

Follow-up of the Review of Office Technology

April 2001

Review Branch

Report Clearance Steps

Follow-up process implemented
Report completed

June 14, 2000
April 10, 2001

Acronyms used in the report

DAEC	Departmental Audit and Evaluation Committee
EC	Environment Canada
EGOC	E-Government Integration Committee
EMB	Environment Management Board
IM/IT	Information Management/Information Technology
ITAC	Information Technology Advisory Committee
MAP	Management Administration and Policy
OT	Office Technology
SID	Systems and Informatics Directorate
SLA	Service Level Agreement

Table of Contents

FOLLOW-UP OF THE REVIEW OF OFFICE TECHNOLOGY	1
CONTEXT AND CURRENT STATUS	1
AREAS REQUIRING ATTENTION.....	1
RISK.....	1
RECOMMENDATIONS	2

Follow-up of the Review of Office Technology

This follow-up was conducted 2 years after the Review of Office Technology (OT) was completed. The follow-up was done to determine the level of implementation of the recommendations made in the original report. Follow-ups are important, as they give senior management a crucial indicator as to the implementation rate of the management response and adjustments made in relation to the recommendations.

Context and Current Status

The Review of OT made 7 recommendations which focused on governance. The OT review was carried out in close cooperation with Systems and Informatics Directorate (SID). Review findings along with their recommendations were reported in the summer of 1998 to SID management. Management accepted and agreed with all the recommendations and prepared detailed management responses.

Overall, the Review of OT found that the Department's position is favorable when compared with other government departments in terms of connectivity, compatibility, operability and universality. OT was found to meet program needs, but needed to have the departmental business functions drive its direction to ensure that value of resource investments are maximized and that business outcomes are advanced

The current status of OT at Environment Canada is being influenced by the mounting pressure to migrate from the current Windows 95 software platform. The Department must remain current in the area of OT or risk lagging further behind in its compatibility with more current software which will affect program's and staff's ability to easily communicate with external organizations.

Areas Requiring Attention

There has been progress on most issues in relation to the recommendations made in the review. The 2 recommendations where improvements are still required focus on the issues of performance monitoring for Service Level Agreements, and the development of a performance measurement framework.

Risk

The actions taken in responding to the recommendations of the Review have significantly reduced the risk posed to the department in the area of OT. The recommendations that require improvements are in the process of being addressed and do not pose a significant threat to the department. No further follow-up actions are recommended.

Recommendations

Recommendation #1 - **Met**

Recommendation	Actions taken
The Director General, Systems and Informatics Directorate, should review the process of planning OT to increase business connections. A plan for action should be tabled at the Management, Administration and Policy (MAP) Table to ensure that the newly developed Information Technology Strategy appropriately balances OT.	MAP has been reconfigured to increase business connections. MAP is now the governance body for Information Management / Information Technology (IM/IT) which includes OT. IM/IT investments and policies are now managed through the E Government Integration Committee (EGIC).

Recommendation #2 - **Met**

Recommendation	Actions taken
The Assistant Deputy Minister, Corporate Services, investigates opportunities to adjust the Management, Administration and Policy Table to address office technology from both technology and business dimensions. This should include the examination of roles and mandates of ITAC and its feeder groups and ensure their alignment with revisions to MAP Table mandate and role.	ADM Corporate Services has reviewed and adjusted how MAP operates to ensure OT is addressed. Information Technology Advisory Committee (ITAC) has been realigned as a senior strategic IT advisory group with an annual workplan. ITAC regularly reviews IM/IT items brought to the EGIC. The Technical Working Group (TWG) has also been streamlined. The TWG now gives advice and recommendations to ITAC on technical issues such as viruses, and new office technology.

Recommendation #3 - **Met**

Recommendation	Actions taken
<p>The Director General, Systems and Informatics Directorate, in concert with the regional members at ITAC, develop a communications and education vehicle with program managers to address questions related to client servicing, costing and promote the establishment of a regular consultation such as an annual forum to encourage dialogue on OT.</p>	<p>Netiquette is a project under development related to the effective use of technology. It involves presentations to employees on issues ranging from security to better e-mail use. The project has a champion (Jim Vollmershausen) who will be reporting to EMB.</p> <p>Also a resource web site is being developed by SID for support purposes, it will contain a wide variety of information related to Service Level Agreements (SLA), policies, procurement, remote access, security issues and other pertinent materials.</p> <p>Although there is no regular forum to encourage dialogue on OT, client servicing and costing issues are dealt with either on an ad-hoc basis, through monthly NCR IM/IT Advisory Committee meetings, or through the review of SLA's.</p>

Recommendation #4 - **Improvements required**

Recommendation	Actions taken
<p>The Director, Information Technology Operations HQ should develop a performance monitoring system for Service Level Agreements.</p>	<p>A test performance monitoring system was developed for the Corporate Management and Review Directorate as part of the 1999/2000 SLA. However, the SLA performance monitoring system was never realized and has not been implemented on a wider basis. A revised test performance monitoring system is planned for 2001/2002.</p>

Recommendation #5 - **Improvements required**

Recommendation	Actions taken
<p>The Director General, Systems and Informatics Directorate, should develop a strategy for the development of a performance measurement framework for OT in concert with ITAC members.</p>	<p>No strategy for the development of a performance measurement framework for OT has been developed.</p> <p>However, a consulting firm has been hired to make recommendations on total cost of ownership of OT. Also, there are efforts to incorporate performance measurement and evaluation tools into the IM/IT Strategy.</p>

Recommendation #6 - **Met**

Recommendation	Actions taken
The Director General, Systems and Informatics Directorate, should develop a plan with ITAC members by which to communicate clearly the service levels provided to clients, and encourage development and monitoring of Service Level Agreements where these have not yet formally been developed.	E-mails on training, anti-virus updates, service and maintenance interruptions, upgrades and newsletters are examples of the information and services available to clients from SID. Also, a new Informatics Center support website is being designed to provide a wide array of information related to the services provided by SID including information on SLA's.

Recommendation #7 - **Met**

Recommendation	Actions taken
The Director of Information Technology Operations HQ should develop a Hotline call tracking system which permits the identification of training requirements both for clients and users as well as informatics staff. That similar initiatives discussed by the Director General, Systems and Informatics Directorate with the regional counterparts at ITAC.	Call tracking reports for Headquarters are prepared monthly. The call tracking system is slated to be improved by integrating the different call tracking databases to allow for keyword searches which will aid in the comparison of service calls to different areas/branches and in turn will help streamline and improve services to clients. There is no call tracking that occurs at the regional level.