

The Government's Space Age I & IT Agenda

*Conference of Ontario Boards and Agencies
COBA '98*

November 19, 1998

Why I & IT?

- ✓ *Government is already critically dependent on I & IT to support ongoing delivery of services and programs*
- ✓ *I & IT enables key change initiatives (eg ServiceOntario, Agency Reform, OBC, Land Information, Integrated Justice, Smart Systems for Health, Regional Delivery Restructuring, WIN, IFIS, etc)*
- ✓ *Enables big improvements in customer service*
- ✓ *Enables rigorous accountability and measurement*
- ✓ *Leads to a smaller, more flexible Ontario government*
- ✓ *Improves links with service delivery partners*

***I & IT Enables
Government transformation***

Strategic Importance of I&IT

**IT as a
Critical
Driver
and
Enabler
for**

**Ongoing
Delivery
of Quality
Services
& Programs**

**Fundamental
Restructuring &
Transformation**

VISION for the OPS

- Focused on Core Business
- Ensuring Quality Service to the Public
- Smaller and More Flexible
- Integrated and Cohesive
- Accountable

MINISTRY Business Plans

Ministry Vision
Key Strategies
Core Businesses
Key Performance Measures

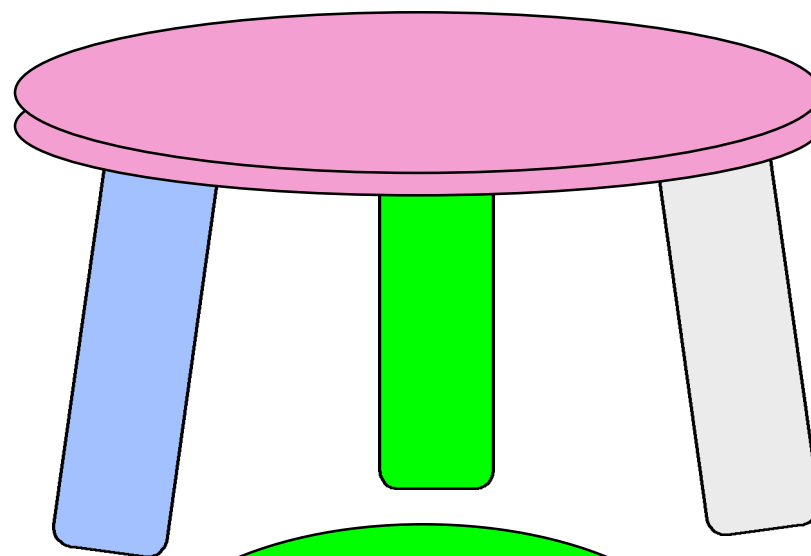
GOVERNMENT AGENDA

- > Balance the budget
- > Spend tax dollars wisely
- > Provide better service
- > Reduce the cost and size of government
- > Eliminate red tape
- > Reduce government barriers to job creation, investment and growth
- > Reform the health, education and welfare sectors
- > Cut provincial income taxes

Overview

***ongoing operation &
transformation of
government***

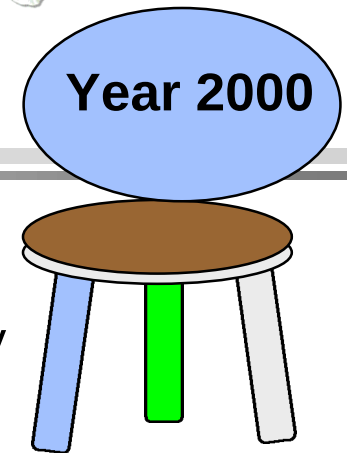
**Year
2000**



**I & IT
Strategy**

**Business
Priorities**

Year 2000 Overview



► Resource Commitment

- » Corporate Year 2000 Project Management Office and ministry Project Coordinators/Project Offices established
- » Streamlined ministry access to Y2K funding in place
- » vendors of record for assessment/conversion/testing
- » standard contract language to protect government liability
- » Over \$50m in VOR contracts to date; \$80m allocated to ministries from Y2K Contingency Fund allocation of \$200m

► Accountability Framework

- » monthly reporting to accountable DMs, to IITDC and to MBC/Chair
- » quarterly reports to all Ministers

Year 2000 work is the top IT priority for the government

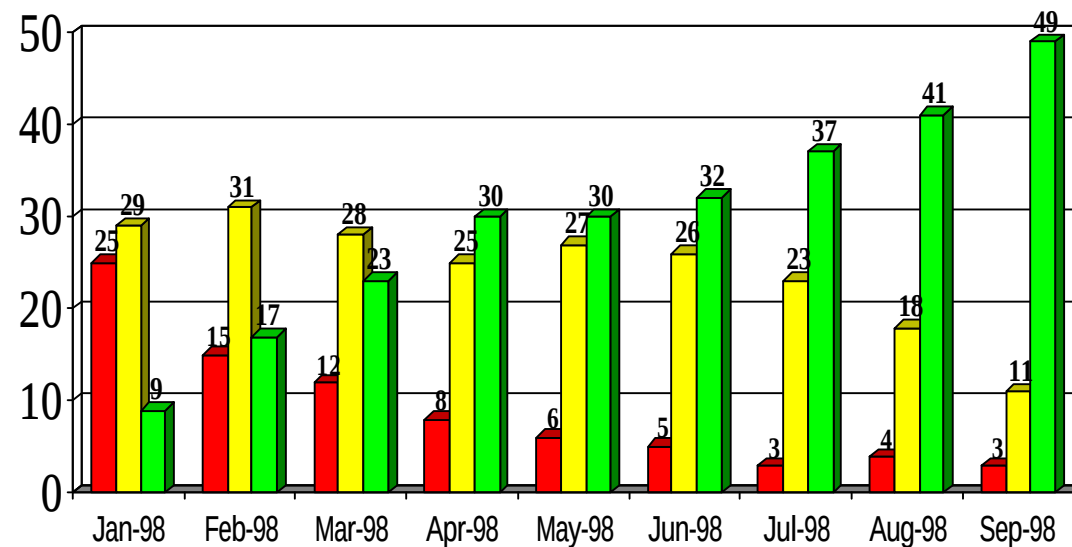
Phase 1: Mission Critical Applications

Phase 1 Criteria

- » health of citizens
- » life or safety
- » processing of key payments
- » revenue generation

*for conversion
by Dec 31/98*

Profile of OPS Mission Critical Projects as of September 30, 1998



■ Requires Significant Acceleration
 ■ Requires Acceleration
 ■ On Target

Phase II - Beyond Mission Critical

- tiering of 227 OPS business-critical projects with Mar/June/Sept 1999 completion dates
- BPS and transfer payment agencies & ASD partners through planned but variable OPS approach based on risk, liability and readiness assessment with responses that range include funding, support and compliance monitoring based on assessment and need
- supply chain
- regulated industries

Business Priorities

- Ministry IM/IT Plans have been directly linked to BPA
- Analysis of ministry IM/IT Plans indicate over 200 funded I & IT projects that are considered essential to the achievement of ministry business plans.
- Ongoing business priorities:
 - ensure continued delivery of key ministry programs and services
 - implement legislation (e.g. budget initiatives)
 - achieve core business goals (e.g. Enhanced Fraud protection (MOH))
 - transformational change initiatives
- Requirement for OPS-wide management of I & IT expenditures and priorities as well as the need for common I & IT infrastructure for all ministries



Business Priorities: Ongoing Priorities



- Hundreds of systems are used to support service delivery to public, policy development, data collection and revenue collection, adjudication, administrative and other activities

application	payment/ revenue	clients affected	size / scope
health insurance	\$4.3b	25,000 doctors	15-20m payments annually
driver/vehicle systems	\$850m	6.5m	20m transactions annually
police (OMPPAC)	n/a	11m; 7,000 police	1m calls annually
retail sales	\$10.5b	11m; 330,000 vendors	2.5m returns annually
personal and business registration	\$87m	11m; all businesses	3.6m trans. annually
welfare	\$6b	1m (1/2m cases)	8.5m transactions annually

Business Priorities: Major Service Delivery and Sector Initiatives



Initiative: Ontario Business Connects (OBC)	Lead: MCCR
Mandate: Streamline and simplify the relationship between the business community and government to enhance Ontario as a preferred jurisdiction for business.	
Initiative: Service Ontario	Lead: MTO
Mandate: Improve customer service by integrating the delivery of routine government services and information to individuals..	
Initiative: Government Mobile Communications	Lead: ATG/MSGCS
Mandate: Partners MOH, MTO, MBS, MNR & MSGSC to pool communications assets and secure private sector partner through CPP.	
Initiative: Regional Delivery Restructuring	Lead: MBS
Mandate: To consolidate multi-ministry regional service delivery operations in shared office locations through pilot common counters and ministry co-locations.	

Business Priorities: Major Service Delivery and Sector Initiatives (Cont'd)



Initiative: Smart Systems for Health	Lead: MOH
Mandate: To develop a health sector integrated information system to increase the efficiency and effectiveness of service delivery and to improve the quality of information.	
Initiative: Integrated Justice	Lead: ATG/MSGCS
Mandate: CPP Project to enable fundamental re-engineering of the Justice Enterprise through an integrated information system for the entire justice system.	
Initiative: Automating Social Assistance	Lead: MCSS
Mandate: Interim Caseworker and Ontario Works for social assistance delivery. To bridge to Business Transformation Project for solutions for a reformed adult social assistance system.	
Initiative: Land Information Ontario	Lead: MNR
Mandate: To enable the vision that Ontario's Land Information is managed, accessible, "integrateable" and affordable in cooperation with our stakeholders	

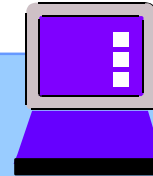
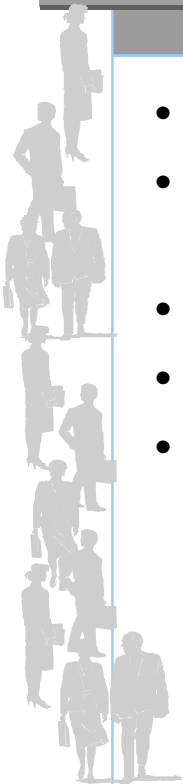
Improving Customer Service using IT

Getting a Driver's license



REMEMBER WHEN?

- Expired on the same day
- Long line ups (up to 5 hours) usually outdoors in February
- Locations limited
- Business hours limited
- Limited services

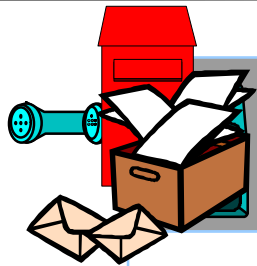


NOW MTO KIOSKS

- Kiosks:
 - 60 locations
 - Open 7 days a week
 - 24 hrs a day in some locations
- 700,000 Ontario residents will use kiosks in 1998
- Every customer is surveyed: *"Did you enjoy the experience?"*
- 96 % responded 'yes'

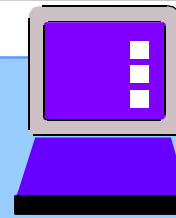
Improving Customer Service using IT

Starting a Small Business



REMEMBER WHEN?

- Only one location for Business Names License (Toronto)
- 6 weeks to get Business Names through the mail
- 50% returned (100,000) as incorrect (delayed business start by 14-16 weeks)
- Only one transaction Business Name registration



NOW Ontario Business Connects

- 70 locations (Ontario Business Enterprise Centers)
- 20 minute self registration
- No errors; lost files or mail costs
- 120,000 transactions per year
- 60% of all transactions now electronic
- 96% customer satisfaction

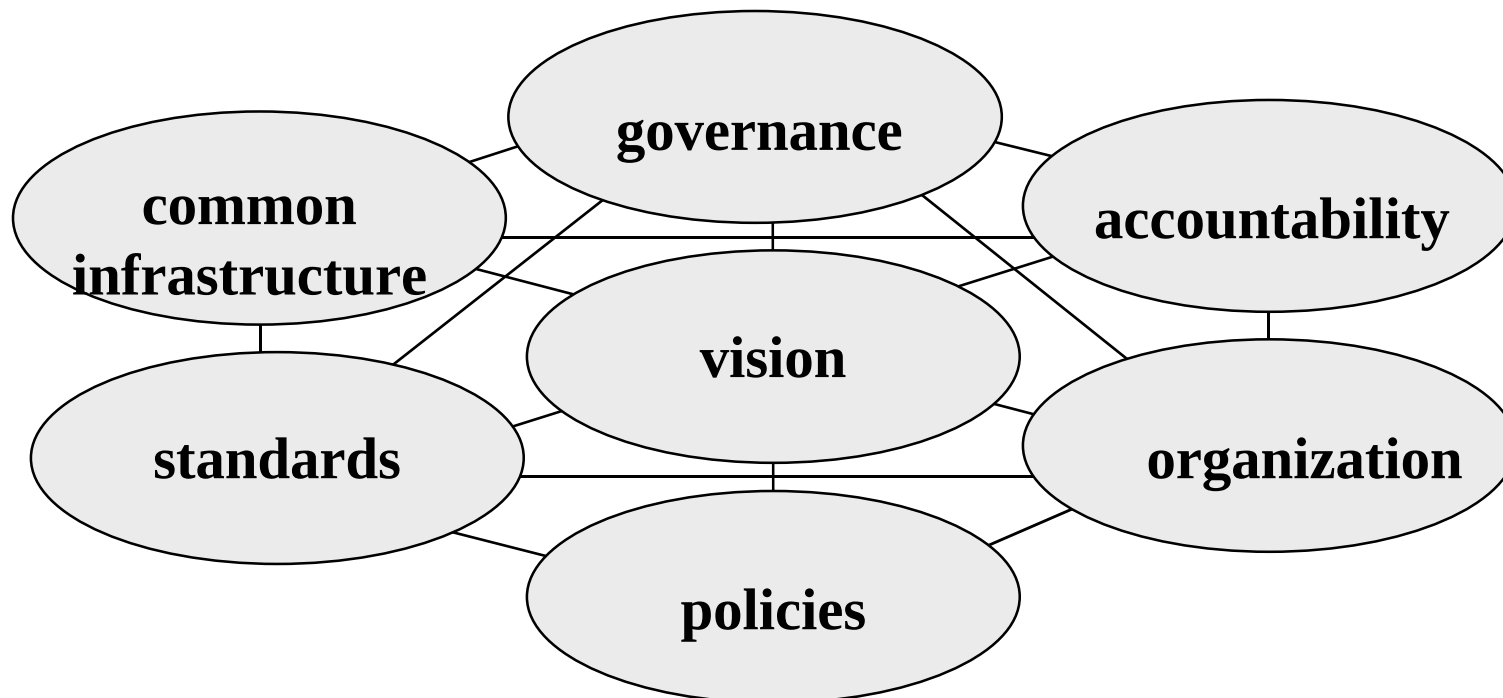
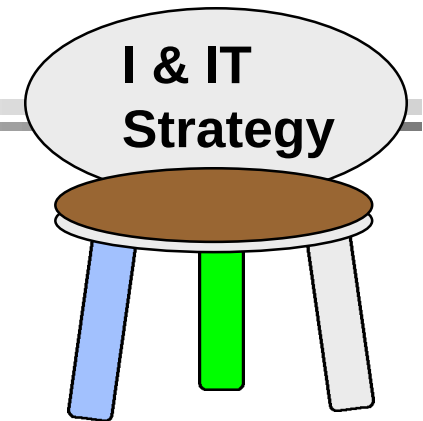
Business Priorities - Conclusions

- ✓ *Government is critically dependent on I & IT*
- ✓ *I & IT:*
 - *enables ongoing delivery of services and programs*
 - *supports policy and legislative changes*
 - *driver for key change initiatives (eg ServiceOntario, Agency Reform, OBC, Land Information, Integrated Justice, Smart Systems for Health, Regional Delivery Restructuring, WIN, IFIS, etc)*
- ✓ *Supports transformation of government*
- ✓ *Improves links with service delivery partners*

*Need for increased I&IT
capacity for the Government*

I & IT Strategy Overview

- **MBC approved I & IT Strategy in February, 1998**
- **Launched by MBC Chair Mar 11**
- **Increases the I & IT capacity of the OPS**
- **For ministries and scheduled agencies (I and IV)**



The I & IT Vision

I & IT will be used effectively to advance the Government's business vision and to enable and support flexible, responsive and innovative public service.

Characteristics:

- Client- focused
- Connected
- Flexible
- Integrated
- Interactive
- Accessible

- Secure
- Managed
- Cost-effective
- Reliable

Supporting Vision Statements:

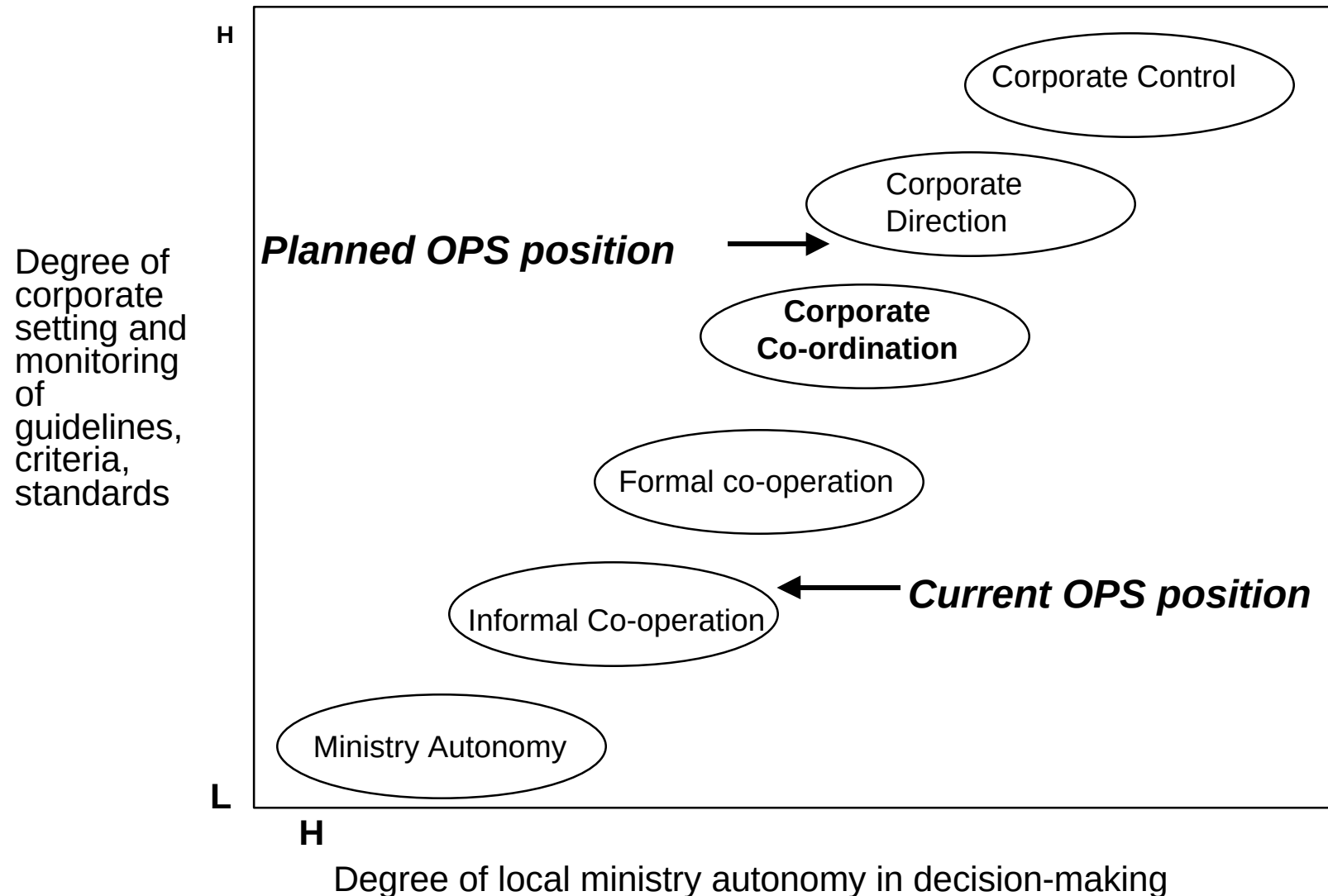
In support of this, I & IT will:

- Facilitate and enable superior project, service and **outcome management** for the public of Ontario and support the government's service delivery, policy and internal administration functions;
- Capitalize on the effective management and use of **information** as a highly valuable asset by providing clients with the right information, at the right time, at the right place, at the right cost, using the right technologies;
- Be run and managed by the **people** with the right skills, flexibility and accountabilities, and organized and supported in the right way to meet emerging and evolving business needs;
- Be based on a common but flexible **I & IT infrastructure**.

I & IT Characteristics

- **Client- focused** - It must anticipate client expectations in terms of speed, reliability, responsiveness, ease of use, timeliness, accuracy, completeness and appropriateness to the context
 - **Connected** - it must provide connectivity to effectively span the OPS and from there through to partners in the public and private sectors
 - **Flexible** - it must have a renewable infrastructure, with the ability to change technology elements as required while minimizing any impact on business processes
 - **Integrated** - it must provide the capability to tie together/link common service functions
 - **Interactive** - it must have the capability to respond and react rather than just process
 - **Accessible** - it must be available any place, any time, as well as across all groups (e.g, language, age, culture and ability)
-
- **Secure** - it must provide an integrated security environment that protects client information to the level required, both internally and externally
 - **Managed** - it must be both manageable and measurable using performance measures and benchmarks with the appropriate accountabilities
 - **Cost effective** - it must offer the best value for the IT investment made by spending the right amount on the right solution
 - **Reliable** - it must provide results that are repeatable with a high level of predictability based on redundancy and back-ups

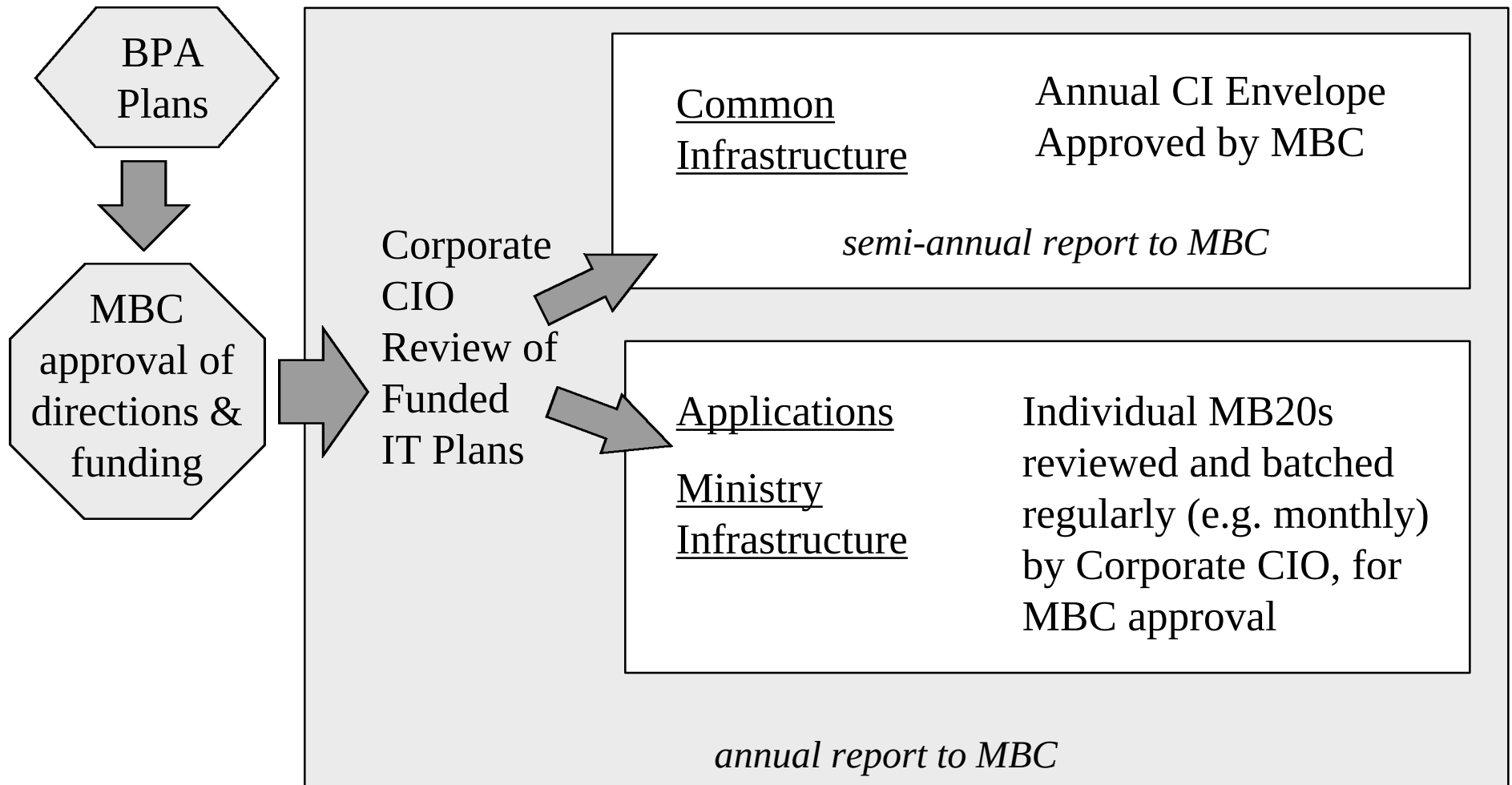
Governance: I & IT Strategy says:



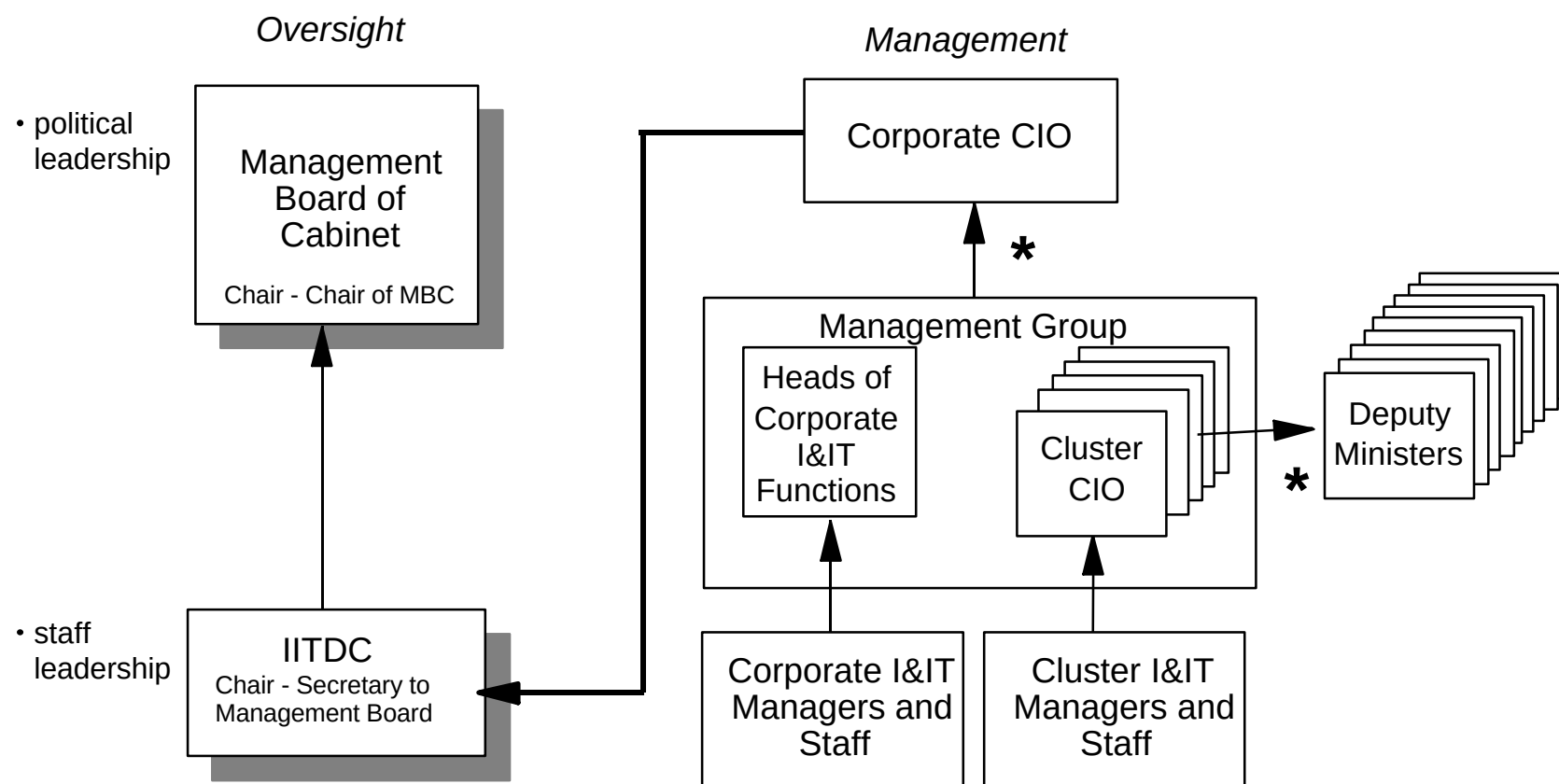
Governance Progress

- Balance between strong MBC interest in financial control and need for streamlined and flexible processes
- Moving through IM/IT Plans to a more planned and coordinated approach to I & IT with corresponding MBC approvals
- Streamlined procurement approval process approved by MBC
 - » streamlined approvals for I & IT expenditures
 - » recommendations for a common I & IT infrastructure envelope and procurement plan
 - » performance and outcome management (to be proposed in Jan/99)

Governance: Summary of Proposed Approval Processes



Accountability: I & IT Strategy says:



* Relationship depends on subject/responsibility

Accountability Progress

Clarification of respective roles for:

- ✓ I & IT Directions Committee (IITDC)
- ✓ I & IT Management Committee (IITMC)
- ✓ Corporate and Cluster CIOs
- ✓ Architectural Review Board
- ✓ IT Standards Council

Operationalizing I & IT Strategy around financial accountability, performance reporting, funding, etc

Organization:

I & IT Strategy says:



Integrate I & IT staff into 7 clusters

- Community Services (MET, MMAH, MCzCR)
- Economics / Business (MEDTT, MCCR, MOL, MEST)
- Finance (MOF)
- Human Services (MOH, MCSS)
- Justice (MAG, MSGCS)
- Resources/Land (OMAFRA, MNR, MNDM, ENV)
- Transportation (MTO)

(I&IT services to MIA, MBS, Cabinet Office, Lieutenant Governor's Office, OWD and Public Appointments Secretariat will be provided by the Corporate CIO's organization.)

Staffing Implementation

- Staffing plan announced by Secretary of Management Board on Sept 2 for the implementation of the new corporate and cluster I & IT organizations
- Successful candidates will be based on a comprehensive assessment of their qualifications and past performance against the skills and competencies for each position.
- The I&IT Strategy identified increasing I&IT skill requirements in the areas of architecture, planning, service management and project management; we are examining best approaches to ensure that we have these skills in the future I&IT organization.
- Work is also actively underway to ensure critical resources are in place to address the Year 2000 issue.

Policy Progress

- 1. *I and IT management*** - financial management service delivery model, funding model, accessing funding for accelerated standards implementation reviewed and approved
- 2. *Data sharing & privacy*** - policy options reviewed with detailed recommendations, including a Service Ontario privacy standard
- 3. *A revised Intellectual Property*** policy was reviewed by Caucus and by the Red Tape Commission and approved by MBC in August/98
- 4. *Security*** - policy framework, directive and operational guidelines approved at MBC
- 5. *Desktops*** - corporate procurement approach being developed

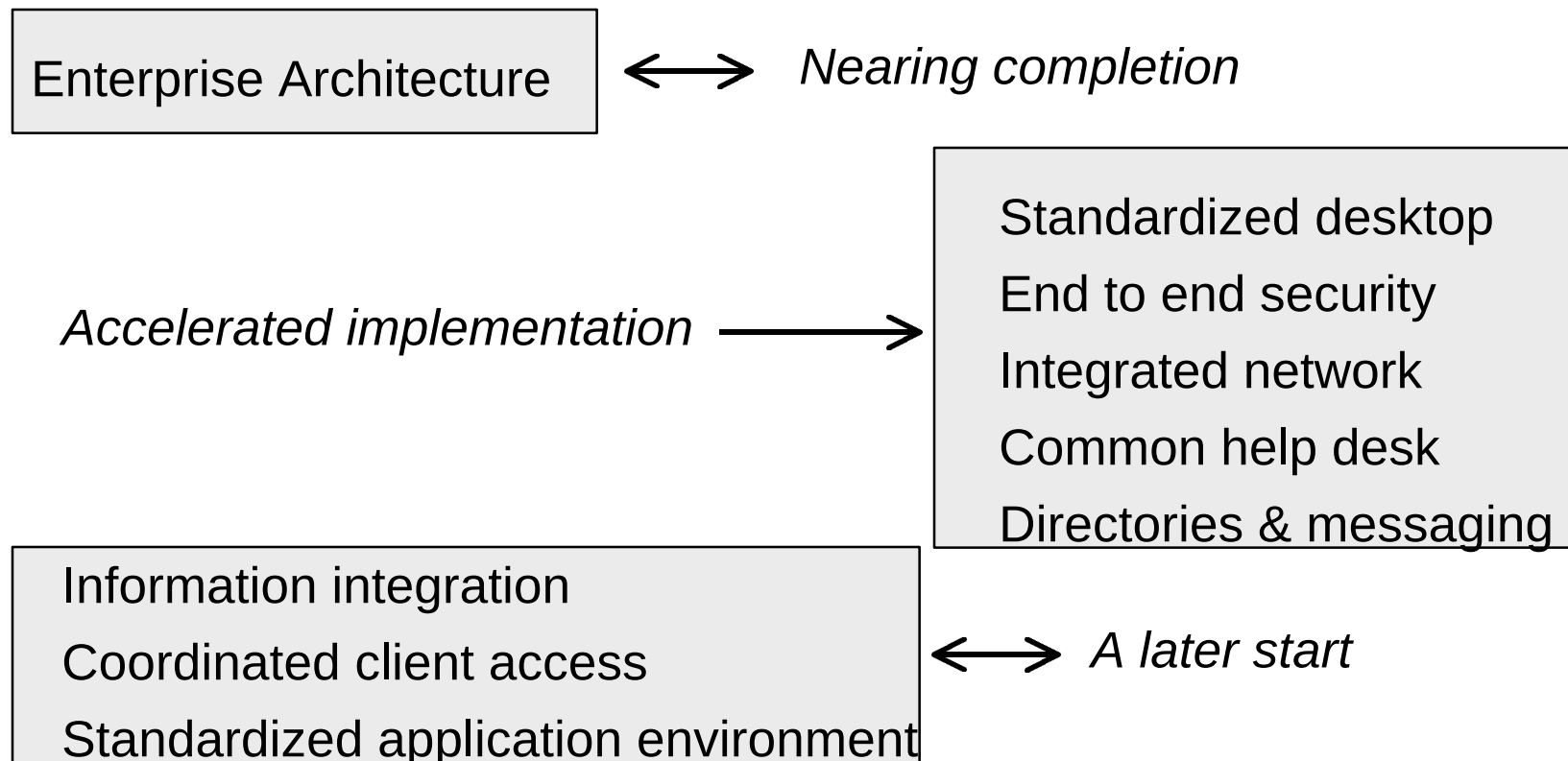
Standards Progress

- 1. Network standards** - addressing and domain standards developed within NOS/DOS implementation guideline through Standards Council
- 2. E-Mail** - RFP for single E-Mail product for OPS to be released by November /98
- 3. Desktop standards** - Total cost of ownership, version controls under development.
- 4. Database management system** - RFP for selection of midrange DBMS standard will be awarded in November-December/98

Common Infrastructure: I & IT Strategy says:

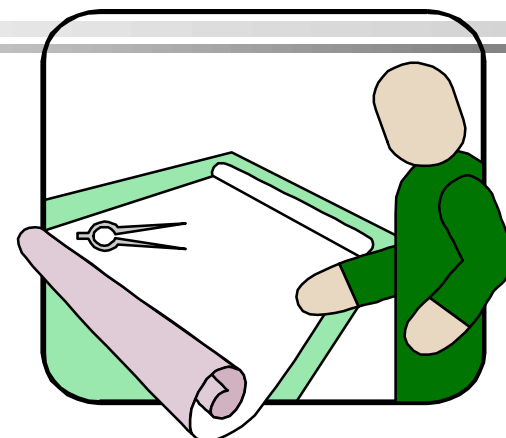


Centrally manage the I & IT underpinnings and arrive at a target architecture based on “moving the yardsticks” in 9 common infrastructure areas that are tightly linked and interdependent:



Enterprise I. & I.T. Architecture

- Overall enterprise architecture (EIA) for the Ontario Public Service (OPS) I&IT environment
- Framework for detailed (component) architectures:
 - » Security
 - » Information
 - » Technology
 - » Application
- Framework:
 - » To develop cluster information architectures
 - » To coordinate infrastructure implementations (part of the OPS I&IT Planning Process)
 - » To gauge impact of emerging technologies

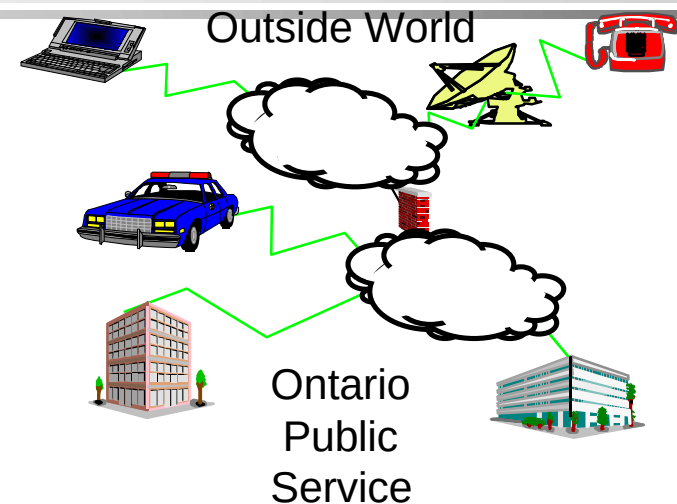


Status:

- EIA built May - Sept. 98 with a core team with members from across the OPS and via workshops
- Approved by IITMC and IITDC
- Conceptual-level EIA includes:
 - Business and architecture reqmts
 - Global, component design principles
 - Information and business models
 - Privacy standard/principles
 - Data warehouse strategy
 - Governance structure
 - Integration with IT Planning process

Integrated Network

- Integration of voice, data and mobile communications
- Integration of wide area, building and local area networks
- Robust, high capacity network:
 - » effective internal Ontario Public Service communications
 - » effective linkage to broader public sector, service delivery partners and private sector
- Well managed, cost-effective:
 - » consolidation and optimization of the existing/proposed infrastructures
 - » appropriate delivery mechanisms
 - » end-to-end service level management

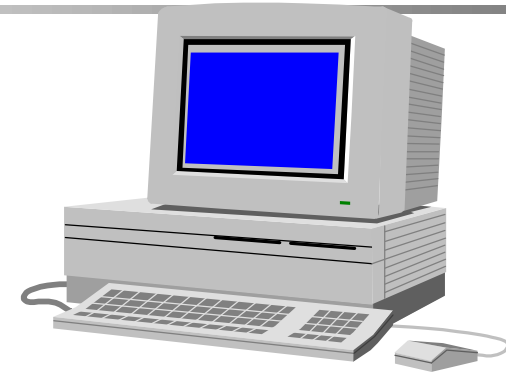


Status:

- NT Network OS Standard selected and migration underway
- Mobile Communications Project (wireless network across the province) underway
- Voice telecomm policy in place, with focus on lease vs. buy
- OPS/BPS coordination
- Interim lead under recruitment

Standardized Desktop and E-mail

- Standardized and consistent Ontario Public Service desktop products:
 - » word processor
 - » spreadsheet
 - » presentation
 - » Ministry/cluster to select one suite/product
- OPS-wide E-mail product and browser to be selected on own merits
- Process for establishing and regularly reviewing desktop tools
- Firm target dates for completion of conversion to standard products and rigorous version control

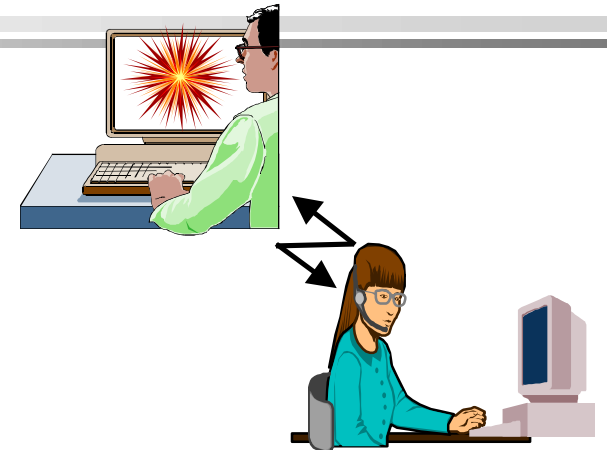


Status:

- NT Desktop OS standard and migration underway
- Underway:
 - Corporate Desktop Vendor of Record RFP
 - E-mail and browser standard RFP
 - Total Cost of Ownership Model

Common Help Desk/System Management

- Common help desk facility for all users of corporate infrastructure to provide first level problem management
- OPS-wide overarching system and problem management systems
- Links to second level problem management in ministries, vendors
- Pricing will encourage migration to single desktop office automation products/suite
- Effective management of desktop, including desktop products
- Appropriate standards and policies for change management

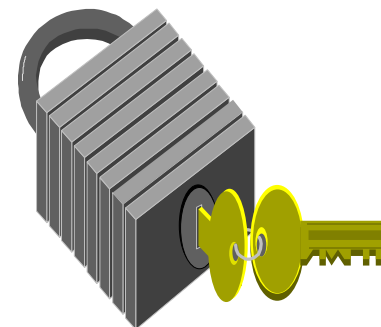


Status:

- initial OSC work
- Interim lead in place
- Multi-ministry working group developing migration path

End-to-end Security

- Government-wide security environment to ensure:
 - » confidentiality
 - » integrity
 - » availability and reliability
 - » accountability
 - » assurance
- “End to end” in terms of:
 - » comprehensive security architecture
 - » policy/management framework
 - » technologies: firewall, PKI pilot and implementation, security management tools, hardened servers, etc.

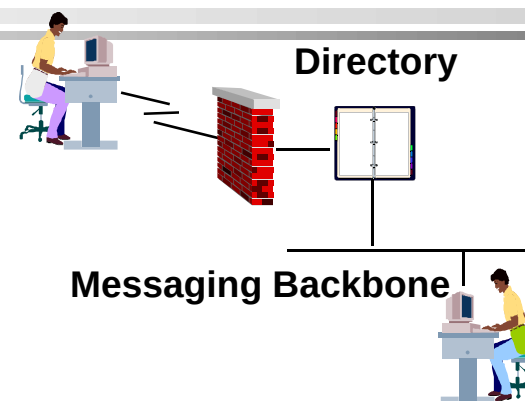


Status:

- Entrust selected as PKI standard
- First production use is slated to be the corporate Peoplesoft implementation
- Interim lead in place

Integrated Directory/Messaging

- Directory services:
 - » common electronic directory of employees, hardware, files, applications, etc.
 - » storage and issuance of security (PKI) certificates
 - » SMTP addresses
- Messaging services:
 - » base infrastructure for e-mail, electronic data interchange, workflow
 - » link to external partners and clients
- Integrated X.500-based directory and X.400/SMTP messaging backbone pilots

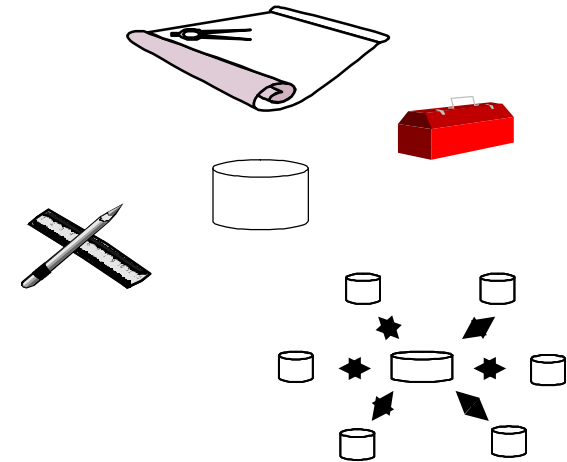


Status:

- X.500 pilot underway
- pilot will run for 6 months and will ramp up to production if successful
- directory planned to be used for migration to e-mail std., for PKI pilot and for re-directing Internet e-mails to ministries
- interim lead in place

Integrated Information

- Information architecture:
 - » detailed data model of corporate data
 - » high level data model for data that is cluster or ministry specific
 - » catalogue of key elements
- Standards:
 - » information interfaces
 - » data sharing standards
 - » decision support systems
 - » database management system (DBMS)
- Standard data integrator tools and data base management systems
- Enterprise data warehouse
 - » based on EIA-based strategy
 - » federated data warehouse configuration

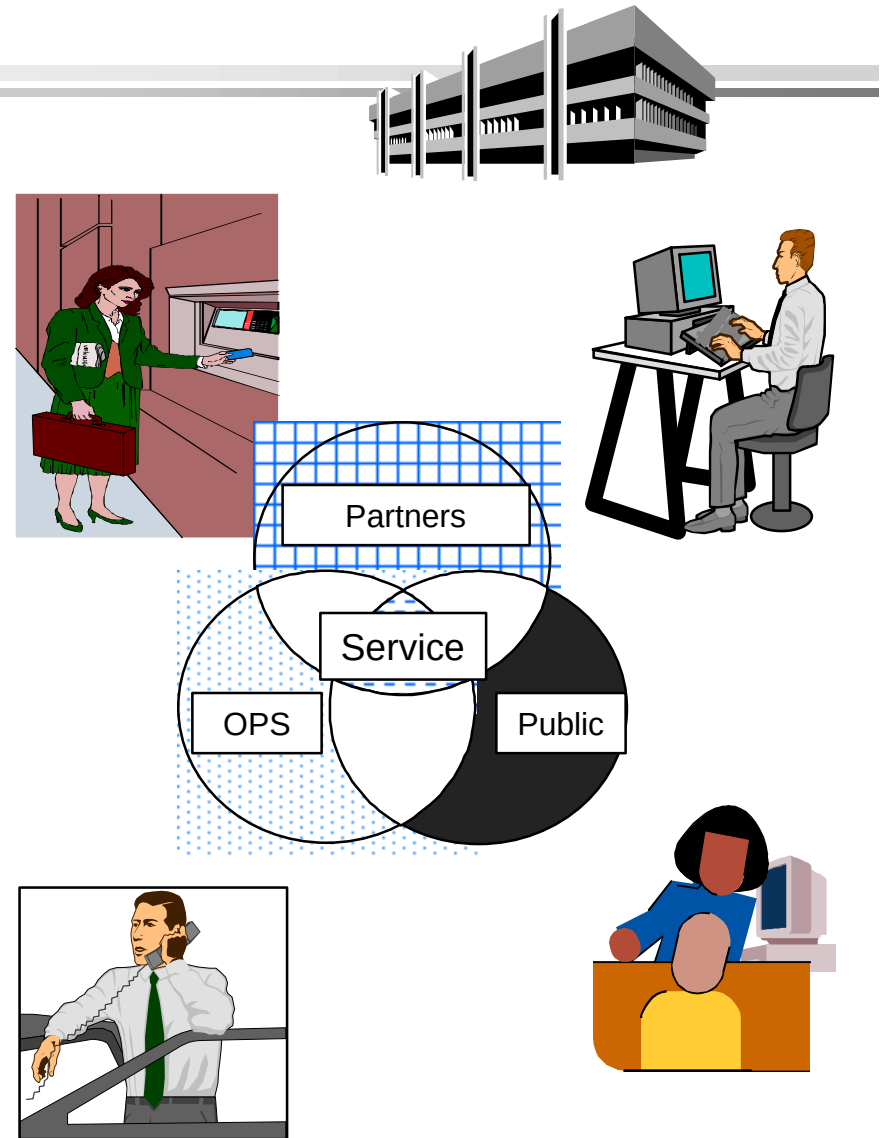


Status:

- database standard (midrange) RFP being evaluated
- data warehouse strategy underway

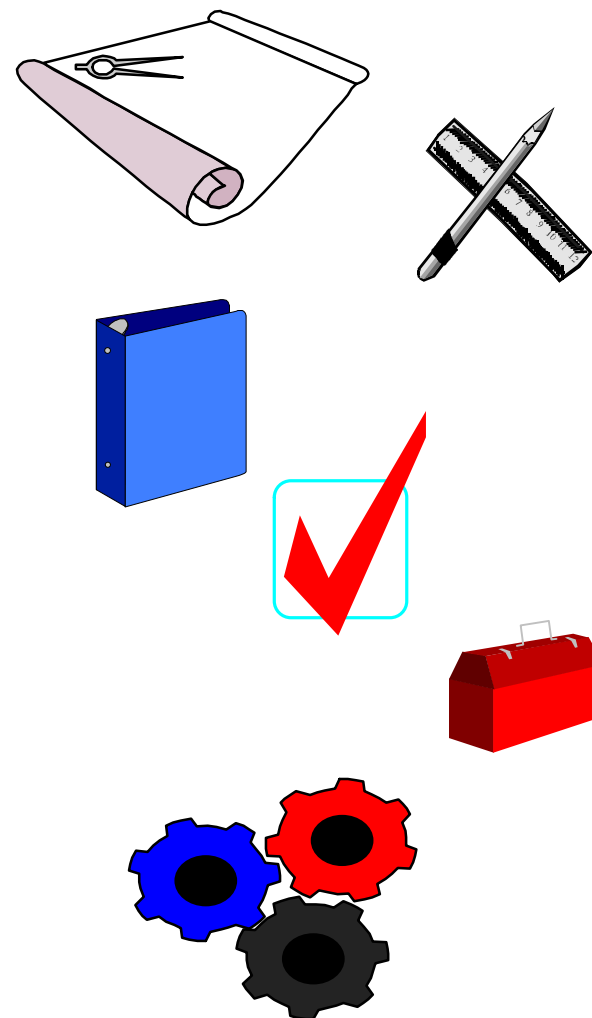
Coordinated Client Access

- Coordinated and consistent client access technology across government, as delivered by the business initiatives
- OPS-wide visual identity, using defined policies and standards
- Standards (e.g. electronic commerce, IVR, kiosk, etc.)
- Standard Internet and Intranet toolkit



Standardized Application Environment

- Application architecture for Ontario Public Service, identifying common application requirements
- Application design/ development standards and methods
- Comprehensive quality assurance process and quality assurance test-bed
- Standard common application infrastructure (transaction process monitors, messaging brokers, etc.)
- Facilitate corporate administration applications (human resource management information system, integrated financial information system, etc.)



Impact for Agencies

- I & IT Planning - and reporting to MBC under development at ministry levels; need to get connected to ensure you “get yours”
- Accelerated standards implementation underway through ministries; financial assistance available; involve:
 - » desktop (NT, office automation products/suites, DOS, vendor controls)
 - » servers (NT Server)
 - » domain naming and addressing
- Changing the way we do I & IT
 - » help desk / systems management
 - » network (outside and inside buildings)
 - » directories
 - » security
 - » I & IT management that is corporate, not ministry or cluster dependent
- Inclusive
 - » Implementation planning
 - » Standards development
 - » Other

Campbell's Law

- Overcome silo mentality inherited from the past
- Stop thinking “I’m all right Jack”
- When Jack has a problem, so does everyone

Our success in realizing the potential of the information age will be proportional to the quality of our collaboration

Summary Conclusions

- I & IT is a driver and a critical enabler of ongoing ministry program delivery and government change initiatives
- IT is critical to transformational and ongoing ministry operational business priorities
- I & IT Strategy - fundamental change in how I & IT is done in OPS
 - Significant progress in implementing policy, standards, governance, accountability
 - Moving forward on core common infrastructure projects through interim leads, ministry/cluster participation and IITMC steerage
 - Staffing plan announced and underway to implement new I & IT organization
- Need to further tightly integrate business and I & IT planning to simultaneously manage Year 2000, business priorities and I & IT Strategy implementation
- Opportunity for prove Campbell's Law with agencies

