



Santé
Canada

**Review of
The Way Forward Initiative
An Enterprise Approach to Information Technology**

June 2008

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Executive Summary

The Way Forward (TWF) is an Initiative that will enable Health Canada to move to Enterprise (organization-wide) Information Technology (IT) and provide a more disciplined and centralized approach to managing IT. The TWF Initiative consists of multiple information technology projects designed to consolidate and realign IT resources, adopt national standards, position the Department to take advantage of, and align with, the Government of Canada common services initiatives and generate savings. The TWF Initiative arose as a result of a lack of investment in the Department's infrastructure and an inefficient IT environment. The Chief Information Officer, under the Assistant Deputy Minister, Corporate Services Branch, was responsible for carrying out this initiative.

The review was included in the multi-year Risk-Based Audit Plan which was approved by the Departmental Audit and Evaluation Committee at the October 4, 2006 meeting.

The overall objective of this review was to both assess the Department's progress in meeting the key TWF objectives outlined in the Project Charter, and to determine whether the Department met the anticipated savings pertaining to this initiative.

Specific objectives of this review were to:

- determine whether the Initiative was conducted in accordance with best practices for managing information technology projects;
- determine whether key scheduled deliverables for the Initiative were on target and identify risks that could prevent these targets from being met;
- determine whether the TWF departmental costs savings identified by the department can be substantiated and to establish whether they represent actual savings or cost avoidance; and
- review and analyse the work that the department has done in order to determine the future on-going funding requirements to sustain Enterprise IT in Health Canada.

The review was based on information collected through interviewing managers and functional experts in Information Management Services Directorate of the Department, and reviewing relevant documentation pertaining to the TWF initiative. The review was conducted by the Audit and Accountability Bureau in accordance with the Government of Canada's (GoC) *Policy on Internal Audit*.

We examined eight (8) of the nineteen (19) projects in this Initiative. This report acknowledges the following positive achievements for the projects under review:

- the projects were well managed in accordance with best practices for managing IT projects and were in compliance with the Government of Canada's Enhanced Management Framework.
- risk management, including linking expenditures to key decision points, was carried out effectively.

While acknowledging that many factors were not within the Information Management Services Directorate's (IMSD) control, certain targets of the Initiative were not met. More specifically:

- delivery of some projects was delayed, however, thirteen (13) of the nineteen (19) projects had achieved completion targets of 90% or higher. While actual costs (unaudited) were close to the initial budget, work remains to be completed on some key deliverables. Costs to complete the Initiative will be higher than originally anticipated. We could not obtain information on either, how much it will cost to operationalize on some of the key deliverables of the Initiative, or the estimated benefits to be realized from it.
- while savings will be realized from specific deliverables, we could not get assurance that the savings originally forecasted would be realized.
- sustainability will be an issue as there are on-going funding requirements needed to achieve the Enterprise IT in Health Canada.

Introduction

Background

The Way Forward (TWF) Initiative was developed from concerns regarding under-funding of corporate Information Technology (IT), failing IT Infrastructure and the high degree of decentralization of IT spending. Lack of funding in the Information Management Services Directorate (IMSD) led Branches to invest in IT independently, which further exacerbated both the complexity of the IT environment and inefficiencies in IT spending. This created a complex and inefficient IT environment which became difficult and costly to manage. It also created a lack of accountability for department-wide IT services such as the network. The purpose of the TWF initiative was to manage IT in a more disciplined and centralized enterprise basis – hence an enterprise IT model was developed.

The TWF Initiative will centralize the responsibility for Health Canada's IT hardware, software and services under the Chief Information Officer and ADM of the Corporate Services Branch. The TWF initiative will involve the consolidation and realignment of Health Canada's resources and infrastructure, adopt national standards, reposition the Department to leverage and align with the Government of Canada's (GoC) common services initiatives and generate savings.

The TWF Initiative also addresses the need to be prepared for implementing both GoC-wide Common IT Services, and the Expenditure Review requirements. IT encompasses all IT services for the Health Canada network (regions, branches and agencies) with the exception of the Public Health Agency of Canada (PHAC).

The key TWF Initiative objectives are to:

- ensure high levels of client service through stable and sustainable IT infrastructure;
- reduce IT costs across Health Canada by establishing mandatory, enterprise IT standards and consolidating corporate IT infrastructure;
- ensure accountability for IT governance across the Department by vesting accountability for all IT services with the Assistant Deputy Minister (ADM) of Corporate Services Branch and the Chief Information Officer (CIO), and making IMSD solely responsible for all hardware, software and telecommunications services within the Department; and,
- ensure alignment of Health Canada's IT environment with the Government of Canada direction.

The TWF Initiative is aligned with Health Canada's direction to manage its IT Infrastructure as an enterprise (corporate-wide or department-wide) asset; to provide ongoing funding to address the IMSD deficit and mitigate risks; to provide funding to address critical infrastructure renewal projects at the network, server and desktop levels; and to strengthen IT governance.

TWF is a two-year initiative, which started in the first quarter of 2005-2006 and was to be completed at the end of 2006-2007. The initial approved budget for this initiative was \$25.4 million. It has been subsequently revised to \$28.4 million to accommodate a larger evergreening component. Savings were estimated at \$10 million to \$15 million per year, based on various industry and government studies, including Treasury Board of Canada Secretariat's (TBS) *Information Technology Services Review, Strategies for Improving IT and its Management*. The TBS study identified annual savings ranging from 15% to 20% of total expenditures for six functional IT areas in eight different departments.

Subsequent to the fieldwork for this review, the Close-Out Report dated October 26, 2007, noted that all TWF projects are now considered closed. The Project Steering Committee for TWF endorsed the closing of the remaining TWF deliverables. It also determined that resources currently assigned to both the TWF and operational needs could be used more effectively if they were focused on operational requirements. However, the Novell Server (TWF05-1) and Facilities Consolidation and Disaster Recovery Services (TWF05-03) deliverables have not been completed in the regions and remain as work-in-progress items.

IMSD previously reported, at the end of March 2007, to the TBS, Chief Information Officer Branch, that Health Canada was 65 percent compliant to the *Security Policy/Management of Information Technology Security Standards (MITSS)*. As of September 30, 2007, the Department has reported 83 percent compliant to MITSS. The initial target date for this project, as set by TBS, was December 31, 2006. The revised completion date for MITSS is March 31, 2008.

Objectives

The objectives of the review were to:

- determine whether the initiative was conducted in accordance with best practices for managing information technology projects;
- determine whether key scheduled deliverables for the initiative were on target and budget and identification of risks that could prevent these targets from being met;
- determine whether the departmental costs savings identified by IMSD can be substantiated and to establish whether they represent actual savings or cost avoidance; and,

- review and analyse the work that the department has done in order to determine the future on-going funding requirements to sustain Enterprise IT in Health Canada.

Scope and Approach

The TWF Initiative, which is an enterprise model (i.e., a corporate or department-wide model) for information technology, consists of six streams. Within these six streams and two related initiatives there are 19 separate and distinct sub-projects. This review focused on eight of these sub-projects. AAB selected five closed sub-projects and three open sub-projects for review (those that had experienced the most delays to schedule or entailed the most risk). The TWF streams and projects included in this review are:

- **STREAM 2 - Enterprise IT Asset Management**
 1. TWF03 - Asset Management
 2. TWF04 - Evergreening Strategies
 3. TWF06 - Enterprise Software Management
- **STREAM 3 - Enterprise IT Infrastructure Consolidation**
 4. TWF05-1 Novell Server Consolidation
 5. TWF05-2 Notes e-mail and application server consolidation and upgrade
 6. TWF05-3 Facilities Consolidation and Disaster Recovery Services.
- **STREAM 5 - Enterprise IT Standards**
 7. TWF08-2 Application Architecture and Standards
- **STREAM 6 - Enterprise IT Transformation**
 8. TWF09-4 Resource Strategy and Implementation (HR & Finance)

The review was based on information collected through interviews with managers and functional experts in IMSD, and the review of relevant documentation pertaining to the TWF initiative, including:

- an assessment of the TWF project management practices to the five major attributes of the Enhanced Management Framework (EMF). This includes:
 - information technology projects aligned with, and support, business directions and priorities;
 - governance, accountabilities and responsibilities are clear;
 - project managers are developed and work within a corporate discipline;
 - project management decisions are based on risk management; and
 - projects apply a core management process consistent with Treasury Board approval requirements and is supported by appropriate management tools and techniques.

- interviews with personnel at all levels, including the CIO; project sponsors; members of the Project Review Committee (PRC); Project Managers (PMs) and Project Directors (PDs) for the selected projects; and Regional Directors of IT; and
- a review of documentation, including information relating to the background and initiation of TWF, project charters, business cases, the TWF IT Performance Management Framework, PRC reports and minutes, project deliverables and closeout reports, and financial data extracted from SAP and other sources.

The period covered by this review is for the Fiscal Years 2005-2006, 2006-2007. The review was carried out between February and June 30, 2007.

Findings, Recommendations and Management Responses

Compliance with the Enhanced Management Framework – An Assessment Against Best Practices

Project management was effective for the eight (8) projects included in this review. Responsibility and accountability for each of the 8 projects was well defined and clear. While some project managers had concerns that they had not been advised of decisions quickly enough, it should be recognized that some issues—such as the delay in server consolidations—are complex. Reports to the Project Review Committee (PRC) appropriately and efficiently summarized progress for all of the nineteen (19) projects.

Most project managers have project-management experience. Project staffing efforts were effective for certain projects and less successful for others. Where a project could not be staffed immediately with appropriately skilled in-house resources, delays did occur in getting contractors, and continuity was problematic. Accordingly, delivery of those projects was delayed.

Project-management practices are in line with the EMF and generally work well. Several project managers perceive the reporting requirements to be excessive, especially at the beginning of projects. However, this is balanced by the strong support project managers received from the Project Management Office (PMO). Integrated budgets and plans are managed effectively.

As at March 31, 2007, five (5) projects (TWF 06 Enterprise Software Management; TWF 08-02 Application Architecture and Standards; TWF 03 Asset Management and TWF05-2 Notes email and Application Server Consolidation and Upgrade; and TWF 04 - Evergreening Project) have closed. Except for the Evergreening Project, these projects had achieved their objectives. However, most were not yet operational. For these

projects, either sufficient management support was lacking, and/or enough resources had not been available to make them operational.

Management of Key Project Risks

Risk management, including linking expenditures to key decision points, was carried out effectively for those projects included in this review. We noted that risk management had not been carried out exactly in accordance with the EMF, because the EMF is applicable to delivering single products with identified decision points at which to monitor progress. Most internal risks had been addressed effectively. The exceptions were issues such as Ownership, Control, Access, and Possession principles (OCAP), funding freezes, and the virus problem. None of these risks are within the project's control.

Three (3) projects (Novell Server Consolidation, Notes e-Mail and Application Server Consolidation and Upgrade, and Facilities Consolidation and Disaster Recovery Service) have made significant progress considering the issues faced. Remaining external risks include tobacco litigation, and OCAP principles with respect to First Nations data.

As of March 31, 2007, three (3) of the projects reviewed were not complete (TWF05-1 Novell Server Consolidation, TWF05-3 Facilities Consolidation and Disaster Recovery Service and TWF09-4 Resource Strategy and Implementation). This review did not assess Government of Canada Security Compliance. Also, at the end of March 2007, the Department is reporting 65 percent compliance with MITSS (83 percent as at September 30, 2007). The CIO has stated that funding for the MITSS project is a concern which requires more attention (full funding for the MITSS project was provided by September 2007).

Certain Threat and Risk Assessments associated with the day-to-day operational environment at PWGSC have not been completed as at end of June 2007. Major parts of Health Canada's IT infrastructure are being moved to Public Works and Government Services Canada (PWGSC) facilities as part of the Shared Services Initiative. Numerous issues with PWGSC data centres, such as power interruptions, have created delays in implementing projects. Approximately 40 existing Service Level Agreements exist for very specific PWGSC services. However, no overall Service Level Agreement is in place that covers the new IT environment and IT assets being moved to PWGSC.

Appendix B provides an overview of the eight (8) projects and their associated key deliverables that were included in this review.

Recommendation No. 1

It is recommended that the Assistant Deputy Minister, Corporate Services Branch and Chief Information Officer consolidate the current forty (40) service level agreements into

one comprehensive Service Level Agreement with PWGSC that encompasses the new environment and IT assets being moved to PWGSC.

Management Response

Agreed, but since the time of the report, significant progress has been made:

- HC is actively engaged with PWGSC as part of IT Shared Services to consolidate our 40 Service Agreements into approximately 8 core Service Agreements. This is a complex undertaking that will need to evolve in stages. Notwithstanding, significant progress has been achieved. We will continue these efforts throughout fiscal year 2008-09;
- Ten service agreements related to Storage Requirements have been consolidated into one agreement. The consolidated agreement is in final form and awaiting formal signatures; and
- In addition, three Facilities based service agreements were consolidated into a single agreement. This consolidated agreement is nearing final form as well, and we anticipate sign-off in April.

TWF Initiative Costs

The costs to complete the TWF Initiative will be higher than originally anticipated. The original budget for this initiative was \$25.4 million. The budget was subsequently revised to \$28.4 million in December 2006. Actual costs (unaudited) reported by IMSD for this uncompleted initiative, as at March 31, 2007, were \$27 million (see Appendix A). As we did not perform a financial audit of the TWF costs, we are not providing assurance that the actual costs reported are complete and accurate. Since a significant portion of the Initiative costs consists of personnel costs, and because IMSD does not have a time-keeping system, salary costs were based on estimates.

As at March 31, 2007, thirteen (13) of the nineteen (19) projects of the Initiative were reporting 90% or better completion (see Appendix A). While actual costs are close to the initial budget, work remained to be completed on some key deliverables. These included consolidating servers in the regions (Lotus Notes/e-mail) and compliance with MITSS. A delay occurred in transferring funds, which resulted in some work being stopped.

IMSD has indicated that it will cost approximately \$1.2 million to complete the remaining deliverables under the TWF initiative. These funds will come from IMSD's A-Base budget. We could not obtain information on either how much it will cost to operationalize all of the key deliverables within this initiative.

Recommendation No. 2

It is recommended that the Chief Information Officer implement a time recording system to effectively track personnel costs for initiatives of this nature.

Management Response

The CIO is confident that the costs presented for TWF represent accurate Salary and O&M costs incurred for the project. Before embarking on the TWF initiative, IMSD consulted best practices to ensure that the best strategy for recording costs against TWF was selected. The Advisory Committee's External Advisors reviewed and endorsed both the approach and the estimates for this project in the summer 2005. In addition, as a matter of course IT projects in Health Canada are managed following the EMF project management requirements. Health Canada also received an acceptable level on the most recent MAF assessment for Project Management, in the areas of Project Resources and Project Results. IMSD created 3 cost centres dedicated to capturing TWF project costs, supplemented with Internal Orders (1 for each TWF project). This included the full costs for all staff assigned to the TWF project. With regards to O&M costs, IMSD ensured that all expenditures and consultant contracts were coded directly to the appropriate TWF cost centre and project (using the IO coding), so as to ensure that reflective costs were shown.

A time tracking system should only be examined in accordance with departmental priorities.

Benefit Measurement – Quantitative and Qualitative

We have not been able to substantiate quantitative benefits such as the planned savings² that would be achieved under the TWF Initiative. Not all projects had business cases. There are specific examples of savings in areas such as central purchasing discounts, software-licensing and costs relating to server maintenance and facilities. Performance measures were not in place to quantify all savings.

One of the four key objectives of the TWF Initiative was to reduce the overall IT costs across Health Canada. Savings were estimated at \$10 to \$15 million per year, based on various industry and government studies¹ that forecasted annual savings of 15 to 20 percent in IT expenditures. A Performance Management Framework was developed in 2006 to measure both the quantitative and qualitative benefits. However, we found no evidence that the model incorporates key performance indicators needed to quantify savings under Health Canada's IT enterprise model. Accordingly, we were not able to determine the extent to which TWF's planned savings will be realized.

¹Information Technology Services Review, Strategies for Improving IT and its Management, Treasury Board Secretariat, January 31, 2005

² Savings as defined by the Oxford Dictionary "an economy of or reduction in money, time etc. money saved."

An annual reduction of operating costs/savings of \$8.8 million dollars, beginning in Fiscal Year 2006-2007, was originally projected. This estimate has been subsequently revised. The anticipated reductions in operating costs are now estimated at \$8.8 million, but they will now be realized over a three-year period (Fiscal Year 2007-2008 to the end of Fiscal Year 2010-2011) not annually as originally projected.

IMSD has estimated that instituting enterprise (organization-wide) IT at Health Canada starting in 2007-2008 will cost approximately \$104.4 million. This amount is expected to decline to \$95.6 million starting in 2010/11 and onward. Starting in 2007-2008, funding for the organization-wide IT model will come from an initial transfer of \$40.7 million from each Branch, \$27.5 million from IMSD's A-Base, an additional \$16.4 in permanent Branch transfers, \$13.3 million from mid year funding, recoveries and service restitution and \$6.5 million from the Expenditure Review Committee. The funding plan for Enterprise IT was endorsed by the Senior Management Board (SMB) on October 3, 2007.

With respect to the quantification of benefits, management did not establish clear performance measures for this Initiative, nor was there evidence to support that performance measures were in place. Again, some projects did not have business cases. For some projects, the qualitative benefits consisted of better security and protection of assets, more reliability and availability of IT services, higher productivity, increased client satisfaction, etc. However, few quantitative indicators were developed and no benchmarks were established to measure these aspects of IT service levels before these projects began.

Recommendation No. 3

It is recommended that the Assistant Deputy Minister of the Corporate Services Branch ensure that the Performance Management Framework provides management with information on the extent to which this Initiative has achieved two of its key objectives: to provide a high level of client service through stable and sustainable IT infrastructure, and to reduce IT costs across the Department.

Management Response

Agreed, since the time of the report, we have made considerable progress, and have documented over \$15 million in savings as a result of TWF.

- The Way Forward Performance Management Framework and Logic Model was developed specifically for HC-TWF initiative. Most of the performance measurements for the TWF initiative centered around TBS Enhanced Management Framework (EMF). As well as two Report Card Reviews were conducted on the TWF Logic Model Project Outcomes in the past year. In reference to the two key objectives:

- Providing a high level of client service through stable and sustainable IT infrastructure: In June 2007 IMSD conducted a IT Client satisfaction Survey where improved client satisfaction was measured. An action plan has been put in place to address the issues raised in the survey results. As TWF had not completed at the time of this survey, a new survey is planned for the Fall of 2008, so that clients may provide their responses with regards to client service, in a post-TWF environment
- Reduce IT costs across the Department: A comparative analysis using straight line IT costs stemming back to 2003-04 indicated that without TWF, departmental IT costs would have risen to approximately \$133 million in fiscal year 2008-09 as compared with IMSD established budget of \$104.1 million, representing cost avoidance of \$28.9 million. This analysis is supported by results of our RVD processes, where over \$15 million in savings have been generated thus far (thereby realizing TWF overall savings targets):
- Server RVD -Three RVDs have generated over \$12 million in savings on server assets valued at approx. \$14 million on the NMSO (over 400 servers for under \$2 million). We realized an average savings of over 90%.
- Laptop and Computer RVDs - RVDs were also completed for laptops and PCs generating savings around the 40% level. The most recent laptop RVD where 1000 laptops valued at \$2 million on the NMSO were acquired for \$1 million, representing \$1million in savings. We have completed a number of RVD's since 2006, with additional savings of over \$2 million.
- Software Consolidation - Centralised license management and contract consolidation has significantly reduced our overall requirements by both rationalization of current licenses as well as the ability to reduce the amount of transactions required to process ongoing maintenance contracts.

Sustainability of the Enterprise IT Model

If TWF is to achieve one of its key objectives—i.e., to institute an organization-wide IT model, important decisions must be made. These decisions relate to both ensuring that IMSD receives adequate funding to sustain the Enterprise IT model envisaged for TWF, and providing adequate levels of service. Resourcing for IMSD for FY 2007-2008 is a concern because the Resource Strategy and Implementation project has not been completed. IMSD does not have enough staff with the appropriate expertise to manage the additional infrastructure and service commitments. Resources must be transferred from the branches to IMSD, and the sustainability plan must be approved so that it can assume its corporate-wide IT role, and so that staff concerns about reductions and future employment can be resolved.

One of the main drivers to ensure success of TWF is the development of the Business Case which will provide senior management with options for delivering IT services within an Enterprise IT Model.

Recommendation No. 4

It is recommended that the sustainability plan be completed and approved by the Assistant Deputy Minister, Corporate Services Branch, and that resources be transferred from the Branches to IMSD as soon as possible.

Management Response

Agreed, however since the time of this report, events have taken place and all recommendations have been addressed:








- on October 3, 2007, the ADM of CSB presented the Enterprise IT business case to the department's SMB, proposing a formula for the permanent transfer of funds and resources to CSB/IMSD, to support Enterprise IT for HC;
- this proposal was accepted and resulted in immediate permanent transfers of IT staff, and O&M budgets necessary to sustain IT within the department;
- permanent transfers of staff into IMSD were undertaken throughout fiscal year 2007-08, with the final transfers completed by February 2008; and
- for fiscal year 2008-09, IMSD's base budget for Enterprise IT services will be \$104.1 million.










Appendix A - Schedule of Key Project Deliverables and Costs (Unaudited)







| | Initial Budget (\$ million) | | | Revised Budget (\$ million) | Actual Costs (\$ Million) | Planned Benefits |
|---|--|--------------------------|-----------------------------|---|---|---|
| <p>The Way Forward Enterprise Approach to IT initiative (TWF), a two year initiative (2005-06 and 2006-007) comprised of multiple projects to provide IT services in a more rigorous, enterprise basis to integrate, consolidate and rationalize IT resources, adopt national standards, align with government of Canada common services and generate savings. Key objectives are to:</p> <p>1) ensure high levels of client service</p> <p>2) Reduce overall IT cost across Health Canada</p> <p>3) Ensure enterprise IT governance</p> <p>4) Align Health Canada's IT environment with Government of Canada directions</p> | \$25.4 | | | \$28.4 | \$27.0 | Year 1 (TWF) - \$700K Year 2 (TWF) - \$8.8M Year 3 and on-going - \$10M |
| | Initial Planned Schedule Completion | Status at March 31, 2007 | Revised Schedule Completion | Project Costs - FYs 2005-06 and 2006-07 | Project Costs - FYs 2005-06 and 2006-07 | Performance |
| | <p>Stream 1 – Enterprise IT Architecture & Engineering</p> <p>TWF01-3: Network Re-engineering & Network Renewal Business Case Mar-07 98%</p> <p>TWF07: Shared Application Development & Test Environment Mar-07 82% Sep-07</p> <p>Stream 2 - Enterprise IT Asset Management</p> <p>TWF03: Asset Management Sep-05 100%</p> <p>TWF04: Evergreening Strategies Mar-07 100%</p> <p>TWF06: Enterprise Software Management Mar-06 100%</p> <p>Stream 3 - Enterprise IT Infrastructure Consolidation</p> <p>TWF05-1: Novell Server Consolidation Sep-06 74% Jun-07</p> <p>TWF05-2: Notes e-mail and application server consolidation and upgrade 06-Sep 100% Jun-07</p> <p>TWF05-3: Facilities Consolidation and Disaster Recovery Service Mar-07 56% Jun-07</p> <p>Stream 4 - Enterprise IT Service Support Processes & Tools</p> <p>TWF02-1: Problem, Change and Configuration Management Mar-06 92% Sep-07</p> <p>TWF02-3 GC IT Security Compliance (MITSS) Dec-06 65% Mar-08</p> <p>Stream 5 - Enterprise IT Standards</p> <p>TWF08-1: Develop IT Standards (HW/SW & Tools) Mar-07 100%</p> <p>TWF08-2: Application Architecture Standards Sep-06 100%</p> <p>TWF08-3: IT Service Offerings Mar-07 98% Jun-07</p> <p>TWF08-4: Desktop/LAN Support Standards Mar-07 100%</p> <p>Stream 6- Enterprise IT Transformation - TWF-1 Service Delivery Model</p> <p>TWF09-1: Service Delivery Model Mar-07 97% Jun-07</p> <p>TWF09-4: Resource Strategy and Implementation (HR & Financial) Mar-07 72% Jun-07</p> <p>TWF09-5: Application Development Procurement Vehicles Sep-06 74% Sep-07</p> <p>Related Initiatives</p> <p>TWF10: Governance Mar-07 99%</p> <p>TWF13: Standard Operating Procedures and Processes Mar-07 99%</p> | | | | | |
| | | | | \$28.4 | \$27.0 | |
| Salary costs included in both budget and actual and are estimated and include 20% for employee benefits | | | | | | |







Appendix B











The Way Forward Initiative - An Enterprise Approach to Information Technology Projects Included in Review as at March 31, 2007





| Project | | Core Project Deliverables | Objectives Achieved | Outstanding Issues |
|--|---|---|---|--------------------|
| <i>Stream 2 - Enterprise IT Asset Management</i> | | | | |
| TWF03: Asset Management | 1 | Procure 10,500 user licenses of Peregrine Desktop Discovery (PDD) and 18,000 user licenses of Peregrine Network Discovery (PND) and asset discovery tools, Asset Centre tool and Census tool. |  | n/a |
| | 2 | With the use of hardware/software discovery tools (PDD & PND), detect and log all discovered items across the network. |  | n/a |
| | 3 | Develop a plan for asset profiling/linkages, asset integration and full asset reporting/evolution. |  | n/a |
| | 4 | Test the integrated functional Census tool across the pilot group within IMSD. |  | n/a |
| | 5 | Deploy the integrated functional Census tool and the related discovery and inventory tools for the full access by users across the Department. |  | n/a |
| | | | | |
| TWF04: Evergreening Strategies | 1 | Detailed costing of evergreening strategies and identification of funding source. |  | n/a |
| | 2 | Blackberry environment assessment and evergreening plan. |  | n/a |

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| | 3 | Evergreening strategies for desktop, Novell and mail environments. |  | n/a |
| | 4 | Initial investments in evergreening for desktop, Novell and mail. |  | n/a |
| | 5 | Validation of existing and / or development of required procurement vehicles. |  | n/a |
| | | | | |
| TWF06: Enterprise Software Management (ESM) | 1 | Implement an ESM management strategy, that prioritizes the negotiation of enterprise licences and ongoing review/negotiation of a plan. |  | n/a |
| | 2 | ESM toolsets in place for all Health Portfolio software acquired corporately, and adjustments made to the MOU/Service Level Agreement with PHAC. |  | n/a |
| | 3 | Procurement Vehicles in place for Software, Enterprise Maintenance and Support Services. |  | n/a |
| | 4 | Implementing a plan for informing clients, Cost Centre Managers, desktop users and other stakeholders about the approach, policies, procedures related to ESM. |  | n/a |
| Stream 3 - Enterprise IT Infrastructure Consolidation | | | | |
| TWF05-1: Novell Server Consolidation | 1 | Consolidation Novell Server Business Requirements - This involves the consolidation of Health Canada's Novell servers which address the existing infrastructure in the NCR and the regions, agencies, performance, GoC Common Services Requirements, Business Continuity Planning (BCP) and Novell directory and tree cleanup strategy. |  | n/a |
| | 2 | Technical Platform Assessment - Assessment of possible technical platforms in the NCR and regions, virtual vs physical servers, clustering, Backup, BCP and directory structures |  | n/a |

| | | | | |
|--|---|---|---|---|
| | 3 | Novell Architecture - Proposal of new Novell architecture encompassing the NCR and regions. Diagrams will be created to network topology including, servers, locations, functions and storage. Creation of a documented strategy that includes a Novell Application Launcher, to deploy to applications to the desktop, monitoring tools and scalability/expansion needs for future growth for servers/users and storage. |  | n/a |
| | 4 | Novell Sever Consolidation Implementation Plan - implementation of the approved Novell architecture that addresses the overall approach, procurement, licensing, installation/de-installation plan, tree/file cleanup, problem notification/solution determination and defining the support parameters for the Client Service Centre. |  | n/a |
| | 5 | Consolidation of Novell servers and related tasks according to the implementation plan. The plan includes setting up the servers and required components, producing server build documents and producing and implementing server administration and maintenance procedures. |  | Server consolidations were halted due to Legal's position of no migrations so that information was not lost for Tobacco Litigation. Less than 50% completion in the regions. Some network performance issues have been identified in the regions. |
| | | | | |
| TWF05-2: Notes e-mail and application server consolidation and upgrade | 1 | Pilot the R-6 Platform - Pilot the new Lotus Notes release 6 platform on the new Z series for NCR and Regional users proceeding with the full upgrade. |  | n/a |
| | 2 | Upgrade & consolidate Domino mail servers at NCR and in the regions - Migration of approximately 8,000 NCR email files to the Z series platform at MCDC. Centralization of approximately 6,400 regional email user files to the Z series platform at MCD, or regional centres. |  | n/a |
| | 3 | Upgrade Domino application servers - Upgrade to Lotus Domino server version R6.5.4 of all application servers within the Health Portfolio Domino domain. |  | n/a |

| | | | | |
|---|---|--|---|--|
| | 4 | Upgrade all users to R6 - Roll out a full Departmental upgrade of Lotus Notes R6 across each desktop in the NCR and regions. |  | n/a |
| | | | | |
| TWF05-3: Facilities Consolidation and Disaster Recovery Service | 1 | Implement Disaster Recovery service through leveraged use of a PWGSC data centre for disaster recovery operation for Health Canada redundancy and off site backup requirements. |  | n/a |
| | 2 | Consolidation of 30 server rooms and data centres into 3 strategic site locations at MCDC, Brooke Claxton and Main Stats. This includes taking inventory of all servers (except Novell and Notes servers covered under Project Division projects) and their relocation to the new consolidated facilities. |  | Server consolidations were halted due to Legal's position of no migrations so that information was not lost for Tobacco Litigation. PWGSC announced a moratorium on the migration of any equipment (this moratorium straddled Q6 and Q7). A virus attack in January 2007 required the mobilization of resources across IMSD to work on virus containment and prevention of contamination across platforms. All consolidation activities were halted during this emergency. |
| | 3 | Consolidation of regional server rooms and data centres into 3-5 strategic GoC locations across Canada (FY 06/07). This includes taking inventory of all servers (except Novell and Notes servers covered under Project Division projects) and their relocation to the new consolidated facilities. |  | Technological issues resulted in poor network performance in the Western provinces. First Nations OCAP agreements proved to be a significant challenge for IMSD to consolidate servers and data in the timeframes associated with the TWF initiative. |
| | 4 | Establish a perimeter and security access controlled environment for secure data protection of sensitive information. |  | |
| <i>Stream 5 - Enterprise IT Standards</i> | | | | |
| TWF08-2: Application Architecture Standards | 1 | Develop current inventory of principles, practices, technologies and applications used in Health Canada |  | n/a |

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| | 2 | Delivery of application standards that incorporate best practices and technologies. |  | n/a |
| | 3 | Develop an operational plan for the Application Software Registry (ASR). |  | n/a |
| | 4 | Report on recommended information elements for the ASR. |  | n/a |
| | 5 | Report on operational model for the ASR. |  | n/a |
| <i>Stream 6- Enterprise IT Transformation - TWF-1 Service Delivery Model</i> | | | | |
| TWF09-4: Resource Strategy and Implementation (HR & Financial) | 1 | Identification of IT resources in branches. |  | n/a |
| | 2 | Develop a strategy to realign IT resources within IMSD. |  | n/a |
| | 3 | Develop an IT strategy and skills inventory/skills matrix. |  | n/a |
| | 4 | Complete the internal resource transfer for IT personnel |  | n/a |
| | 5 | Map current HR and financial data to future IT service offering. |  | n/a |
| | 6 | Complete resource transfers. |  | Terms and conditions regarding funding had not been resolved. All Branched except HECS, FNIHB and HPFB have agreed to transfer 60% of 03/04 O&M including 3.11% for Administrative Support |

| Legend | |
|---|---|
| Project deliverables have been met |  |
| Project deliverable has met more than 75% of its target |  |
| Project deliverable has met more than 50% of its target |  |
| Project deliverable has met less than 50% of its target |  |