Treasury Board of Canada Secretariat | Secrétariat du Conseil du Trésor du Canada

Effectiveness of Information Technology Management
Area of Management #13
Management Accountability Framework (MAF)
Round VI

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Canada

AGENDA

- **Results from MAF V**
- **MAF VI**
  - Lines of Evidence
  - Area of Management overall ratings
  - Methodology Changes
  - Impact of Methodology changes
  - Evidence Requirements
    - Template for IT plan
- **How to get help**

MAF V Ratings Information Technology by Line of Evidence

Department rating

PLANNING

74% require additional guidance: (rating = OFI & ACC)

Opportunity: risk, cost, measurable outcomes, implementation plan

VALUE

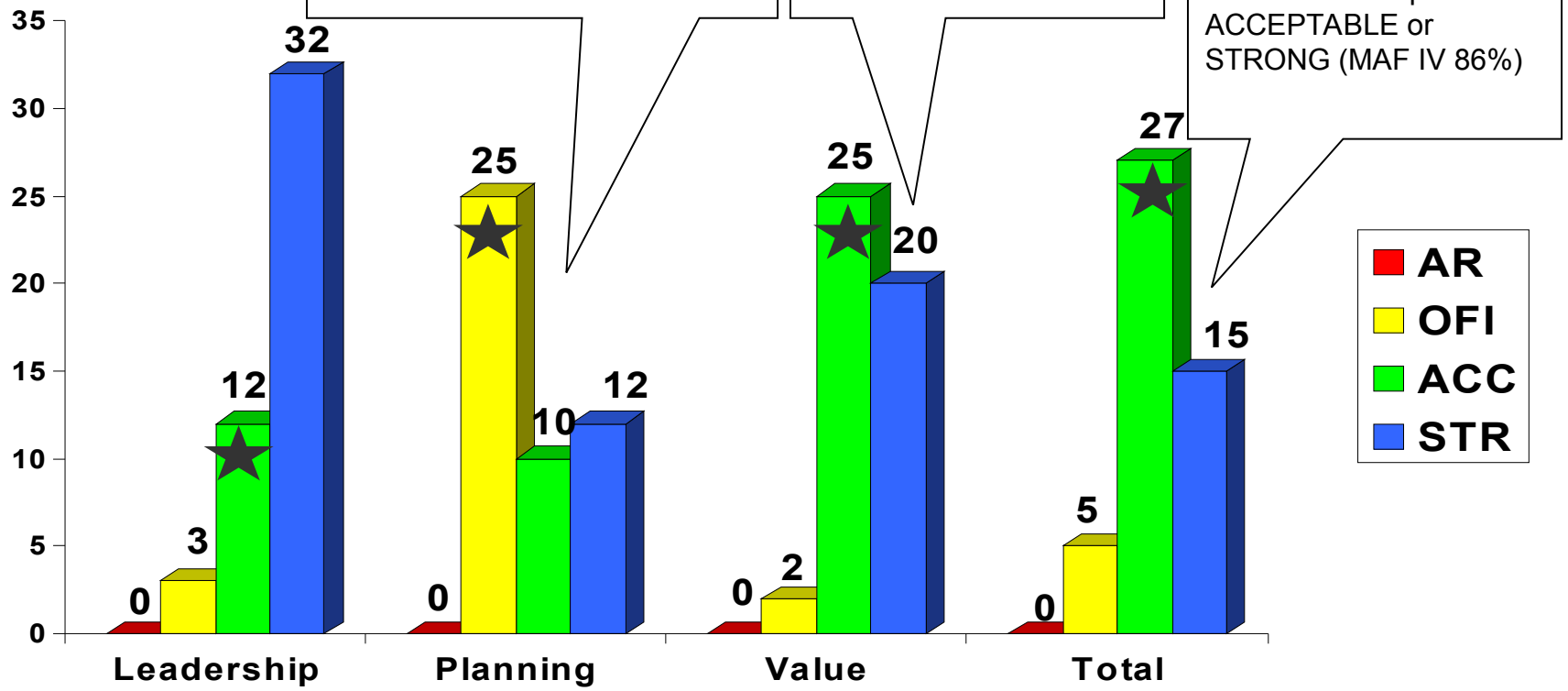
57% require additional guidance (OFI & ACC)

Opportunity: no performance indicators, no use of metrics

OVERALL

62% Overall Ratings for Core depts. unchanged from MAF IV

95% of Core depts. rated ACCEPTABLE or STRONG (MAF IV 86%)



MAF VI - Area of Management 13 - Information Technology

13. Effectiveness of Information Technology Management - Information Technology (IT) supports the organization's business strategy and government-wide objectives

Lines of Evidence:

13.1 LEADERSHIP:

Designation of a senior official to ensure that information technology supports the organization's business strategy and government-wide objectives and participation in setting government-wide strategic directions for information technology.

13.2 PLANNING:

Appropriate alignment and management of information technology and human resources to support departmental business and government-wide strategic directions and that information technology governance structures are integrated with the corporate governance structure and define appropriate decision rights.

13.3 VALUE:

Organizational use common or shared IT assets and services to avoid duplication, when such assets and services are available and appropriate, and performance measurement tools and the use of metrics to guide departmental management of information technology towards improved efficiency, effectiveness and innovation.

MAF VI - Summary of Methodology Changes

For 2008-2009, minor adjustments are expected to the Lines of Evidence as the implementation of new policies continues.

Information Technology will have:

- Continued focus to improve clarity, consistency and comprehensiveness of Information Technology Plans.

- Increased emphasis on Value from Information Technology by:
  - Improved granularity of common and shared services measures.
  - Improved understanding of Value measurement tools including performance indicators.

MAF VI - Impact of Methodology Changes

The change in Lines of Evidence, or methodology, will contribute to:

Simplification because:

- Each Line of Evidence will more clearly articulate the evidence being sought or each will provide a definitive list of items that must be achieved in order to receive specific points; and
- Significant consultation took place with the community at the CIO Executive Summit 2008 and consultations will continue to clarify the requirements and methodology for MAF VI to make the methodology and scoring more transparent.

Reduction in reporting burden by:

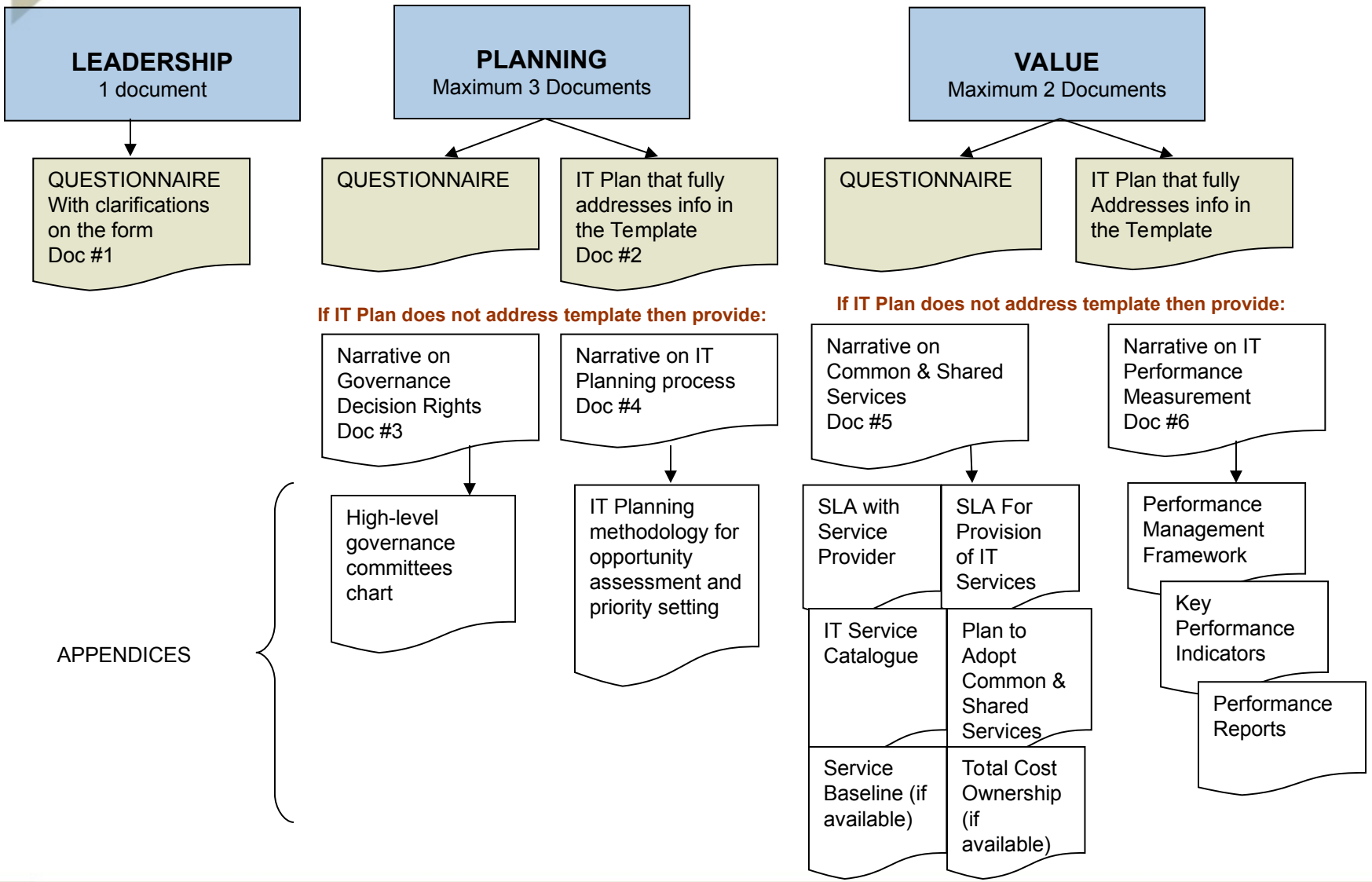
- Working with the community at the CIO Executive Summit 2008 and through on-going dialogue to establish clearly defined evidence documents (and limit the number of documents to a single digit); and
- Reuse some of the governance documents that were provided last year to substantially reduce the number of documents received.

MAF VI - Detailed Methodology Changes

MAF V	MAF VI

• Leadership – new aspects for the senior IT official's participation:
  • horizontally across government
  • span of control for IT within the organization
• Planning – SEPARATE LINE OF EVIDENCE
  • alignment to Government-wide IT strategic directions and internal organizational priorities
  • how IT investments are managed through governance structures.
  • assessing the content of IT plan against established criteria.
• Value – new aspects for:
  • development of performance measurement tools
  • use of performance metrics to influence information technology decisions.
	Leadership - new aspects for broader participation by organization's management team:
	• horizontally across government to include TBS and PWGSC governance committees, TBS working groups and WIKI
	
	Planning new aspects for:
	• Minimum standard (template) for IT plan content
	  – If the IT plan does not fully address the information in the template there will be additional narratives required
	• Governance & IT Planning process descriptions:
	  – how investment decisions are made
	  – criteria used to assess opportunities and determine priorities
	
	Value – new aspects for:
	• Baselining & total cost of ownership (or a plan to do)
	  – Develop cost per service
	  – Plan for lifecycle resource management
	• Use of Common and shared services (or a plan to do so)
	  – Measuring compliance with Mandatory Secure Channel attestations, transition plans or exemptions
	  – IT services aligned to the Profile of GC IT services
	  – Agreed to plans to engage ITSB; monitoring that engagement
	• Performance measurement (or a plan to do so)
	  – Performance measurement process, tools, KPIs and the use of metrics
	  – KPIs measuring efficiency, effectiveness, innovation & transparency

MAF VI - Summary of Evidence Requirements



MAF VI - Template for IT Plan

BUSINESS

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

IT BUSINESS

- **IT SPECIFIC PERFORMANCE MEASUREMENT**
- **TECHNOLOGY ENVIRONMENT:**
  IT Vision (as is and to be) Role of IT, Architecture, Common Reference Models, Inventories (Hardware,Software,Agreements, Applications), Common & Shared Services, Outsourcing & Strategic Partnerships

ACTION

- **IMPLEMENTATION PLAN:**
  investment decisions, priorities, implementation details (sequencing & interdependencies), Feasibility Based On: Progress To Date, Capacity, Risk, Funding
- **CAPACITY & SUSTAINABILITY ASSESSMENT**
- **RISK MANAGEMENT**

ANNUAL UPDATE - Progress against planned activities

- Analysis of progress (status, costs, risk)
- Assessment by oversight committee
- Results and recommendations for next year

TEMPLATE ..N

TEMPLATE 1…

ITSB IMPLEMENTATION PLAN FOR THE ADOPTION OF COMMON & SHARED SERVICES

APPENDIX TO THE IT PLAN

ADOPTION OF COMMON AND SHARED 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:

- Which 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 of core IT assets and services (hardware, software, agreements)

Detailed Evidence Requirements
13.1 LEADERSHIP

- Designation of a senior official to ensure that information technology supports the organization's business strategy and government-wide objectives and

- participation in setting government-wide strategic directions for information technology

Possible Sources of Evidence

(*focus for MAF VI):

NO evidence is required beyond responses to the questionnaire TBS will verify attendance and WIKI participation

* Senior official for IT in place with an appropriate Span of control which includes:

- IT assets (hardware/software/licensing/applications)
- IT spending
- Technology choices
- Application development
- IT policy (architecture, standards, guidelines & exemptions)
- IT projects

*Broader participation by the senior official for IT and the organization's management team through:

- CIO Council or Heads of IT
- PWGSC governance committees
- TBS working groups
- Using the TBS WIKI as a collaborative tool

Detailed Evidence Requirements
13.2 PLANNING

- alignment and management of information technology and human resources to support departmental business and government-wide strategic directions and

- information technology governance structures are integrated with the corporate governance structure and define appropriate decision rights

Possible Sources of Evidence

(*focus for MAF VI):

IT Plan with the following elements:

Business description:

- Business & accountability
- Governance
- Financial
- Human resources
- Performance measurement

* IT business

- IT specific performance measurement
- Technology environment (technology choices & services based on Profile for GC IT services)

* Action

- Implementation plan / storyline (priority & sequencing)
- Capacity & sustainability assessment
- Risk management

* Update on progress against the the plan

Governance & IT Planning process descriptions:

- how investment decisions are made
- criteria and methodology used during the IT planning process to assess opportunities and determine priorities

Detailed Evidence Requirements
13.3 VALUE

- Organizational use common or shared IT assets and services to avoid duplication, when such assets and services are available and appropriate

- performance measurement tools and the use of metrics to guide departmental management of information technology towards improved efficiency, effectiveness and innovation

Possible Sources of Evidence
(*focus for MAF VI):

- Service baseline or total cost of ownership; or plan to do so
- IT Service provision defined and monitored through SLA and MOU
- IT service catalogue defined as per Profile of GC IT services
- Mandatory Secure Channel service (attestations, transition plans, exemptions)
- *Engagement strategy or a plan for adoption of Common & Shared Services (define the ITSB relationship)

- Performance measurement process, tools, KPIs and the use of metrics (or a plan to do so) through:
  - key performance indicators (KPIs) to measure efficiency, effectiveness and innovation
  - performance reporting (e.g. executive dashboard and analysis of metrics)

MAF VI - How to get help?

Combined Training Sessions for IM, IT and Security targeting your staff preparing evidence and questionnaires:

- October 14 from 9:00 to 12:00 at 2745 Iris, Canada Boardroom (6th floor)
- October 16 from 9:00 to 12:00 at 2745 Iris, Canada Boardroom (6th floor)
- October 16 from 1:30 to 4:30 at 2745 Iris, Canada Boardroom (6th floor)

Continuous consultations posted on TBS WIKI (documents & training schedules)

- Link: http://ctotbs.itsso.gc.ca/clf-nsi/wiki/eng/index.php/Management_Accountability_Framework_Round_VI_-_Area_of_Management_13_-_IT
- To get an account please contact web20admin@tbs-sct.gc.ca

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