Government of Alberta
Information Management and Technology

5-Year Strategic Plan
2016/2017 – 2020/2021

March 2017

Office of the Corporate CIO
Purpose of Today’s Presentation

• Insights into strategy development process
• Understand the GoA IMT Strategic Plan
• Discuss some key initiatives
The Journey to the 5-Year IMT Strategic Plan
Linking the Plan to our Current Environment

Current Realities

Strategies to Government Priorities

- Economic Development and Growth
- Enhancing the Citizen Experience
- Being more informed as leaders
- Strengthen our Public Service
- Transparent Processes
- Environmental Responsibility
- Focusing our Investments
- Becoming more Efficient
What is our IMT Strategic Plan?

What will change?
# GoA IMT Strategic Road Map 2016/2017 – 2020/2021

<table>
<thead>
<tr>
<th>GoA Strategic Priorities</th>
<th>2016/2017 – 2020/2021</th>
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<tbody>
<tr>
<td>A Diversified Economy that Creates Jobs and Opportunities for All Albertans</td>
<td>Education and Training to Enable Albertans to Succeed in the Global Economy</td>
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## IMT Business Drivers

| Economic Development and Growth | Enhanced Citizen Experience | Informed Leadership | Strengthened Public Service | Transparent Processes | Environmental Stewardship | Focused Investments | Organizational Efficiency |

## IMT Strategic Pillars

### Citizen and Organization Centric
- Citizens and organizations are seen and treated as the primary client and partner of the GoA

### Culture of Innovation and Collaboration
- GoA program and IMT staff work together with joint accountability towards shared outcomes

### Digital Government
- GoA programs and services are enabled through integrated information and technology

### Government-Wide Approach
- A single, unified, integrated and governed GoA IMT environment

## IMT Strategies

### IMT Strategies
- Establish a scalable digital identity to support citizens and organizations interacting with the GoA electronically, and securely accessing their private information
- Implement an Open Government Action Plan
- Establish an approach and processes to regularly and consistently consult with citizens and organizations on their online needs and expectations
- Establish business intelligence and analytics practices to proactively identify, promote and provide information and services to citizens and organizations

### Outcomes/Benefits
- New and improved services provided to citizens and organizations
- Greater sharing of information between programs and ministries resulting in improved services to citizens and organizations
- Increased innovation and leveraging of GoA assets to improve service efficiencies and reduce duplication
- Increased staff engagement and job satisfaction
- Increased employee productivity at home, in the field, and at the office

### GoA IMT Principles

<table>
<thead>
<tr>
<th>THINK CITIZEN FIRST</th>
<th>COLLABORATE AND INNOVATE</th>
<th>EVERYTHING DIGITAL AND SHARED</th>
<th>TAKE A GOVERNMENT-WIDE PERSPECTIVE</th>
</tr>
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<tbody>
<tr>
<td>BE ENVIRONMENTALLY RESPONSIBLE</td>
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## IMT Strategic Pillars

### IMT Strategic Pillars
- Establish a single set of easy to understand information management and technology policies and standards for the GoA
- Adopt an online delivery approach for applications to enable digital services on any device
- Implement an IMT Green Policy on environmentally friendly practices and activities

### IMT Strategic Pillars
- Implement a GoA IMT Governance Model to execute the IMT Strategic Plan
- Implement central management and stewardship for investments
- Establish one IMT operating policy framework and environment for the GoA

### IMT Strategic Pillars
- GoA IMT Strategic Plan strategies successfully completed and benefits realized
- Increased return on IMT investment and reduced duplication
- Increased GoA IMT environment operational efficiency and reduced complexity
- Reduced operational costs resulting in freeing up funds to re-invest in IMT priority areas
Implementation of the plan

• Implementation Plan to identify key activities and sequence over short, medium and 5 year horizons

• Example initiatives
  – MyAlberta, Digital Identity
  – Enterprise Analytics implementation
  – Information Sharing Strategy
  – Digital Record and Content Management strategies
  – Enterprise IT Environment
  – Application Framework and Consolidation
  – ERP Strategy
  – Others under definition through 2017

• A Program Office will drive/monitor progress
• Quarterly updates to DMC for approval
Implementation – Information Management

• What are some key Information Management initiatives described in this plan?
Key Enablers for Strategy Success

- IMT Governance Review
- Government Wide Approach to Enterprise IT
- Capital Funding Support and Outcome Reporting
The focus of this initiative is to implement a governance model which supports a government-wide approach to IMT decision making and service delivery.

The new governance model will allow the GoA to identify and leverage the reduction of IMT duplication and costs, while improving data sharing and collaboration.

This model will promote a common IMT service delivery experience across the GoA and Ministries.

This initiative will help us to clarify the overall IMT accountabilities and responsibilities across the GoA, sectors and Ministries.
Government-Wide Approach: Enterprise IT Environment

From current IT Environments to:

• Reducing redundancy and complexity and strengthening disaster recovery capability
• Establishing a consistent IT service experience across the GoA
• Strategically positioning the GoA for:
  - Effective adoption of cloud services
  - Application transformation and consolidation
  - Improved information sharing

Current Activities:

• Completing validation of financial, HR, IT, and Service Delivery
• Optimize infrastructure hosting business solutions
  - Remaining 20 (of 37) facilities consolidate into 3 enterprise facilities
• Consolidation to be completed by 2020 (3 years)
Government-Wide Approach: Capital Funding Support

• Decisions about capital spending for the One Information Management and Technology (IMT) program will be made in support of the government’s strategic priorities and the Alberta Jobs Plan by encouraging economic development and growth.

• Capital spending will be aligned with the One IMT five year Strategic Plan which fosters and promotes the following four principles:
  – Think citizen first
  – Collaborate and innovate
  – Everything digital and shared
  – Take a government-wide perspective
Comments and Perspectives?
For more information

- **Office of the Corporate CIO Public Web Page**

- **IMT Governance Transformation SharePoint site**

- Michael Crerar, Director, IMT Strategy
  Michael.Crerar@gov.ab.ca
IM Aware Session Presentation
Alberta Energy’s IM Strategy

Geoff Wacowich
Dan Arnold
Agenda

1. Background and Drivers
2. Digital Vision 2020 Approach
3. Current State
4. Future State
5. Roadmap and Key Milestones
6. Successes to Date
7. Learnings
8. Next Steps
Project Drivers

- New Chief Information Officer
- Internal reorganization to move FOIP/IM into IT
- Alignment between IT and IM
- Strengthening of the one government approach
- Increased FOIP
- Budget reductions
- Transition into GOA Domain
- Focused solutions on records and not business process
Preconditions for success

- Executive Support
- Mature RM function (87% on audit)
- Electronic Information Management (EIM) technology conversion (Livelink/open text) in year 5 and nearly complete
- Tenured staff with excellent business and records experience
- Partial information and data security classification
- Existing DOE metadata structure to classify information
- Strong project management and planning skills
- Partial application integration with EIM
- An engaged legal team
Planning and Execution

- Re-structuring the teams
- Rebranded to Information Management
- Hire new manager
- Prepare and procured expertise to develop the vision
- Clean up share drives and permissions
- Developed a strategy to manage information sprawl in three parts → email, Sharepoint/network file shares and contained within business applications
- Communication and training to business and executive on a frequent ongoing basis to embed new culture
DV2020 Overview

Mission: 5 year actionable IM Strategy
Support: Contract Resource
Time Frame: Sept 2015 – Mar 2016 (7 months)
Driver: Business (IM + IT supported)
IM Strategy: Scope & Approach

Information Management

Unstructured Content
- Emails, Documents, Files, Images, etc.

Structured Data
- Operational & Analytic Data

Collaboration & Knowledge Management

Information Governance
(Policies, Procedures, Standards, etc.)
IM Strategy: Scope & Approach

**Assess Current State**
- Executive Sponsorship
- Interviews and Surveys
- Review of existing standards and work

**Define Future State**
- Maturity model assessments
- Workshops to define future state (Business Driven)
- Incorporate industry best practices

**Develop Roadmap**
- Future state strategies and strategic project identification
- Resourcing capacity plans
Current State

**Key Tasks**

- Research into industry practices, current GoA policies, current DoE Policies and reports
- In person interviews with 102 staff members
- Survey sent to targeted staff with 48 responses
- Interviews and Surveys took approximately 2.5 months to complete
Current State Findings

• IM systems **don’t support** the way employees **want to work**

• The Department collects large amounts of important information but **struggles to analyze and synthesize it**

• Things are **typically well-organized for the originator**, but difficult for others to find, access and use.... And that’s where the important content is stored
Current State
Findings

• Confusion over what should be stored in what system
• IM is important but an afterthought
• Difficult to capture the wisdom and knowledge of retiring employees
  • Identified as the organization’s biggest risk.
Current State Findings
-IG Maturity

ARMA Information Management Maturity

<table>
<thead>
<tr>
<th>Category</th>
<th>Current State</th>
<th>Future State</th>
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<tbody>
<tr>
<td>Accountability</td>
<td>2.25</td>
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<tr>
<td>Transparency</td>
<td>2.00</td>
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<tr>
<td>Integrity</td>
<td>1.25</td>
<td></td>
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<tr>
<td>Protection</td>
<td>2.50</td>
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<tr>
<td>Compliance</td>
<td>1.50</td>
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<tr>
<td>Availability</td>
<td>2.00</td>
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<tr>
<td>Retention</td>
<td>1.50</td>
<td></td>
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<tr>
<td>Disposition</td>
<td>3.00</td>
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DAMA Data Management Maturity

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<thead>
<tr>
<th>Category</th>
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<tbody>
<tr>
<td>Data Governance</td>
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<tr>
<td>Metadata</td>
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<tr>
<td>Modelling &amp; Design</td>
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<tr>
<td>DIW/BI</td>
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<td>Master &amp; Reference Data</td>
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<td>Data Quality</td>
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Future State Workshops

- 4 half day sessions
- 14 staff identified as passionate and interested individuals from current state surveys
  - 1 RIM, 1 DM, and 1 Director of IMT, 11 Business
Information Management is integrated into our culture and supports our work
All Energy employees will use approved Department practices to

1. make information accessible; and
2. manage information to achieve business outcomes
A series of Projects will move us to our Future State.

We have categorized them into:

- Program Framework
- Information Governance
- Structured Data Management
- Document Management
- Collaboration and Knowledge Management
- Technology
- Business Unit Demand
**PF4: Embed IM in Projects**

**Timeline:** Q3, 2016/17

**Key Dependencies**
- Projects dependent upon this project:
  - Many existing projects at Branch/Division
  - Strategic initiatives

**Resources**
- Mike O'Neil, Dee Arnold, Mark Deaton
- Business Analyst, ECM Configuration

**Estimated Budget:** $1M

**Identified Risks**
- None

**Impact on Deferred**
- The existing methodologies for delivering an IM project to-date have not resulted in end-user satisfaction or adoption of IM processes and tools that would continue if this project is deferred.

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**Roadmap**

| Fiscal | A1 | A2 | A3 | A4 | B1 | B2 | B3 | B4 | C1 | C2 | C3 | C4 | D1 | D2 | D3 | D4 | E1 | E2 | E3 | E4 |
|--------|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|
| 2015-16 | Q1 | Q2 | Q3 | Q4 | 2016-17 | Q1 | Q2 | Q3 | Q4 | 2017-18 | Q1 | Q2 | Q3 | Q4 |

- **Q1:** Establish Program Leadership & Committees
- **Q2:** Define Roles & Accountabilities
- **Q3:** Define IM Processes
- **Q4:** Launch Management Strategy
- **A1:** Define IM Technologies
- **A2:** Develop Technology Strategy
- **A3:** Implement Technologies
- **A4:** Technology Oversight
- **B1:** Develop Training & Education Materials
- **B2:** Integrated Metadata Cataloguing into IMS Processes
- **B3:** Data Modelling in SDIC
- **B4:** Data Requirements in SDIC/LIC

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**IM Program Framework**

- NAA Business Unit Framework
- ITA: Conceptual, Logical, Physical Data Model
- ITA: Resulting Data Model
- ITA: Data Sharing Agreements with Other NAA Partners
- CIB: Process for Obtaining External Data
- CIB: Implement Information & Data Governance Program

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**IM Governance**

- IBS: Implement CMRA Data Governance
- IBS: Implement Information & Data Governance Program
- IBS: Develop Training & Education Materials
- IBS: Data Modelling Collaboration
- B1: Oversight of NNA

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<th>Q2 (Apr-Jun)</th>
<th>Q3 (Jul-Sep)</th>
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Challenges

• Integration between Data, IM, and IT
• Culture Shift and Awareness
• You **must do** and you **can’t do** – always question
• Staffing and prioritization of Strategy vs Ops.
  – Can’t tell people to wait 6 months until we figure things out
• Sometimes there’s no right answer
Success!!!

DoE Email Account Volumes

- No Active Management
- Phase 1
- Phase 2

Number of Items (Millions)

Without Active Management

Alberta Energy
Success!!!

Your Stats

- Email Items: 6,368 *
  Department Goal: Under 10,000 *
- My Documents Folder: 1,314

Can more of this information be shared?

* Includes all email items (ex: Emails, calendar entries, tasks, etc.)
To see your numbers anytime, use the Email Account Self-Reporting Tool.

Energy’s Stats

Tip of the Month 🌟

Are you scanning documents that were born digital? Stop and consider...
Success!!!

Litigation Response Team

- Legal, Records, and IT
- Consistent processes for coordinating litigation responses
Success!!!

Data Visualization

- Through business partners and the DM section
- Tool was approved by IMT committee
- Were able to support the GoA acquisition of SAS
- Available in July
Success!!!

Federated Search

• One stop search for:
  • Shared Drive
  • SharePoint
  • Livelink (Content Server)
Next Steps

• Looking towards an enterprise approach
  – Partnering with others
• Tool Selection and Governance
• Electronic document disposition simplification
  – Too many solutions for each tool
  – Auto Classification
• Email management in the GoA
• Our challenges are not unique
• We need an integrated strategy
• We need commitment to work on the strategy
Appendix – ORG Structure

- CIO
- Data and IM (Director)
- Records and IM (SRO)
- Project Work Team (Digital)
- RM Operations Team
- Scanning Team
- Data Management Team
- Data and Apps
- IT for Info Systems
- Security (MISO)
Standards Update

- The Digital Records Migration/Conversion Standard was approved in February of this year.

- This standard describes recordkeeping requirements that must be met when converting digital records from one format to another, and when migrating digital records from one hardware or software configuration to another.

- The standard enables a consistent approach to the long-term preservation of digital records, and is important because it ensures that digital records can be used to provide evidence of business activities, decisions, or transactions.

iRIMS Data Migration to Content Server

- To illustrate the partnerships between Service Alberta and client ministries, the SA Active Records and Transfer and Disposition teams are working with Alberta Health on a data migration project.

- iRIMS, the records system used by Alberta Health, is no longer supported by the manufacturer. As a result, iRIMS content is being migrated to Open Text Content Server. Content Server provides the same functionality as iRIMS using a web interface, and the project fits Health’s long term strategy of managing all records in one enterprise content management system.

- Service Alberta is working with Health to conduct User Acceptance Testing. The system go-live date is this June.

Schedule Reengineering Project

- The cross-ministry working group has completed its review of the scheduling process current state, and is now developing future state models of how the process could work.

- The broader community involved in the scheduling process – Senior Records Officers, the Alberta Records Management Committee, and Archives – as well as members of the Schedule Reengineering Project steering committee, working
group, project team and advisory team will meet for a working session at the end of April to review progress to date and weigh in on the future state process models.

ARTS

- Since our last ARTS update in September, the project steering committee investigated technology solutions as potential replacements for ARTS; however, the committee determined that the solutions did not satisfactorily address IM requirements. Therefore, a full replacement will not be considered at this time.

- Instead, the existing system will be enhanced and SA is in the process of hiring a dedicated resource to assist with building IM requirements for ARTS. This work will be completed with future enterprise digital transformation projects in mind, such as enterprise content management.

Managing Information @ Work

- In conjunction with Service Alberta and Justice-Solicitor General colleagues, the IM Branch is working with an online training vendor on e-course development.

- The existing Managing Information @ Work eCourse will be reformatted into three shorter interactive modules. These modules will be part of a 12-module series that includes e-courses on cyber security, physical security, and FOIP.

- Coordinated announcements and course launch date is coming soon. Stay tuned.

Alberta Records Centre (ARC) Update

- In December, the Alberta Records Centre (ARC) storage queue had achieved a 4 week processing time from submission to review and approval.

- Current processing times are even shorter. When a client submits a storage request, ARC staff are now able to review and approve the submission within a week.

- This fast turnaround time has been a significant achievement, and this is the first time in ARC history that processing times have been this short.

- It is expected that this level of service will be ongoing, and that business areas will continue to be able to quickly move boxes of records offsite and to the ARC.
Information Management Website

- IM Branch staff have been working with the Public Affairs Bureau to refresh the Service Alberta information management website. It will be hosted on the alberta.ca domain and have a similar look and feel to the Government of Alberta’s main page and will be launched in the very near future.

- The launch will be communicated via email through the IM community, including distribution lists for IM Aware, CIOs and corporate service ADMs, as well as through other communications channels such as the APS Connector.