIO continuously monitors government's technology landscape, along with industry standards and best practices, to identify and address key technology opportunities and upgrades deemed necessary during this planning period. This optimizes the value invested in its technology platforms and software applications through technology reuse, maximizing service life of key aging infrastructures, and providing IT and IM/IP advisory services to government.

2020-23 Goal Statement

By March 31, 2023, the OCIO will have enhanced the capability of key IT technologies and refreshed the IM policy framework used by government to continue supporting the needs of citizens and businesses.

2020-21 Objective

By March 31, 2021, the OCIO will have upgraded a core enterprise technology and refreshed the IM policy framework.

2020-21 Indicators and Accomplishments

Indicator (Planned)	Accomplishments (Actual)
Identified key infrastructures requiring technology upgrades.	The OCIO continually evaluates existing software and hardware implementations to identify key infrastructure requiring upgrades. Evaluation of a file provisioning technology resulted in a recommendation of a new technology based on: • Reduced complexity in file share provisioning. • Providing additional enhanced features. • Ease of expanding capacity. • Improvements in stability.
Upgraded a key infrastructure platform.	The OCIO upgraded one of its key virtualization infrastructure platforms which hosts numerous components of critical and vital applications. The upgrade provided: • Continued vendor support. • Availability of additional features. • The ability to provide capacity on demand to future proof the infrastructure.
Updated IM policy framework.	As of March 31st, 2021, OCIO has reviewed and revised 53 policy instruments, including policies, directives and guidelines.

Discussion of Results

As detailed in the table above, the OCIO has met all of the performance indicators related to the 2020-21 fiscal year planning period.

The OCIO upgraded one of its key virtualization infrastructure platforms with a view to future proofing additional services and functionality.

OCIO IM Services Division continues to review and revise its policy framework. The OCIO has reviewed and revised 53 policy instruments as of March 31, 2021. Changes and enhancements to the policy framework were addressed and reflected through: the IM professional practice communities; distribution of content on the OCIO website; IM course development; delivery of awareness materials; and the annual IM Month campaign.

2021-22 Objective

By March 31, 2022, the OCIO will have continued to modernize enterprise technology and provide IM/IP advisory services.
Indicators:

- Continue to identify key infrastructures requiring technology upgrades.
- Update the technology reuse model.
- Continue to update the IM policy framework.

Issue 2: Service

Today, citizens and businesses 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.

2020-23 Goal Statement

By March 31, 2023, the OCIO will have expanded and improved government's services delivered through digital channels.

2020-21 Objective

By March 31, 2021, the OCIO will have improved digital transaction verification, expanded online services and defined a standardized approach to delivering digital services.

2020-21 Indicators and Accomplishments

Indicator (Planned)	Accomplishments (Actual)
Continued the implementation of a credential management solution.	The OCIO completed a proof of concept, evaluation and development a credential management solution that will: • Enable government to manage credentials for select services through our account management system. • Position OCIO to avail of credential management for additional cloud services upon completion of a project for Cloud Preparedness.
Implemented new online services to a key stakeholder group.	The MCP Medical Claims Processing System for the Department of Health and Community Services was updated to integrate with MyGovNL.

	The issuing and updating of MCP cards has been added to the citizen-facing application along with the ability to become an organ donor, renew your card or dependents. The Motor Registration Division has added additional services to MyGovNL including: • Obtaining your drivers abstract. • Paying for your road test. • Availing of online drivers permit testing. The Department of Fisheries, Forestry and Agriculture has added the ability to apply for a domestic wood cutting permit via MyGovNL.
Developed a Digital Service Standards and Playbook to guide government's approach to reusable digital service design and development.	In an effort to streamline and standardize digital service design and development, the OCIO developed and adopted a Digital Service Standards and Playbook. Digital Service Standards are a list of criteria that governments must meet when providing digital services. A digital Playbook is a series of strategies and techniques to ensure an organization is successful in the digital field.

Discussion of Results

As detailed in the table above, the OCIO has met all of the performance indicators related to 2020-21 fiscal year.

Centralized credential management provides additional security benefits for cloud based solutions, and extends this functionality to additional services.

Digital Government expanded its footprint by increasing services available on the MyGovNL portal, creating new websites, digitizing paper-based guides/manuals and digitizing internal government processes such as the Request for Staffing Action.

As part of the Digital Government plan, functionality was successfully integrated into the MyGovNL platform. The MCP Medical Claims Processing System for the Department of Health and Community Services was updated to enable the issuing and updating of MCP cards via an online service. In addition, Motor Registration Division (MRD) increased its online services for driver's abstracts, road test payments and driver permit testing. The Department of Fisheries, Forestry and Agriculture now offers the ability to apply online for a domestic cutting permit within the MyGovNL platform.

The Digital Service Standards and Playbook enables the OCIO to guide government's approach to reusable digital service design and development.

2021-22 Objective

By March 31, 2022, the OCIO will have continued to expand and improve digital services to key stakeholders.

Indicators:
- Continue the implementation of a credential management solution.
- Continue to implement new online services to key stakeholder groups.
- Continue to evolve the Digital Service Standards and Playbook to guide government's approach to reusable digital service design and development.

Issue 3: 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.

2020-23 Goal Statement

By March 31, 2023, the OCIO will have strengthened government's cyber security posture in response to evolving technology and security risks.

2020-21 Objective

By March 31, 2021, the OCIO will have continued to evolve government's cyber security service with improved secure remote access and cyber security education and awareness for government staff.

2020-21 Indicators and Accomplishments

Indicator (Planned)	Accomplishments (Actual)
Improved government network remote access, security, capacity and supportability.	The OCIO evolved government's Remote Access Solution, resulting in the following: • Streamlined and improved remote access experience for employees. • Increased supportability and OCIO's capacity to facilitate a smooth transition to a remote workforce, due to the COVID-19 pandemic. • Enhanced performance of the remote access solution. • Improved stability and further increased availability.

Continued cyber security education and awareness across government with focus on key cyber security risks.	The OCIO provided cyber security education and awareness communications: - Conducted IP education and awareness information sessions, which promoted cyber security best practices across government. - Held cyber security awareness month activities. - Targeted communication campaigns. - Published various FYI's and FAQ's.

Discussion of Results

As detailed in the table above, the OCIO has met all of the performance indicators related to the 2020-21 fiscal year.

This was accomplished by improving government's application security posture and managing cyber security risks. The OCIO implemented a means of remote access connectivity that is more stable, allowing employees who work form home to reliably and securely access applications and data over a highly secure connection.

In conducting IP education and awareness information sessions, cyber security best practices were further brought to light across government, supporting the message that information management and protection are everyone's responsibility.

2021-22 Objective

By March 31, 2022, the OCIO will have continued to evolve government's cyber security service with improved secure remote access and cyber security education and awareness for government staff.

Indicators:

- Continue to upgrade and augment wireless capabilities to government departments for improved security of the government's network and data.
- Continue to improve secure remote access capabilities.
- Continue to provide cyber security education and awareness across government with a focus on key cyber security risks.

Opportunities and Challenges

During 2020-21, the OCIO worked to meet the objectives in its 2020-23 Business Plan, and provided IT and IM/IP support to departments as they increased the number of services delivered online to Newfoundlanders and Labradorians.

Opportunities

Digital Government

Making digital by design service delivery a priority is an opportunity for government to modernize services to meet the evolving needs of our citizens and businesses, create greater efficiencies in how we do business, provide better services, and contribute to better outcomes for all Newfoundlanders and Labradorians.

The COVID-19 pandemic disrupted many in-person services typically utilized by citizens and businesses. The OCIO was able to implement and enhance a work-from-home plan for employees, which allowed government service delivery to continue during a global pandemic.

The OCIO continues to invest in the implementation and improvement of digital services.

Challenges

IT and IM Challenges during a Pandemic

The ability to deliver and support organizational needs during the COVID-19 pandemic has meant a significant shift in business thinking and process.

The pandemic meant a sudden cessation to most in-person and counter services, requiring the OCIO to shift some of its focus to providing these services through digital means. Ensuring a stable and secure connection between the end-users and the network, data, and applications, meant realigning priorities and resources to accommodate the new work from home reality.

The emphasis at the OCIO has been to keep a pulse on the organization visions and values, and continue to offer education and awareness, as well as IT resources, to ensure business continuity and overall security, while ensuring the well-being of its employees.

Technological Change and Investment

The OCIO continues to be challenged with maintenance and modernization of legacy IT infrastructure, equipment and applications. The rapid evolution of technology demands significant investment to ensure the secure, continuous delivery of government's programs and services.

IT Resource Supply and Demand

The current technology resource landscape in Newfoundland and Labrador can present issues with recruitment and retention. The IT industry is highly competitive, which can present a challenge for the OCIO to attract and retain skilled IT professionals.

Cyber Security

Continuous evolution of cyber threats requires a proactive approach to ensure government data remains uncompromised. Protection of government's information assets from unauthorized or inappropriate access or use remains paramount. Threats are more advanced than ever, while the availability of skilled cyber security professionals is limited.

Financial Information

Expenditure and revenue figures included in this document are unaudited and based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for the Year Ended March 31, 2021. Audited financial statements are a requirement at the government level and made public through the Public Accounts process; however, the OCIO is not required to provide a separate audited financial statement.

		Estimates	
	Actual	Amended	Original
	$	$	$
OFFICE OF THE CHIEF INFORMATION OFFICER			
OFFICE OF THE CHIEF INFORMATION OFFICER			
CURRENT			
4.1.01. CORPORATE SERVICES AND PROJECTS			
01. Salaries	**4,544,590**	4,759,300	4,759,300
Operating Accounts:			
Employee Benefits	**9,266**	13,300	13,300
Transportation and Communications	**170,435**	219,200	219,200
Supplies	**244,167**	920,700	920,700
Professional Services	**1,503,822**	1,471,000	1,471,000
Purchased Services	**28,372**	81,200	81,200
Property, Furnishings and Equipment	**312,575**	31,200	31,200
02. Operating Accounts	**2,268,637**	2,736,600	2,736,600
Total: Corporate Services and Projects	**6,813,227**	7,495,900	7,495,900

		Estimates	
	Actual	Amended	Original
	$	$	$

4.1.02. APPLICATION AND INFORMATION MANAGEMENT SERVICES

01. Salaries	**8,264,951**	8,344,900	8,344,900
Operating Accounts:			
Employee Benefits	**174**	2,800	2,800
Transportation and Communications	**1,240**	4,500	4,500
Supplies	**21,562**	4,100	4,100
Professional Services	**1,587,073**	1,777,300	1,777,300
Purchased Services	**24,753**	99,500	99,500
Property, Furnishings and Equipment	**11,306**	-	-
02. Operating Accounts	**1,646,108**	1,888,200	1,888,200
	9,911,059	10,233,100	10,233,100
02. Revenue - Provincial	**(26,162)**	(72,700)	(72,700)
Total: Application and Information Management Services	**9,884,897**	10,160,400	10,160,400

OFFICE OF THE CHIEF INFORMATION OFFICER

OFFICE OF THE CHIEF INFORMATION OFFICER

CURRENT

4.1.03. OPERATIONS AND SECURITY

01. Salaries	**7,760,771**	8,289,800	8,289,800
Operating Accounts:			
Employee Benefits	**2,097**	4,000	4,000
Transportation and Communications	**1,511,289**	1,535,000	1,535,000
Supplies	**7,444,268**	7,364,700	7,364,700
Professional Services	**327,890**	235,700	235,700
Purchased Services	**3,405,250**	4,148,100	4,148,100
Property, Furnishings and Equipment	**873,540**	803,900	803,900
02. Operating Accounts	**13,564,334**	14,091,400	14,091,400
	21,325,105	22,381,200	22,381,200
02. Revenue - Provincial	**(319,413)**	(343,500)	(343,500)
Total: Operations and Security	**21,005,692**	22,037,700	22,037,700

CAPITAL

4.1.04. CORPORATE SERVICES AND PROJECTS

01. Salaries	**1,730,891**	2,076,900	2,076,900
Operating Accounts:			
Transportation and Communications	**-**	10,000	10,000
Supplies	**250,623**	275,100	275,100
Professional Services	**5,211,966**	6,019,500	6,019,500
Purchased Services	**96,167**	25,000	25,000
Property, Furnishings and Equipment	**487,821**	228,000	228,000
02. Operating Accounts	**6,046,577**	6,557,600	6,557,600
Total: Corporate Services and Projects	**7,777,468**	8,634,500	8,634,500

4.1.05. OPERATIONS AND SECURITY

Operating Accounts:			
Property, Furnishings and Equipment	**558,000**	558,000	558,000
02. Operating Accounts	**558,000**	558,000	558,000
Total: Operations and Security	**558,000**	558,000	558,000

TOTAL: OFFICE OF THE CHIEF INFORMATION OFFICER	**46,039,284**	48,886,500	48,886,500
TOTAL: OFFICE OF THE CHIEF INFORMATION OFFICER	**46,039,284**	48,886,500	48,886,500
TOTAL: EXECUTIVE COUNCIL	**162,107,344**	218,319,400	239,503,500