IT SHARED SERVICES STRATEGIC PLAN

for the Government of Prince Edward Island
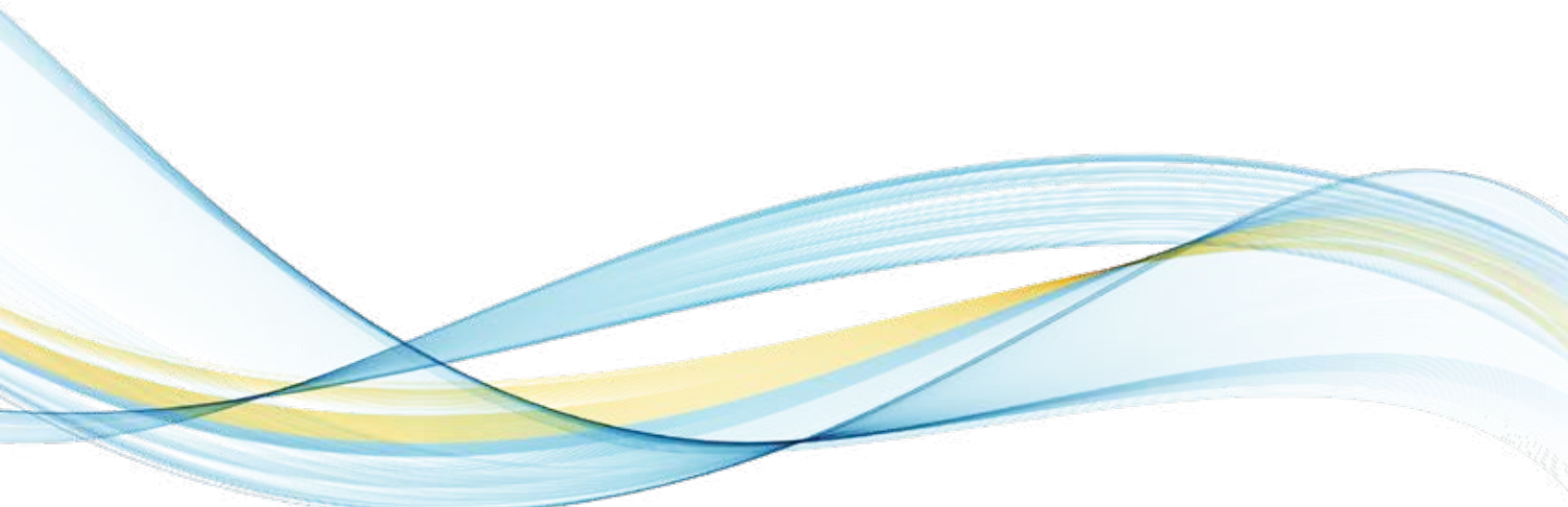
Table of Contents

Message from our Minister, Secretary to Treasury Board, and Chief Operating Officer

With the explosion of growth in Information Technology (IT) capabilities over the last decade, IT has become a central component of Government's organizational success. IT is no longer only a tool for business use, but it is an integrated component that is essential to the effective and efficient delivery of service. Many services, used extensively by Government, are dependent on the benefits that IT provides. IT Shared Services (ITSS) is evolving from primarily an operational support organization to becoming a strategic driver to leverage Information Management (IM) and IT to foster innovation. Government is keenly aware that IM is just as integral as the technology around it. IM and IT have a significant impact on the achievement of Government's strategic direction and operations. To be successful, we must maximize both components.

As highlighted in the IM/IT Strategy, our clients are:

- Increasingly turning to innovation and system modernization to improve their business processes;

- Looking to provide services that are more efficient and easily accessible to citizens through multiple channels, including online;

- Recognizing the importance of collecting and using data, ensuring its quality, reducing barriers for data sharing, and the need for tools to assist with analysis and reporting to make evidence-informed decisions;

- Engaging and collaborating with citizens, business, and other organizations through multiple channels to educate, promote, market, and share information both internally and externally;

"Our Government is committed to putting Islanders at the heart of all our decisions, from what we do, to how we do it. Information Technology and Shared Services (ITSS) is crucial, as it allows the Government to perform its function, and enables the entire Province."

Minister of Finance
Honourable Darlene Compton

- Committing to being open and transparent, providing citizens and businesses access to government-held data; and

- Committing to the security and protection of sensitive data.

ITSS will lead the development of a digital government that is a commitment of placing people at the center of every government program, service, process and policy and to delivering simpler, faster and more easily accessible services for the people, communities and businesses of Prince Edward Island today and in the future. As a shared service, our emerging growth area is to provide an enterprise approach for delivery on digital initiatives in an agile manner that balances access to information with data privacy and security. The role of ITSS as a strategic and technical leader is essential for the delivery of digital growth initiatives, as well as the ongoing IT operational support to run Government's IT infrastructure. Our targets are to have timely access to the information and resources Islanders need daily, to eliminate

barriers facing Islanders in accessing those services, and to be ever mindful of the impact on the climate when delivering on priorities.

Our vision of forward-looking people, services, and technology hinges on engaging every member of our ITSS team and working in partnership across Government. As an IT team, we will:

- Value all members of our team, showing respect and accountability every day;

- Promote a forward-looking direction by valuing skill set development and innovation;

- Share responsibility and proper governance through collaboration; and

- Be agile and responsive.

ITSS is a client focused, knowledgeable, and adaptable organization that enables the success of Government, and above all, serves Islanders.

Minister of Finance   Secretary to Treasury Board   Chief Operating Officer

Our Vision:
Forward-looking people, service, and technology

In ITSS, we must work with our partners to plan new and creative ways to prepare for the future and keep pace with the needs of our clients and citizens. Our Vision for ITSS is forward-looking people, service, and technology. Our pillars are inspired by our vision and focus on three key areas for ITSS: People, Service, and Technology

People

People are at the heart of all we do; we need to think about our colleagues, our clients, and ultimately the citizens of PEI. We need to engage, educate, and plan both internally and with our clients to keep pace with rapidly changing technologies.

Service

We provide service to our colleagues, clients, and to the public; our clients deliver service to citizens, and we are partners to help them work more efficiently and effectively. A service "gives assistance or advantage to another" (Gartner). We need to define our services and processes, measure results, and utilize tools to continually improve our service delivery.

Technology

Technology is our area of specialty, and we provide technical expertise and strategic advice to our clients; the technology we implement and support is critical to government. We need to build, transform, and sustain the technology that government relies on to advance program and service delivery.

Our Mission

Our Team proudly delivers quality IT expertise and advice with our partners to make citizen and business centric service possible.

Our Approach to Make IT Happen

Although ITSS is organized into divisions, more and more we will need to work collectively on initiatives that remove the organizational silos. Many transformative initiatives will require skill sets from across ITSS, and cross-departmental teams will be formed to move those initiatives forward. As caretakers of government technology and services, teams will be given the autonomy to make decisions and move quickly in response to the business needs, as long as they are following IM/IT standards.

To support new technologies, ITSS must continually build on our pool of skill and talent. We need to build an open and collaborative environment for learning and doing, and to invest in more opportunities for self-directed learning through a variety of training approaches, such as Skillsoft and other online training, jurisdictional sharing, conferences and access to expertise through Gartner. We also need to augment our skills and expertise capacity to contract and expand as initiatives arise; for this, we will need to leverage our vendor community through contracts and team approaches. The rate of change in technology is such that we will need to rely on the expertise available in the vendor community and will view our vendors as partners in the delivery of services. We will foster a shared responsibility relationship with departments to deliver solutions that support Government's priorities. We will demonstrate the value of IT in meeting Government's business goals.

People

Engage
Communicate and consult internally with our colleagues, externally with our clients, vendors, and other jurisdictions to build responsive partnerships

Educate
Build skills and knowledge for ourselves, and our clients, that are relevant to new technologies, methods, and processes

Plan
Involve stakeholders in the effective prioritization of work and the allocation of resources to better meet the demands of government

There is a balance required in our IT Service Delivery. There are areas of IT where rigorous standards and controls are a priority; this is called a Mode 1 approach. There are times when agility and adaptability take precedence over controls; this is called Mode 2. As an organization, we need to use each mode at the right time and for the right reason. We will use this bimodal approach with strong collaborative touch points between these areas, where both have a focus and commitment to innovation and continuous improvement.

As an organization, we will measure our success by developing and reporting on our service standards to our internal government clients and to our citizens.

Service

Service & Process
Manage and define our services and processes to ensure we deliver a high standard of service

Measures Results
Identify key measures to evaluate performance and demonstrate value to Government

Use Tools
Utilize tools and methods to improve service delivery for our clients and for us

We need to share limited resources and be selective and careful about our investments. Whenever possible, we want to embrace open source technologies and not be tied to proprietary technologies with high transition costs in time, effort, and equipment. For example, mobile technology is changing rapidly, so we have to ensure the transition costs of moving between hardware is minimized. Cloud computing has made the availability of applications seemingly easy to adopt; however, we need to ensure we maintain access and ownership of Government's data. Although we have buying power on PEI, in the larger IT landscape we are a small player. It will be to our benefit to leverage our Federal, Provincial, and Atlantic relationships to provide additional procurement flexibility. We also recognize that there are large systems in which we are and will need to continue to be heavily invested, for example, Oracle, PeopleSoft, Cerner, and Microsoft. We will continue to partner with these vendors unless a business case supports a transition.

Technology

Build
Implement robust foundational infrastructure that enables the introduction of new technologies

Transform
Research, plan, and introduce new and appropriate technologies that enhance the way Government operates and delivers services

Sustain
Maintain and monitor, as appropriate, the technology footprint powering the engine of government

Purpose of Our Plan

The purpose of our strategic plan is to provide a guiding document for both staff and clients, which communicates how ITSS intends to move forward in the next three years and what goals will guide our strategic choices and service delivery model.

Our plan incorporates ITSS responsibilities from

- Treasury Board 16.01 (Appendix A);

- Government's Information Management and Information Technology (IM/IT) Strategy (Appendix B); and

- Treasury Board Principles for ITSS (Appendix C).

Five strategic themes were identified in the IM/IT Strategy that guide ITSS on the priorities and direction of government: Digital Government, Innovation and Modernization, Data and Information, Security and Protection of Privacy, and Engaged Governance. The IM/IT Strategy was built from Government's strategic direction and the collective business drivers identified throughout our client departments.

This ITSS Strategic Plan is guided by the mandate identified by Treasury Board and the IM/IT Strategy. Many of the activities in this plan overlap between many of the strategic themes identified in the IM/IT Strategy. The activities are identified under the IM/IT theme to which it is most relevant. Annual detailed operational plans will further expand the activities to support ITSS' Strategic Plan.
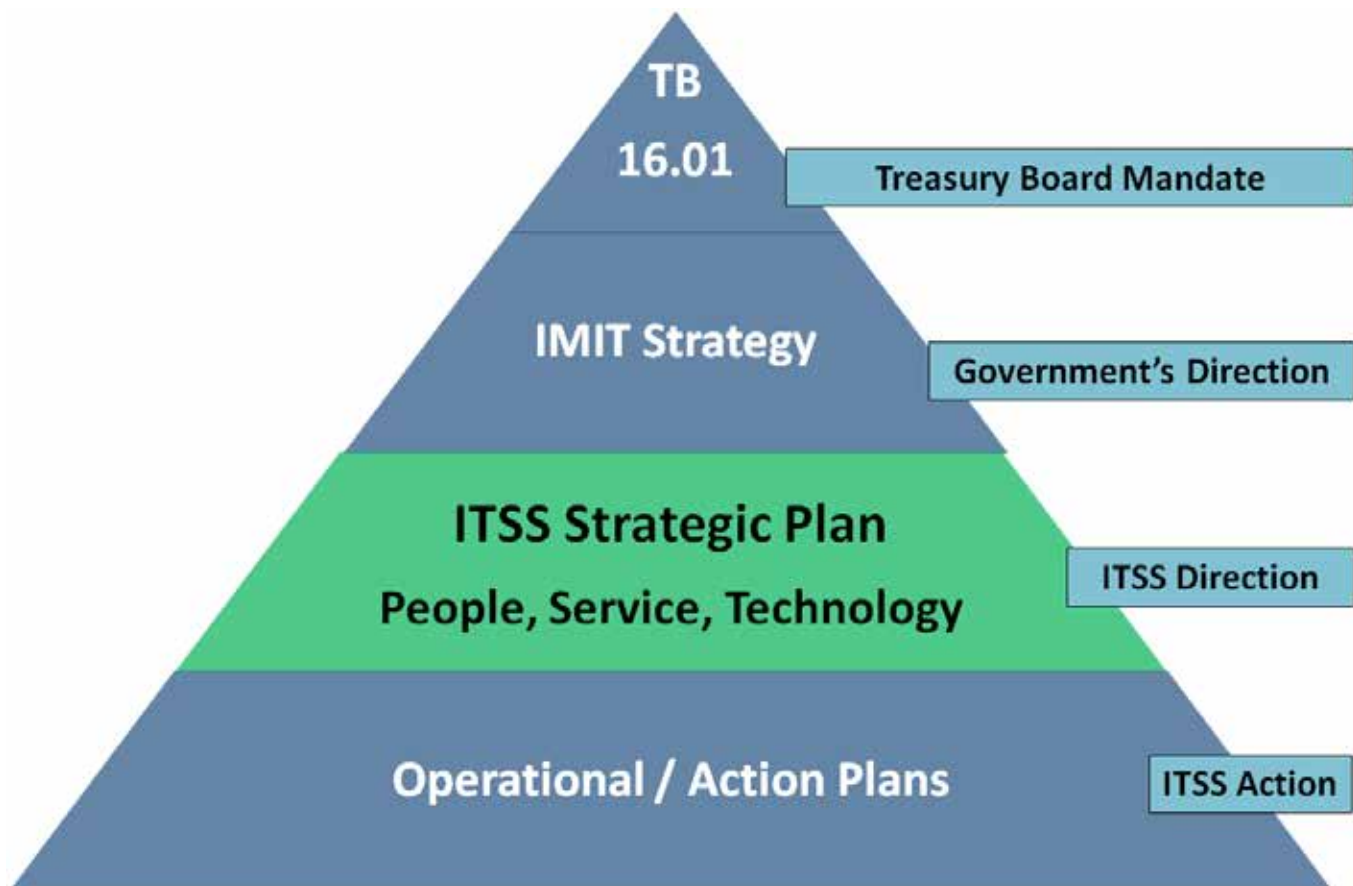
Digital Government

We are striving to be a digital government.

In support of this strategic theme of government, ITSS will:

1. *Engage with the Public Service Commission to increase the Digital Skills within the Public Service;*

2. *Maximize the use of the digital channel for citizens and businesses to access government services through collaboration with government departments and agencies;*

3. *Design our services and processes to be digital-by-design for clients and for ITSS, for example through service desk automation;*

4. *Work with Departments to expand the use of client-centric services using digital-by-design practices, for example, Business Process Design projects;*

5. *Implement a digital identity, a key component for digital government, to further enable the integration of online services for a richer citizen and business experience; and*

6. *Implement service-oriented architecture and build an enterprise integration platform to enable data sharing.*

Innovation and Modernization

We are innovating and modernizing within government.

In support of this strategic theme of government, ITSS will:

1. *Develop and implement an ITSS recruitment and retention strategy to attract relevant skills to meet the demands;*

2. *Provide opportunities for sandbox space and time to investigate new technologies both individually and as teams, for example through training plans and staff conference activities;*

3. *Formalize standards for ITSS infrastructure and services to maintain consistency and ensure hardware, software, and user access remains current;*

4. *Implement enterprise unified communication technology where needed;*

5. *Modernize the email and collaboration tools to deliver a new email system, updated productivity tools and cloud storage for all Government Departments;*

6. *Modernize or replace legacy systems in response to changing needs, which includes the implementation of APIs and replacement of legacy systems;*

7. *Continue the replacement strategy for desktops, laptops, tablets, and other devices through the Technology Asset Management strategy to maintain 90% refresh; and*

8. *Work with Departments, Crowns and Agencies to leverage enterprise applications including productivity tools, collaboration tools, and communication platforms.*

Making IT Real

Over 250 service options are now online for citizens and businesses of PEI. Over 50,000 services have been delivered. For example, you can apply for and receive approval for an electrical permit from a mobile phone.

We are implementing an information access layer to allow for better connections across government systems.

We often have over 50 significant IT projects happening at one time which includes everything from IT needs for new buildings, procurement of new systems such as Electronic Medical Record and a Student Records System, to implementing MS Office for all of Government.

Data and Information

We view information and data analysis as an asset to the government.

In support of this strategic theme of government, ITSS will:

1. Implement a document management solution used by all departments in coordination with Records Management expertise from Education and Lifelong Learning; and

2. Implement the Enterprise Business Intelligence Strategy, including data governance, which is actively used by departments for analytical, evidence based decision-making.

Security and Protection of Privacy

We value security and protection of privacy.

In support of this strategic theme of government, ITSS will:

1. Provide security-related skill training to all government staff to protect from cyber threats;

2. Expand capabilities to monitor systems and infrastructure using utilities like SolarWinds;

3. Improving automated auditing capabilities by implementing a Security Information and Event Management System (SIEM); and

4. Improve communications about, and compliance with, the Government Information Security Policies (GISP).

Engaged Governance

We require an engaged governance.

In support of this strategic theme of government, ITSS will:

1. Implement a comprehensive ITSS training plan in key areas, including technical proficiencies, process improvement, communication, leadership, relationship building, and results orientation;

2. Establish guidance and governance committees with cross-departmental representation to plan and set priorities;

3. Implement the use of a strategic prioritization tool within ITSS and with Deputy Ministers Information and Technology Management Advisory Council (DMITMAC) and other committees;

4. Develop and implement a strategy to facilitate communications within ITSS;

5. Implement actions identified by the Department of Finance focus groups to support a continued upward trend in the Employee Engagement results;

6. Establish strong business relationships with all our supported Departments, Crowns and Agencies and define how information and technology is an integrated part of their business consolidating this information in Strategic Partnership Agreements;

7. Leverage jurisdictional committees to move common initiatives and policies forward in all areas for example; Digital Government, Digital Identity, Cloud, Computers for Success, to name a few;

8. Commit to a standardized service management approach that begins with developing a service portfolio and catalogue to define the common services we provide;

9. Define our top service and organizational performance measures and metrics to report back to Departments, Crowns and Agencies;

10. Implement a system for measuring client satisfaction; and

11. Expand the Simplify IT program for continuous improvement based on Lean Six Sigma methodology.

Making IT Real

Business Intelligence tools provided the Department of Social Development and Housing increased insight on expenditures and improved the ability to forecast.

Phishing training has been developed and will be delivered to all government staff over the next 12 months.

We have established cross-departmental guidance committees to have multiple perspectives at the table. Committees are focused on establishing Digital Government, Digital Identity, Data Sharing and Legacy System Modernization.

Measuring Our Impact

We will measure the impact of our progress using many information sources, methods and measures including:

- *Employee engagement survey results*
- *Client satisfaction scores*
- *Citizen satisfaction feedback*
- *Competitive procurement analysis*
- *Vendor relationships feedback*
- *Maturity assessment scores*

Within one year of issuing this plan, ITSS will set targets and measures of progress to be incorporated into the operational planning for the activities listed under each of our strategic theme areas.

ITSS will report to Government's senior management on the level of satisfaction and progress to ensure ITSS is a modern, client focused organization that is working together to advance the public good.

Making IT Real

500 calls, to 500 calls/emails are received by the Service Center at 3600.

For every call the Service Center receives, we are now asking for service delivery feedback.

More than 190 ITSS employees achieved White Belt status in Lean Six Sigma methodology in 2019!

Appendix A

Responsibilities from Treasury Board Section 16.01

Treasury Board

In November 2017, Treasury Board published Government's policy on the authority, responsibility, and accountability for information technology in Government. ITSS was given specific responsibilities as outlined in the Treasury Board Policies and Procedures Manual section 16.01.

Information Technology Shared Services (ITSS) Division is responsible to:

1. Provide access to all services in the ITSS Service Portfolio to all entities under Schedule "A" as well as Health PEI, Innovation PEI, Finance PEI, Island Investment Development Inc., Tourism PEI, Public Schools Branch, and la Commission scolaire de langue française;

2. Provide consideration for access to services in the ITSS Service Portfolio to specific entities under Schedules "B" and "D" of the Financial Administration Act, based on individual client request and negotiated Statements of Work and/or Partnership Agreements: See 16.01 for full entity list. Based on existing demand and resource availability, not all services may be available upon request, and, may require additional investment by the requesting entity;

3. Provide consideration for access to limited services in the ITSS Service Portfolio to Non-government Organizations for which a request is made through a sponsoring Government entity defined in 6(d)(ii) above. Based on existing demand and resource availability, not all services may be available upon request, and may require additional investment by the sponsoring Government entities noted in 6(d)(ii);

4. Direct operations within ITSS;

5. Develop and promote the vision and goals of ITSS within ITSS and client departments/agencies;

6. Set goals, prioritize projects and initiatives, and assign resources within ITSS;

7. Develop and maintain an ITSS Service Portfolio that will form the basis of service delivery to departments/agencies;

8. Develop and implement strategic planning for IT in Government and monitor performance;

9. Manage risk associated with the application of IT;

10. Promote a culture of collaboration, teamwork and cooperation between ITSS and departments/agencies;

11. Provide consultation, advice, and information to DMITMAC;

12. Manage the finance and administration within ITSS;

13. Manage the implementation and maintenance of policies and procedures within ITSS;

14. Monitor performance and report results; and

15. Ensure goals, decisions and activities are well communicated throughout the ITSS organization, to governance committees and clients as appropriate.

Each department or reporting entity as defined in 6(d)(ii) is responsible to:

1. Develop and maintain, in cooperation with ITSS, a plan that supports and reflects the department's business and information technology objectives;

2. Engage ITSS for the provision of information technology services including but not limited to the procurement of hardware, software and consulting services;

3. Maintain ownership of their business systems, information and data and work with ITSS to manage the provision of IT services and support; and

4. Ensure that government-wide IT security policies and standards are adopted and adhered to within the department.

IMIT Strategic Objectives

Putting Islanders at the Heart of our Decisions / *Guiding Principles* Citizen-Centric is a Driving Factor • Digital-By-Design is a Key Approach Information is a Critical Resource • Technology Contributes to Success A Shared Approach is Essential		Digital Government	Innovation and Modernization	Data and Information	Security and Protection of Privacy	Engaged Governance
	Strategic Objectives	**Strategic Themes**				
1	Ensure departmental plans identify how information management and technology are used to achieve our objectives	•	•	•	•	•
2	Define shared relationships and responsibilities for information management and information technology	•	•	•	•	•
3	Ensure initiatives requiring Treasury Board approval follow the prioritization process and governance framework	•	•	•	•	•
4	Ensure all shared systems have an active operational guidance committee to prioritize work consistent with this strategy	•	•	•	•	•
5	Seek to integrate and consolidate government systems to share technology	•	•	•	•	•
6	Actively leverage trade agreements, focusing on the Atlantic Procurement Agreement, and partner with jurisdictions to achieve economies of scale	•	•	•	•	•
7	Explore new technologies and monitor future trends with industry experts	•	•	•	•	•
8	Ensure Privacy Impact Assessments and Threat Risk Assessments are used when systems are implemented or modified	•	•	•	•	•
9	Establish the foundation toward a common digital identity management approach	•	•	•	•	•
10	Implement a business intelligence strategy to improve access to quality data and tools for data analysis	•	•	•	•	•
11	Support staff development with new technologies and explore new methods for training, like e-learning options	•	•	•	•	
12	Increase compliance of records information management practices including electronic document management	•	•	•	•	•
13	Increase transparency and accountability by providing information and open data to citizens	•		•	•	
14	Improve the collection and sharing of information between partners as appropriate	•	•	•	•	
15	Continue to implement strategies and tools to secure systems, classify data, and protect information		•		•	•
16	Increase the use of online services, websites, and social media to communicate and collaborate with partners	•	•	•		
17	Expand access to high-speed internet services across PEI for citizens, communities, and business	•	•			
18	Implement and modernize systems to enhance the delivery of our programs and services	•	•			
19	Expand mobile communication technologies to give us more flexibility in our work with citizens and businesses	•	•			
20	Consult with citizens and businesses as civil servants redesign processes to incorporate digital-by-design	•	•			
21	Increase our data analytic capabilities in support of evidence-informed decisions, policies, and practices			•	•	

Appendix C

Principles

Treasury Board Policy 16.01 outlines the principles under which ITSS is to operate:

1. Information is a critical resource of Government, requiring the same level of attention and commitment as human and financial resources;

2. Information technology contributes significantly to organization success and enables change when effectively applied to business issues and processes in Goveranment;

3. A coordinated approach to planning and implementation will enhance our ability to achieve the best possible results with the available resources;

4. A shared services approach to the utilization and support of information technology is required for fiscally responsible investment and to ensure compatibility between systems and information across Government;

5. The IT environment must be adaptable to the complex and diverse business activities of Government and responsive to changing business conditions and advances in technology and must perform in a timely and effective manner; and

6. Information technology standards and policy development are key factors to enabling successful service delivery and information management within the public sector.

Two additional principles were identified in the IM/IT Strategy that ITSS must incorporate:

1. Citizen-Centric is a Driving Factor: We will adopt a citizen-centric perspective that will focus on the needs, perspectives, and satisfaction of citizens and businesses when designing and delivering services. Citizen-centric focuses on government from the "outside in" and the citizens drive how we deliver services through multiple channels. Potential considerations may include literacy levels, geographic location, French language, age groups, computer skills, accessibility, to name a few.

2. Digital-by-Design is a Key Approach - We will strive to incorporate digital-by-design to ensure all existing and future services can also be available online where and when people want to use them (24/7). We will seek opportunities to reduce manual, paper-based processes to help improve the efficiency of our internal processes.

Prince Edward Island
CANADA