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Chief Information Office Industry Canada



Doing things right,
doing the right things
Strengthening the
foundations



2003-04 Annual Report

Industry Canada
Industrie Canada



Key Contacts

CIO IT Call Centre

ciocentre@ic.gc.ca

(613) 946-5555

The CIO IT Call Centre provides knowledgeable IT telephone support and information to Industry Canada clients.

Industry Canada IM Call Centre

Strategis@ic.gc.ca

(613) 954-5031
1-800-328-6189

Formerly known as the Strategis Help Desk, the Industry Canada IM Call Centre provides technical, content and navigation support to Strategis users.

Library Reference Desk

library@ic.gc.ca

(613) 954-2728

The Industry Canada Library is here to meet your information needs! Whether you are looking for current news, articles or in-depth information, we have a variety of print and electronic resources available.

SPAM E-mail Box

SPAM@ic.gc.ca

E-mail us examples of your SPAM to help us improve the current list of filters and minimize the amount of SPAM e-mails that reach your desktop.

AMIS Hotline

AMIS-Hotline@ic.gc.ca

(613) 948-5360

This AMIS Hotline is available to Web site managers to report technical problems on their site. Problems must initially be reported by e-mail.

EPIC Help Desk

EPICHELPDESK@ic.gc.ca

(613) 957-4152

The EPIC Help Desk is the first point of contact for all EPIC publishers to assist them with technical questions, training, customization and guidance related to electronic publishing at Industry Canada.

IT Security

ciocentre@ic.gc.ca

(613) 946-5555

The IT Security team offers practical advice and guidance on how to keep your computer networks secure and virus-free.

Network Change Control

ChangeControl-Corpnet@ic.gc.ca

The change control system is used to track, co-ordinate and schedule all requests for additions, changes or deletions to:

- the corporate network
- UNIX servers and SP node environment
- corporate e-mail network
- corporate information system/service LAN network
- Corporate hosts (DNS, IP, etc...)
- Local LAN changes creating network impact (new servers, large file transfers, etc.)

This publication is also available electronically on the CIO Web site <http://icweb.ic.gc.ca/cio-api>

The Chief Information Office has chosen New Life Opaque paper for the inside of this publication.

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70% Elemental
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Letter from the Chief Information Officer

Welcome to the second Annual Report of the Chief Information Office (CIO)!

Our theme this year is “Doing things right, doing the right things: strengthening the foundations.”

Periodically, organizations need to step back and reflect on their current state and future directions. This year in the CIO, we are looking at our business lines, our services and our client/partner relationships and asking ourselves, “Are we doing things right? And are we doing the right things?”

Doing things right involves evaluating how we do our work. It means ensuring that we are doing our work well — collaborating closely with clients and partners, demonstrating good stewardship of our resources and providing a dynamic work environment for our staff.

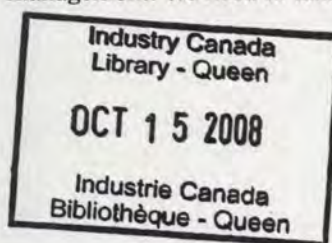
Doing the right things involves looking at the things we do: tasks, projects and business lines. It means making sure that we are focusing our efforts on key initiatives that enable our clients and partners to get their jobs done.

This year, we are looking at the foundations of what we do and seeking ways to leverage our strengths, build on accomplishments from previous years and learn where we need to improve. We understand that technology is not an end in itself. It is a tool that enables our clients and partners to create innovative, business-driven solutions.

Why is this year characterized by such a profound and pervasive effort to reflect upon our current situation and future directions? There are several elements at play.

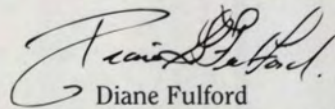
It has been 10 years since the department was created in its current form, and we have reached watershed points in some critical areas. When the department was formed in 1993 as part of a broader government reorganization, many aspects of the new department’s operations were structured in a “federated” model. This included IM/IT. Some services were provided corporately and the remainder were delivered by sectors. Since then, our IM/IT activities have grown tremendously in complexity and cost. As a department, the time has come to review our IM/IT business model. Accordingly, the Associate Deputy Minister has now launched a major IM/IT Strategic Review that will engage us all in discussion and reflection on IM/IT issues as never before. We welcome the opportunity to have these discussions and look forward to the review’s recommendations as we forge our collective road ahead as a department.

Across government, other areas have also reached a point where reflection is required. The maturation of Government On-Line (GOL) activity has prompted the movement toward a broader service vision. Likewise, the new Policy on the Management of Government Information (MGI) approved by the Treasury Board this year has placed increased focus on knowledge management. We need to take stock before we take these critical next steps.



Taking stock means focussing on the foundations — but focussing on the foundations doesn't mean going backward. It means looking forward at our collective IM/IT governance, business models and sustainability as part of the IM/IT Strategic Review. It means looking at our information management practices and ensuring that we are managing this important resource effectively in the electronic age. It means looking beyond GOL to a broader on-line service vision that contemplates service transformation opportunities, both horizontally across the government and vertically among jurisdictions. It also means exploring our client relationships and continually striving to be business driven, not technology driven, and ensuring that we are exercising strong stewardship of our resources and assets.

There is no question that this will be a pivotal year for IM/IT and electronic service delivery at Industry Canada. This report will provide you with an overview of the directions we are taking, and I would like it to be a catalyst for promoting more dialogue with you. By working together, we can plot a strong course for the future.



Diane Fulford
Chief Information Officer
Industry Canada



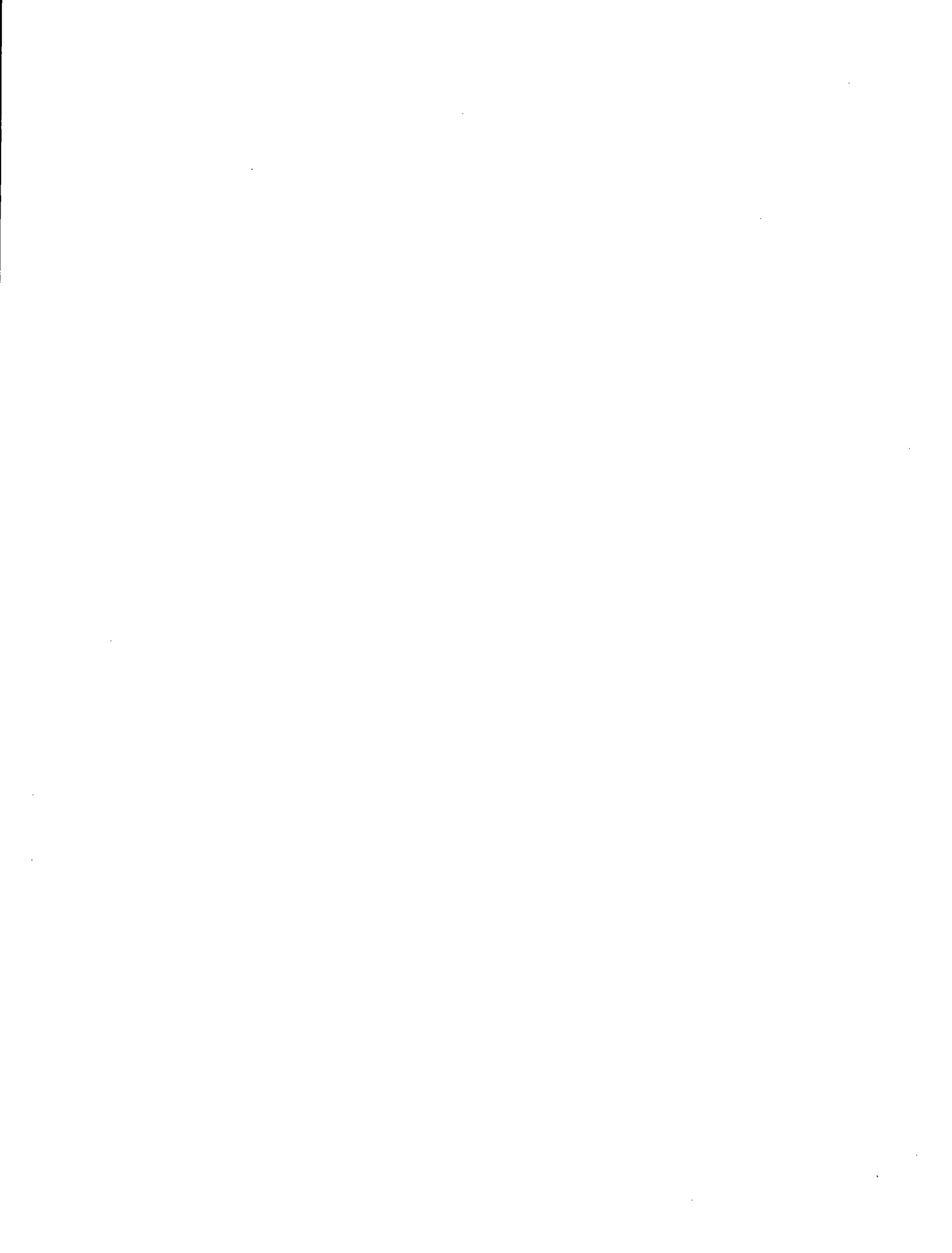


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About the CIO

The Chief Information Office (CIO) provides a range of information management and information technology (IM/IT) services to our clients and partners within Industry Canada. We also coordinate Industry Canada's Government On-Line commitments and manage key Industry Canada programs serving Canadian businesses and consumers: Strategis (the department's flagship Web site), Student Connections (which encourages Web and e-commerce adoption by small and medium-sized enterprises) and the Newly Updated Automated Name Search (NUANS – the federal corporate name search service). On behalf of the Government of Canada, the CIO manages the Business Gateway and through the National Secretariat supports the network of the Canada Business Service Centres (CBSCs).





Executive Summary

What We Do

The CIO's branches are committed to using technology and information as tools to help clients and partners meet business requirements. The CIO delivers three broad types of activities: information technology (IT) services, information management (IM) services, and programs.

Whom We Serve

The CIO has two distinct groups of clients: Industry Canada's sectors; and Canadian businesses, consumers and citizens. Within Industry Canada, the CIO's IM and IT services reach end users in a variety of ways. The CIO delivers a specific set of corporate IM/IT services to the whole department, with each sector having its own unique service arrangement with the CIO. In some cases, sectors work with the CIO in a partnership using only the corporate IM/IT services from the CIO and using their own IT groups to run day-to-day operations. Other sectors rely on the CIO for most of their IM/IT requirements in more of a classic client/service provider relationship.

The CIO's second set of customers consists of Canadian businesses, citizens and consumers. The CIO works behind the scenes to help enable other sectors in Industry Canada to deliver their programs. In addition, the CIO also delivers products and services directly to businesses on behalf of the department via Strategis and, on behalf of the government as a whole, through the CBSCs and the Business Gateway.

About the IM/IT Strategic Review

At a meeting in June 2003, the Industry Canada Management Committee decided to launch a strategic review of IM/IT management in the department. The purpose of the review is to examine how decisions about IM/IT are made, how IM/IT services are delivered, and to seek ways to strengthen IM/IT management for the future. The Associate Deputy Minister is leading the review, which external expert consultants will carry out. Recommendations will be available early in the next fiscal year.

The review will cover all parts of the department and is likely to have significant impacts for both the CIO and sectors. It will call on all of us to reflect on our management of IM/IT as the most critical enabler of our work and an area of significant investment. We will need to be open-minded and receptive to exploring different approaches, and to be helpful in contributing to the resolution of our collective IM/IT issues.

The review will raise many complex and important questions — it is about making choices and trade-offs. Is there a base level of IM/IT services that should be available to all parts of the department and in all locations, and what should constitute that level of service? What is the best balance for the department between standardization and flexibility, and between the provision of common services and the imperative for IM/IT to be an inherent part of the work of business units? What is the degree to which IM/IT is a business tool for our operations versus a strategic area to showcase our support for the newest Canadian technologies? How do we adopt the right technology architectures, the wisest security-conscious postures, and the most effective investment and resourcing approaches to ensure that we can sustain services for the long term? With the diverse perspectives of the department's business units, what nature of governance will provide us with the right mix of sound stewardship, strategic capacity and common sense ability to "let managers manage"? And, fundamentally, what will the exercise tell us about ourselves as a department, and what insights will we gain into other areas of our work beyond IM/IT to strengthen our future directions? How will the values and internal culture of the department evolve as a result of the review?

We in the CIO are grateful for the commitment of resources and effort that the department has been willing to make to this process. Changes are on the horizon, and we welcome them.

2002–03 Accomplishments

We are proud of our many accomplishments in 2002–03. Here are some highlights.

- Broadband services were installed in many locations across the Industry Canada Wide Area Network, including the regional offices.
- The Windows 2000 project, which included a complete upgrade of all Local Area Network (LAN) and desktop products, was 95% complete across Industry Canada by March 2003.
- Most of the major construction on the Industry Canada Data Centre was completed.
- We started developing Industry Canada's Knowledge Management Strategy by holding consultations with employees and managers.
- We laid the groundwork for revitalizing Strategis by creating the Strategis Management Board with a more concerted editorial strategy and by gaining agreement to showcase the department using topical communication technologies.
- The CIO's three GOL "key services," (Strategis, CBSC and NUANS) met their GOL targets well ahead of Industry Canada's 2003 deadline, as have all of the key services delivered by the sectors.
- We created the CIO's Client Service Improvement Team and made good headway in developing processes to improve how we handle complex customer problems.

Priorities and Commitments for 2003–04

Doing things right and doing the right things. Strengthening the foundations. These are our guiding themes for 2003–04. How is the CIO pursuing them?

We will be reviewing our activities, building on successes and working on areas that need improvement. We will be evaluating which business lines the CIO should be in and which ones to stay out of. To complement these actions, we will be working to continuously improve service and management in our business lines.

Among other things, "doing things right" means:

- continuing to roll out broadband by turning our focus to upgrading in-building connections, particularly via the C.D. Howe Building refit;
- preparing for future cycles of software upgrades to our LANs, desktop operating systems and standard desktop applications, with Microsoft Exchange server upgrades as a target for this year;
- rolling out Virtual Private Network (VPN) for remote access (home and travel) on a sustainable, cost-recovery basis;
- reviewing our emergency IT security measures based on lessons learned following the August 2003 power outage and virus/worm challenges;
- completing construction of the Industry Canada Data Centre and migrating corporate servers to the new facilities, followed by servers from business units planning to co-locate;
- improving the technical environment of Strategis to maintain the site's robustness;
- developing a celebration strategy for the department's 2003 GOL target;
- progressing further with the Client Service Improvement Initiative to resolve complex problems that span more than one CIO branch and to address other key areas needing work;
- improving the CIO workplace via the CIO People and Workplace Agenda and participating in the department's 2002 Public Service Survey Advisory Committee; and
- participating in the department's Modern Comptrollership initiative and taking complementary action at the CIO level to strengthen our management practices and stewardship of our resources.



“Doing the right things” includes:

- actively participating in the major IM/IT Strategic Review being launched by the Associate Deputy Minister and preparing to implement the resulting governance and service delivery changes;
- participating in the departmental IM/IT asset and expenditure audit being undertaken by the Audit and Evaluation Branch;
- maintaining a strong focus on IT security measures to continue to protect our network from virus and other attacks, and continuing our successful IT Security Awareness Program;
- assessing our readiness to implement the new Treasury Board Policy on the Management of Government Information and working in tandem on a departmental Knowledge Management Strategy;
- further developing, in collaboration with the Treasury Board Secretariat and partner departments, a Service to Business Vision that will set our post-GOL directions, which includes aligning the CBCSs and the Business Gateway and doing further planning for BIZPal (a federal/provincial/municipal on-line permits and licences portal designed as an early catalytic project);
- strengthening governance by establishing the IM/IT DG Committee, the Industry Canada GOL Sub-Committee and the Strategis Management Board as well as updating the mandate of the IT Standards Committee; and
- maintaining our involvement in the community via charitable activity with CyberKids (which provides child oncology patients at the Children’s Hospital of Eastern Ontario with laptops), sponsorship of needy families during the holiday season and our United Way activities.

We invite you to read the full report for more information on these and other activities we are pursuing.



The Industry Canada Library.

About the CIO

What We Do

For many people, the name "Chief Information Office" (CIO) evokes images of people working with computers. Industry Canada's CIO certainly has that element, but that is only one part of the work we do. The common thread that ties the CIO together is the use of technology and information as tools to help clients and partners meet business requirements. The CIO delivers three broad types of activities: information technology (IT) services, information management (IM) services, and programs.

Whom We Serve

The CIO has two distinct groups of clients: Industry Canada's sectors; and Canadian businesses, consumers and citizens. Within Industry Canada, the CIO delivers a specific set of corporate IM/IT services to the whole department, with each sector having its own unique service arrangement with the CIO. In some cases, sectors work with the CIO in a partnership, using only the corporate IM/IT services from the CIO and using their own IT groups to run day-to-day operations. Other sectors rely on the CIO for most of their IM/IT requirements in more of a classic client/service provider relationship.

This type of business model is called a federated model. At Industry Canada, the federated model reflects the department's history. When Industry Canada came together in its current form 10 years ago, there was a conscious decision to maintain a high level of autonomy among the sectors.

The CIO's second set of customers consists of Canadian businesses, citizens and consumers. The CIO works behind the scenes to help enable other sectors in Industry Canada to deliver their programs to Canadians. In addition, the CIO also delivers products and services directly to businesses on behalf of the department via Strategis and the government as a whole through the CBSCs and the Business Gateway.

About the IM/IT Strategic Review

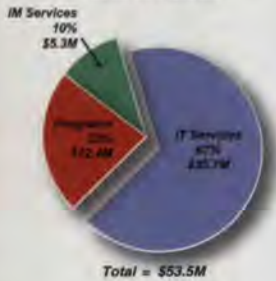
At a meeting in June 2003, the Industry Canada Management Committee decided to launch a strategic review of IM/IT management in the department. The purpose of the review is to examine how decisions about IM/IT are made, how services are delivered, and to seek ways to strengthen IM/IT management for the future.

Why did Industry Canada's senior management feel there was a need to conduct this review? In the 10 years since Industry Canada took on its current form as a department, we have made few alterations to our federated model for managing IM/IT. During that time, we have continued to debate which services should be provided centrally and which should be provided by the sectors, how IM/IT services should be funded, and how we can ensure the sustainability and robustness of these services. All these concerns have brought the debates about IM/IT management into the limelight.

Commensurate with its significance for the department, the review is being led by the Associate Deputy Minister. Expert consultants will do the study and formulate recommendations that will help guide the department's senior management — and ultimately the Associate Deputy Minister and Deputy Minister — in broad-ranging decisions on IM/IT issues. The core work is expected to be completed early in 2004–05, but further analysis may take place in targeted areas.

The review will cover all parts of the department and is likely to have significant impacts for the CIO, as it will for sectors. The review will call on all of us to reflect on our management of IM/IT as the most critical enabler of our work and an area of significant investment. We will need to be open-minded, receptive to exploring different approaches and helpful in contributing to the resolution of our collective IM/IT issues.

CIO's Programs and Services
2002-03 Actuals



CIO's Programs and Services
2003-04 Forecast



IT SERVICES

IT Utility

- Network Services
- Desktop Engineering Support
- Corporate Server Services
- Database and Intranet Support
- Messaging Services
- IT Architecture

IT Security

Strategis

Other IT Services

- LAN Services
- IC IM and IT Call Centres
- Web Application Development
- Business Relationship Management

IM SERVICES

- Library
- Records Management
- Mail

PROGRAMS

- Canada Business Service Centres
- National Secretariat
- Student Connections
- NUANS
- Government On-Line
- Business Gateway
- Enterprise Application
- Integration Project



Last year's roll-out of **broadband** across the country gave us the infrastructure to accommodate the department's ever-increasing appetite for network bandwidth (due to demands for greater speed and use of more sophisticated applications), particularly in the regional offices. The focus now is on "in-building services," which will bring broadband to the desktops of users in the National Capital Region. These changes will be made over the next few years as building retrofits are completed, particularly the major refit at the C.D. Howe Building. The challenge in going forward is that more bandwidth is leading to more consumption. We will need to look at ways to manage consumption in the face of ever-rising circuit costs.

Virtual Private Network (VPN) is another ongoing project to enhance connectivity. VPN has allowed us to bring better service to some regional offices where a broadband connection is not feasible. We have also completed the VPN pilot for external remote access (home and travel use) and are preparing a cost recovery model as part of a broader roll-out to the department.

Maintaining a modern IM/IT infrastructure means regular **software upgrades**. Since our last report, Industry Canada's office infrastructure technology has been completely upgraded, thanks to the combined efforts of the CIO and local technical representatives. The roll-out of Microsoft Windows was combined with significant upgrades to the software that runs our LANs, desktop operating systems and standard desktop applications. Because of these upgrades, LAN software patches and desktop applications can now be automatically distributed, streamlining the release process and providing the ability to quickly "push" software in an emergency such as a virus attack.

Naturally, as a priority this year, we will continue to address the ever increasing volume of identified security vulnerabilities and the unprecedented number of associated exploitation attempts. We will work towards preparing an Industry Canada standard Windows XP desktop, carefully analyzing security aspects of this environment. Additionally, we will continue to package and roll-out software server application upgrades as required. We will migrate to Exchange/Outlook 2003 to enhance our e-mail environment. This version will offer increased reliability and functionality, and will prepare us for the next generation of client software. Software upgrades take many months to engineer and complete, so we are continually in a series of overlapping planning and roll-out cycles.

Upgrades to the physical IT environment are also continuing this year. Construction of the **Industry Canada Data Centre (ICDC)** in the C.D. Howe Building will be completed this year and the migration of corporate servers and the servers of business units that plan to co-locate in the ICDC will follow over the coming 18 months. The ICDC will provide a secure, centrally monitored environment with back-up power, replacing outdated and overcrowded facilities.



Adding steel-reinforcing beams for the ICDC.



Bringing the beam in through the Minister's window.

Technology (Cont'd)



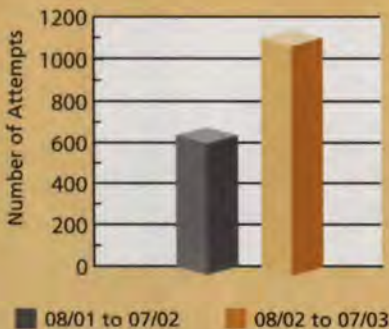
IT Security – Disk Destruction.

IT Security

Filters attached to Industry Canada's e-mail system filter thousands of spam messages (unwanted advertising e-mail) per day. By September 2003, numbers climbed to over 16,600 spam messages per day from 12,000+ per day in previous months.

A great deal of work was done in the areas of threat risk assessments (TRAs) and vulnerability assessments. To date, 35 TRAs and 14 vulnerability assessments have been done with the sectors.

Firewall Intrusion Attempts



Our infrastructure is under pressure from constant external threats from viruses transmitted through e-mail, "worms" spread through the Internet, and hackers attempting to break through our network's defences. Hackers' attempts are increasingly sophisticated and, as shown in the graph above, the frequency of attacks has risen dramatically.

Doing the Right Things

This year, the department will be examining IM/IT capabilities and services as never before. As discussed, there will be a major **IM/IT Strategic Review** this year under the Associate Deputy Minister's leadership. The review will look at decision-making, accountability, service delivery, sustainability and strategic alignment issues and will be grounded in a broad scan of the department's IM/IT activities and assets. Some results of the strategic review will have an immediate impact in 2004–05, while implementation of other recommendations will likely require a transition period.

The review will cover all parts of the department and is likely to have significant impacts for the CIO and for sectors. This year will be a busy one as we provide information to the consultants who will do the review and as we prepare for eventual implementation of the recommendations following decisions by the Associate Deputy Minister and Deputy Minister.

In addition to the IM/IT Strategic Review, the Audit and Evaluation Branch will be studying IM/IT expenditures and assets this year, resulting in a report prior to the end of the fiscal year. This work will help the CIO and sectors to improve investment practices.

The findings and recommendations of both of these studies will give departmental senior management an unprecedented and very valuable opportunity to engage in an in-depth discussion on IM/IT at Industry Canada. From the CIO's perspective, the information will be invaluable to the creation of capital replacement plans and future IT architectural directions. It will also help us foster dialogue with our clients and partners on which businesses the CIO should be in and which ones we should not.

As the events of August 2003 confirmed, **IT security** continues to be an important concern for us that shows no signs of diminishing. In fact, all signals point to security remaining a top-of-mind issue for the foreseeable future as threats proliferate and become more complex and more significant in terms of their impact.

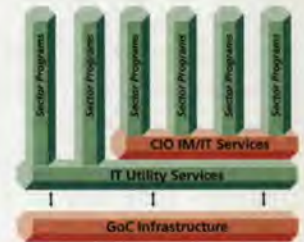
The viruses and worms we are fighting are becoming highly aggressive. For example, a single computer infected with the Welchia worm (an MS Blaster variant) attempted to make 3,000 connections per second to other computers in the department in an effort to replicate itself on vulnerable computers. Thankfully, security measures succeeded and the worm was contained. Worms like MS Blaster/Welchia are particularly troublesome. They enter a computer without any action by the user (unlike a virus, which typically enters a computer when the user opens an e-mail attachment), and can undertake malicious activity on the computer without the user being aware of it. In our context, they are typically discovered through system monitoring by our network and IT security experts who observe unusual patterns of activity in system performance logs. As more of these and other security threats arise, we increasingly need to stretch our resources to identify and respond to looming risks.

Industry Canada's Web sites are another area of continual challenge. They are targets because they have a high profile and offer a variety of on-line business services. Intrusion attempts by hackers now occur almost daily.



The review is about making choices and tradeoffs. Is there a base level of IM/IT services that should be available to all parts of the department and in all locations, and what should constitute that level of service? What is the best balance for the department between standardization and flexibility, and between the provision of common services and the imperative for IM/IT to be an inherent part of the work of business units? What is the degree to which IM/IT is a business tool for our operations versus a strategic area to showcase our support for the newest Canadian technologies? How do we adopt the right technology architectures, the wisest security-conscious postures, and the most effective investment and resourcing approaches to ensure that we can sustain services for the long term? With the diverse perspectives of the department's business units, what nature of governance will provide us with the right mix of sound stewardship, strategic capacity and common-sense ability to "let managers manage"? And, fundamentally, what will the exercise tell us about ourselves as a department, and what insights will we gain into other areas of our work beyond IM/IT to strengthen our future directions? How will the values and internal culture of the department evolve as a result of the review?

IC's Federated Model



These are all complex and important questions. The IM/IT Strategic Review presents us with a unique opportunity to answer these questions together as a department. Within the CIO, we are grateful for the commitment of both resources and effort that the department has been willing to make to this process. We understand that changes are on the horizon, and we welcome them as we move forward.

Plans for 2003-04 and Beyond

Doing things right and doing the right things. Strengthening the foundations. How is the CIO pursuing these goals?

The CIO's strategy for establishing its commitments and delivering on them is built on our experience and knowledge of emerging issues, client input and the broader priorities of the department and the government.

When setting objectives for 2003-04, three main pieces of client feedback were guideposts:

- the CIO should focus on doing a finite number of things, and do them well;
- the CIO needs to significantly strengthen relationships within the department, particularly in a number of IT-related areas; and
- services must be cost effective.

The conclusion was clear: objectives for this year needed to be based on "doing things right and doing the right things." This year needed to be about strengthening the foundations of the CIO's core businesses. Therefore, we will be reviewing our activities, building on successes and working on areas that need improvement. We will be evaluating which business lines the CIO should be in, and which ones to stay out of. To complement these actions, we will be working to continuously improve service and management in our business lines.

The CIO's activities are structured under six "strategic themes." Under each theme, there are a series of commitments to deliver on this year and beyond. At an operational level, these commitments are tracked through our Business Agenda, which is updated quarterly and posted on the CIO Intranet site.

The next section of this report explores each strategic theme and the associated commitments.

Strategic Themes

Investing in and sustaining a robust and trustworthy IT infrastructure and services aligned with business needs	Providing and managing information as a key "enterprise" (IC/GoC) resource	Demonstrating leadership in multi-channel service delivery to Canadian businesses	Strengthening our partnerships and providing quality services to Industry Canada's sectors	Investing in people and building a workplace of choice	Ensuring accountability and strong stewardship of our resources
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Investing in and sustaining a robust and trustworthy IT infrastructure and services aligned with business needs

The department has evolved in the 10 years since it was formed, and the technology we use has changed dramatically. The challenge: making the right choices in a transparent, cost-effective, corporate yet business-sensitive manner in a technological environment that is dynamic and often unpredictable.

Doing Things Right

Industry Canada employees and the Canadian businesses and consumers who use our services have come to expect flawless execution. Technology has become an integral part of how we work and people simply expect that it will work. The CIO has delivered in many areas, but we know we need to strengthen the foundations in order to build more trust with clients and ensure the sustainability of our services.

Every so often, major unexpected events put our systems and our people to the test. The 1998 ice storm and the events of September 11, 2001, come to mind, and now August 14, 2003, can be added to the list. Early that day, an infected laptop was plugged into the Industry Canada network exposing us to the now infamous **MS Blaster worm** that affected many other organizations around the world. Our perimeter network and firewall were not breached, but the laptop became the worm's conduit into Industry Canada when it was connected to the network and thus bypassed the firewall. By early afternoon, the worm was contained and, by 4:00 p.m., the desktop engineering and support teams were ready to send a patch to all users. This plan, of course, was thwarted by the largest **power outage** in North American history, which occurred minutes afterward.

Over the next week, while offices were closed in Ontario to conserve power, approximately 100 CIO staff and their counterparts in the sectors worked intensively to "clean" infected workstations and servers, and to maintain IT infrastructure services for the rest of Canada. At the same time, work was also being done to prevent infiltration of a Blaster variant, *Welchia* worm, and to hold off an attack by the *Sobig.f* virus.

Our technical experts faced major challenges and responded quickly and effectively. However, we learned that, despite investments of effort in business continuity planning after September 11, 2001, we need to make some improvements and we need to constantly update our risk scenarios. For example, in sectors across the department and in the CIO, communications processes need to be strengthened. These will be addressed as post mortems are conducted and business continuity plans are revisited over the fall.

Although we always need to be prepared to deal with emergency situations as they arise, each year the bulk of the CIO's work involves undertaking a series of planned, proactive improvements to the department's core IT systems to maintain the corporate infrastructure and support sectors' IM/IT activities. We'd like to share some of these plans with you.

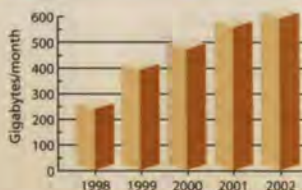


158 Computer Room

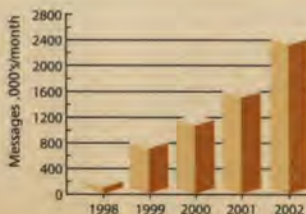
Facts and Quotations

Since 1998, traffic on Industry Canada's network, e-mail and Internet use have increased dramatically.

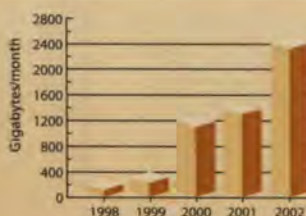
Wide Area Network



E-Mail Messages



Internet Traffic





2002-03

Accomplishments

Broadband services were installed in many locations across the Industry Canada network, including the regional offices. This provides users with faster access to centrally located corporate applications and the Internet.

As part of the Windows 2000 project, complete upgrades of all LAN and desktop products were rolled out to Industry Canada users across the country. Despite some technical challenges, implementation was 95% complete by March 31, 2003.

Significant progress was made on the construction of the ICDC on the M-level of the C.D. Howe Building. The team has faced many hurdles, including removal of the window of the Minister's office over the 2002 Christmas holidays so that steel beams could be brought in to reinforce the floor.

Cross-certification procedures for Industry Canada's Public Key Infrastructure (PKI) were completed with the Government of Canada, which gives Industry Canada employees the ability to exchange secure correspondence electronically with other government departments.

The IT Security Awareness Program was launched. The CIO's IT Security Directorate and the Operations Sector's Security Services worked in partnership to distribute more than 3,000 security awareness kits and to give 29 presentations across the country. Other departments have requested the "monthly topics" sent via ICINFO which are part of the program.

Internal VPN services were made available to Competition Bureau employees to provide Protected "B" service to the Bureau's offices in Gatineau.

E-mail is another risk area. On average, Industry Canada receives and blocks approximately 3,000 virus-infected e-mails a week. During virus outbreaks such as the one in August 2003, these figures soar to almost unbelievable proportions. For example, between August 19 and August 26, the network filters blocked and deleted approximately 99,000 instances of the Sobig.f e-mail virus. Although the network filters successfully contained that attack, heavy volumes of virus attacks can still create difficulties by slowing network performance.

We continue to place a very high priority on other areas of IT security. For example, as a result of the public accessibility of directories containing public servants' e-mail addresses, levels of e-mail "spam" continue to climb. Our e-mail filters currently intercept a great deal of the spam e-mail sent to our servers, but advertisers sending spam invent new methods of bypassing filters all the time. Accordingly, more resources are being added to focus on filtering spam, and we are working with sectors to respond to the latest threats and to regularly install software patches.

The virus attack in the summer of 2003 was a test of our systems and our staff's ability to respond. We performed well — the core of our network was protected, and CIO staff and IT groups across the department reacted swiftly to contain localized infections. The crisis, however, underscored the need for collaboration on IM/IT standards across the department and other governance issues that we hope the IM/IT Strategic Review will address. A vulnerability in one area of the network exposes all of us to risk. The crisis also called into question the level of resources we are currently dedicating to IT security; further analysis and discussion at ICMC and related IM/IT committees is needed.

Governance, standards and resources are essential in maintaining an effective IT security posture. In addition, broad awareness-building within the department is vitally important. We are continuing the very successful IT Security Awareness Program, which started in 2002, with further visits to regions and business units. Industry Canada employees will continue to receive security tips (Topic of the Month) via ICINFO.



C.D. Howe Server Room.

Providing and managing information as a key "enterprise" (Industry Canada/Government of Canada) resource



Marketing Strategis

Facts and Quotations

In 2002-03, Strategis had 10.4 million visitors.

Growing interest in Strategis is reflected in the increase in enquiries to the IM (Strategis) Call Centre. In 2002-03, our agents received 37,500 enquiries, an increase of 29 percent over the previous year.

The Canadian Business Map, found on Strategis, received over 350,000 visits between January and July 2003. The map is a portal which provides clients with rapid navigation to sources of business intelligence at the provincial and community level.

Client Feedback on Strategis

"An excellent website. It is very easy to navigate the entire Strategis website, well done."

(Individual, Parksville,
British Columbia)

"Thank you for doing this site. It is desperately needed. Please send a copy of my e-mail to our Industry Canada Minister...Please also communicate to the incredible staff in your Ministry, my appreciation of the creativity and work that made this site happen. Thank you."

(Educational Institution,
Ottawa, Ontario)

IM is another core business area that will receive attention in 2003-04. How will we know if the CIO has it "right"? Our role is to provide tools and expertise to help people manage information, to create standards, and to provide guidance on implementing those standards. The challenge: providing the right tools and standards to make the right information accessible in the right ways at the right time.

Doing Things Right

Industry Canada depends heavily on the Internet to disseminate information and, increasingly, to handle transactions with Canadian businesses and citizens. Among other things, doing things right means ensuring that we are providing the right level of support to the department in its Web-related activities.

This year will mark some important changes to **Strategis**, the on-line service delivery platform for the department. In 2002-03, Strategis had 10.4 million visitors, up from 9 million the previous year. With this amount of traffic, the site is one of the most powerful tools our department has for communicating with Canadians. Data on Strategis users indicates the site reaches Canadian decision-makers, academia, the business community and consumer groups.

This year we will make some important changes to the technical environment that supports Strategis. In the spring of 2003, difficulties arose with the availability of the site due to technology design issues. The department has put more and more services on-line, and more users are searching the site all the time, stretching the supporting technology to the limits. A temporary solution is in place and more work will be done to perfect a long-term solution to handle the volume of traffic the site receives.

We are also working to respond to the recommendations of last year's Strategis evaluation. The evaluation confirmed that Strategis had become a strong brand for the department, yet this success may be fragile. In order to take advantage of the brand we have built to better market our organization and its policies, we need to ensure that the site is focussed and easy to navigate. This year, work on content management systems (tools that categorize information and make it easier to find) will be done to allow users to navigate the site more efficiently and to help content producers manage their assets more effectively. This will be the next generation product to follow Electronic Publishing at Industry Canada (EPIC) and will take us at least 18 to 24 months to develop.

Several CIO branches are involved in, complementary **content management and metadata projects**: Application Management and Innovation Services (AMIS), the Library, the CBSCs and the Business Gateway. For example, a key objective for the CBSCs this year is to prepare their core product, the Business Information System (BIS), for migration to a content management system. This new content management system will provide an end-to-end Web publishing process for CBSCs from coast to coast. This will eliminate the need for time-consuming and expensive back-ups and updates of data holdings at a regional level. As another example, the Business Gateway and several subject clusters on it, including those managed by the CBSCs, will use a shared system to manage metadata, an investment that will lead to a better client experience.



2002-03

Accomplishments

Doing the Right Things

IM has changed dramatically over the last decade with the rise of electronic media. As a reflection of this, the Treasury Board issued a revised **Policy on the Management of Government Information (MGI)** in April 2003. The policy identifies “electronic systems as the preferred means of creating, using and managing information.” It sets out strong accountabilities for employees and managers, and calls for cultural change to inculcate IM practices within our work processes.

The CIO will continue to lead in assessing Industry Canada's level of readiness to implement the new MGI policy. This will provide the department with valuable advice on where to focus its future efforts.

The MGI work will build heavily on the information gathering and analysis we undertook in 2002-03 to begin building a **Knowledge Management (KM) Strategy** for Industry Canada. Results from this work indicated that the department is facing a significant IM/KM challenge. One of the CIO's major projects this year is to further develop the KM Strategy. Technology is an important part of the eventual solution, but will not suffice in and of itself. Equally important will be the policies, practices and procedures that must be put in place and the cultural change that must occur as the department moves to a mature KM posture. Implementing this strategy will require a sustained leadership commitment and a significant commitment of resources from the CIO and the sectors.

The CIO's role in managing and developing the department's Web sites is evolving. Recently, roles and responsibilities for Web quality management have been in the spotlight.

Assisting Web publishers the right way will mean providing the best tools we can afford to help them do their job efficiently. The **EPIC Web publishing system**, which was designed in-house, was a step in the right direction, but not the whole answer. Many Strategis Web sites were rebuilt with EPIC over the last year as users migrated beyond EPUB to this newer product which is consistent with the government's Common Look and Feel requirements. The rebuilt Web sites are much improved; however, we need better content management and Web publishing tools for the future. This is still a maturing field, and the CIO is anxious to offer its clients newer tools as resources permit. At the same time, we will be working with Web publishers to clarify roles and responsibilities. The creation of a new Publisher's Committee is one of the routes for doing this.

The department is also facing questions about **Web support**. The CIO will be building on the findings of the IM/IT Strategic Review to foster dialogue with sectors on the challenges and costs of 24/7 support. The information from the review will also help us assess which portions of Web support we should be involved in. Are the CIO's expertise and efforts best directed to front-end services such as Web application development? Should we focus on behind-the-scenes technical support and management? Or, should we concentrate on standards and policy development? We will need to tackle these questions as a department early in the new fiscal year.

As the first step in developing a KM Strategy for Industry Canada, the CIO led an extensive consultation through an on-line employee survey, a number of interviews with executives at the Director and Director General level, and two workshops to seek Industry Canada employees' and managers' perspectives on the current IM and KM environment and their ideas about where the department should be heading in these areas.

Cross-sector working sessions were organized to explore issues and options regarding the future of Strategis. The Deputy Minister approved several recommendations, which included: creating the Strategis Management Board, investing in IM tools for the site, and using Strategis to showcase multimedia and broadband applications.

In 2002-03, CIO library staff worked with Web masters and project managers/directors across the department to give ICWeb a new look and make it easier to search. To facilitate the retrieval of information using the Verity search engine, “metadata” standards were developed. Once the project was underway, training and advice was provided as required. 18 ICWeb sites have been redone so far, and 26 more will follow in 2003-04.

In recognition of its advanced IM capabilities, the Business Start-Up Assistant, a CBSC product, was showcased at the Government of Canada's annual IM Day in September 2002.



Records office at Place du Portage.

Multi-Channel Business Services

Demonstrating leadership in multi-channel service delivery to Canadian businesses



CBSC Business Information Services.

Doing Things Right

The CIO helps Industry Canada sectors and the Government of Canada offer **service to businesses** via all channels. Through the network of CBSCs in each province and territory, business clients can get service by telephone, by e-mail, in person and on the Internet.

Government of Canada business information is also available on the Web through the Business Gateway. In line with our client-centred approach, earlier this year the CIO conducted stakeholder consultations from coast to coast to better understand what Canadian businesses want from government. This information helped us develop a forward vision for the Business Gateway. We are also working with the 10 horizontal clusters on the Gateway to collect and better organize information for users.

Industry Canada provides information to Canadian businesses through *Strategis*, our department's strongest information product. As well, the CIO has continued to improve and expand its service to businesses by developing NUANS, a Web-based tool for conducting corporate name searches.

In addition to managing these sites, we are also responsible for coordinating, supporting and reporting on the department's GOL efforts. **GOL** is one of the department's success stories.

Industry Canada's GOL Projects

Industry Canada's 17 GOL Key Services Fall Into 3 Categories:

Informational	Transactional	Gs & Cs and Equivalent
Access to Government Information	Access to Government Services	Access to Government Funding
CBSC	Measurement Canada	ABC
Consumer Services*	Lobbyist Registration	FEDNOR
NUANS	Corporations Canada	CSBFA (SBLA)
Strategis	Investment Review	TPC
IHAB*	Competition Bureau	
	CIPO	
	Spectrum	
	Bankruptcy	

* Reported as an informational service; however, provides some Gs & Cs funding in a back end, secretariat role.

Facts and Quotations

The CBSC national Web site received 3.8 million visitors in 2002-03 and was singled out for praise by Len Grant of CBC Radio's *The Business Network*. "I've had this site bookmarked for years now and it just keeps getting better and better....this is the way government is supposed to work."

In 2002-03, Student Connections surpassed its target by 47%, training more than 22,000 clients.

An entrepreneur who participated in Student Connections said, "I've always learned things on my own. My Student Business Advisor was able to teach me the kinds of things you really need to know....He supplied me with the kind of in-house support that you get in a big company – which I don't have..!"



The chart on p.16 lists Industry Canada's 17 key GOL services. The Treasury Board Secretariat (TBS) separates on-line services into two categories for reporting purposes — informational and transactional. In addition, Industry Canada further subdivides the transactional category to identify Grants and Contributions (Gs&Cs). Informational service involves accessing government information and transactional service involves accessing government services or funding.

Recent work by the Office of the Auditor General revealed no significant concerns regarding the planning and management of Industry Canada's GOL projects. And recent business cases prepared by the CIO and the rest of the department to secure Treasury Board funding have been recognized for their consistent high quality.

Another very successful service is **Talk to Us!** This service makes it easy for Canadian businesses to get help from an information officer on the telephone while simultaneously searching for information on the Internet. This service is now available on a number of Industry Canada Internet sites, such as exportsource.ca. This year, Talk to Us! technology will be used to pilot an on-line seminar and will also be made available on the Business Gateway.

Despite these achievements in government, Canadian companies lag behind U.S. companies in their adoption of e-commerce. That's where **Student Connections** comes in. Student Connections links post-secondary students skilled in technology with small and medium-sized enterprises (SMEs) to accelerate e-business adoption. This program has been a huge success. Since it was launched in 1996, more than 145,000 small business clients have been trained. Student Connections offers "E-Commerce First Step" to help SMEs learn the elements of building and maintaining a successful e-commerce presence.

All in all, we have made strong progress and developed clear plans to continue moving forward in "doing things right" in the on-line world.



Project Team working on CBSC's Business Start-up Assistant.



Talk to Us!

Clients Love Talk to Us!

"Provide some kind of warning to cushion the shock of receiving such great services from a government agency."

"I really feel that this is technology working for me, instead of the other way around."

The Business Start-Up Assistant, a CBSC-managed product on the Business Gateway, was visited more than 623,000 times in 2002-03 and more than 44,000 new business plans were created using the Interactive Business Planner (IBP). A recent IBP client commented, *"This is a great program. I had nightmares about how to start a business plan....Your suggestions are exactly what I needed to get going."*

Multi-Channel Business Services (Cont'd)



The Student Connections Team.

[strategis.gc.ca](http://www.strategis.gc.ca)

<http://www.strategis.gc.ca/>

BusinessGateway.ca
Services for Canadian Business

<http://www.businessgateway.ca/>

Canada Business Service Centres

<http://www.cbsc.org/>

Student Connections
Étudiants bien branchés

<http://www.studentconnections.ca/>

Doing the Right Things

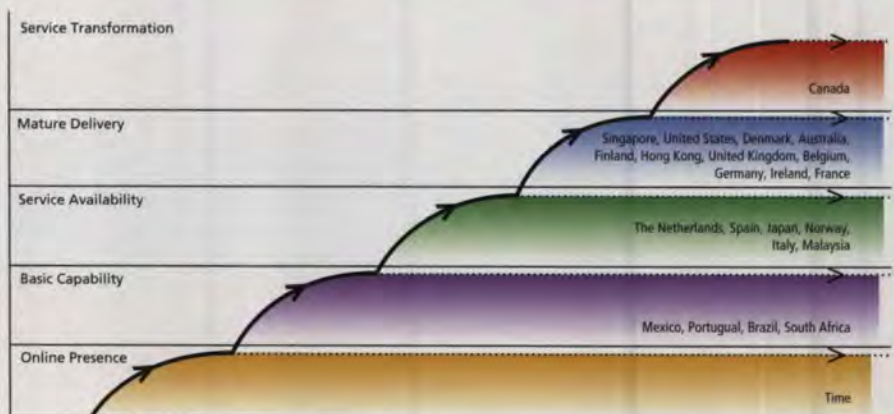
Looking to the future, work is taking place at a strategic level across government to move our on-line presence to the next level by looking for electronic service transformation and consolidation opportunities. This needs to be set within the context of a broader vision for the future evolution of service.

As the GOL agenda continues to progress, the department's thinking in this area has expanded beyond provision of on-line services to a fuller **Service to Business Vision**, which will be part of the broader, client-centred Service Transformation Vision for the Government of Canada. What is Service Transformation? As shown in the graph below, when e-government initiatives mature, they tend to pass through a series of plateaus. Canada has already moved well beyond the early stages characterized by simply making information accessible on-line. Service transformation involves changing the view of GOL from a stand-alone initiative to an integral part of improved customer service delivery. It means looking at multi-channel integration, and process and technology changes to support the vision.

Using data gathered from stakeholder consultations conducted from January to March 2003, and with the support of our partners in other government departments and the endorsement of the DM-level Treasury Board Secretariat Advisory Committee Information Management Subcommittee (TIMS), the CIO has been leading work in shaping a vision that will guide our thinking and actions in this area for years to come. This vision for serving Canadian businesses promotes a single window with many "points of presence." It sets out a number of key enablers such as common approaches to IT infrastructure elements (such as content management and common electronic lexicons). The vision also identifies "catalytic offerings" (platform offerings that will advance services toward a more mature state) that will enhance service to businesses in the future. The elements of the vision are essential to our future on-line success and will help to guide future collaboration among federal and provincial partners.

In the CIO, we're beginning to align **the Business Gateway and the CBSCs** into a multi-channel delivery concept. For a decade, the CBSCs have been a trusted source of business information for SMEs. Their partnerships at the

Countries Progress Toward eGovernment Maturity Through a Series of Plateaus



Accenture eGovernment Leadership Study, April 2003.



2002-03

Accomplishments

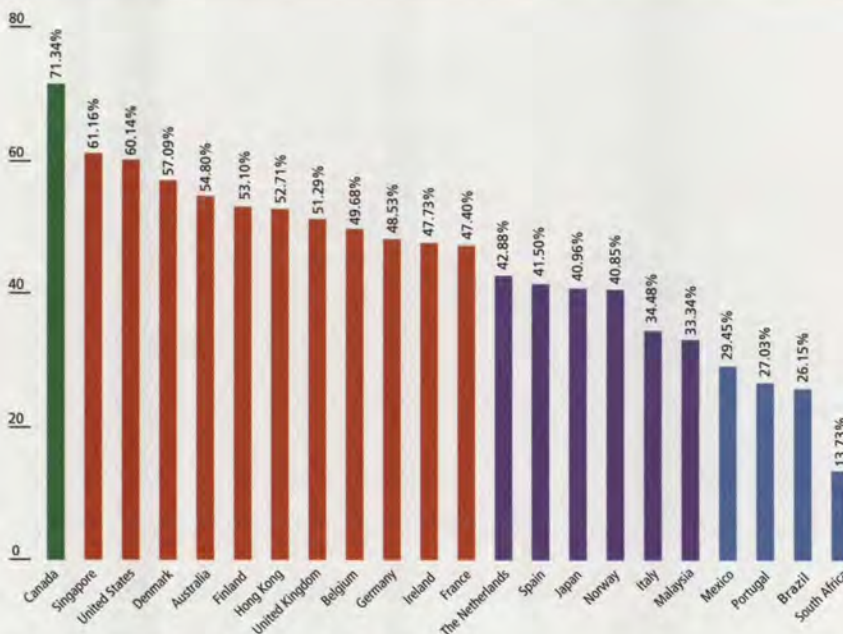
provincial, territorial and municipal level played a key role in building this trust. The alignment of the CBSCs with the Business Gateway will result in an enhanced experience for business clients throughout the country.

Another part of the vision involves offering more integrated services, allowing business clients to perform transactions on-line. One such CIO-led project is **BIZPal**. When launched in 2005, BIZPal will allow businesses to apply on-line for most of the federal, provincial and municipal permits and licences they need to start and operate a business. This project is one of the first to horizontally and vertically integrate the transactional services SMEs really need.

Integrating services also means bringing together “back-office” systems used by business units and integrating common information with corporate systems such as Finance, Human Resources, Directories and Records. Last year, the **Enterprise Application Integration Project** worked with the Canadian Intellectual Property Office (CIPO) to electronically integrate on-line trademark renewals with IT applications dealing with revenues, FITT (CIPO’s financial system), IFMS and Public Works and Government Services Canada’s “buy button” (which permits electronic payment by credit cards and eventually debit cards). Building on this work, in 2003-04 the project team will be evaluating off-the-shelf software to find the best solution for Industry Canada and to build a prototype of an integrated electronic services delivery platform for the department’s grants and contributions programs and other GOL initiatives such as BIZPal.

Industry Canada’s GOL projects have contributed to Canada’s position as a world leader in eGovernment. For the third year in a row, Canada ranked first in providing electronic access to Government of Canada programs and services.

2003 Overall Maturity Score



Accenture eGovernment Leadership Study, April 2003.



BIZPal Strategy Session.

In partnership with the Human Resources Branch (HRB), the CIO developed an on-line tool to help managers lead their employees and organizations through changes brought about by the transition to electronic service delivery. The tool resides on the HRB Intranet site under “Business Transformation and Our People,” with a link to the CIO site.

The E-GAB Forum gives Industry Canada employees an opportunity to hear from speakers who share their e-government and GOL experience. It has proven to be a valuable platform for discussion and information sharing.

In October 2002, Minister Allan Rock officially launched two new training modules of the Student Connections’ E-Commerce First Step suite of services: Internet Security and Distributing E-Newsletters.

NUANS, which enables Canadian businesses and clients to search for business names and trademarks on-line, has accelerated and streamlined licence delivery, saving the department almost \$300,000 a year. The new on-line searches cost businesses and members of the public an estimated 13-33% of the cost of searches previously done via search houses and other intermediaries.

Clients/Partners

Strengthening our partnerships and providing quality services to Industry Canada's sectors



CIO IT Call Centre.

Facts and Quotations

Quotes from satisfied CIO IT Call Centre users...

"Whatever I ask for I get results, so I think they are doing a good job."

DGRB client

"The technicians that come to your desk are very nice. They take the time to explain the problem, and that is great."

POL client

"I always receive excellent service when I call the CIO."

LSB client

And there is always room for improvement...

"I wish there was a quicker response when calling in. Sometimes I am on hold for too long."

SIB client

"We have to work on Metaframe late nights and weekends and it would be nice if we could have some support."

CMB client

Subscribers can reach the CIO IT Call Centre at (613) 946-5555

The CIO IT Call Centre Web site is accessible to all Industry Canada employees.

<http://icinfra.ic.gc.ca/946-5555/>

Doing Things Right

Based on client feedback, some areas of the CIO are attaining high levels of client satisfaction. At the same time, clients are giving us strong and consistent messages about the need for improvement in other areas.

Continuous improvement is an essential part of any client/service provider model. We laid some important groundwork last year, and a number of the initiatives underway for 2003-04 will help us ensure that we are "doing things right."

An important ongoing project for the CIO is the **Client Service Improvement Initiative**. The Client Service Improvement Team was created in 2002-03 to respond to the recommendations of a client satisfaction survey undertaken by Gartner Inc. In its first year, the team concentrated on laying the foundations for practical, concrete improvements in the management of problems reported by clients and on improving the CIO's work processes. Progress has been good, particularly regarding the way we handle complex problems requiring input from many areas of the CIO. The key step has been to create and test a new role, the Service Level Manager, and cross-branch problem-solving teams. The role of the Service Level Manager is to act as a "quarterback" for a problem, working with the team, managing the problem and carrying it through to resolution.

In 2003-04, the team will enhance our problem management approach by adding Service Level Managers in targeted areas and by developing escalation processes for client issues. As this role evolves, it will focus less on intervention in individual problems and more on continuous improvement. Additionally in 2003-04, we are working towards standard project management practices across the CIO.

Our clients and partners have also told us that they need to expand their understanding of the department's IM/IT systems, resources and capabilities. To this end in 2002-03, the CIO piloted a new service with the Operations Sector involving the creation of an **IM/IT Sector Profile**. The sector profile gives a combined picture of CIO services and the sector's own IM/IT presence, helping the sector's management team to gain a fuller picture of its IM/IT resources. We will continue to develop this pilot service, building on the outcomes of the IM/IT Strategic Review.

We are also continuing our commitment to the **Business Planning Exchange** which the Business Relationship Managers are conducting. It continues to be one of our most important vehicles for two-way communication with clients. In addition, we are updating and improving our intranet presence. For example, the content on the CIO intranet site <<http://icweb.ic.gc.ca/cio-api>> is being expanded to better serve our clients, partners and employees, and the site will be getting a new, fresh look this year.



2002-03

Accomplishments

The Client Service Improvement Team was created to respond to a major client satisfaction study by Gartner Inc. We made good progress in developing standard ways to handle complex problems requiring input from many areas of the CIO. A new position, Service Level Manager, was created.

Eight new clients signed up to use HEAT, a trouble ticket tracking system. This system allows the CIO to better deliver end-to-end service to these clients by helping the CIO to monitor performance and service levels more effectively, streamline cross-branch processes and detect major IT issues earlier.

We published the first-ever CIO Annual Report in the fall of 2002 as a way of communicating with clients and partners in the department on our strategic directions.

In 2002-03, we conducted the Business Planning Exchange with 33 business units.

In 2002-03, CIO IT Call Centre volumes increased by 27 percent and satisfaction increased from 4.63 out of 5 to 4.69.

Doing the Right Things

In addition to enhancements in service and communication, clients and partners have told us there is a need for more profound relationship-building between the CIO and its internal clients and partners. This is a key element of working successfully in a federated model. Solid communication and effective relationships will help us ensure that we focus on projects, programs and services that are a priority for our clients. Open, transparent decision-making is also a key part of the solution.

This year, we have taken important steps to revitalize horizontal communication and decision-making fora. In June 2003, the department created the **IM/IT Director General (DG) Committee**. This committee's mandate is to provide ICMC with an assessment of IM/IT needs, foster a balanced perspective on department-wide and sector-specific investments, and make recommendations on IM/IT priorities, architecture and infrastructure for the department. The Chief Information Officer and the Director General, Audit and Evaluation, co-chair the Committee. All sectors will be invited to share their key projects with the Committee. For the CIO, the Committee will be a key venue for discussing our "job jar" of upcoming projects and for airing and resolving long standing relationship issues. The Associate Deputy Minister is also likely to solicit input and to ask the Committee to do work related to the IM/IT Strategic Review.

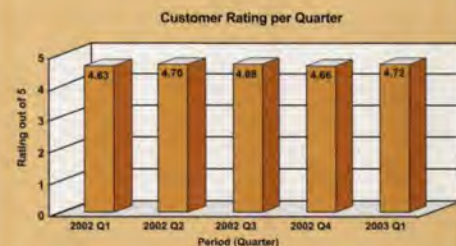
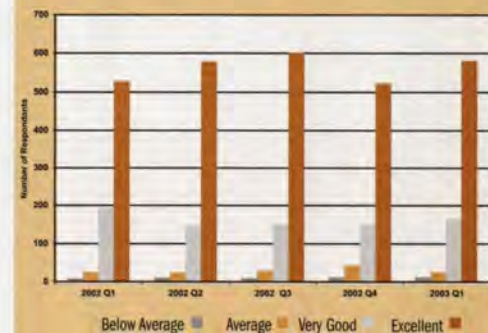
Information on the Industry Canada IM/IT DG Committee is available at <<http://icweb.ic.gc.ca/imit>>.

In addition, one of the department's longstanding IM/IT committees, the **Information Technology Standards Committee (ITSC)**, took steps over the summer of 2003 to refresh its role. ITSC was created in August 1998 to facilitate IT service delivery across the department and to oversee all facets of IT standards in Industry Canada. Over the years, the Committee has also played a strong consultative and communications role in our federated model, helping sectors and the CIO to share information, concerns and best practices. Discussions this fall will center on the impact and lessons learned from the August power outage and IT security challenges. ITSC will also be refining its mandate to reflect the continued importance of its technical standards expertise and its relationship to the new IM/IT DG Committee and the IM/IT Strategic Review.

There are also new discussion and decision-making fora in other areas of CIO activity. These include the re-established Industry Canada GOL Sub-Committee and the planned Strategis Management Board, which will lead the implementation of Strategis revitalization.

Through these committees, we hope to achieve greater transparency and strong dialogue with clients and partners about the CIO's priorities.

Client Satisfaction Graphs



*Investing in people and building
a workplace of choice*



Cart trouble at the CIO's United Way Golf Tournament.

Facts and Quotations

Each year, the CIO holds a Focus Day for all employees. The theme of this year's Focus Day is "Defining Our Values".

513 people currently work in the CIO. There are 415 employees and 98 contractors.

What are the major areas in which these people work?

IT Services: 225
Web/Business Services: 162
Library: 24
Records: 36
Mailroom: 21

Doing Things Right

People's relationships with their colleagues, managers and workplace drive success. That is why the CIO developed a **People and Workplace Agenda** in 2002. The Agenda will be updated each year to address key employee concerns.

In 2002–03, the Agenda focussed on: developing a Lifeguard Program to better support new CIO employees; developing a process for advertising job opportunities within the sector; and offering employees the opportunity to participate in the department's new Career Advisory Panels.

This year, we are paying particular attention to addressing the CIO concerns that came out of the **Public Service Survey**.

The survey showed that CIO employees are very happy with the amount of job related training they receive, management support for career development and the availability of developmental assignments. Overall, job satisfaction is high.

CIO employees feel there is room for improvement when it comes to workload issues, flexible work arrangements, harassment issues and communication from senior management.

The CIO's People and Workplace Steering Committee will be looking at measures to respond to the concerns expressed by CIO employees. In addition, the CIO will be participating in departmental initiatives to respond to the concerns of all Industry Canada employees.

To help strengthen the People and Workplace Steering Committee's efforts, the CIO will be creating an employee council to solicit employee input on a range of workplace issues.



CIO Strategic Planning – Intranet site.



2002-03

Accomplishments



Doing the Right Things

CIO staff and management also believe that community involvement is an important element of a workplace of choice. CIO staff are involved in a number of community activities.

CyberKids, a grassroots initiative started by CIO employees, provides cancer patients at the Children's Hospital of Eastern Ontario (CHEO) with access to rebuilt laptop computers for educational purposes. The program is coordinated by Candlelighters and also receives support from Computers for Schools.

Laptops and software help to expand the world for children who are unable to attend school or are in isolation wards. CIO staff have donated both their time and funds to prepare CyberKids kits with reusable surplus laptops and appropriate accessories and to provide support and maintenance. Each kit is customized to meet the special interests and educational needs of the recipient, and the children retain their kits for as long as they are in treatment. In 2002-03, the CIO raised \$3,800 and delivered 40 CyberKids kits. So far this year, \$4,600 has been raised and more will be added as fundraising efforts continue throughout the year.



Anne Sevigny presents a cheque for \$4,600 to Jocelyn Lamont, Executive Director of Candlelighters of Eastern Ontario and Western Quebec.

During the holiday season each year, CIO employees also **sponsor** needy families in Ottawa-Gatineau. In 2002-03, we sponsored one family from Ontario and one from Quebec. In addition to providing cash and food for a full meal, staff donated gifts for all members of each family. As in previous years, the generosity of CIO employees was overwhelming — we were able to provide a sack of gifts that would make Santa proud for all seven members of one family and all six members of the other.

CIO employees are also very involved in the **United Way** campaign. The 2002-03 Industry Canada United Way campaign raised \$484,788. The CIO's portion of that total was \$38,422 and our participation rate was 57 percent. The department's target for 2003-04 is \$500,000 and the CIO's target contribution to this goal is just over \$40,000.

Key results from the People and Workplace Agenda included the following:

- an orientation program for new CIO employees that involves both on-line information and personalized support from a "lifeguard" to assist them in their first few months;
- support for employee career development, provided by posting internal job vacancies on the CIO intranet site; and
- fostering a stronger culture of employee-driven learning, achieved by encouraging DGs and employees to become involved in Industry Canada's Career Advisory Panel.

In 2002-03, as a charitable activity, the CIO raised \$3,800 and delivered 40 kits to CyberKids to help improve the quality of life of child oncology patients.

Last year, CIO employees provided \$2,365 and a sleigh full of gifts to two needy families over the holiday season.

The following CIO employees were honoured with Queen's Jubilee Medals to recognize their contributions to the department:

Jan Belcher
 Marie-Hélène Langevin
 Micheline Lavergne-Brassard
 Grace Moores
 Jenny Steel

Modern Comptrollership

Ensuring accountability and strong stewardship of our resources



Operational Planning.

Facts and Quotations

Further to the 2000 Reference Level Review, the CIO's capital funding is provided at year-end so that the department can make the best use of remaining funding. Each year, the CIO spends approximately \$4 million on capital acquisitions to ensure the reliability and robustness of IT services.

2002-03 Accomplishments

The Strategic and Operational Planning Directorate was created as a sector-level focal point for planning.

The Business Relations and Partnership Unit was established in the Client Services Branch to strengthen planning functions in that area and to create a stronger focal point for client service improvement in the CIO.

Doing Things Right and Doing the Right Things

This year, the CIO is actively participating in the department's MCI efforts by offering **Modern Comptrollership training** to employees and managers, preparing a **CIO values and ethics statement**, and helping to develop a corporate services **risk management framework**.

Other CIO-specific initiatives are also planned. In key areas of the CIO, small units are being created to strengthen **strategic planning** and client/partner relations. The Infrastructure Services Branch and Information Management and Business Services Branch are establishing tightly focussed units to help improve branch management practices and create receptor capacity for the recommendations that will flow from the IM/IT Strategic Review. These efforts build on work done last year at a sector level and in the Client Services Branch.

The Metrics Working Group has been formed within the CIO's Infrastructure Services Branch to ensure that we develop **metrics** consistently and communicate them in a coordinated fashion within the branch, and that these metrics reflect what clients want to see. The project is still in the early stages, but the objective is to be able to produce a "dashboard" report of key metrics by the end of the fiscal year.

In the past, the CIO's **capital planning** has had a predominately annual focus, in part reflecting the fact that capital funding is provided only at year-end. This year, the CIO will be initiating the development a multi-year capital plan that will be updated annually.

Finally, a number of the initiatives discussed earlier in this report have clear modern comptrollership dimensions. **Governance changes** — the creation of the IM/IT DG Committee, the Industry Canada GOL Sub-Committee and the Strategis Management Board — will strengthen the stewardship of resources and management of our IM/IT services and programs within the CIO and at a departmental level. The **security**-related work discussed earlier, particularly the refinement of business continuity planning in view of lessons learned this summer, will entail improved **risk management** and better response as risks materialize in the future. As another illustration, our IM and KM work at a departmental level will provide **IM functional specialists** within the CIO and across the department with additional information and insights to guide their work.



Invitation for Dialogue

We believe that it is important for our clients and partners to be aware of our plans and priorities and involved with us in developing them. Each year, the CIO's Annual Report outlines our key objectives. In addition, our Business Agenda gives you an up-to-date look at how we are progressing on our main projects for the year. The Business Agenda is updated quarterly and is available on the CIO Intranet site.

You may direct any questions or concerns about this Annual Report to the Director, Strategic and Operational Planning, or any of the Directors General and their direct reports. Our organization chart is in the middle of this report.

The CIO is headed by Diane Fulford, who is the Chief Information Officer. She can be reached at (613) 954-3574 or by e-mail at fulford.diane@ic.gc.ca

We welcome your comments on this report!

Other Useful Information Available on the CIO Intranet Site

- CIO services that are corporately funded and services that are cost recovered.
- CIO financial information.



The Client Service Improvement Team.

Appendix

CIO Organization Chart

The CIO has six main branches: Infrastructure Services, Client Services, Information Management and Business Services, the Canada Business Service Centres National Secretariat (CBSC)/Student Connections, Government On-Line (GOL), and Strategic and Operational Planning.

