# Guidance on the Content of the Information Technology Plan

D R A F T

Version: 1.0

Treasury Board of Canada Secretariat

Chief Information Officer Branch

Chief Technology Officer Sector

Information Technology Division

September 2008

ITSB IMPLEMENTATION PLAN
FOR THE
ADOPTION OF COMMON &
SHARED SERVICES

APPENDIX TO THE IT PLAN

IT Plan Template

Also Relationship of IT Plan to ITSB Plan for the Adoption of Common And Shared Services

IT PLAN

BUSINESS – context of the departmental business
o **BUSINESS & ACCOUNTABILITY:**
  o Vision
  o Mission
  o Mandate
  o Goals
  o Objectives
  o Alignment (IT to Business priorities & IT to Government-wide priorities)
o **GOVERNANCE:**
  o Decision Making Process (Business and IT)
  o Opportunity Assessment & Priority Setting (Planning Process Results)
  o Portfolio Management Approach For Oversight & Reporting
o **FINANCE:**
  o Funding Options (Tradeoffs)
  o Budget Allocation
  o Budget by Asset Classes
  o Costs per IT Service
  o Life-cycle Management (Total Cost of Ownership)
  o Resource Planning Details (Per Project)
o **HUMAN RESOURCES:**
  o Resource Allocation
  o IT Competencies / Skills Inventory / Career Path
o **PERFORMANCE MEASUREMENT:**
  o Outcomes
  o Performance Measurement & Reporting
  o Key Performance Indicators (KPIs)
  o Value Measures

IT BUSINESS – details on the IT organization
o **IT SPECIFIC PERFORMANCE MEASUREMENT**
o **TECHNOLOGY ENVIRONMENT:**
  o IT Vision (as is and to be)
  o Role of IT (and alignment with GC priorities)
  o Architecture and standards
  o Common Reference Models
  o Inventories:
    ▪ Hardware/Software
    ▪ Agreements (licensing etc)
    ▪ Applications
  o Common & Shared Services
  o Outsourcing & Strategic Partnerships

ACTION
o **IMPLEMENTATION PLAN:**
  o Investment decisions
  o Priorities
  o Implementation details (sequencing & interdependencies)
  o Feasibility based on: progress to date, capacity, risk, funding
o **CAPACITY & SUSTAINABILITY ASSESSMENT**
o **RISK MANAGEMENT**

ANNUAL UPDATE - Progress against planned activities
  o Analysis of progress (status, costs, risk)
  o Assessment by oversight committee
  O Results and recommendations for next year

ADOPTION OF COMMON AND SHARE SERVICES CONTEXT TAKEN FROM THE IT PLAN

Details of the transition plan must be developed in partnership with PWGSC, ITSB using defined templates that require details on:
o What is moving (based on Profile of GC IT services)
o Total cost of ownership
o Service baseline
o Life-cycle / resource planning of core IT Technology choices
o Actual cost per service (based on taxpayer costs)
o IT resources (core competencies and roles and responsibilities)
o Service catalogue aligned to the Profile for GC IT services
o Inventories of core IT assets and services (hardware. software,agreements)

TEMPLATE ..N

TEMPLATE 1…

ITSB IMPLEMENTATION PLAN
FOR THE
ADOPTION OF COMMON & SHARED SERVICES

APPENDIX TO THE IT PLAN

This is a graphic representation of the TBS IT plan. It is based on good management practices from CoBIT and Val-IT.

Section of the IT Plan	Requirement	Sources that can be re-used to build the new requirement

BUSINESS – context of the departmental business
 	
o **BUSINESS & ACCOUNTABILITY:**
  o Vision
  o Mission
  o Mandate
  o Goals
  o Objectives
  o Alignment (IT to Business priorities & IT to Government-wide priorities)
 	
o **GOVERNANCE:**
  o Decision Making Process (Business and IT)
  o Opportunity Assessment & Priority Setting (Planning Process Results)
  o Portfolio Management Approach For Oversight & Reporting
 	
o **FINANCE:**
  o Funding Options (Tradeoffs)
  o Budget Allocation
  o Budget by Asset Classes
  o Costs per IT Service
  o Life-cycle Management (Total Cost of Ownership)
  o Resource Planning Details (Per Project)
 	
o **HUMAN RESOURCES:**
  o Resource Allocation
  o IT Competencies / Skills Inventory / Career Path
 	
o **PERFORMANCE MEASUREMENT:**
  o Outcomes
  o Performance Measurement & Reporting
  o Key Performance Indicators (KPIs)
  o Value Measures
	o **One Narrative based on a synthesis of other source documents, in 5-8 pages** commensurate with size of organization, at an executive summary level to describe:
	o **Business and accountability** which re-uses portions from other document for vision, mission, mandate, goals and objective. It must also include a description of the alignment of IT to departmental business priorities and IT to Government-wide priorities
	
	o **Governance** expressed as processes, not organization charts, to describe:
	  o How business, IT and GC wide priorities are integrated into the decision making process. These decision rights can be supported by graphical representations, see Samples in Appendix A.
	  o Portfolio approach to oversight (gating) and reporting to monitor progress against planned activities, manage costs and balance risk (guidance is available from TBS for oversight of IT enabled projects)
	  o The assessment criteria and priority setting process used to support the corporate and IT planning processes. A graphic showing the planning processes mapped against the calendar year would be valuable.
	  o The role of IT governance structures that support the business must be reflected in this narrative (i.e., change management, architecture reviews etc)
	
	o **Finance** as guided by corporate financial reporting requirements, (see Samples in Appendix A) to provide context for:
	  o Budget allocation across all domains including the IT spend
	  o Budget allocation by portfolio classes across all domains including IT which includes: innovation, business opportunity, maintenance, mandatory
	  o Resource planning details (charts) including funding options (tradeoffs) for the IT plan (e.g. new funding, existing, re-allocation):
	    o Life-cycle costs of the planned activities by fiscal year and on-going costs (sustainability)
	    o Professional services should also be identified
	  o Tools, methods and processes used for cost recovery, cost per service and a total cost of ownership
	
	o **Human resources** as guided by HR reporting requirements, (see Samples in Appendix A) including IT:
	  o Salary allocation
	  o Employee counts (e.g. FTE, part-time, students by level)
	  o Competencies (existing and future requirements)
	  o Roles and responsibilities of core IT resources
	
	o **Performance measurement** as guided by corporate performance reporting requirements, (see Samples in Appendix A):
	  o Tools, methods and processes described in a performance measurement framework
	  o Resulting outcomes and associated Key Performance Indicators (KPIs) with a process for continuous improvement
	  o Performance reporting process demonstrating how the metrics are collected and used to guide / influence departmental decision-making
		Executive Summary portions from:
		o Corporate business plan
		o DPR
		o RPP
		o LTCP / investment plan
		
		o Governance process
		o Corporate planning process
		o Financials (including charts / tables) from:
		o Corporate financial reporting
		o Other progress reporting that demonstrates trends
		o HR plan with specific details on IT resources (financial, counts, competencies)
		o Performance measurement outcome maps / strategic outcomes
		o Performance measurement framework and KPIs
		o Performance reporting to internal governance committees
		
		o **DO NOT** attach all the documents above as appendices. Provide only those documents that improve clarity.
		
		o See additional samples for charts and graphics based on Management of IT best practices in Appendix A - samples.

Section of the IT Plan	Requirement	Sources that can be re-used to build the new requirement

IT BUSINESS – details on the IT organization
 	
o **IT SPECIFIC PERFORMANCE MEASUREMENT**
 	
o **TECHNOLOGY ENVIRONMENT:**
  o Role of IT (and alignment with GC priorities)
  o Architecture and standards
  o Common Reference Models
  o Inventories:
    ▪ Hardware/Software
    ▪ Agreements (licensing etc)
    ▪ Applications
  o Common & Shared Services
  o Outsourcing
	o **One Narrative,** guided by the information from the Business section with a focus on the IT business in **10-20 pages** commensurate with size of organization to describe:
	
	o **IT specific performance measurement to describe**:
	  o Tools, methods and processes described in a IT performance measurement framework
	  o Resulting outcomes and associated KPIs aligned with GC wide KPIs and international standards (such as ITIL and CoBIT) to:
	    o Measure the value of IT to the organization (How the client measures the performance of the IT organization)
	    o Measure the performance of IT within the organization (How the IT organization measures itself)
	  o Measure efficiency, effectiveness, innovation and transparency and assessing relative risk and mitigation strategies
	    o Describe a performance reporting process demonstrating how the metrics are collected and used to guide / influence departmental decision-making. (links to the section on Governance above).
	
	o **Technology environment** must describe:
	  o Summary of Core business services and outcomes
	  o The **Role of IT** in enabling business outcomes in terms of :
	    o Vision for IT in the department which should describe both the "as is" and "to be" perspectives of:
	      ▪ Portfolio of capabilities (e.g. people/skills, technology choices, IT technology and applications architecture) and
	      ▪ Portfolio of projects or initiatives being addressed in the plan
	      ▪ The requirement is to describe how the plan will help move the organization forward to the desired end state from the current position
	    o Core technology choices that support business outcomes
	      ▪ Inventory and asset management of core IT assets and services (i.e., hardware, software, agreements, applications, locations / points of presence)
	    o Core IT services aligned with the Profile for GC IT Services (i.e., data centre, distributed computing, network services, telecom and IT security*)
	      ▪ Service catalogue aligned with the Profile of GC IT Services
	    o Core IT competencies aligned with the TBS, Operational Readiness Office competencies (generics)
	    o Business risk management (confidentiality, integrity, availability of core infrastructure & services, infrastructure & renewal)
	    o Integrate emerging roles for IT management that include:
	      ▪ Demand management
	      ▪ Vendor management
	      ▪ Innovative approaches to service delivery including:
	        • Reusable application services and middleware
	        • Advanced technology scanning (what is coming in new technology)
	        • Strategic partnerships (public and private sector)
	        • Synergy among organizations or units within the same organization
		Executive Summary portions from:
		
		o Corporate business plan
		o DPR
		o Performance measurement outcome maps / strategic outcomes
		o Performance measurement framework and KPIs
		o Performance reporting to internal governance committees
		
		o Reference material from:
		o ITIL & CoBIT
		o GC wide KPIs
		o ITSB / IT-SSO service catalogue
		o Mandatory secure channel attestations, migration plans, exemption
		o *IT security reporting requirements (business continuity plans, disaster recovery plans, MITS compliance) (see note below)
		
		o See additional samples for charts and graphics based on Management of IT best practices in Appendix A - samples

	▪ Total cost of ownership and a service baselining, in order to calculate actual cost per service ▪ Life-cycle / resource planning of core IT Technology choices, resources, competencies	

IT BUSINESS (cont'd)
o **TECHNOLOGY ENVIRONMENT**
	o Roles the IT organization might play as:
	   ▪ IT service provider inside the organization and to outside departments and agencies
	     • Provide context for how many clients, geographic distribution, poitns of presence
	   ▪ Recipient of IT services provided by another department or agency (including PWGSC, ITSB)
	   ▪ All Service management (service provider or receipient) must include a description of and be provided as an appendix :
	     • Service Level Agreements and Memorandum of Understanding
	     • Define the types of servcies received
	     • Service levels (linked to performance measurement)
	     • Review and renewal processes
	
	o **IT applications and technology architecture** that best support business outcomes:
	   o Define architecture principles, standards and guidelines (for such things as: Service Oriented Architecture, open source, open standards, etc)
	   o Alignment with the GC-wide technology architecture and services
	   o Define exception processes based on a business case for situations where standards are not followed within the organizaton or are not aligned to GC wide standards
	   o Define common reference models and definitions used to:
	     ▪ align departmental IT with business, GC and international standards (ITIL, CoBIT)
	     ▪ Indicate the pace of adoption for ITIL in the organization
	
	o **Adoption of common and share services** (defined in the ITSB/IT-SSO service catalogue) when such services are available and appropriate. Details of the transition plan must be developed in partnership with PWGSC, ITSB using defined templates and the context of this information must be provided in the IT plan:
	   ▪ What services are moving (based on Profile for GC IT Services)
	   ▪ Total cost of ownership
	   ▪ Service baseline
	   ▪ Life-cycle / resource planning of core IT Technology choices
	   ▪ Actual cost per service (based on taxpayer costs)
	   ▪ IT resources (core competencies and roles and responsibilities)
	   ▪ Service catalogue aligned to the Profile for GC IT services
	   ▪ Inventories and asset management of core IT assets and services (hardware. software, agreements (licenses and contracts))
	   o The IT plan should address the departmental position on the adoption of core administrative standard processes, data and technologies, as defined by central agencies, and as available. These will allow for common government-wide standardization of processes, data and supporting technologies.
		o See additional samples for charts and graphics based on Management of IT best practices in Appendix A - samples

IT BUSINESS (cont'd) o **TECHNOLOGY ENVIRONMENT**	o Adoption of Enterprise Resource Planning (ERP) application standards and configurations for GC core administrative functions to reduce the number of GC solutions and/or instances for ERP solution and systems: 　　o baseline, consolidate and leverage procurement of corporate administrative software licenses and supporting technology, within the department's maintenance and procurement life cycle, where applicable. 　　o With respect to the procurement of corporate administrative software licenses and supporting technology, departments are expected use government-wide agreements, where applicable o Adoption of **Mandatory Secure Channel** services based on information submitted through a pre-defined process for: 　　o Attestations 　　o Migration plans or exemption o Departmental position on **outsourced IT services** and/or other **strategic IT partnerships** where you have outsourced a functional capability or part of a functional capability (e.g. call centre, Web Hosting, Infrastructure Canada, production standby, backup, Open Source partners, data /information): 　　o What is the strategy and reason for it? 　　o Describe the services provided 　　o Why this provider? 　　o How long is the commitment? 　　o How is the service managed (e.g. service agreement)? 　　o Describe the relationship (successes, challenges, opportunities) 　　o This could link back to the innovative approaches described earlier Notes: 　o **IT security** is not mentioned in detail in this IT plan template. It is an integral part of the Profile of GC IT Services and it should be described, as it relates to the support of core business services. Details such as business continuity plans, business resumption plans can be referenced in the narrative and included as appendices if available. 　o **Information Management** is not mentioned in detail in this IT plan template. It is an integral part of the responsibilities of the senior official for IT in many cases. The IM plan can be combined with the IT plan if that is more effective and efficient. Or the separate IM plan can be included as an appendix.	

| Section of the IT Plan	Requirement	Sources that can be re-used

ACTION
o **IMPLEMENTATION PLAN:**
    o Investment decisions
    o Priorities
    o Implementation details (sequencing & interdependencies)
    o Feasibility based on: progress to date, capacity, risk, funding
 	
o **CAPACITY & SUSTAINABILITY ASSESSMENT**
 	
o **RISK MANAGEMENT**
	One Narrative, guided by the information from the IT Business section with a focus on the implementation of the plan in **3-5 pages** commensurate with size of organization to describe the key elements of the **action storyline:**
	
	o A summary of the final **investment decisions** that resulted in the portfolio of projects / initiatives
	o Timeline based on **priorities** and implementation details demonstrating **sequencing and interdependencies (see Samples In Appendix A).**
	o A statement of the **feasibility** or the "reasonableness" based on other factors such as:
	    o Progress made to date and how much is actually left to accomplish
	    o Capacity to undertake the portfolio according to the established timelines considering, for example:
	        ▪ IT competencies / skills
	        ▪ Resources (people and funding)
	        ▪ Need to supplement with professional services resources or staffing via competitive processes
	        ▪ Workload of existing resources
	        ▪ Competing priorities and how often priorities change; Which could affect the assignment of people or the amount of funding available?
	o Impact assessment on **IT capacity and sustainability** (examples of analytical questions):
	    o Are there skill sets required that couldn't be provided in the long term from the existing base?
	    o Are there new hardware and software requirements that are fuelling a need to expand current infrastructure beyond its capabilities?
	    o Are these requirements creating the need for IT to adopt new services to support the core business process?
	        ▪ Is there a process to adopt new services?
	    o How will these requirements be sustained in the long term?
	        ▪ Was the on-going cost factored into the plan at the time investment decisions were made?
	    o Are these core systems that require consideration in the Business Continuity plan?
	        ▪ Or do they have an impact on IT security?
	    o Do these new requirement generate the need to undertake new investments in the IT organization: for example:
	        ▪ Infrastructure (Hardware? Software? Licensing? Other contract agreements? New locations (buildings or cities)?)
	        ▪ Skilled staff or professional services
	        ▪ Training / skills development
	o What is the **risk management** process to manage costs, deliver on time and balance risks?
	    o Define risk management and mitigation processes:
	        ▪ Risk of not achieving the planned outcomes
	        ▪ Risk of "bleeding edge" requirements
	    o Are there oversight reviews:
	        ▪ Monitoring risks and take remedial action when required?
	        ▪ Integrated into the governance process described previously?
	        ▪ Managing business risk (confidentiality, integrity, availability of core infrastructure and services,
		o Business section of the IT Plan
		o Corporate business plan
		o Ongoing performance reports to governance committees
		o Risk management framework
		
		o See additional samples for charts and graphics based on Management of IT best practices in Appendix A - Samples

infrastructure &and renewal)	

Section of the IT Plan	Requirement	Sources that can be re-used

o **ANNUAL UPDATE** - Progress against planned activities:
  o Analysis of progress (status, costs, risk)
  o Assessment by oversight committee
  o Results and recommendations for next year
	o **One Narrative**, once an IT plan has been approved in the organization (a maximum of 3 years), an annual update must be provided until the plan expires. The update is based on the progress against the plan (see samples in Appendix A) and addresses the following:
	
	  o Provide a detailed analysis of progress against the plan (status, costs, risk):
	    ▪ Were planned goals / targets achieved as planned?
	    ▪ If not as planned, what were the variances? And why?
	    ▪ What decisions were made by oversight committees / other factors that influenced the outcomes?
	
	  o What were the final results and recommendations that will impact the coming years?
	    ▪ Re-state where are you now in the plan?
	    ▪ Has the original plan been revised? If so, how?
	    ▪ Re-state where you are going?
	    ▪ Restate when you expect to be there?
	
	  o This update demonstrates the use and integration of the IT plan as a management tool
		o Ongoing performance reports to governance committees

Appendix A – Samples

GOVERNANCE - REQUIRED

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Corporate

D E C I S I O N   R I G H T S

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Business & IT functional

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Operational IT

DECISION   RIGHTS

FINANCIALS - REQUIRED
(High level)

BUDGET / INVESTMENT

INNOVATION

BUSINESS OPPORTUNITY

MAINTENANCE

MANDATORY
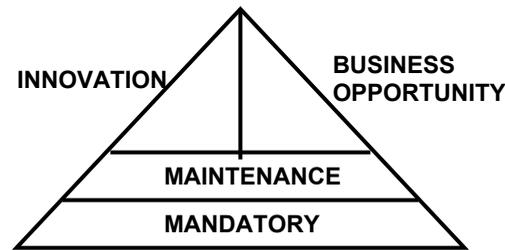
IT SYSTEM LIFECYCLE COSTS

Initial build	Licensing	Infrastructure Upgrade	Disaster Recovery	System maintenance & retirement
$$	$$	$$	$$	$$

PERFORMANCE REPORTING

IT TRENDS

- 3-D Column 1
- 3-D Column 2
- 3-D Column 3

- Line 1
- Line 2
- Line 3
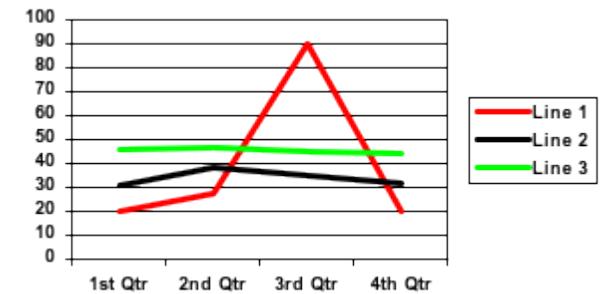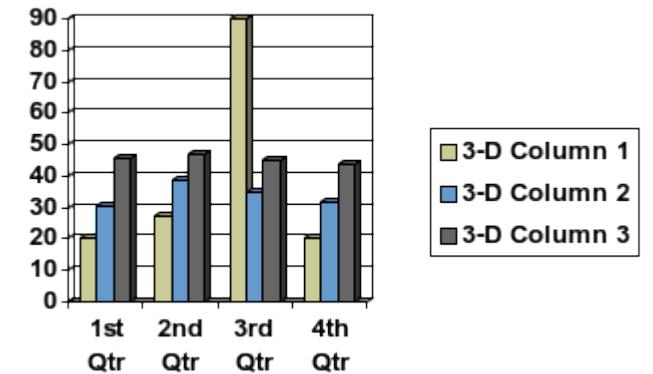
CLIENT SATISFACTION
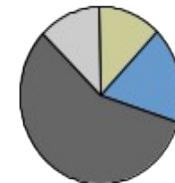
Appendix A – Samples

INVENTORY

Applications

Agreements (contracts, SLAs, Licenses)

IT Assets

IT Service	Core Y/N	# users % population	Avail	Cost
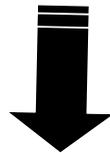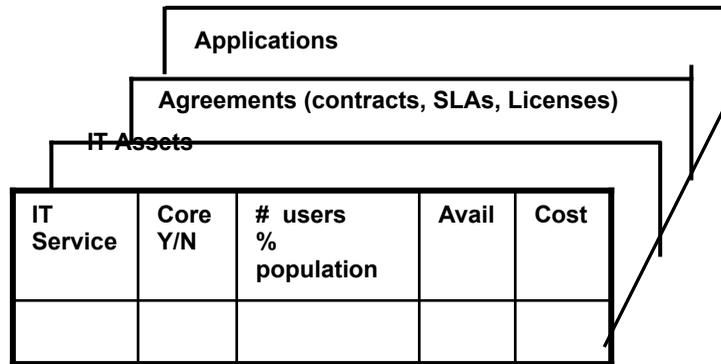
IT COMPLEXITY
IT service, asset, application

Count	Cost	% of Budget

HUMAN RESOURCES

IT COMPETENCIES

IT Skill / competency	Have it	Need to Develop	Buy it	Cost

IT COUNTS / SALARY

COUNTS	by level	Salary	Part time	FTE

IT RESOURCES ROLES AND RESPONSIBILITIES

Empl Name	Level	IT Service	Role	% Time

RISK REQUIRED

HEAT MAP

HIGH

RISK

LOW

PROBABILITY
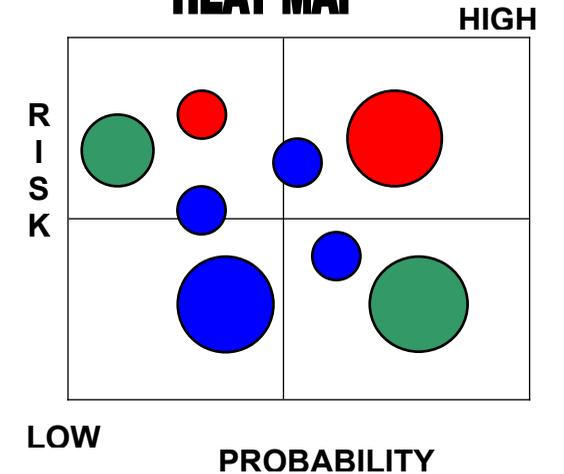
ITERATIVE RISK MANAGEMENT
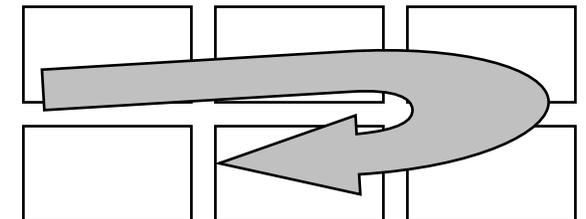
Appendix A – Samples

Process Maps

For business processes or governance / decision processes

1 – Name Step 1 : Describe briefly	

3 – Name Step 3 : Describe briefly	

5 – Name Step 5 : Describe briefly	

Approved output

Decision

Enter Process

2 – Name Step 2 : Describe briefly	

4 – Name Step 4 : Describe briefly	

6 — Name Step 6 : Describe briefly	

7 – Name Step 7 : Describe briefly	
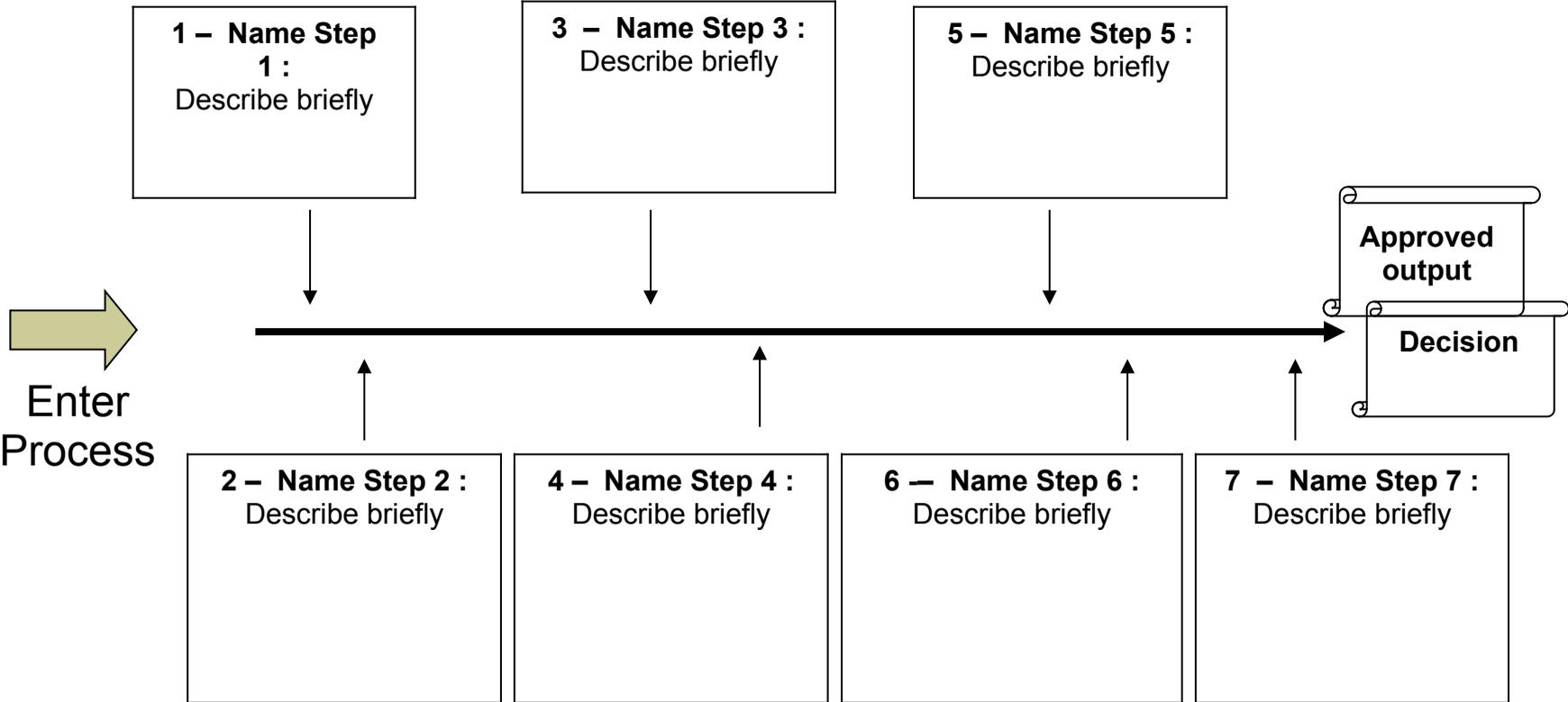
Appendix A – Samples

PLANNING PROCESS - REQUIRED

A GRAPHIC TO SHOW THE INTEGRATED PROCESS OF PLANNING IN THE DEPARTMENT
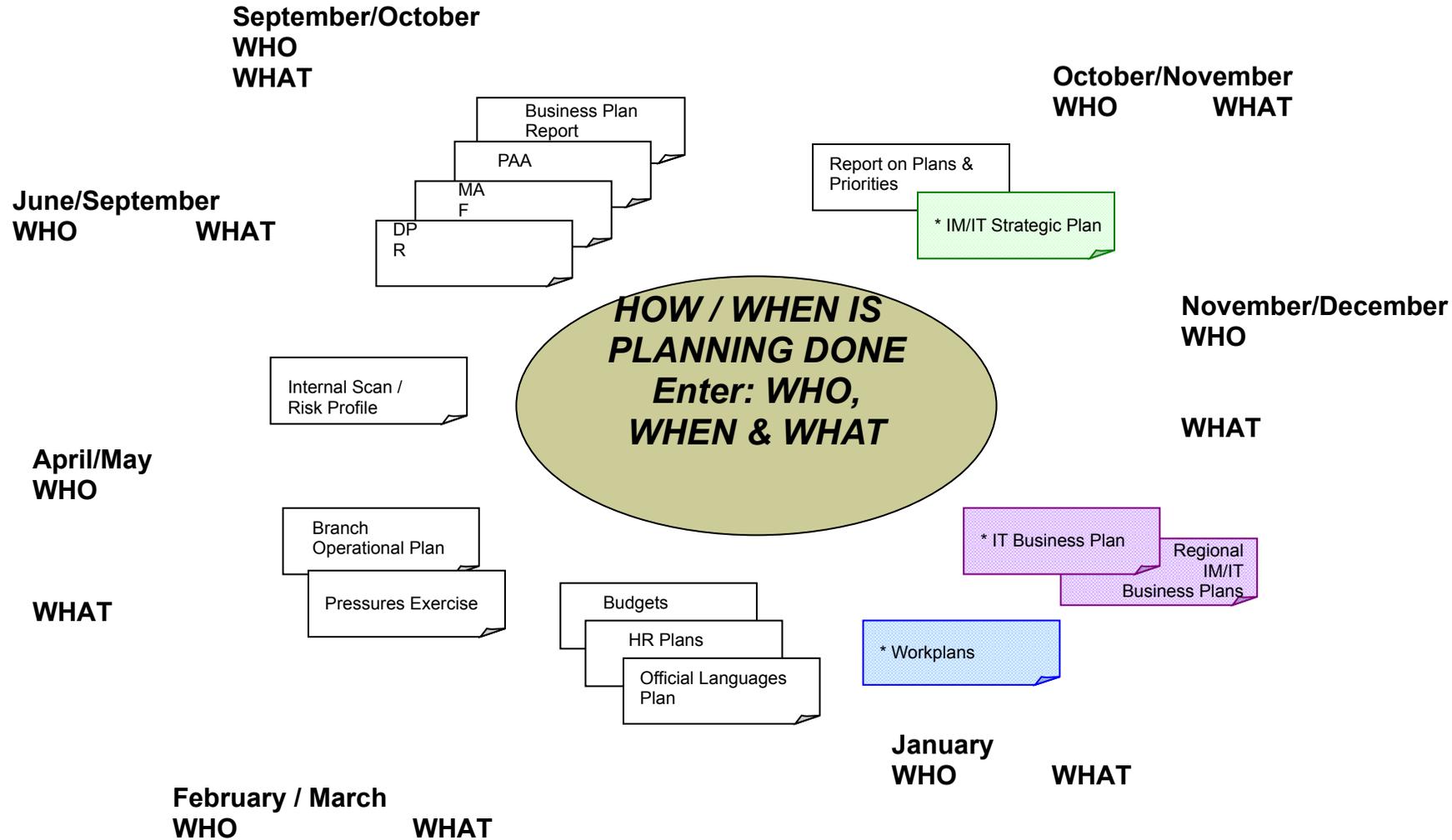
A CALENDAR OF THE PROCESS, THE DELVIERABLES PRODUCED, WHO APPROVES

September/October
WHO
WHAT

October/November
WHO   WHAT

Business Plan Report

PAA

MAF

DPR

Report on Plans & Priorities

* IM/IT Strategic Plan

June/September
WHO   WHAT

HOW / WHEN IS PLANNING DONE
Enter: WHO,
WHEN & WHAT

November/December
WHO

WHAT

Internal Scan / Risk Profile

April/May
WHO

Branch Operational Plan

Pressures Exercise

* IT Business Plan

Regional IM/IT Business Plans

WHAT

Budgets

HR Plans

Official Languages Plan

* Workplans

January
WHO   WHAT

February / March
WHO   WHAT

DATE	OUTPUT	WHO
JAN	PLANNING DELIVERABLE 1	COMMITTEE 1
FEB	PLANNING DELIVERABLE 2	COMMITTEE 3
MAR	PLANNING DELIVERABLE 3	COMMITTEE 1
APR	PLANNING DELIVERABLE 4	COMMITTEE 4
MAY		

Appendix A – Samples

REQUIRED - IMPLEMENTATION PLAN (SEQUENCING & PRIORITIES)   &   RELATED COSTS

FISCAL YEAR 1	FISCAL YEAR 2	FISCAL YEAR 3

project 1 | 10 % completed | 40 % started | 50 % of not started

project 2 | 60 % completed | 20 % started | 20 % not started — **Ahead of Schedule**

project 3 | 20% completed | 40 % started | 40 % not started

project 4 | 10 % completed | 40 % started | 50 % not started
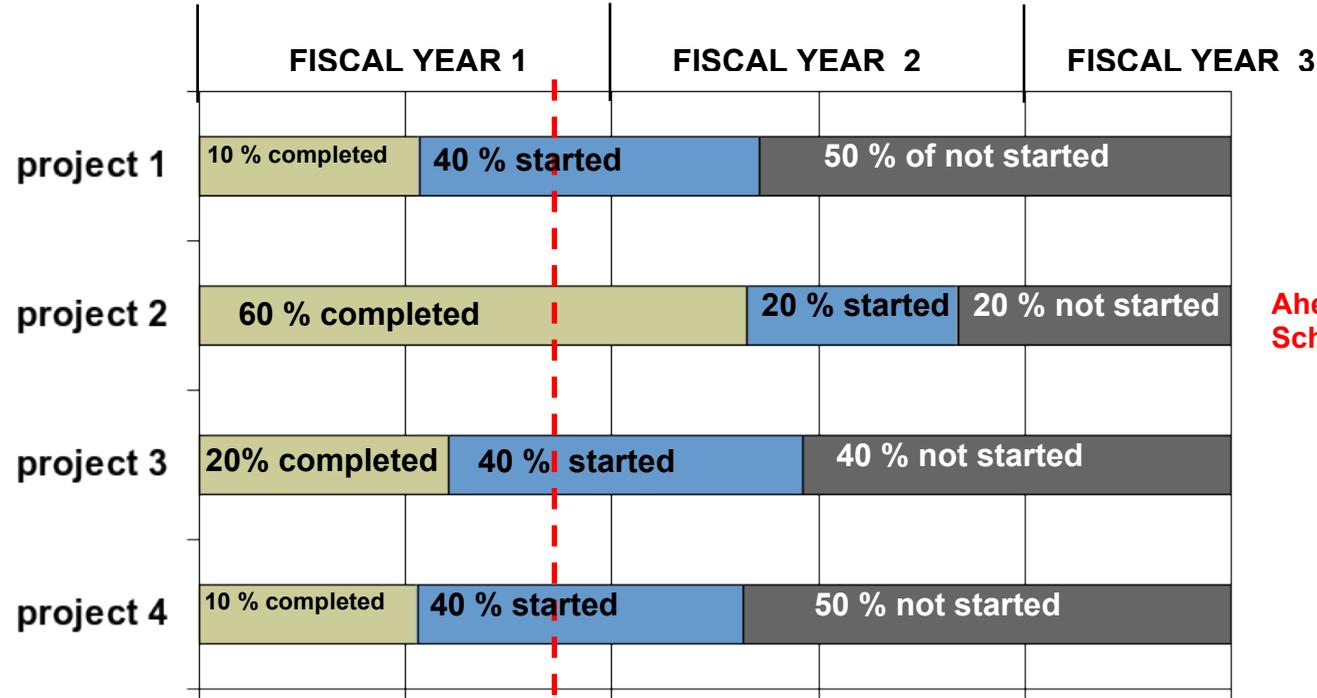
Legend: ☐ completed ☐ planned completion ☐ not started

– – – – – – **Point of time (you are here) in the plan**

P R O J E C T	Fiscal Year 1 Costs		Fiscal Year 2 Costs		Fiscal Year 3 Costs	
Project 1	People Planned Actual	O & M Planned Actual	People Planned Actual	O&M Planned Actual	People Planned Actual	O&M Planned Actual
Project 2	People	O&M	People	O&M	People	O&M
Project 3	People	O&M	People	O&M	People	O&M
Project 4	People	O&M	People	O&M	People	O&M