• Information Technology (IT) in Government
• IT Shared Services Vision and Implementation Strategy
• Effective Governance
• Lessons Learned
Information Technology in GC

Over 16,000 Full Time Equivalents (FTE) providing services to approximately 284,000 GC employees (excluding DND military), with an average FTE annual growth of 7% (since 1999)

- Desktop – 315,000 licensed with over 80% on Microsoft
- Data centers – in excess of 100 centres with numerous mainframes and over 7,000 midrange servers
- 7 different financial / material and 14 different HR applications in use
- 15-20 different configurations of each major software system (SAP and PeopleSoft)
- Approx. 800 significant interfaces between HR/Finance and other systems

FY 2003-04 $4.95B

- IT Shared Services
  - Telecom
    - $780 M (16%)
  - Data Center Services
    - $1,050 M (21%)
  - Desktop Services
    - $1,490 M (31%)

Corporate Admin
Shared Services include

- Corporate Admin Systems
  - $350 M (7%)

- Program Applications
  - $1,160 M (23%)

- Security & Architecture
  - $120 M (2%)
Common Infrastructure and Service Delivery (CISD)

Current

- Fragmented
- Lack of common standards
- Expensive to operate
- Difficult to pull together information from a government-wide perspective
- Service levels vary widely

Target

- Efficiencies—economies of scale
- Standardization
- GC-wide services support citizen-centric delivery of programs
- Credible, consistent, timely management information
- Common levels of service
“Shared services enables high performance. It allows governments to focus their precious resources on high-impact activities that are core to their missions, rather than on routine administrative functions. The end result is improved outcomes at a better cost for the citizens and businesses governments serve and, ultimately, better public-sector value”.

Accenture Report, January 2005

Only the shared services model answers the needs for both scale and efficiency, and service and responsiveness

IT Shared Services Vision

IT Shared Services
- Data Centres
- Desktops
- Telecommunications
- Application Hosting
- Infrastructure Protection
- Network Management
- Asset Management
- Help Desk Services
- Secure Channel
- Content Management

POWERED BY

Services to Canadians

All Other Government Programs

Services to GC Employees

UNALIGNED
ALIGNED
SHARED
Stakeholder Engagement

Wave 1 Proof of Concept

Departmental Workshops

Departmental Design Teams

Corporate Delivery IT-SSO Rs & Rs

Governance

Suppliers

Strategy & Approach
Leadership / Partnership

Treasury Board Secretariat
CIO Branch

IT-SSO

Dept’s / CIOs

IT

SHARED SERVICES

TRANSFORMATION, GOVERNANCE AND ENTERPRISE ARCHITECTURE

SELECT / CONSUME PARTNER / ALIGN

OPERATIONAL EXCELLENCE SERVICE LIFECYCLE/TAKEUP MANAGEMENT
Where the IT Shared Services Business Fits in the GC IT Environment

- Privacy / Security
- Program-Specific Applications
- Enablers (IM Tools, e-PASS, Service Brokers)
- Servers/Storage
- Datacenter
- Network
- Users / Access Devices

- Departments
- IT Shared Services (IT Shared Services Organization IT-SSO)
IQTT: A Sound Methodology

Identify
- Due Diligence
- Business SLA Reviews
- People
- Go now or go later

Qualification
- R’s & R’s
- Operating Costs
- SLA’s

Service Transfer

Transformation
- Rationalize
- Reduce Complexity and Costs
- Sourcing

Future State
Effective Governance

- Collaboration with internal and external stakeholders
- An Enterprise-wide focus
- A relationship-based framework
- Effective horizontal and vertical communications
- Clearly defined accountabilities and responsibilities

“The suite of management mechanisms that balances the decision rights of multiple constituencies and the framework that encourages desirable behaviours by all stakeholders”
- Gartner Group
### Tier 1: Enterprise-Level Executive Oversight
- Sets the vision, direction and strategies for Enterprise-wide services
- Provides direction, policy and standards applicable across GC departments and agencies

### Tier 2: Strategic Partnerships
- Champions the Enterprise-wide view in decision-making to ensure effective horizontal coordination of IT activities
- Supports philosophy of inclusive, open, and shared discussions achieved through goodwill, collaboration and cooperative partnering
- Aims at achieving a balance between proactive innovation, agile decision-making, and ensuring that risks are appropriately managed

### Tier 3: Operational Accountabilities
- Provides ongoing direction, management, and oversight for the delivery of IT shared service and of stakeholder relationships
Lessons Learned to Date

• Set the VISION, keep it simple, share it often, with everyone
• Communicate up, down, in & out of government
• Build a plan and “how-to” approaches that all can understand
• Keep ongoing operations on track
• Show how you are “improving” ongoing operations
• Deputize your leadership team to own the change
• Assign a portion of workforce to build/support the change
• Bring in top talent (from OGDs, outside GC...)
• Be visible as a leadership team
• Find partners that will play, prove it works
• Stop non-core, low value and redundant work
• Organize for accountability, clarity and to support new business
Sharing Canadian e-Government Experiences

March 7, 2006

Gale Blank,
Director General
Product Management
Information Technology Services Branch