



# BUSINESS PLAN 2011 - 14

Office of the Chief Information Officer  
Government of Newfoundland and Labrador



Newfoundland  
Labrador

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**OFFICE OF THE CHIEF INFORMATION OFFICER  
BUSINESS PLAN  
2011-14**

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## MESSAGE FROM THE MINISTER



As the 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.

Since its creation in 2005, the Office of the Chief Information Officer has played a crucial role in modernizing and streamlining the various Information Technology and Information Management functions of Government. This business plan provides three ambitious goals and nine corresponding objectives that will guide the Office of the Chief Information Officer over the next three years as it continues to provide a wide range of services and programs aimed at improving Government's Information Technology and Information Management capabilities.

This plan clearly outlines the strategic issues of the Office of the Chief Information Officer for April 1, 2011 to March 31, 2014. The Office of the Chief Information Officer is a Category Two entity that reports at the output level.

I encourage continued cooperation and collaboration between the Office of the Chief Information Officer and the various Departments and Agencies of the Provincial Government to ensure that we continue to operate in a modern and secure Information Technology environment that meets the needs of us all.

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 black ink, appearing to read 'Tom Marshall'.

Honourable Tom Marshall, Q. C.  
Minister Responsible for the Office of the Chief Information Officer  
Minister of Finance and President of Treasury Board

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# BUSINESS PLAN.... AT A GLANCE

## OUR VISION

The vision of the Office of the Chief Information Officer is of a professional Information Technology and Information Management organization aligned to enable the business of Government.

## OUR MISSION

By March 31, 2017, the Office of the Chief Information Officer will have enhanced the services provided to further enable the business of Government.



## OUR GOALS AND OBJECTIVES

### Issue 1: Innovation

**GOAL: By March 31, 2014, the Office of the Chief Information Officer will have improved the identification, assessment, and adoption of innovative technology to further enable the business of Government and increase the return on investment in technology.**

#### Objective:

1. By March 31, 2012, the Office of the Chief Information Officer will have developed a technology standards framework, used it in analyzing departmental business needs and begun to implement those that can be implemented in the short term.
2. By March 31, 2013, the Office of the Chief Information Officer will have continued to implement innovative technologies and developed a plan for an on-going approach to innovation and re-use of technology investment.
3. By March 31, 2014, the Office of the Chief Information Officer will have integrated innovation into its ongoing services and operations.

# BUSINESS PLAN (CONT'D)

## Issue 2: Information Management and Protection

**GOAL: By March 31, 2014, the Office of the Chief Information Officer will have further developed and implemented initiatives to improve the management and protection of Government information, and supported and measured the progress of implementation.**

**Objective:**

1. By March 31, 2012, the Office of the Chief Information Officer will have developed directives, standards and guidelines required by the Information Management and Information Protection programs to enhance the management and protection of information within the Office of the Chief Information Officer and across Government.
2. By March 31, 2013, the Office of the Chief Information Officer will have piloted the use of a guideline to enable Departments to track and measure their progress in implementing their Information Management Capacity Assessment recommendations and improving Information Management.
3. By March 31, 2014, the Office of the Chief Information Officer will have implemented a program and process to support the assessment and improvement of Information Management and Information Protection maturity within the Office of the Chief Information Officer and across Government.

## Issue 3: Service Delivery

**GOAL: By March 31, 2014, the Office of the Chief Information Officer will have improved service delivery for Government Departments and supported Agencies.**

**Objective:**

1. By March 31, 2012, the Office of the Chief Information Officer will have solicited input from Government Departments and supported Agencies to improve the services delivered to them by the Office of the Chief Information Officer.
2. By March 31, 2013, the Office of the Chief Information Officer will have measured client satisfaction and improved processes where possible.
3. By March 31, 2014, the Office of the Chief Information Officer will have defined services to be measured and developed associated performance measures.



# DEPARTMENTAL OVERVIEW

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

The Office of the Chief Information Officer is an entity within the Executive Council which is responsible for providing Information Technology support to Provincial Government Departments, Agencies, Boards and Commissions; developing Information Management and Protection policy and standards; and providing advisory services to Departments and Agencies.

The Office of the Chief Information Officer supports in excess of 100 different commercial software applications and over 500 custom-built applications that service the business of Government. These applications reside on over 1,000 servers and are delivered to 8,000 personal computers. Government also owns a significant network infrastructure as well as a comprehensive provincial wide area network. This varied and complex environment requires security frameworks, preventative maintenance and disaster recovery plans, software license monitoring, and capacity planning.

## LEGISLATION

The Office of the Chief Information Officer is responsible for the *Management of Information Act*.

The *Management of Information Act* provides the overall direction for the management of Government information by public bodies within the Province of Newfoundland and Labrador. The *Act* mandates each public body to establish and operate a program to manage and protect the Government information they maintain to meet their legal, regulatory and operational requirements. The Office of the Chief

Information Officer is responsible for the administration of this *Act* including:

- Recommending policies, standards, directives and guidelines that facilitate the operation of an efficient and secure Information Management program;
- Organizing and supporting the Government Records Committee, the entity mandated by the *Management of Information Act* to provide direction on the removal, disposal and destruction of Government records;
- Providing advisory services to public bodies with the development, implementation and maintenance of Information Management programs.

## OFFICES AND EMPLOYEES

The Office of the Chief Information Officer has approximately 341 positions (268 permanent positions and 73 temporary positions). The majority of the Office of the Chief Information Officer's employees are located in offices throughout St. John's. There are 17 employees distributed amongst the Office of the Chief Information Officer's regional offices in Happy Valley-Goose Bay, Corner Brook, Stephenville, Grand Falls-Windsor, Gander, Marystown and Clarenville.

The Office of the Chief Information Officer employs approximately 65 per cent male and 35 per cent female employees in non-management positions, and 55 per cent male and 45 per cent female employees in management-level positions or above.

Approximately 75 per cent of employees work in technical positions. The remaining 25 percent of employees work in non-technical, management-level or above, or administrative positions.

# DEPARTMENTAL OVERVIEW (CONT'D)

Specifically, employees classified in positions as management-level or above make up approximately 19 per cent of the organization's complement.

## PHYSICAL LOCATION

The main office of the Office of the Chief Information Officer is located in St. John's at 40 Higgins Line. The St. John's office accommodates the majority of employees and external contractors. Employees are also located across the metro region and throughout the province.

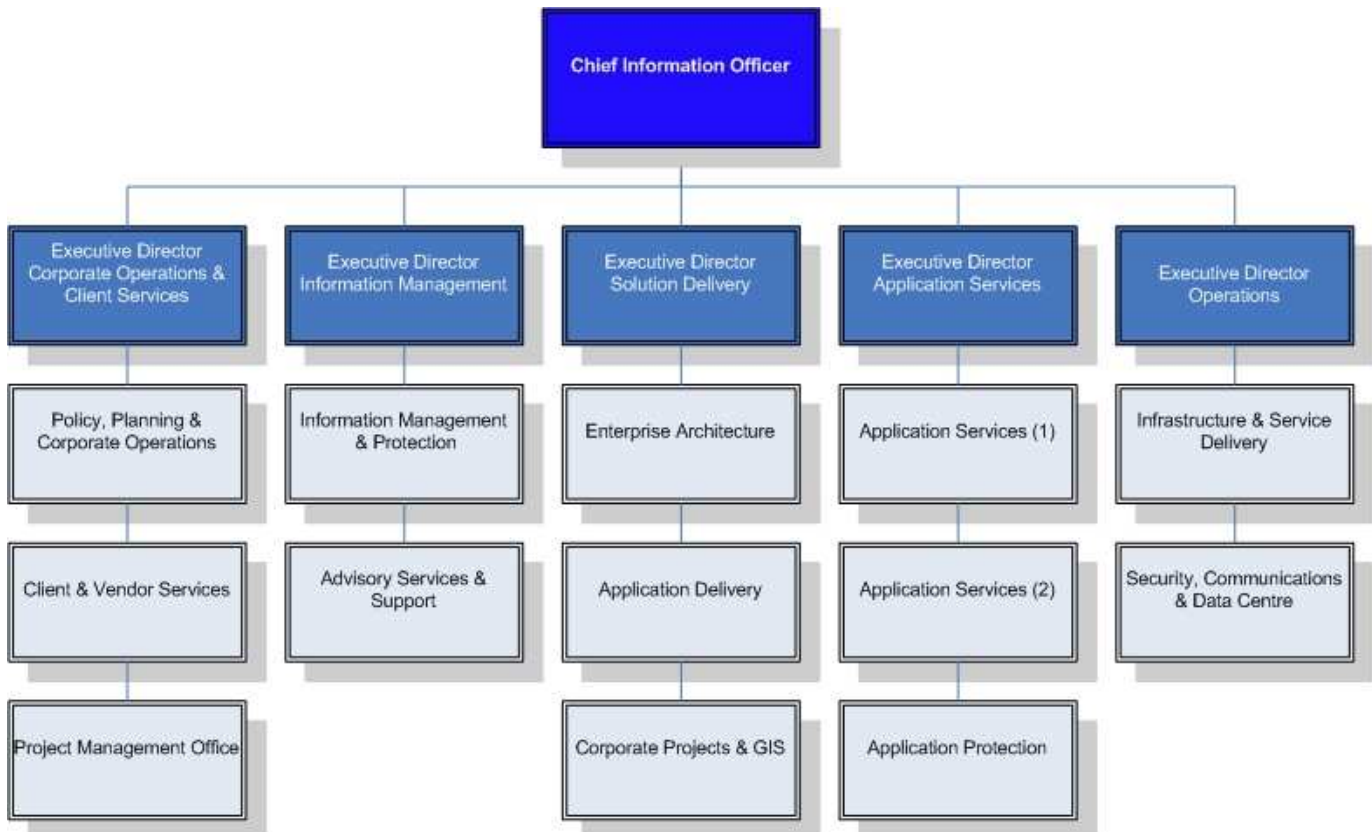
## BUDGET

The 2011-12 Budget for the Office of the Chief Information Officer, including revenues, is \$90,313,100.

- Corporate Operations & Client Services \$3,454,800
- Information Management \$3,067,500
- Solution Delivery \$43,596,500
- Application Services \$13,402,900
- Operations \$26,791,400

## ORGANIZATION AND STRUCTURE

The Office of the Chief Information Officer is structured into five branches: Corporate Operations & Client Services, Information Management, Solution Delivery, Application Services, and Operations.



## DEPARTMENTAL OVERVIEW (CONT'D)

**SOLUTION DELIVERY** provides overall vision, strategy, policy, guidance and leadership in relation to the design, development, implementation and deployment of system development, Information Technology infrastructure and new technology projects for Government Departments, Agencies, Boards and Commissions.

**APPLICATION SERVICES** delivers overall leadership and vision for application services, including application support, application enhancement, application maintenance, production control, web support and database administration services.



**CORPORATE OPERATIONS AND CLIENT SERVICES** coordinates business operations, financial administration, contract management, policy development, strategic planning, human resources, project management and facilities management services. The Branch also works in collaboration with Departments and supported public bodies to set Information Technology strategic direction for Government, and to develop and maintain client relationships.

**INFORMATION MANAGEMENT** develops directives, standards, procedures and guidelines in the areas of Information Management and Information Protection, provides advisory services and support to

Government Departments, Agencies, Boards and Commissions to build Government's Information Management capacity and enable compliance with legislation and Information Management best practices. The Branch is responsible for the administration of the *Management of Information Act* and for Government-wide Information Management and Information Protection initiatives.

**OPERATIONS** provides ongoing support, management, security, integrity and availability of Government's Information Technology infrastructure and assets. Government Information Technology assets consist of over 8,000 desktops and laptops, enterprise LAN/WAN technologies, printing technologies as well as an enterprise data centre hosting hundreds of managed servers, enterprise applications and related technologies.

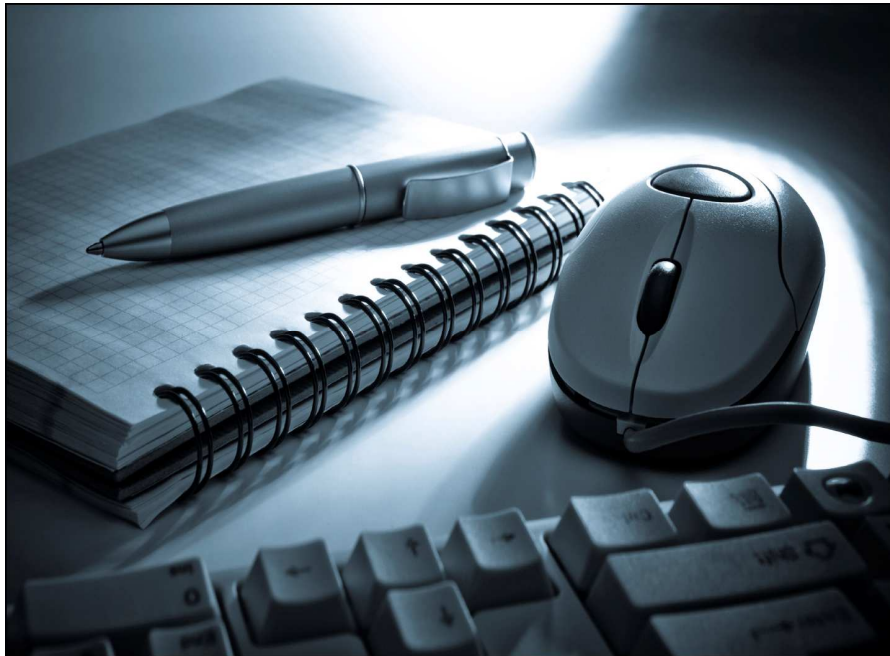


## OUR MANDATE

The Office of the Chief Information Officer operates as an entity within the Executive Council and is governed by the *Executive Council Act*.

The Office of the Chief Information Officer is responsible for:

- Information Technology and Information Management coordination, planning, budgeting and policy development;
- Developing and operating computer systems and infrastructure for Government Departments, Agencies, Boards and Commissions that are directly supported by the administrative support services of Departments;
- Expenditures and procurement of Information Technology goods and services;
- Administering the *Management of Information Act*;
- Managing Information Technology related agreements and contracts;
- Providing consultative services, particularly in the area of Information Management; and
- Working collaboratively with the private Information Technology sector to maximize business opportunities while meeting the Information Technology and Information Management needs of Government.





# OUR LINES OF BUSINESS

Through its lines of business, the Office of the Chief Information Officer provides a wide range of services and programs to improve Government's Information Technology and Information Management capabilities, and to enhance service delivery to Departments. The Office of the Chief Information Officer also provides Information Management directive development and advisory services for Government Departments, Agencies, Boards and Commissions to assist them in advancing their Information Management capacity.

<b>Office of the Chief Information Officer— Lines of Business</b>	
<p><b>Solution Delivery and Application Support</b></p> <ul style="list-style-type: none"> <li>• In-house application development</li> <li>• Management of contracted application development</li> <li>• Implementation and customization of ready-made vendor solutions</li> <li>• Development and deployment of enterprise-wide applications</li> <li>• Management and support for all of the above</li> </ul>	<p><b>Budgeting and Expenditures</b></p> <ul style="list-style-type: none"> <li>• Professional services, including resource acquisition</li> <li>• Acquisition of hardware and software</li> <li>• Hosting and processing services</li> <li>• Development and management of service contracts and agreements</li> <li>• Licensing agreements</li> <li>• Other expenditures associated with Information Technology and Information Management as defined by the <i>Management of Information Act</i> and the Office of the Chief Information Officer Business Plan</li> </ul>
<p><b>Information Technology and Information Management Policy, Planning and Standards</b></p> <ul style="list-style-type: none"> <li>• Development of policies, directives procedures, standards, and guidelines</li> <li>• Strategic planning and management of initiatives</li> <li>• Services and support as mandated in the <i>Management of Information Act</i> and the Office of the Chief Information Officer Business Plan</li> <li>• Protection of information, and policies and procedures for retention and disposal of both paper and electronic data</li> <li>• Procurement of professional resources from private Information Technology and Information Management businesses, building local industry capacity while meeting Government's needs</li> </ul>	<p><b>Operations</b></p> <ul style="list-style-type: none"> <li>• Information Technology Service Desk for desktop support, application-related issues and Information Management systems</li> <li>• Printing solutions</li> <li>• Data and file back-up and recovery</li> <li>• Disaster Recovery planning</li> <li>• Field Technical Services</li> <li>• Data Centre operations</li> <li>• Software version control</li> <li>• Communication services, excluding telephone communications but including the Internet</li> <li>• Information Technology asset management</li> </ul>

# OUR MISSION

The Office of the Chief Information Officer's mission statement identifies the priority focus area of the Minister over the next six years (two planning cycles). It represents the key result that the Minister and the Office of the Chief Information Officer will be working towards as they move forward on the Strategic Directions of Government. The statement also identifies the measure(s) and indicator(s) that will assist both the Office of the Chief Information Officer and the public in monitoring and evaluating success.

The 2011-14 Mission Statement and indicators tie directly to outcomes and components outlined in Government's Information Management and Information Technology Strategic Direction. The Mission Statement and accompanying indicators focus on key areas including innovation, improving service delivery, the management and protection of information, and further enabling the business of Government.

By focusing on these key areas, the Office of the Chief Information Officer will be able to enhance service and technology benefits to Government.

**By March 31, 2017, the Office of the Chief Information Officer will have enhanced the services provided to further enable the business of Government.**

## MEASURE

Enhanced the services provided to further enable the business of Government.

## INDICATORS

- Improved service delivery through the use of innovative technology.
- Enabled Departments to identify their target Information Management Program levels and worked towards achieving those levels.
- Aligned technology and services with identified departmental business needs.
- Improved the adoption of innovative technologies.





# OUR VALUES

The Office of the Chief Information Officer fosters a professional, supportive environment that aims for quality service, is respectful of the individual, supports the advancement of skill sets, and promotes a collaborative approach to sharing and communicating knowledge and experience.

## CLIENT FOCUS

Each person responds to and follows up on client needs in a respectful, timely and appropriate manner.

## ACCOUNTABILITY

Each person represents the Office of the Chief Information Officer to the best of his or her ability, assuming responsibility/ownership for the commitments of the organization.

## LIFE-LONG LEARNING

Each person takes responsibility for his or her ongoing professional development and learning in support of their career growth and corporate objectives.

## INTEGRITY

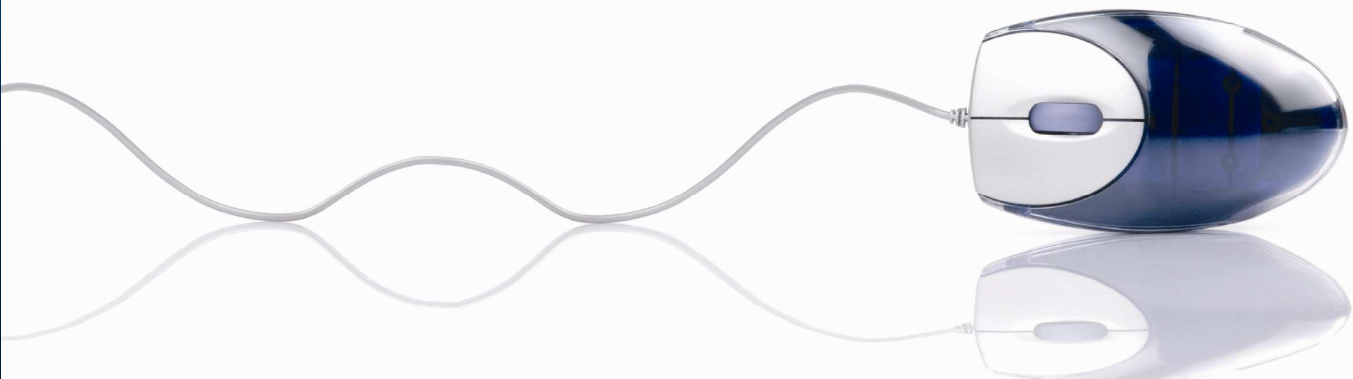
Each person conducts themselves with honesty while, treating all dealings and conversations with clients and peers with sensitivity, objectivity, and consideration for the rights, values, needs and opinions of others.

## FLEXIBILITY

Each person is adaptable and committed to providing creative and innovative service in a rapidly changing organization with many demands.

## STEWARDSHIP

Each person takes responsibility for the stewardship of Government's information and financial assets; protects the personal information of citizens; and takes all reasonable measures to ensure appropriate management of Government information.



# OUR PRIMARY CLIENTS

In delivering its mandate, the Office of the Chief Information Officer has identified the primary clients listed below.

## DEPARTMENTS

- Business
- Child, Youth and Family Services
- Education
- Environment and Conservation
- Executive Council
- Finance
- Fisheries and Aquaculture
- Government Services
- Health and Community Services
- Human Resources, Labour and Employment
- Innovation, Trade and Rural Development
- Justice
- Labrador and Aboriginal Affairs
- Municipal Affairs
- Natural Resources
- Tourism, Culture and Recreation
- Transportation and Works

## SUPPORTED PUBLIC BODIES

- Fire and Emergency Services
- Forestry and Agrifoods Agency
- Government Purchasing Agency
- Workplace Health, Safety and Compensation Review Division
- Labour Relations Agency
- Labour Relations Board
- Legal Aid Commission
- Municipal Assessment Agency
- Public Service Commission
- Research and Development Corporation
- The Rooms Corporation
- The Royal Newfoundland Constabulary
- Provincial and Supreme Courts
- House of Assembly and Statutory Offices (except Auditor General):
  - ◆ Office of the Chief Electoral Officer
  - ◆ Office of the Child and Youth Advocate
  - ◆ Office of the Citizens' Representative
  - ◆ Office of the Information and Privacy Commissioner



# OUR BUSINESS PLAN

In consideration of Government's Strategic Directions, our mandate and the financial resources of the Office of the Chief Information Officer, the following areas have been identified as the key priorities of the Minister. The goals identified for each issue reflect the results expected over a three year timeframe, while the objectives provide an annual focus. Measures and indicators are provided for strategic goals and the first year's fiscal objectives to assist both the Office of the Chief Information Officer and the public in monitoring and evaluating success.

Over the 2011-14 fiscal year, the Office of the Chief Information Officer will be focusing on three strategic issues:

- Innovation
- Information Management and Protection
- Service Delivery

## ISSUE 1: INNOVATION

Innovation is a key priority for the Minister responsible for the Office of the Chief Information Officer. Innovation will contribute to enhancing the business of Government by providing opportunities to increase productivity, improve the delivery of public services, maximize investment in technology, and respond more effectively to changing public needs and expectations.

The Office of the Chief Information Officer will develop a focused approach to identifying and adopting innovative technologies, aligning them with departmental goals, and in doing so, improving services to Government and further enabling its business. It will also implement a more focused approach on the re-use of existing technology, especially those technologies acquired during the past five years, to maximize Government's return on investment.

**Goal:**

By March 31, 2014, the Office of the Chief Information Officer will have improved the identification, assessment, and adoption of innovative technology to further enable the business of Government and increase the return on investment in technology.

**Measure:** Improved the identification, assessment, and adoption of innovative technology to further enable the business of Government and increase the return on investment from technology.

**Indicators:**

- Developed and implemented a technology standards framework and process that support the adoption of innovative technology and the re-use of existing technology to enhance Government business and maximize return on investment.

# OUR BUSINESS PLAN (CONT'D)

- Assessed opportunities, developed a plan and begun to implement innovative technologies as opportunity permits and departmental need identifies.
- Implemented select innovative technologies across Government and integrated an approach to identifying opportunities for innovation and effective re-use of technology into its services and operations.

## Objective 1

By March 31, 2012, the Office of the Chief Information Officer will have developed a technology standards framework, used it in analyzing departmental business needs and begun to implement those that can be implemented in the short term.

**Measure:** Developed a technology standards framework, used it in analyzing departmental business needs and begun implementation of those that can be implemented in the short term.

### Indicators:

- Developed and implemented a technology standards framework to assess opportunities for innovative technologies.
- Implemented technologies such as mobile devices, wireless access and communication and collaboration tools.
- Identified and assessed opportunities in areas such as Cloud computing and social media.
- Identified priorities for innovation and re-use of technology investments over the next two years.

## Objective 2

By March 31, 2013, the Office of the Chief Information Officer will have continued to implement innovative technologies and developed a plan for an on-going approach to innovation and re-use of technology investment.

## Objective 3

By March 31, 2014, the Office of the Chief Information Officer will have integrated innovation into its ongoing services and operations.

# OUR BUSINESS PLAN (CONT'D)

## ISSUE 2: INFORMATION MANAGEMENT AND PROTECTION

Improving and maturing the management and protection of Government information is a strategic direction for the Minister responsible for the Office of the Chief Information Officer. Government information must be managed in an efficient, legal and secure manner, according to the requirements of legislation and policy. As stewards of Government information, the Office of the Chief Information Officer is committed to providing the tools, systems, policy framework and advisory services required to enable Departments to manage and protect their information in a manner which supports decision-making and provides services to citizens.

Over the course of this planning period, the Office of the Chief Information Officer will focus its efforts in the area of managing and protecting Government information by providing guidelines to enable Departments to better track and manage the implementation of recommendations arising from Information Management Capacity Assessment Tool assessments as well as the development and maturity of their Information Management programs. The Office of the Chief Information Officer will also continue to focus on identifying requirements for policy, directives, standards and guidelines to enhance the management and protection of Government information, and will develop those policy instruments which are required and communicate them appropriately to clients across Government.

**Goal:**

By March 31, 2014, the Office of the Chief Information Officer will have further developed and implemented initiatives to improve the management and protection of Government information, and supported and measured the progress of implementation.

**Measure:** Further developed and implemented initiatives to improve the management and protection of Government information, and supported and measured the progress of implementation.

**Indicators:**

- Developed Information Management and Information Protection directives, standards, and guidelines as required by the Office of the Chief Information Officer and Government to improve the management and protection of information.
- Developed a guideline to enable Departments to track and measure progress in implementing their Information Management Capacity Assessment Tool recommendations and improving Information Management.

# OUR BUSINESS PLAN (CONT'D)

## Objective 1

By March 31, 2012, the Office of the Chief Information Officer will have developed directives, standards and guidelines required by the Information Management and Information Protection Programs to enhance the management and protection of information within the Office of the Chief Information Officer and across Government.

**Measure:** Developed relevant Information Management and Information Protection directives, standards and guidelines as required by the Information Management and Information Protection programs.

### Indicators:

- Developed and begun to implement communication plans to support adoption of Information Management and Information Protection directives, standards, and guidelines.
- Researched and assessed models currently employed in other Government jurisdictions and private industry to track and measure improvements in Information Management.
- Developed a guideline to enable Departments to measure their progress in implementing their Information Management Capacity Assessment Tool recommendations and improving Information Management.



## Objective 2

By March 31, 2013, the Office of the Chief Information Officer will have piloted the use of a guideline to enable Departments to track and measure their progress in implementing their Information Management Capacity Assessment Tool recommendations and improving Information Management.

## Objective 3

By March 31, 2014, the Office of the Chief Information Officer will have implemented a program and process to support assessment and improvement of Information Management and Information Protection maturity in the Office of the Chief Information Officer and across Government.



# OUR BUSINESS PLAN (CONT'D)

## ISSUE 3: SERVICE DELIVERY

Service delivery is a key priority for the Minister responsible for the Office of the Chief Information Officer. Improvement in service delivery will contribute to the achievement of a component of Government's Information Technology and Information Management strategic direction, which is a commitment to service delivery excellence.

The provision of professional, quality, Information Technology and Information Management services for Government is a core function of the Office of the Chief Information Officer as outlined in our mandate.

The Office of the Chief Information Officer is continuously working to be more responsive to client technology needs while supporting their lines of business. The Office of the Chief Information Officer will continue enhancing service delivery to Government Departments and supported Agencies through the creation of a client forum, developing service delivery performance measures and enhancing the management of Government's Information Technology and Information Management project portfolio.

**Goal:**

By March 31, 2014, the Office of the Chief Information Officer will have improved service delivery for Government Departments and supported Agencies.

**Measure:** Improved service delivery to Government Departments and supported Agencies.

**Indicators:**

- Continued to improve processes for clients to provide input to the Information Technology and Information Management services delivered to them by the Office of the Chief Information Officer.
- Developed service delivery performance measures for select Information Technology and Information Management services.
- Implemented a solution to better manage Government's Information Technology and Information Management project portfolio.



# OUR BUSINESS PLAN (CONT'D)

## Objective 1

By March 31, 2012, the Office of the Chief Information Officer will have solicited input from Government Departments and supported Agencies to improve the services delivered to them by the Office of the Chief Information Officer.

**Measure:** Solicited input from Government Departments and supported Agencies to improve services delivered to them by the Office of the Chief Information Officer.

### Indicators:

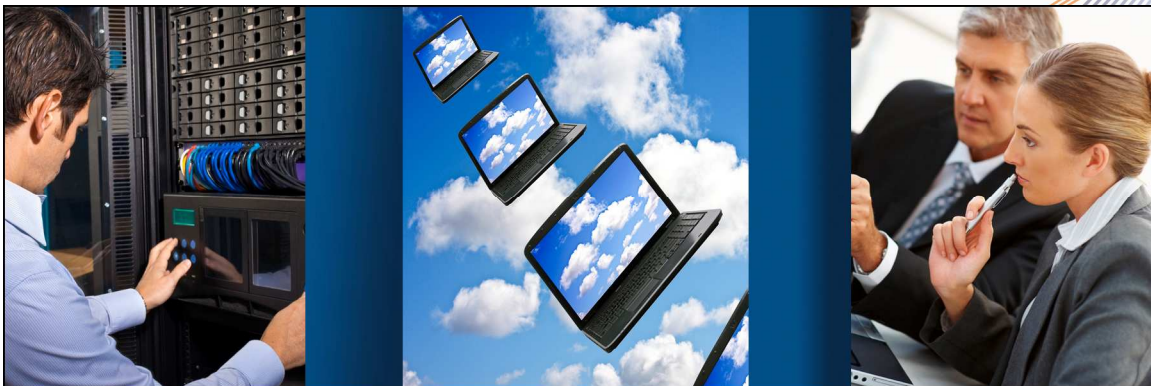
- Created a client forum consisting of representatives from Government Departments and supported Agencies.
- Reviewed, updated and described all services provided by the Office of the Chief Information Officer.
- Implemented and communicated a feedback process.

## Objective 2

By March 31, 2013, the Office of the Chief Information Officer will have measured client satisfaction and improved processes where possible.

## Objective 3

By March 31, 2014, the Office of the Chief Information Officer will have defined services to be measured and developed associated performance measures.



# STRATEGIC DIRECTION

## INFORMATION MANAGEMENT / INFORMATION TECHNOLOGY SERVICES TO GOVERNMENT

Outcome: Enabled innovation that aligns with the business and strategic goals of Government. This outcome supports the policy direction of Government and requires systematic intervention in the following areas:

Components of Strategic Direction	Applicable to Other Entities Reporting to the Minister	This Direction is addressed:		
		In the Entity's Business Plan	In the Entity's Operational Plan	In the Entity's Branch / Divisional Work Plan
1. Committed to service delivery excellence.		X		
2. Enhanced Government's Information Management Maturity.		X		
3. Continued investment in and management of Government technology.		X		
4. Worked collaboratively with the private sector to maximize business opportunities while meeting the Information Technology and Information Management needs of Government.			X	

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