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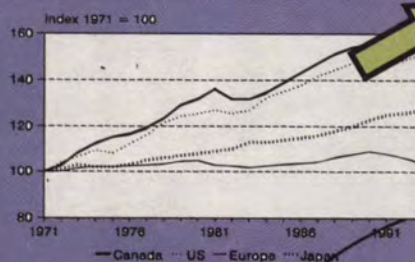
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Industry Canada

1994-95 Information Management Plan

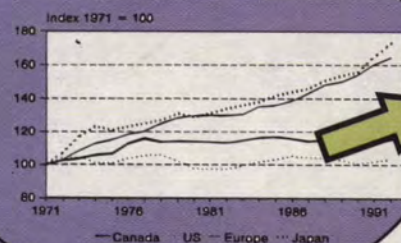
"Influencing Canadian Economic Performance"

Employment: Total Economy +



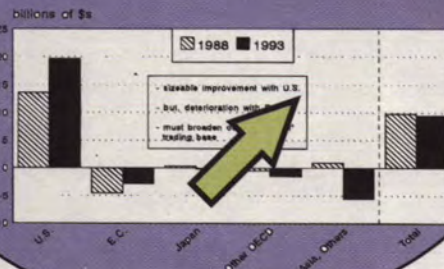
* Average of U.K., France and Italy
+ Data for 1993 is an estimate

Real Earnings per Employee
Manufacturing



* Average of U.K., Germany and Italy

How Have We Done Recently on Trade Front?
...Cdn. Merchandise Trade Unbalanced By Region



Source: Statistics Canada, "Financial Statement of Canadian International Trade", December 1993 and February 1994, balance of payments basis

Information/
Intelligence

Programs/
Services

Policy/
Legislation

August 1994

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Industry Canada
1994 - 95 Information Management Plan

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Summary from Kevin G. Lynch, Associate Deputy Minister and Chairman, IMC

In the past year we have made much progress towards changing how we manage information and information technology. In January 1994, I presented, in an e-mail, the IMC workplan for 1994-95. With the tremendous enthusiasm everyone has shown, we are rapidly implementing this plan and have started a wide variety of initiatives aimed at improving service to our clients while effectively controlling costs. The document before you describes the activities underway and gives you a picture of where we are, where we are going, and, how we intend to get there. It will allow you to place your own contributions in the context of the entire department.

We have recognized that strategic business information is a powerful tool to foster Canada's international competitiveness. One of the very first actions of the IMC was to facilitate the creation of a Strategic Information Branch to fully reflect the importance of this commodity to our mission and the key role for Industry Canada. We then studied our information products and services, and learned that we have a critical mass of information in our various programs. Synergies can be created in the collection, delivery, transformation and circulation of this information providing even better service. Our goal is simple - to provide the right information, in the right form, at the right time, to the right clients, to help them make the right decisions. To implement it is more difficult. We have to accurately assess the impact our information assets have in the marketplace. We have to address issues such as accessibility, privacy and user-pay.

To share this information, we must have a reliable way to communicate ... our part of the information highway. We will be using new dissemination channels, such as the Canada Business Service Centres, to ensure that we share the information not just among ourselves but with the outside world, our clients. We will be collecting and assembling data, then using our computer systems to convert this data into information. Our program officers will apply their expertise to the information and further our knowledge base. It is this knowledge that we will be sharing, not the data. For that, we will have to communicate. To this end IMC has committed a substantial portion of transition funds to migrate us to a single wide area network with a single e-mail and a standard desktop configuration. These same facilities will also be made available to the Canada Business Service Centres, for example, to better and more directly serve our clients.

We are committed to avoiding "IT for IT's sake." Rather, our commitment is to IT for IC's sake, to continuous improvement of our information "pipelines", to matching our limited resources to our highest priorities, and to maintaining an open transparent process in information management decisions.

The Information Management Plan (IMP) will help you to contribute to this effort. Please read this IMP carefully, a place is in there for you to make a meaningful contribution. Feel empowered to innovate.

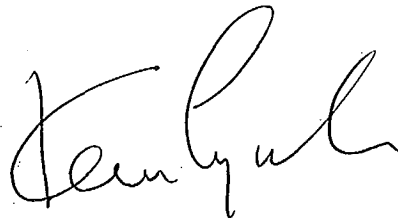
A handwritten signature in cursive script, appearing to read "Jean Yvel".

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Part 1 - Introduction

1.1 What Does This Document Do?

- ☞ It describes the information management (IM) and information technology (IT) activities of the department - vision, strategies and major initiatives - for **Industry Canada Program Managers** to mesh their IT/IM activities with those of their colleagues.
- ☞ It gives a broad picture of the expenses, activities and direction of a major program enabler, namely, the new technologies for information management, and it sets out the accountability of **Industry Canada Senior Management** for major IM/IT initiatives, as agreed in the Information Management Committee.
- ☞ It explains the decisions and workplan of the **Information Management Committee to Industry Canada Employees**, and puts IM/IT initiatives into perspective with the adopted departmental strategies for the management of information and technology.
- ☞ It places the department's major IM/IT initiatives within the broader government context, for review and consolidation by **Central Agencies**, and to show their contribution to the IM/IT vision articulated by the Treasury Board Secretariat in the publication *"Blueprint for Renewing Government Services Using Information Technology."*

1.2 Background

In December 1993, the Information Management Committee (IMC) issued its Information Management Plan (IMP) in an electronic mail message to all employees. Since that time, the department's funding strategies for IM/IT initiatives have been further clarified and decisions have been taken on a range of initiatives. The IMC recognizes the need to present the decisions to date to program managers. This growing need coincides with Treasury Board's annual request for our departmental information management plan.

This plan was established with an emphasis on communicating existing strategies and initiatives. It covers fiscal 1994-95 only. It was developed by the Information Management Branch (IMB) and the Strategic Information Branch (SIB) using documentation provided by the various committees within Industry Canada, existing studies and sectors' workplans.

1.3 How Is This Document Structured?

The document starts with a **Summary** by the Associate Deputy Minister and Chairman of IMC.

Part 1 - Introduction which you are now reading, explains the creation and purpose of this plan. An overview of the department and portfolio follows in **Part 2 - Corporate Overview**. It also presents the management committee structure that supports Information Management.

Part 3 - Strategic Information Framework describes the sources of information we use and provide to others. It gives us a picture of what information we have and how we manage the information flows. It is followed by **Part 4 - Information Technology Framework**, which describes the information technology structure of the department. Part 3 and Part 4 each covers vision, current situations and strategic directions.

Part 5 - Government of Canada and Industry Canada Initiatives, describes relevant departmental initiatives and relates them to the document "*Blueprint for Renewing Government Services Using Information Technology*," which was issued under the auspices of the Treasury Board Secretariat. **Part 6 - Financial Tables**, contains tables on Industry Canada's investment in Information Technology for 1994-95. **Appendices I - II** give details of the IM/IT committees and IM/IT initiatives, respectively.

1.4 Approvals and Authorities

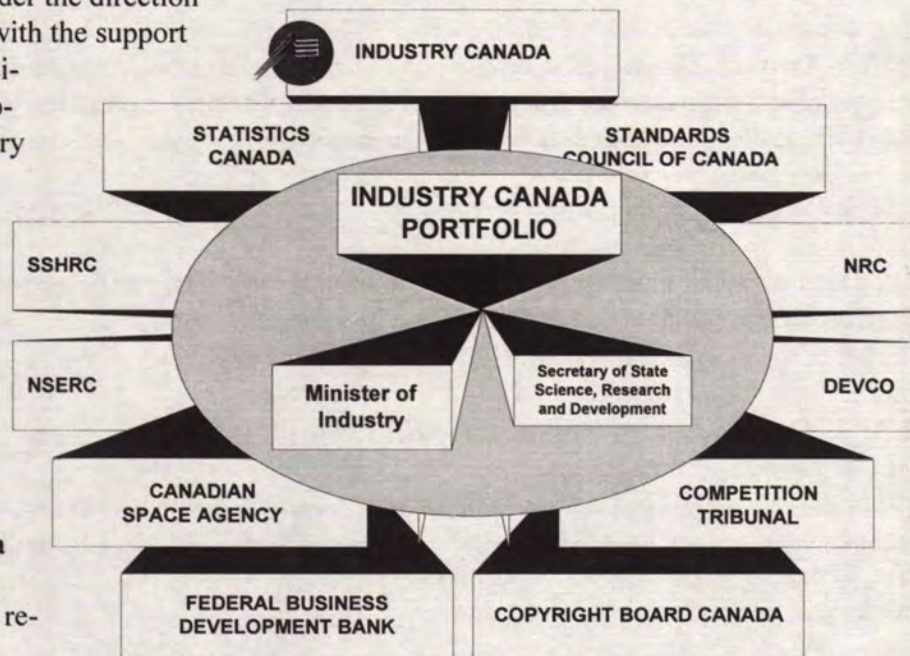
On May 11, 1994 the Information Management Committee approved the content, timetable and manner of approach for this Information Management Plan. These had previously been discussed at the Technical and Information Advisory Committees. The final plan was passed through the advisory committees and approved by the Information Management Committee.

Part 2 - Corporate Overview

2.1 Portfolio Overview

The department operates under the direction of the Minister of Industry with the support of the Secretary of State (Science, Research and Development). In addition to Industry Canada, the Portfolio comprises 10 agencies and Crown corporations, as illustrated.

The new Industry Canada brings together, within a single organization, the former responsibilities of:



- ☛ **Investment Canada**
- investment research, policy and review functions
- ☛ **Industry, Science and Technology Canada** - promoting international competitiveness and economic development and excellence in science
- ☛ **Consumer and Corporate Affairs Canada** - market and business framework
- ☛ **Department of Communications** - telecommunications policy and programs

As Canada's micro-economic flagship, Industry Canada is expected to play a key role in supporting the government's economic agenda, contributing to the creation of job opportunities for Canadians, fostering growth and prosperity for Canadian businesses, and securing access to domestic and international marketplaces. Together, these activities will create a very powerful initial mass of economic tools and levers.

2.2 Departmental Overview

"Industry Canada as a key economic department is mandated to make Canada more competitive by fostering the development of Canadian business, by promoting a fair and efficient Canadian marketplace as well as by protecting, assisting and supporting consumer interests."

1994-95 Main Estimates Part III

The Department is organized under two program areas: (i) **Industry and Science Development** and (ii) **Services to the Marketplace**. These are explained next.

2.2.1 Industry and Science Development Program Area

This suite of programs promotes international competitiveness and excellence in industry, science and technology in all parts of Canada. It promotes regional economic development in northern Ontario, assists Canadian Aboriginal people to realize their economic potential, and fosters increased investment that benefits Canada. The activities are:

- Industrial and Aboriginal Programs
- Industry and Science Policy
- Regional Operations
- Communications Research and Policy
- Corporate and Advisory Services



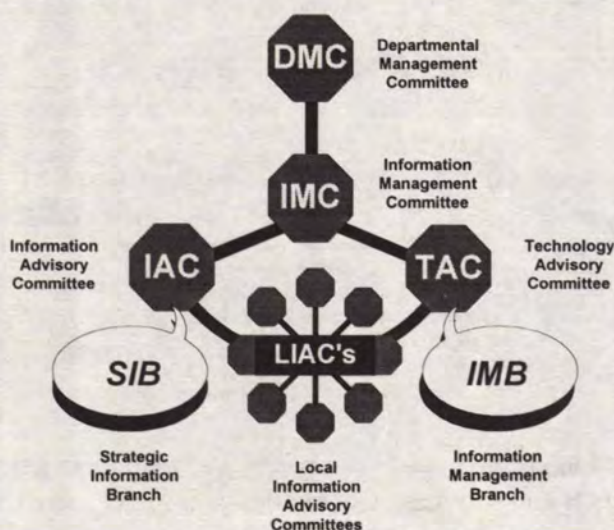
2.2.2 Services to the Marketplace Program Area

These programs promote the fair and efficient operation of the marketplace in Canada. They also ensure that reliable and efficient broadcasting spectrum services are provided in a manner that benefits all Canadians. The activities are:

- Consumer Affairs
- Competition Law and Policy
- Intellectual Property
- Spectrum Management
- Program Support and Advisory Services



2.3 Committee Structure and Supporting Branches



The Information Management Committee (IMC) is the forum for senior management to provide general direction for the information and technology management activities and resolve related issues that affect the entire department. They do so on the advice of the Information Advisory Committee (IAC) and the Technical Advisory Committee (TAC). These two sub-committees, which meet monthly, have representation from all sectors of the department.

Each sector and region has a Local Information Advisory Committee (LIAC) that meets to discuss concerns, to communicate IM/IT decisions and to ensure that coordinated actions are taken only after due consideration of program delivery units. The chairs of each LIAC form the User Committee.

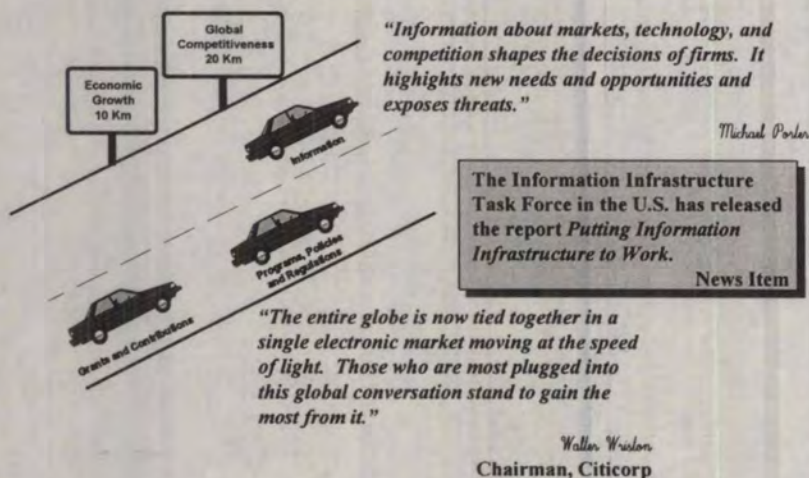
Together, the LIAC, TAC, and IAC co-ordinate the realization of IMC decisions and provide an information base for IMC discussions. The terms of reference and membership lists of these committees are in **Appendix I**.

Part 3 - Strategic Information Framework

3.1 Information as a New Driving Force

Strategic information is becoming an ever more valuable currency in the world of international business.

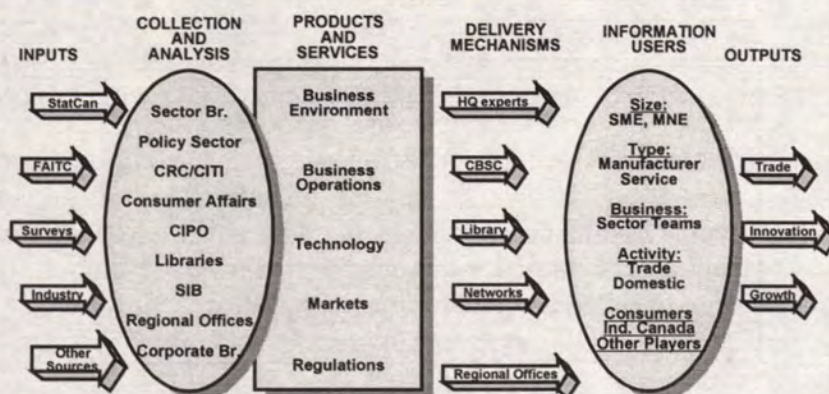
Industry Canada is a significant source and broker of strategic information. In addition to programs which support industry best practices, interfirm comparisons and industry profiles, the Department collects, analyzes and disseminates valuable data on market trends, trade and technology opportunities, ways of improving productivity, and means of facilitating joint ventures and partnerships. Market dynamics require businesses to be innovative, insightful and aggressive, and information can help them gain access to foreign markets and develop new products and services. Our challenge is to get more of it to more firms in a useable way.



Other industrialized countries have seen that such information can be used as a productive force, as a means to enhance competitiveness, and have taken steps to harness information. Strong partnerships between the private and the public sectors are at the heart of these developments.

- The European Commission has set up European Information Centres in 150 small businesses offices.
- France has created a Foreign Trade Centre.
- The US Department of Commerce offers the US National Trade Data Bank at low cost.
- Australia set up Austrade, a system to provide daily updated market intelligence to a network of 63 offices around the world.
- Asian countries have entered this market information field aggressively.

We will take strong and coordinated steps to arm the business community with the information tools needed to prosper and grow. Our future is closely tied to our ability to provide value-added, timely and relevant information - that is, *strategic information* - to Canadian businesses.



3.2 The Management of Information at Industry Canada

3.2.1 A Snapshot of the Present Information Management

At present, the management of information at Industry Canada consists of a linear, flow-through approach, as illustrated. Information is collected from a variety of sources and by a number of

branches at Industry Canada. The information is then analyzed and packaged in formats to suit client needs and assist program officers in their daily dealings with clients. No standard feedback mechanisms are in place to evaluate the usefulness and relevance of our information products and services.

Preliminary analysis of the management of information at Industry Canada reveals that:

INDUSTRY CANADA HAS A CRITICAL MASS OF INFORMATION TOOLS

As a new department, Industry Canada has a critical mass of powerful economic tools - such as databases of patents, licensable technologies, market opportunities, research laboratories, the Canada Business Service Centres - that together transform and deliver value-added information to external clients such as businesses, academia, consumers and investors. The challenge is organizing this information in common, user-friendly ways, and getting it to more clients.
--

SYNERGIES CAN BE BUILT IN THE INFORMATION MANAGEMENT SYSTEM
--

While there is a critical mass of information and information tools, the management of information - through its collection, transformation and delivery stages - could be better coordinated by building synergies, such as increased sharing and pooling of information through the continuing development and expansion of the department's Corporate Information System.
--

ECONOMIES OF SCALE/SCOPE CAN BE EXPLOITED
--

Statistics are vital sources of information - they are the kingpin of economic analysis, interfirm comparison, sector strategies, and competitiveness assessments, among others. Their use can be expanded through increased sharing and coordination of this information resource within Industry Canada and between Industry Canada and Statistics Canada.
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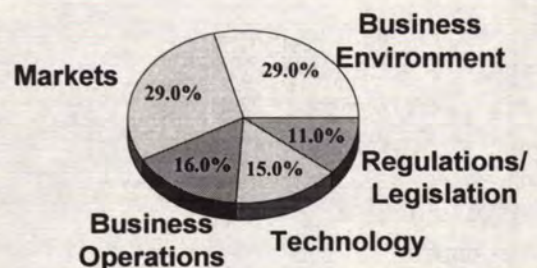
FOR CERTAIN TYPES OF INFORMATION, THE HUMAN TOUCH IS BEST

Technology is a great enabler, but in certain cases, the human touch is required. While most standard and even processed information - such as information on departmental programs and economic data - undeniably warrants the use of technology, the interpretation of this data and the provision of advice require personal intervention.

3.2.2 A Snapshot of the Present Information Products and Services

With the merging of its four founding departments, the new department of Industry Canada has developed a consolidated picture at the corporate level of the information products and services that it delivers to its clients.

An electronic survey of departmental products and services was completed this spring. Approximately 900 information services and products were identified, merged down to 500 and organized in categories:

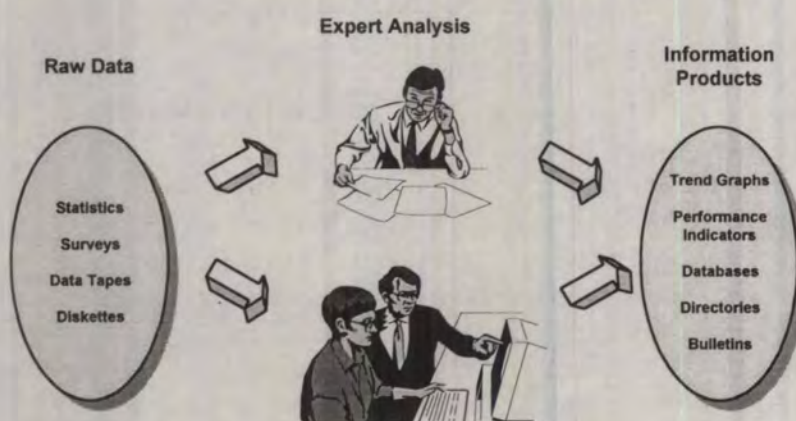


- **Information on business environment** relates to the social, economic and business conditions of the market.
- **Information on markets** identifies and explains market opportunities in Canada and abroad.
- **Information on business operations** relates to information at the firm level and is linked to issues of productivity, management, labour and standards.
- **Information on technology** relates to information on new technologies, sources or partners.
- Information on **regulations** covers issues of a regulatory nature in telecommunications, bankruptcies, corporations, and environmental matters.

Preliminary analysis of the data from the above mentioned inventory of products and services shows that the majority (58%) of the information produced by Industry Canada - in terms of the number of information products and services provided to clients - falls within the categories on markets and business environment. Direct services that take the form of advice, visits, conferences and seminars that are extremely tailored to a specific need account for most of our activities (45%). Of this, the information distributed through electronic means and print count for about 17% each, while the rest of the information (11%) goes out through a mixture of these various formats.

The information required for the internal use of the department is made available through a Corporate Information System (CIS).

Currently, this provides department-wide, consistent electronic access, through a common interface, to a number of references data-bases (some on CD-ROM's) with statistical and textual data, departmental directories of various kinds, and other often needed information from a variety of sources.



3.3 The Nature of the Current Information Services/Products

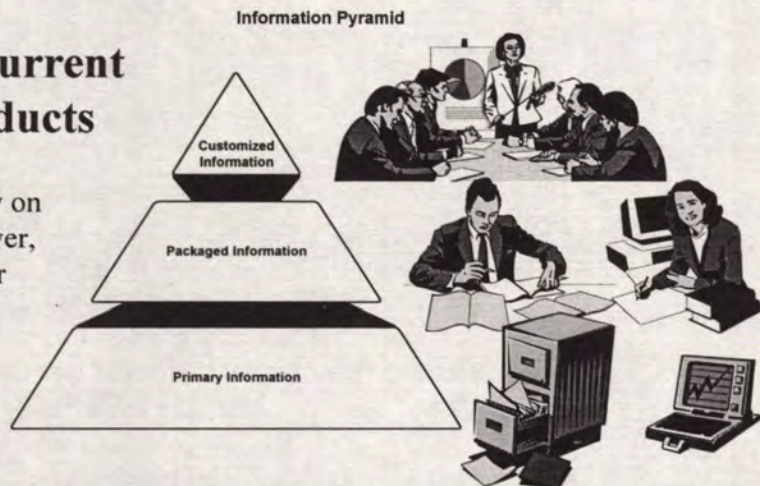
The information that Industry Canada uses internally or provides to its outside clients can be described as *primary* or *raw information*, for general consumption; *packaged information*, to respond to the needs of a larger number of people; or *customized information*, to meet specific needs.

Primary or Raw Information includes among others information collected under statutes, incoming statistics, information on departmental programs and services, lists of departmental contacts, and industry indicators, can be seen as information of a routine and standard nature, and benefits highly from the use of technology as a delivery mechanism and also as a fast information processing mechanism.

- Packaged Information** includes information that has been tailored to a certain point, but it remains fairly general. It includes the analysis of primary information and data specific to business activity, market conditions, industry profiles and sector competitiveness studies, all activities involved in the collection, analysis and packaging of data designed to provide an overview of business activity, market conditions and best practices. In some instances technology could be better used to automate certain elements of analysis.
- Customized Information** includes the provision of information and advice specific to a client or an industry sector. The program officer is required to provide clients with specific information not readily available in databases or in departmental publications.

3.4 The Impact of the Current Information Services/Products

The value of information depends largely on its impact to business operations. However, it is difficult to measure the impact of our information on businesses' or consumers' ability to improve their decision making. Also, it is difficult to measure the usefulness and relevance of our information:



- Does our information address client needs? Does it result in economic growth, increased productivity, better business planning or management decisions?
- How can we measure or evaluate the relevance, usefulness of our information?
- How can we test the market value of our services without a price tag?
- How can we obtain feedback from our clients, adapt to their needs, and remain flexible?
- How can we keep both, producing high quality information and in "real time?"

3.5 Strategic Directions For Information

To address the issues previously identified, steps will be taken to harness the forces of information to serve our clients better. We highlight next our goals for information management and the direction of our implementation plan. Technology and technology tools can make an enormous impact on achieving these goals.

BUILDING SYNERGIES IN THE INFORMATION MANAGEMENT SYSTEM	
ES*	Improve the coordination of information (statistics and other information products) by creating a unique point of coordination and by setting up a departmental statistics steering committee.
ES*	Implement mechanisms for sharing information, such as: <ul style="list-style-type: none">- create local information advisory committees (LIACs) whose role is to discuss IMIT concerns, disseminate information on these issues within their organization and provide user feedback to senior management,- establish strategic information teams whose role will be to look at the information products and services that the Department provides, matching them with client needs and addressing broader information issues,- use the power of technology to share information by creating an electronic inventory of all information-related products and services, making it available on corporate servers, and ensuring consistency and compatibility between this inventory and all other catalogues and reference databases.
ES*	Enter into partnerships with the business community, academia and other levels of government to devise ways to increase the sharing of information.
ES*	Be guided by the principle that information is a collective resource that must be shared within the organization.

SETTING OUR GOALS FOR THE MANAGEMENT OF INFORMATION

■

Our overriding goal as a Department - as it relates to information - will be to provide the **right** information, in the **right** form, at the **right** time, to the **right** clients to help them make the **right** decisions.

- The **right** information has to do with timeliness, value-added and quality, and responding to client needs and expectations.
- The **right** form means that the delivery mechanisms are suitable to the type of information and the level of sophistication of its users; they are transparent and easy to use.
- The **right** time means when the client needs it, not when it is convenient for us to deliver it..
- The **right** clients are those who are in most need of information and who could also benefit the most from Department support, and who are either decision makers or influencers.
- The **right** decision means that businesses can expand their activities, increase their competitiveness, better respond to consumer needs and tap into new markets; that consumers become more discerning; and that the research and scientific community are kept abreast of new developments.

LOOKING AT BROADER INFORMATION ISSUES

- Issues of integrity, accessibility, privacy, and user-pay are the backbone of any approach geared on information.
- We will need to address these issues and develop appropriate policies.
 - We must ensure that clients have equal access to the data regardless of geographic location and the size of their business. In implementing the electronic highway, we must not create two classes of users: those who can access electronic databanks and those unable to tap into them.

ASSESSING OUR IMPACT: MEETING THE MARKET TEST

- The only way to assess our impact in providing useful and value-added information and, hence, to meet the needs and expectations of businesses is to develop mechanisms to establish appropriate client feedback (including the option of charging the clients for the information services/products that we deliver to them), keep track of constantly evolving business needs of the clients, and feed this information back to our program officers.

Part 4 - Information Technology Framework

4.1 Strategic Business Information Access

In order to be competitive, Canadian businesses need ready access to high quality market intelligence information. They need to understand the government legislative framework that they work in, the opportunities available through partnership with other companies or public agencies, the dynamics of their particular marketplace and the government programs available for assistance.



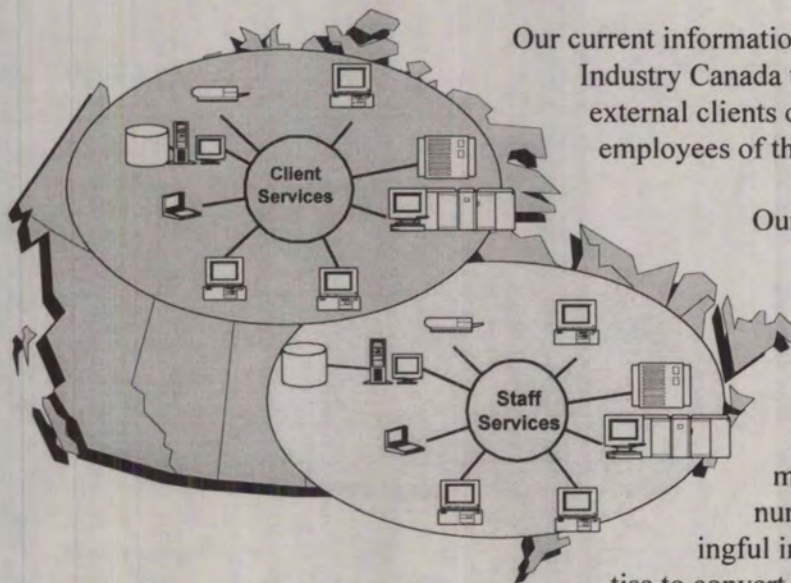
to create an environment where businesses can share such information. This will require the establishment of a knowledge network transferring not only the data but applied expertise where it is most needed.

The focus for the knowledge network is world competitiveness. The utility of the network comes from information and knowledge transfers amongst its partners: government departments, industry, the education and research communities and the public at large.

For Industry Canada to exploit the information and expertise at its disposal, we must establish a robust internal information system.

4.2 Technology Architecture

4.2.1 A Snapshot of the Present



Our current information technology architecture enables Industry Canada to serve two client audiences: external clients of the department and internal employees of the department.

Our external clients want access directly to either information or a knowledgeable employee who can add value to the information. Our own employees want access to tools and utilities so that they can manipulate data (text, pictures and numbers), organize them into meaningful information and apply their expertise to convert that information into knowledge.



Data



Information

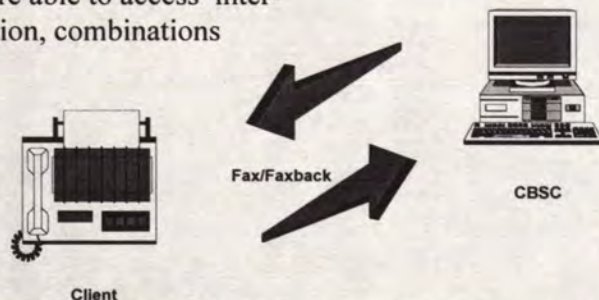


Knowledge

External clients, whether foreign or domestic, have limited, direct electronic access to Industry Canada information via the **Business Opportunities Sourcing System (BOSS)**, **Industry Canada On-line (ICON)**, bulletin boards and Internet.

External clients also telephone or visit Industry Canada officers who use information technology in providing assistance. The officers are able to access internally generated data, externally acquired information, combinations of these or prepackaged information products to satisfy client requests.

Clients on site at the **Canada Business Service Centres (CBSC)** have access to the centres' expert staff or specialized expertise in participating departments. Expert services are also provided to clients who access the CBSC by phone. Faxback services are available to everyone with a phone and a fax. The client can request a catalogue of faxable products and select the information products (one page description of a program or a source) specific to their information needs.



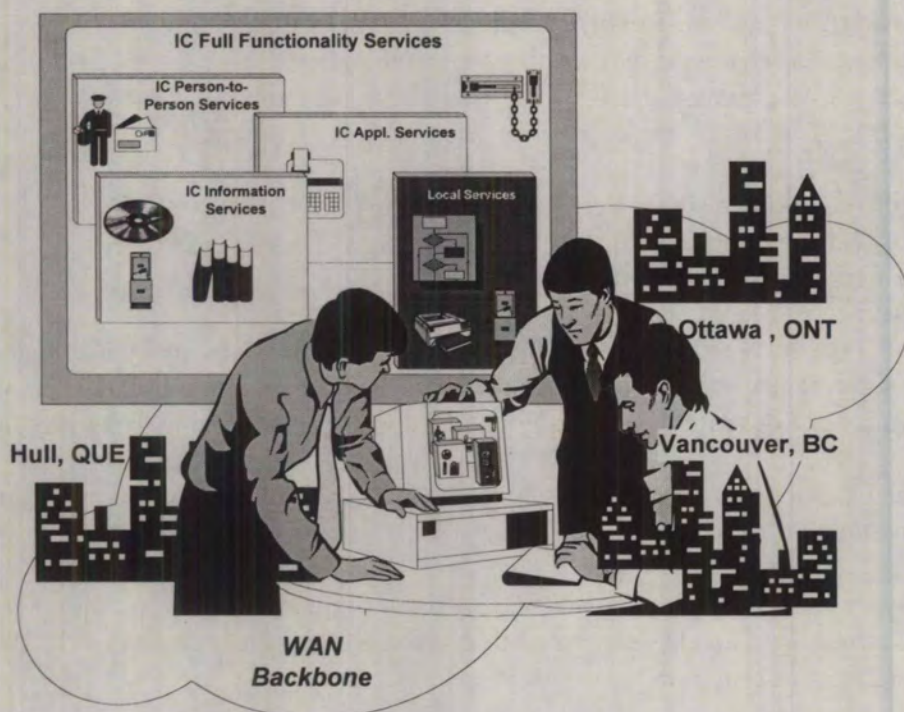
FLASHFAX in the Corporations Directorate automatically faxes statutory forms and information kits to clients using touch-tone telephones.

Currently, all Industry Canada employees whose workstations are attached to Novell LANs have ability to access the Industry Canada Corporate Information System - text databases (IC ACCESS), CD-ROMs and statistical information.

All areas of the department have access for example to RAMS for expenditure information by responsibility centres, and to CMIS, PRISM and PIRS for information on contributions and funded program projects. Over 90% of personnel have access to word processing, e-mail and spreadsheets. Employees at 235 Queen Street who are attached to Novell LANs have access to the E-Form utility which facilitates electronic forms.

Employees in Place du Portage have access to Information Navigator - an online catalogue of library holdings. The electronic catalogue of the library at 235 Queen Street is available on the Access system.

As a result of decisions taken by the Information Management Committee, most Industry Canada employees will have - by the end of 1994 - upgraded their machines to the 486DX standard and acquired the following functionality :



- ☛ Connect to a single Wide Area Network (WAN)
- ☛ Access a common shared e-mail
- ☛ Access Internet and Internet e-mail

- Access via e-mail over 50,000 other public servants
- Access the corporate information on CIS (Corporate Information System), which is being progressively rolled out

These provide the base for "virtual workgroups," such as illustrated in the previous page, whereby employees in different cities can share information with one another and work on the same project from different locations.

4.3 Strategic Direction for Technology

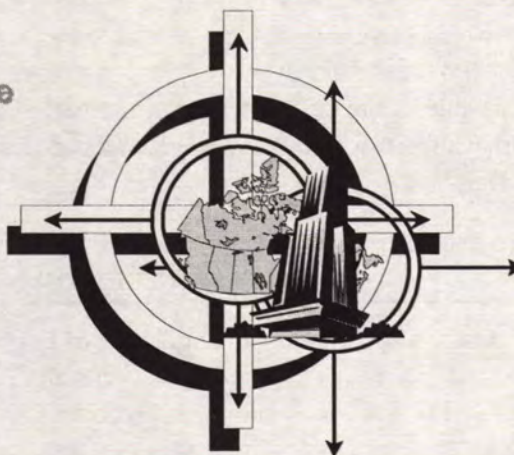
4.3.1 Where Are We Headed?

✓
**Creating an Information
Management Committee Structure**

✓
**Creating a Strategic Information
Branch**



**Developing Departmental IM/IT
Policies and Practices**

**Providing the Technology Tools
Necessary to Implement These
Policies**




The plans include the integration of systems and technologies to enhance communications, connectivity and information access, the establishment of common corporate standards that meet the government-wide TBITS (TB Information Technology Standards), and further development of critical corporate applications including the implementation of graphical user interfaces and access to external information networks.

ALL EMPLOYEES CONNECTED

-  The new department, Industry Canada, has approximately 5,800 employees. The amalgamating of the four founding departments has posed interesting challenges in the IT arena. As of June 1993, Industry Canada had: IBM, CDC and Honeywell mainframes; HP, Honeywell and Wang minis; IBM PC, Mac and Sun micro-computers; Novell, Banyan and LANManager/X networks. We are learning to work together toward common objectives. We need to have all employees across the country connected through a common information technology infrastructure to enable us to come to grips with our new identity. The task, while not easy given the variety of operating environments, corporate cultures and tools that we now have, will be done because it is too important to our overall strength and effectiveness.
-  Dispersed as we are across the country and in several buildings in the National Capital region, we must use information technology to help us communicate with one another. This means more than just electronic mail. It means changing the way that we do business - using electronic transfer of routine information. This will have the effect of shrinking our world; making the colleague across the country as accessible as the colleague down the hall. Internal communication is essential to help us profit from the experience of our fellow Industry Canada employees.

OPEN INFORMATION SHARING

-  No person is an island. The merging of the four founding departments offers unique access to information about our clients and their needs from colleagues that deal with them. This will enable us to reduce the response burden we place on our clientele. Why collect identifying information from an organization when they have already given it to another Industry Canada program? The department has access to patent information, sector intelligence reports, incorporation data, policy information, research results, educational institutes and many other readily available, relevant and free sources of information. The information resides on computer systems, libraries and records systems throughout the department. The challenge is to use IT to get this information in the hands of our clients in Canadian firms.

4.3.2 Technology Architecture of the Future

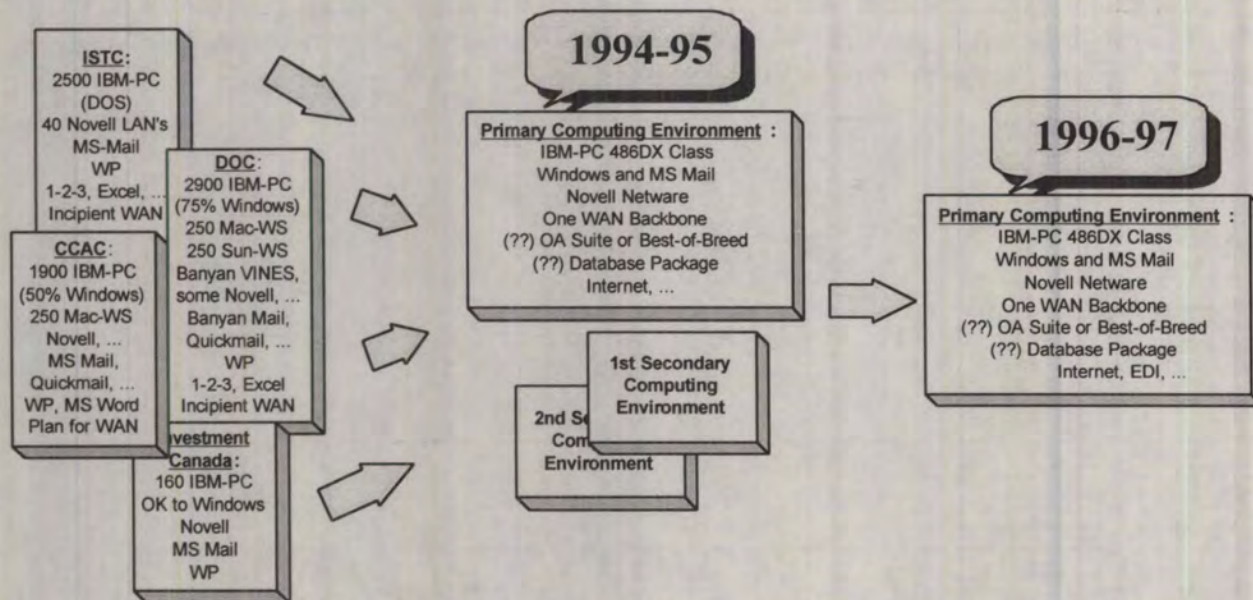
The private and public sector are tending to move toward a LAN based client/server platform. We are well positioned for this, having set at IMC a target computing environment with standard workstations, software and local and wide area networks. We are completing a physical architecture which emphasizes networks and servers and provides connectivity. Some decisions will be required in the short term regarding the information content to add value to the network facilities and its usage.



June 1994

Other decision areas include the processes for making information accessible, available and shareable to external and internal clients. These processes span the application development, data base design, repository and data management practices, testing procedures and delivery mechanisms. Other processes which may need clarification include project identification and rationalization, and priority setting.

The current computing environment includes many independent approaches and equipment, as illustrated. The decisions already taken by the Information Management Committee provide more structure and flexibility to Industry Canada's information technology.



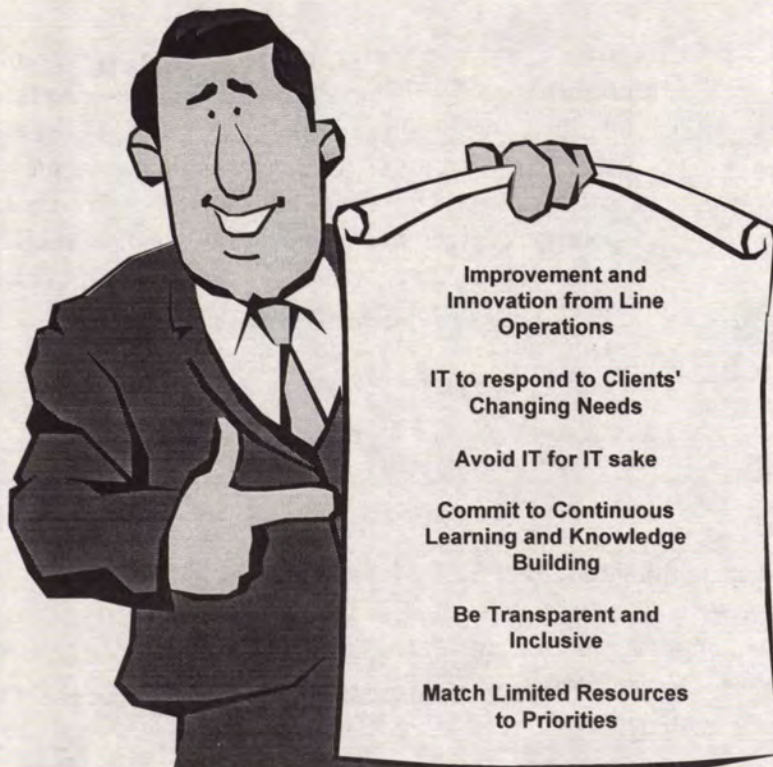
For example, from the current environment, Industry Canada will move to a standard Primary Computing Environment (PCE) and two Secondary Computer Environments (SCE) in fiscal 1994-95. The two SCEs will migrate to the target PCE over a two year period.

The PCE desktop is an IBM compatible personal computer running Microsoft Windows, with access to Microsoft mail and to LAN services through the Novell's Netware, which is the selected network operating system. The LAN's are attached to a wide-area network (WAN) that spans the entire country.

The SCEs are: (i) Banyan Vines with DOS and (ii) LanManager/X. The IMC has decided that Mac users using Appletalk must provide for their connectivity to the corporate infrastructure within a feasible timeframe; current changes in technology will facilitate this greatly. They have therefore the flexibility to utilize other technologies while still guaranteeing access to corporate facilities.

4.4 IT Principles - What We Believe In

We have adopted several principles governing the use of information technology in the department. These are gathered from the IMC Workplan, the IMC records of decision and from announcements of senior management.



4.4.1 Improvement and Innovation from Line Operations

The continuous improvement management philosophy and the policy of relying on innovation from line operations are applied to our work with information tools. We constantly review the performance of our systems and the adequacy of our information. Where we see a recurring problem we resolve it. Where we identify a case for improvement, we make it. The department is funding many line operation initiatives to improve existing legacy systems. The IMPACT initiative in Bankruptcy, the enhancement of the Automated License System and the review of BOSS and Midas are examples.



4.4.2 Information Technology to Respond to Clients' Changing Needs

The application of information technology is done to serve a program or administrative need. The programs do not change to fit into IT limitations. We recognize that client needs are constantly changing so we must continuously evaluate the adequacy of our technology base. For example, when the Corporations Directorate found a growing base of clients who wish to use Electronic Data Interchange (EDI) to conduct business with the Directorate, it embarked on a Pilot EDI project.



4.4.3 Avoid IT for IT's Sake

We recognize that technology alone does nothing to further our mission. Technology is the means to share and use critical information. Every investment we make in information technology must enhance our service to the Canadian economy. We use IT for the sake of our employees and our clients.



4.4.4 Continuous Learning and Knowledge Building

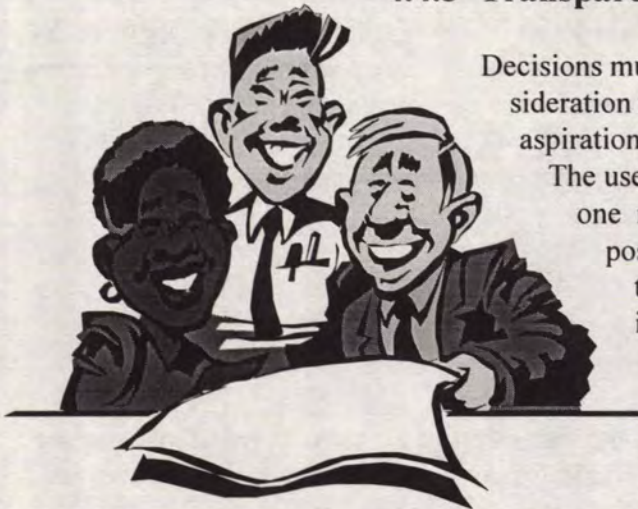
In these fast paced times, if you rely on formal education gained before you started working full time - you will find yourself well equipped to work in a world that no longer exists. Industry Canada has a role to play, setting an example for industry to follow. We must be on top the latest techniques and tools. Our information technology base must provide a platform for using these tools. We have created a standard desktop and single wide area network so that we can use the best and help lead others.



4.4.5 Transparency and Inclusivity

Decisions must flow out of processes that take into consideration the knowledge, experience, concerns and aspirations of as many of our colleagues as possible.

The user committee established for IAC and TAC is one mechanism to include as many viewpoints as possible. Another important communication tool is the annual statement to staff on the improvements to information products and technology systems anticipated in the upcoming year; this was promised in the IMC workplan.



4.4.6 Match Limited Resources to Priorities

We have adopted a business case approach to the allocation of central funds for information management. The Informatics Resourcing Strategy process described in the section entitled **Financial Tables** compares business cases against our departmental priorities and allocates accordingly. We cannot afford to allocate resources in a stove-pipe fashion, without considering the departmental priorities.



Part 5 - Government of Canada and Industry Canada Initiatives

5.1 Blueprint - Where the Government of Canada is Headed

In March 1994, the Treasury Board secretariat through its Office of Information Management, Systems and Technology released for discussion a document called *"Blueprint for Renewing Government Services Using Information Technology."* The vision presented in the paper,

"Government Services That Are Affordable, Accessible, and Responsive,"

is detailed next.

5.1.1 Direct Service to Clients

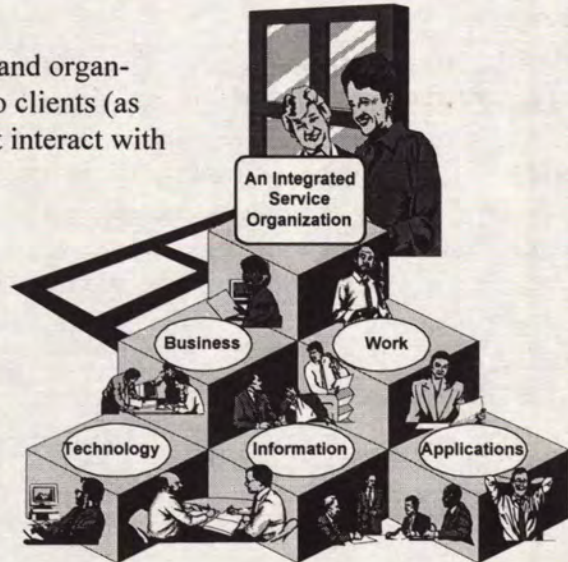
Delivering and providing easy access to services through electronic means. It envisions bringing services to the clients and providing them with "single-window" access for multiple services (as opposed to developing services with the convenience of the service provider in mind).

5.1.2 Transparent and Seamless Service

Streamlining and integrating processes across functional and organizational lines to provide transparent, seamless services to clients (as opposed to continuing with isolated processes that cannot interact with one another).

5.1.3 Value-added Service

Rationalizing operations and empowering knowledge workers to provide value-added services directly to the clients (as opposed to pursuing control-oriented solutions, well-removed from the client interface).



5.1.4 Continuous Learning

Enhancing the knowledge, skills and active participation of employees to ensure they can meet the changing needs of clients and provide quality services in a fair and cost-effective way.

5.1.5 Standardized, Interconnected Tools

Developing a standard suite of interconnected system tools, readily available to management and staff, to support decision-making and service delivery (rather than having a proliferation of different, incompatible and, often, proprietary computer applications).

5.1.6 Shared Solutions

Routinely sharing solutions and resources for common functions and processes and using departmental clusters to share common systems and services, reducing development, maintenance, and/or operating

costs (as opposed to each agency or department developing its own unique solutions, at greater overall expense).

5.1.7 Shared Information

Developing and implementing a standards-based electronic information infrastructure consisting of common information, applications, technology platforms and networks to make it possible to share information and computing resources, as well as to rationalize operations enterprise-wide (rather than developing isolated islands of information).

5.1.8 Paperless Environment

Redesigning as well as automating routine processes in order to reduce paper and the need for human intervention.

5.2 Our IM/IT Initiatives and the Blueprint Vision

We have many ongoing information management initiatives which integrate with the above strategies and support the operation of our various programs. These initiatives are consistent with the vision in the *"Blueprint for Renewing Government Services Using Information Technology."*

We have highlighted next some of these initiatives in relation to the key principles of this vision.

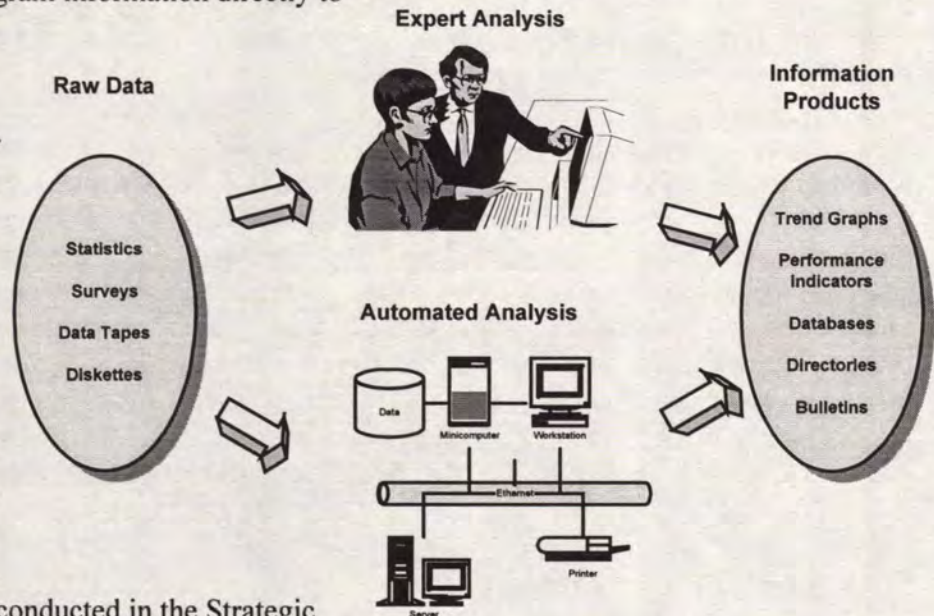
5.2.1 Direct Service to Clients

The Canada Business Service Centres is an initiative which in its initial pilot stage is designed to test a new way of doing business that has an immediate impact on the service to clients. The few centres already in place have adopted a philosophy of service on the second bounce. Anyone who calls the centre is directed to the subject matter expert who can answer their questions and address their concerns. Centre staff have direct and immediate access to information on virtually all business support programs and services in government at both federal and provincial levels. The public response to this initiative show a high client satisfaction rating.

The department is in the process of establishing a single departmental window on the Internet. This server will function out of the Communications Research Centre and be accessible to millions of Internet users - providing program information directly to those in need of it.

With the completion of the Techsource system, the Canadian Patent Office will disseminate patent information in electronic form through a network of strategic partners. Such vast information dissemination would not be possible without the underlying technology. At present patent searchers have to go to Hull to review patent files.

A client needs study is being conducted in the Strategic Information Branch which will allow the entire department to better serve our clients by more fully understanding their needs.



5.2.2 Transparent and Seamless Service

The Corporations Branch is spearheading an initiative to permit Electronic Data Interchange (EDI) with a set of clients. The Spectrum Management and Bankruptcy people are also participating. Also in the Corporations Branch, the Data and Imaging System for Corporations (DISCO) is streamlining the way the branch does business. These initiatives and others in the department will reduce the information collection burden by allowing various sections to better share data.

The Insight product development briefly described in the next section is a clear example of streamlining former stovepipe processes. Data from a variety of sources are collected into one product tailored to the client group's needs.

5.2.3 Strategic Information: Value Added Products/Service

The Strategic Information Branch is establishing four departmental strategic information teams responsible for developing new information products and services, in the areas of business environment, business operations, trade, and technology.

Various branches within Spectrum, Information Technologies and Telecommunication Sector, Manufacturing and Processing Industries Sector, and the Service Industry and Small Businesses Sector are collaborating on the Insight project. This is an initiative designed to give a similar "look and feel" to clients accessing sector specific information. The standard part is a software shell consisting of a graphical user interface under Windows, a full text search and retrieve mechanism, and an on-line help facility. What is different is the information content - we will collect information from a variety of sources both within and outside of the department and packaged by sector. The packaging of this information into a common shell suitable for each of several industry sectors is an example of Industry Canada adding value directly to our clients. Industry analysts and business service officers are in an excellent position to tailor a product that will directly meet the needs of the business community.

5.2.4 Continuous Learning

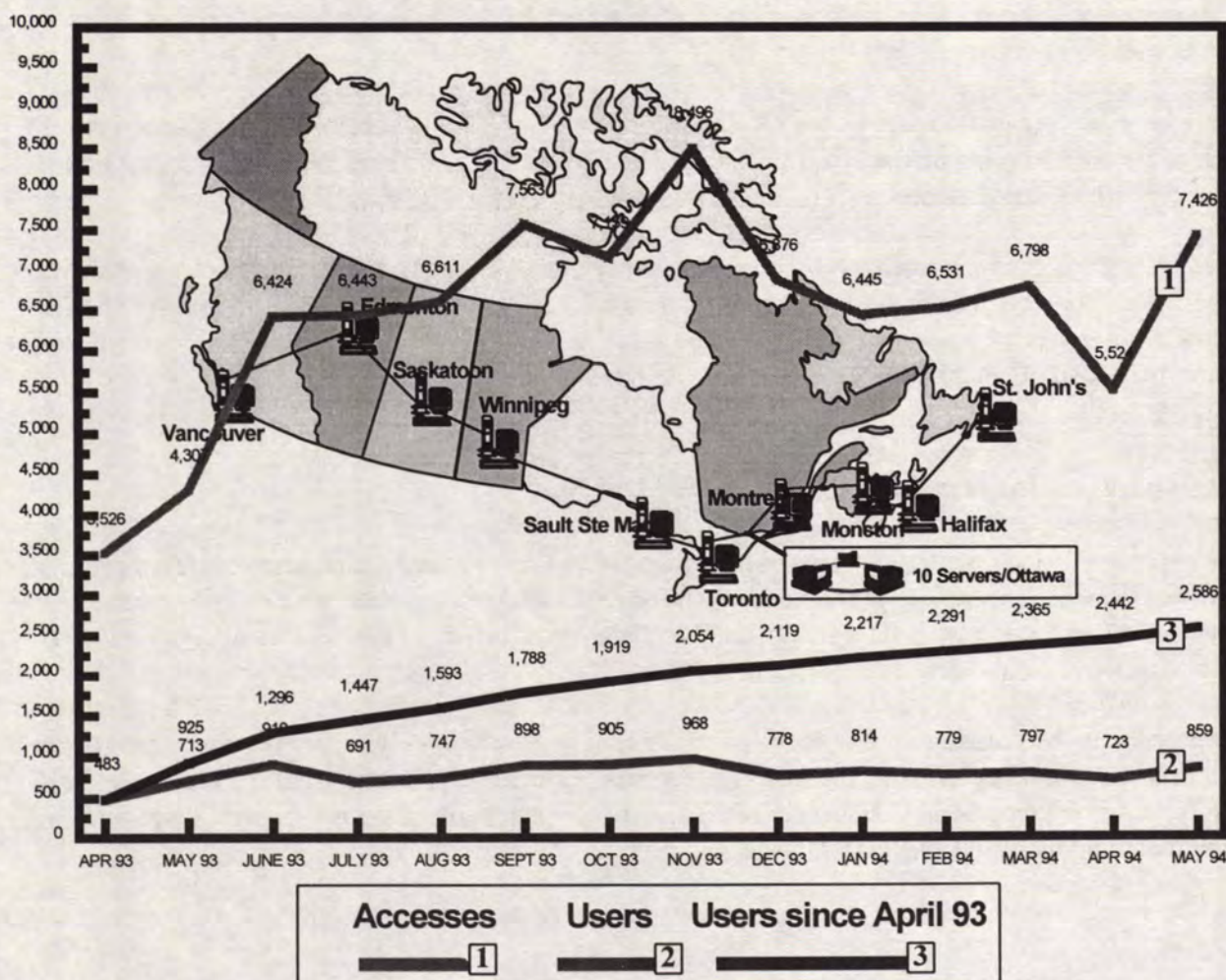
With the development of a new departmental Human Resources Management Information System, we enable ourselves to truly develop the capabilities of each and every Industry Canada employee. Amongst the other functions, the new system will enable managers to identify skill sets in their employees, compare them to what they feel will be needed in the future, and develop comprehensive training plans. Previously, these managers have had to rely on intuitive understanding. This new capability should make a noteworthy contribution to effective career development within Industry Canada.

Consumer Affairs Sector has recently completed a proof-of-concept of a multi-media training project. Using inexpensive, readily available equipment, they have developed a presentation that will teach regional support staff all they need to know to fix LAN problems on site. Having proved the concept, they are proceeding to create a computer based training aid showing inspectors how to inspect new scales and electrical instruments. This, the first of many multi-media training aids, will be available in the Fall of this year.

5.2.5 Standardized, Interconnected Tools

The IMC has approved a standard desktop computer configuration. That means that all new purchases of PCs will guarantee the recipient that their machine will be able to effectively run all corporate applications, and utilize all available common tools.

The Corporate Information System which has been in use for almost a year now (see usage statistics below) will be expanded to all users.



A pilot project is underway to establish a suite of office products. The department is getting connected through a single Wide Area Network. A common electronic mail package (Microsoft Mail) has been selected and is being implemented.

5.2.6 Shared Solutions

The Human Resources Management Information System is being developed as part of a cluster group of departments. Partnerships have been established to reduce development costs and time to implement.

Three branches across two sectors are sharing efforts on an EDI pilot, several branches across three sectors are collaborating on the Insight project. The department has entered a partnership with three other federal departments and all provinces and territories on the CBSC initiative.

The regional staff have created working groups that span the region to improve processes and share experiences. In the Ontario region an informal network of IT *gurus* meet regularly. The IAC/TAC User Committee has been set up in part to share solutions from one sector to another. In the advisory committees, departmental collaborative actions can be launched.

5.2.7 Shared Information

The department relies heavily on data from Statistics Canada. An inter-departmental steering committee under the auspices of the Strategic Information Branch has been struck to improve communications, establish departmental analytical/statistical priorities and requirements, show case for best practices, build consensus on issues, etc.

The Corporate Information System is the principle tool to get commonly shared reference data out to all employees. It contains policy manuals, directories, information on committees, a catalogue for the library, summary reports on various industrial sectors, the inventory of information holdings and several commonly used CD-ROM databases.

In 1994 the functionality of the Corporate Information System will be expanded and made available to employees of all founding departments. A Windows version of the system will be developed to make the system more useable.

Our own program information is another valuable source of shared information.

The Strategic Information Branch and the Programs and Services Directorate have produced - in paper form - a complete inventory of information products and services available in the department. The next step will be an electronic listing allowing for keyword searches.

The Insight product establishes a partnership with many agencies to distribute each other's information. This Industry Canada product, for example, is considered a valuable tool for the Federal Business Development Bank to disseminate information about their various programs, amongst other things, to their client base which just happens to be coincident with our own. The economics of scale achieved make winners of all the participants, especially our clients.

A complete review of the libraries in Industry Canada has been undertaken and its recommendations are being implemented. The library will broaden its role by playing a bigger part in enabling the programs of the department.

The initiative to move toward a primary computing environment will facilitate further information sharing.

5.2.8 Less Paper

The DISCO initiative in Corporations Branch is directly aimed at reducing the quantity of paper in the office. So is the EDI initiative. The Techsource project will move patent information from paper form to electronic. These initiatives will remove the principle work process problem of paper - that only one person at a time can access and use it. With a paper system, a form must move in a single threaded step-by-step process from one station to another. With an electronic document, it can be processed in parallel; two or three steps happening simultaneously. There is also no need to wait for physical delivery to the next step.

The Insight initiative will reduce the paper burden in the office as certain departmental reports will be generated and distributed on CD-ROM. The Corporate Information System, by making internal documents available electronically at the desk, will also reduce the paper burden.

The faxback system in the CBSCs automatically faxes a one page descriptions of many services, replacing program *brochures*, thus reducing the need to print, store and mail them. Our clients also find one page fact sheets more informative than glossy brochures.

Part 6 - Financial Tables - Where We Invest

The Department believes that information - from an information content, management and technology perspective - is at the heart of its strategy to enhance the growth of Canadian businesses in the global economy and to foster a fair marketplace here in Canada.

The commitment to information as a prime economic factor is iterated in the Speech from the Throne, whereby "*the government will promote ... greater access to strategic information on new technologies and new market opportunities*," and in the Budget Papers where it was stressed that the goal is to "(...) *ensure that the limited government resources are effectively targeted to enhance growth in the new global economy*."

The Department's investment in IM/IT human and financial resources is a direct consequence - and the most visible sign - of the importance it attaches to information.

6.1 Planned Expenditure in Technology in 1994-95

Information Management initiatives are funded through three different sources. The most straight forward is the A-Base funding allocated through the MYOP process and Treasury Board submissions. The second method is from a Transition Fund managed by the IMC. The third method is through the Informatics Resourcing Strategy Fund (IRS).

The following tables illustrate 1994-95 Information Technology expenditures by source of funding. Details of the initiatives, by sector, are listed in Appendix II.

6.1.1 A-Base Funded New Initiatives

Initiatives	Sector	Sal- ary	Non Salary	Total \$000
Intrepid	CIPO	110	1,164	1,274
Techsource	CIPO	1,661	4,109	5,770
Project/Case Support and Enhancements	Comp. Policy	80	250	330
Litigation Support & Tracker	Comp. Policy	150	185	335
Electronic Search Support	Comp. Policy	25	0	25
Inspection Automation Support Project	Consumer Aff.	200	0	200
RAMS	Corp. Services	0	600	600
Travel Expert System	Corp. Services	105	25	130
Media Monitoring System	Corp. Services	0	100	100
PeopleSoft Software	Corp. Services	0	1,172	1,172
PeopleSoft Consulting Costs	Corp. Services	0	1,024	1,024
Project Management Software	ISP	0	93	93
User Training - Windows Suite	ISP		25	31
MCBI Internal Insight	M&PI	85	15	100
Sectoral Insight	M&PI	65	35	100
Client Server RDBMS Upgrade	Regional Ops.	0	65	65
OS/LAN Upgrade (Bankruptcy)	Regional Ops.	0	185	185
IMPACT System - New National Name Search and Financial Controls	Regional Ops.	35	20	55

Initiatives	Sector	Salary	Non Salary	Total \$000
ALS Migration	SITT	100	1,023	1,123
Total		2,616	10,090	12,712

6.1.2 A-Base Funded Ongoing Support

In addition to new initiatives, A-base funding supports the ongoing operation of existing information systems. These costs are detailed below:

Application	Sector	Salary	Non Salary	Total \$000
Lobbyist Registration Data	ADRG	0	48	48
Application Support	CIPO	0	124	124
Project/Case Maintenance	Comp. Policy	100	160	260
OA/LAN Support	Comp. Policy	100	150	250
Application Delivery	Consumer Aff.	150	65	215
Information System Integration	Consumer Aff.	100	40	140
Existing Applications Support	Consumer Aff.	50	75	125
Program Systems	Corp. Services	0	700	700
RAMS	Corp. Services	0	420	420
Manager's RAMS	Corp. Services	0	240	240
Other/C.O.T.S/DAMIS/SIMS	Corp. Services	0	138	138
Resource Mgmt System Reorg.	Corp. Services	50	40	90

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Application	Sector	Salary	Non Salary	Total \$000
Distribution System	Corp. Services	0	50	50
Interim HR System	Corp. Services	65	76	141
Corporate Computer Facilities	Corp. Services	795	5,846	6,641
Electronic Mail System	Corp. Services	58	436	494
Corporate Information System	Corp. Services	190	70	260
Management of Corporate Databases	Corp. Services	324	462	786
Establishment System	Corp. Services	29	417	446
Operation of Sector/Regional LANs	Corp. Services	4,000	2,500	6,500
NUANS Operations	Corp. Services	170	370	540
Information Navigator	Corp. Services	0	50	50
ARMS, RMS, RESOMAX	Corp. Services	65	25	90
Statistics Canada Data Template	ISP	40	430	470
MIRGINFO	ISP	15	0	15
Users' Guides	ISP	10	5	15
Informatics Support (various)	Regional Ops.	452	78	530
Informatics Maintenance (various)	Regional Ops.	270	315	585
Spectrum Management System	SITT	600	700	1,300
Total		7,633	14,030	21,663

6.2 IMC Workplan

The Information Management Committee has established a fund for transition initiatives that arise out of the merger of the departments in 1993. The majority of this fund is used for information technology and was allocated, through the IMC workplan, as follows:

Project	Sector	Deliverable	Alloc \$000
CBSC Backbone	CBSC	Pilot with GTIS to develop a national backbone	100
Public Access to IC Data	CBSC	Study	30
Inventory of Info.Holdings	Corp. Services	Evaluation of need to proceed with integrated inventory	125
CD-ROM Acquisition	Corp Services	Acquire new CD-ROMs by library for ACCESS	80
Office Suite of Products	Corp. Services	Pilot for one branch - an integrated suite of OA products	100
Connecting Industry Canada	Corp. Services	Single WAN, Common E-Mail, PCE & 2 SCEs	2,700
Standard Desktop	Corp. Services	Upgrade PCs to new standard	4,000*
Upgrade Access IC	Corp. Services	Expand licence, build Windows interface	500
Library System Review	CRC/CITI	Phase I of Library Review	50
International Strategic Information Services	Regional Ops.	Pilot in medical devices and in tele-communications	25

Project	Sector	Deliverable	Alloc \$000
Strategic Information Audit	Regional Ops.	Itemize all IC external info products and services, recommend improvements	100
Strategic Business Info. Systems Design	Regional Ops.	Strategic business info. service designs, options and prototypes	225
* Not yet transferred, awaiting project plan.			Total 8,035

6.3 Informatics Resourcing Strategy Fund

The IRS reserve is, in effect, an internal investment fund for entrepreneurs. The IRS process ensures that there is investment support for departmental objectives; that risks are identified and minimized; and, most critical, that benefits and gains are managed and realized. When created in 1990 in the former department of Consumer and Corporate Affairs Canada (CCAC), it was under the understanding that CCAC would:

"... incorporate an approach to project prioritization in order to reconcile competing demands within available resources and which takes into account relative productivity gains, return on investment, payback period, savings and cost avoidance, service level improvements, revenue initiatives, etc."

TB record of decision 815465, dated Dec. 20, 1990.

The approach chosen was the ranking of business cases using Strategic Success Factors. The strategic success factors are:

- **Mission/mandate** - to what extent does the business case amplify the mission or mandate of the department.
- **Management Agenda** - to what degree does the business case reflect the departmental management objectives, as set out in the current Information Management Workplan.

- ☐ **Payback** - to what extent can it be demonstrated that the investment in the business case will give rise to harvestable benefits.
- ☐ **Information Management and Technology Strategy** - how does the business case forward IM and IT best practices and, furthermore, forward government-wide strategies such as those set out by TBS and the CIO.
- ☐ **Service to clients** - will the business case measurably improve or enhance the service provided to clients.
- ☐ **Extendability** - to what extent can the technology and/or business solutions arising from the business case be applied so as to benefit other parts of the department.

A ranking of business cases using these success factors places the portfolio of Industry Canada's initiatives in an overall context. The focus is thus how informatics and information management can help employees in doing their jobs and achieving the department's mission. Investment of resources thus becomes supportive of business cases that amplify and are in the same direction as Industry Canada's strategic objectives and agenda.

In April 1994, the Information Management Committee agreed to fund ex CCAC business cases that had been initiated in previous years. The first \$2,071,000 of the fund were thus allocated as follows:

Case	Title	Sector	Alloc \$000
93-01	Office Automation Support	ADRG	43
93-21	COMPASS Maintenance	Comp. Policy	254
93-20	Legal Metrology Information Access	Consumer Aff.	162
93-23	NUANS	Corporate Service	463
93-22	Bankruptcy New Technology Platform Maintenance	Regional Ops.	465
93-07	Data and Imaging System for Corporations	Regional Ops.	684
Total			2,071

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Business cases were reviewed in June 1994 and IMC has approved the following allocation for the remainder of the fund:

Case	Title	Sector	Alloc \$000
94-39	Interactive Multi Media Client Access to Internet with SW/HW collaboration	CRC/CITI	892
94-36	Electronic Search and Retrieval Support	Comp. Policy	170
94-11	Consumer Products Inspection Automation	Consumer Aff.	501
94-28	Online Automated Client Access	Corp. Services	100
94-30	CD-ROM Development and Indexing of Electronic Publications	Corp. Services	39
94-29	Phototeque Automated Client Access	Corp. Services	140
94-44	Economic Information Source	ISP	300
94-47	National Graduate Registry	ISP	100
94-45	Electronic Access to International Trade Business Plane	ISP	50
94-38	SchoolNet Community Access	ISP	217
94-46	Coordinated Evaluation and Procurement of Educational Software	ISP	100
94-49	Development of Market Intelligence Networks to Serve Small Business in Ocean Sector	M&PI	30
94-53	Resource Technology Database	M&PI	100
94-60	High Value Automotive Systems Supplier Development	M&PI	100
94-50	Insight Resource Information Database	M&PI/SI&SB	452
94-55	Canadian Industrial Link to U.S. Navy's Best Mfg. Practises Program	M&PI.	65
94-51	Insight - Health	M&PI	50
94-08	Print on Demand	Regional Ops.	25

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Case	Title	Sector	Alloc \$000
94-68	Accès informatisé aux données sur les produits importés	Regional Ops.	35
94-06	Re-engineering BOSS Updating Process	Regional Ops.	70
94-25	Développer des outils d'information (Montreal)	Regional Ops.	100
94-02	EDI Pilot - Corporations	Regional Ops.	275
94-01	Mass Information Customization Project	Regional Ops.	25
94-62	Int'l Competitiveness Advisory Service	Regional Ops.	175
94-65	Electronic Newsletter for Commercial Education	SI&SB	50
94-59	ENV-I-NET Information System	SI&SB	100
94-58	Electronic Access to Tourism Information	SI&SB	88
Total			4,349

Appendix I - IM Committees

**Memberships and Terms of Reference
(as of June 1994)**

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Terms of Reference

Information Management Committee (IMC)

The Information Management Committee is constituted as a forum for senior management to provide general direction for the planning, design, and operation of our information management activities. The IMC also ensures that the short and long-term information management strategies and implementation plans allow the Department to realize its information management vision in the most effective and efficient manner possible. The IMC sets the agenda for the long-term information management strategy as well as the annual objectives and budget, subject to DMC approval.

Responsibilities

- ☛ To determine a long-term information management vision which is intimately related to and thoroughly supportive of Industry Canada's business vision;
- ☛ to establish the annual information management objectives and budgets necessary to accomplish the vision;
- ☛ to assign to the TAC and IAC, as appropriate, the tasks and preparatory work required to fulfil the annual objectives; and,
- ☛ to approve recommendations made by the TAC and/or the IAC which are in support of the annual objectives and the longer-term vision.

Membership

The Associate Deputy Minister currently chairs the IMC. The chair then will rotate among the ADMs subject to IMC discussion and decision, and DMC approval. The chairpersons of the TAC and the IAC are vice-chairs of the IMC. Members are all ADMs, the DG Communications, the DGs of IMB and SIB and the Corporate Secretary.

Frequency of Meetings

The IMC meets every month in Ottawa. Special meetings are at the call of the chair. Secretariat services to the IMC are provided by IMB.

Information Advisory Committee (IAC)

The Information Advisory Committee (IAC) is a sub-committee of the Information Management Committee (IMC). The IAC is the primary body within Industry Canada that guides the on-going development of a strategic information approach, in support of the Department's overall information management vision. The IAC collaborates extensively with the Technology Advisory Committee (TAC).

Responsibilities

- ☛ To lead and coordinate the on-going refinements to our corporate information requirements as well as identifying opportunities for leveraging information technology for IMC consideration;
- ☛ to establish, as needed, and provide direction to, special sub-committees or working groups to address specific information issues;
- ☛ to provide a forum for the communication and discussion of major information initiatives within Industry Canada and formulating recommendations to the IMC;
- ☛ to set and update corporate standards for the creation, access to and use of corporate information;
- ☛ to develop policies, for IMC consideration, related to the acquisition, funding and sharing across the Department, of external data bases; and,
- ☛ to develop a Department-wide information inventory.

Membership

IAC is chaired by one of the ADMs. IAC members are Directors General with a strong understanding of what information management can do for Industry Canada in terms of implementing our business vision. Both the chair and the membership will rotate on a two-year basis. The vice-chair of the TAC and the chair of the User Committee are members of the IAC.

Frequency of Meetings

The IAC meets every month in Ottawa. Special meetings are at the call of the chair.

Technology Advisory Committee (TAC)

The Technology Advisory Committee (TAC) is a sub-committee of the Information Management Committee (IMC). The TAC is the primary body that determines and drives corporate technology and automated systems in support of our overall information management vision. The TAC collaborates extensively with the Information Advisory Committee (IAC).

Responsibilities

- ☛ To recommend new corporate systems and corporate information technology tools to the IMC, along with the required budgets for these endeavours, to encourage the realization of the Information Management strategy and objectives which support our business vision;
- ☛ to establish, as needed, and provide direction to, special sub-committees or working groups to address specific information technology issues;
- ☛ to set and update corporate standards for systems and technology, as well as corporate standards for informatics security and bilingualism;
- ☛ to provide advice and recommendations to IMC on the information technology aspects of all matters and items coming to IMC;
- ☛ to determine the systems and technology related tasks required to achieve the IMC-approved annual Information Management objectives; and,
- ☛ to promote promising new technology tools and explore potential improvements to existing tools and systems.

The TAC draws heavily on the expertise of the Information Management Branch (IMB) as well as the knowledge and views of the local information advisory committees.

Membership

The ADM, Corporate Services is the Chairperson of the TAC; the DG, Information Management Branch is the vice-chairperson. The vice-chair of the IAC and the chair of the User Committee are also members of TAC. TAC members are directors general or directors having sufficient knowledge of technology-related issues, representing all sectors and internal agencies of the department.

With the exception of the chair and vice-chair, membership will rotate every two years. The regional support sector member(s) must undertake to coordinate and represent the views of all regional offices at each TAC meeting.

Frequency of Meetings

The TAC meets every month in Ottawa. Special meetings are at the call of the chair. IMB provides managerial, operational and administrative support to the TAC; it will also serve as secretariat to the TAC.

IAC/TAC User Committee (DRAFT)

The mandate of the User Committee is to ensure that the interests, needs and views of departmental users of information and technology and their clients are considered and communicated on a corporate basis in matters related to the development and use of both information and technology in the department.

This mandate is based on the following five principles:

- 1) The scope of the UC includes both the information and technology aspects of information management in the department.
- 2) The UC is empowered to raise issues and initiate views on its own as well as to respond to specific IAC or TAC requests or work items.
- 3) It is essential for the departmental users to be involved, have input and shape corporate information management efforts in Industry Canada.
- 4) The UC is the recognized corporate voice for their LIACs as a whole in communicating, advising and working with both the IAC and the TAC.
- 5) Departmental users are represented on a local basis through their Sector and Regional LIACs, as established and operated under the senior management of the sector or region.

Responsibilities

- ☞ To act as a corporate forum for Sector and Regional LIACs to exchange relevant information and raise issues of common concern and benefit from shared experiences in the areas of information and technology;
- ☞ to provide both IAC and TAC with feedback, advice and recommendations, based on the needs and views of departmental users and their clients, as reflected through their LIACs, on corporate matters related to information and technology;
- ☞ to establish and operate, as needed, any special user groups on specific issues, problems, tasks or projects in the areas of information and technology;
- ☞ to serve as an enabling mechanism to assist IAC and TAC in the development and implementation throughout IC of departmental policies, plans, priorities, initiatives and projects in information and technology; and,
- ☞ to communicate information through the LIACs to departmental users on IMC, IAC and TAC related policies, decisions, initiatives, projects and work in information management.

Membership

The members of the UC are:

- The Chairpersons of the Sector and Regional LIACs in the department. These Chairpersons are selected by the local senior management in the sector or region; and
- A representative from both the Strategic Information Branch (SIB) and the Information Management Branch (IMB).
- The Chairperson of the UC - selected by the members from among the members for a term of office; and a member of both IAC and TAC representing the UC.

Operations

The actual operations of the UC are decided by the UC members themselves pertaining to: frequency of meetings, minutes, agenda items, work activities, sub-groups, assignments, and communications.

Committee Membership

The following tables lists the members of all committees discussed in this Information Management Plan.

Information Management Committee (IMC)

Name	Representing	Phone Number	Fax Number
Kevin Lynch (Chair)	Department	954-0709	954-3272
John M MacKillop (Secretariat)	Corporate Secreatary	943-7038	952-0273
George Addy	Bureau of Competition Policy	997-3301	953-5013
John Bannigan	Manufacturing and Process Industries	954-3798	941-1134
Michael Binder	SITT	998-0368	952-1203
Mart Leesti	Canadian IP Office	997-1057	997-1890
Jacques Lyrette	CRC and CITI	990-3929	990-7983
Jean-François Martin	Regional Operations	954-3406	954-4883
Claire Monette	Corporate Services	954-2685	952-9676
Diana Monnet	Consumer Affairs	997-2862	953-2280
Alan Nymark	Industry and Science Policy	995-9605	995-2233
Charles Stedman	Service Industries and Small Business	954-3589	952-1374
David Waung	Strategic Information Branch	952-6368	990-4848
Grant Westcott	Information Management Branch	954-3567	941-4615

Information Advisory Committee (IAC)

Name	Representing	Phone Number	Fax Number
Michael Binder (Chair)	Spectrum, Information Technologies and Telecommunication	998-0368	952-1203
Brenda Patterson (Secretariat)	Strategic Information Branch	952-7170	990-4848
David Waung (Vice Chair)	Strategic Information Branch Regional Operations	952-6368	990-4848
Pierre Boudreau	Atlantic Region	(506) 851-7894	(506) 851-6502
Francine Chabot- Plante	Communications Branch	943-2507	952-9620
Dennis de Melto	Special Projects, Service Industries and Small Businesses Branch	954-2990	954-1841
Marcel Droiu	Centre for IT Innovation	(514) 973-5705	(514) 973-5757
Jean Gariepy	Canadian Intellectual Property Office	953-2990	997-1890
Tim Garrard	SITT	954-5598	952-8419
Jocelyn Ghent Mallet	Human Resources Branch	954-5474	952-0239
David Head	Materials, Bio-Industries Branch	954-3138	952-4209
Alan Johnston	Consumer Affairs	997-2300	953-2280
Roy Mason	Ontario Region	(416) 293-1800	(905) 572-4216
Kevin Patterson	Prairies and NWT Region	(204) 983-4395	(204) 984-4329
Alain Robillard	Québec Region	(514) 496-5376	(514) 283-3302
Dave Swimmer	Industry and Science Policy	995-8954	991-1261
Cornelius von Baeyer	Assistant Deputy Registrar General	996-3920	995-7308
Ron Watkins	Distribution & Construction Industries Branch	957-4200	952-9054
Grant Westcott	Information Management Branch	954-3574	941-4615
Colin Wright	Communications Programs, SITT	990-4650	957-8837
Mary Zamporo	Bureau of Competition Policy	953-7942	953-5013

Technical Advisory Committee (TAC)

Name	Representing	Phone Number	Fax Number
Claire Monette (Chair)	Corporate Services Sector	954-2685	952-9676
Dale Smith (Secretariat)	Information Management Branch	954-5336	941-4615
Grant Westcott (Vice Chair)	Information Management Branch	954-3567	941-4615
Nisar Ahmed	Engineering Programs, SITT	990-4799	952-5108
Lucien Bradet	Service Industries and Small Business	954-3080	952-9564
Peter Bruce	COMPASS, Project, BCP	994-4879	953-5013
Serge Croteau	Programs and Services	954-5533	952-2635
Alan Johnston	Consumer Affairs	997-2300	953-2280
Dave Lyon	Ontario Region	(416) 973-8132	(416) 973-6272
Stewart McCormick	Communications Research Centre	998-2768	998-9875
Chris McDermott	TAC/IAC User Committee	953-6131	953-7620
Ross Preston	Industry and Science Policy	952-3906	995-9612
Pat Sampson	Human Resources Branch	957-1029	954-4504
Ray Taylor	Techsource Project, CIPO	997-2186	953-5059
Bill Terry	Manufacturing and Process Industries	954-3279	941-2463
Cornelius von Baeyer	Assistant Deputy Registrar General	996-3920	995-7308
David Waung	Strategic Information Branch	952-6368	990-4848
Colin Wright	Planning and Business Development, SITT	990-4650	957-8837
Daniel Sum (ex-officio)	Government Telecommunications Agency	954-5336	941-4615
Ian Sinclair (ex-officio)	Office of Information Management, TBS	957-2460	957-8700

IAC/TAC User Committee

Name	Representing	Phone Number	Fax Number
Chris McDermott (Chair)	Canadian IP Office	953-6131	953-7620
Sylvia Lorencz (Secretariat)	Strategic Information Branch	954-4986	990-4848
Heather Black	General Council	991-2212	954-0478
Paul Beaulieu	IMB	954-1656	941-4615
Ann Clapperton	Regional Operations (HQ)	954-4038	954-2340
Martin Crossman	Bureau of Competition Policy	953-7740	997-3835
Rick Domokos	SITT	954-3057	941-4507
Howard Dudley	Corporate Services	954-2823	954-2303
Nicola Fletcher	B.C. and Yukon Region	(604) 666-1404	(604) 666-8330
Ian Gibson	Ontario Region	(416) 973-5045	(416) 973-8714
Alan Johnston	Consumer Affairs	997-2300	952-2280
Carole Laplante	CRC and CITI	998-2705	998-1216
Jacques Leblanc	Atlantic Region	(506) 851-6503	(506) 851-6502
Wayne Mackay	Prairies and NWT Region	(306) 975-4356	(506) 851-5334
Chris McDermott	IAC/TAC User Committee	953-6131	953-7620
Brenda Patterson	Strategic Information Branch	952-7170	990-4848
Allain Robillard	Québec Region	(514) 496-5376	(514) 496-5360
Dave Swimmer	Industry and Science Policy	995-8954	991-1261
David Thompson	Manufacturing & Processing Industries and Service Industries & Small Business	954-3529	941-4507

Informatics Resourcing Strategy Working Group (IRS-WG)

Name	Representing	Phone Number	Fax Number
Vern McCaul (Chair)	Canadian IP Office	953-8979	
Dale Smith (Secretariat)	Information Management Branch	954-5336	941-4615
Patti Bakos	Bureau of Competition Policy	953-9003	953-9010
Raymond Brunet	Assistant Deputy Registrar General	996-3132	995-7308
Jack Drawbridge	Information Management Branch	952-2481	941-4615
Halina Gasewicz	Corporate Services	943-2522	952-5620
David Haggerty	Manufacturing & Processing Industries	954-5298	941-2463
Pierre LaPointe	Consumer Affairs	953-9599	953-2331
Pat Lennon	Regional Operations	954-4969	990-4848
Zaki Muscati	Communications Research Centre	998-2715	998-3185
Ross Preston	Industry and Science Policy	995-8452	991-1261
Jim Roberge	Service Industry & Small Business	954-0451	954-1841
Colin Wright	SITT	990-4650	957-8837

Appendix II - Selected Initiatives

This appendix contains a listing of most initiatives discussed in the text or financial tables. They are listed by sector alphabetically.

The first section lists initiatives that are jointly managed by several sectors. You should refer to the IRS Committee Report for details on projects funded through IRS. That document contains a one page summary of all business cases reviewed by the IRS Committee. Several of the initiatives are included below but the IRS document has more detailed information.

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Joint Initiatives

Coordination of Statistics

Strategic Information Branch

John Mitchell, Project Manager 941-6209

The Strategic Information Branch has established an Intra-departmental steering committee to serve as a mechanism for: improving communication, establishing departmental analytical and statistical priorities and requirements, show-casing best practices, and building consensus on issues.

Specific deliverables include SIC Review, HS Harmonization, labour statistics priorities, regional requirements, company benchmarking, industry sector data template and improvement to business statistics. The steering committee will undertake to establish working groups as a mechanism for addressing each of the specific issues.

Data Template Project

Strategic Information Branch

John McVey, Project Manager 952-5667

This is a pilot project involving Statistics Canada and four Industry Sector Branches to collect and present integrated and comprehensive industry data in a friendly software package. A regional component is also included. It is intended for every day use by sector and regional officers as well as corporate analysts. The next step is to evaluate the effectiveness of the project and to identify required changes.

Directory of Industry Canada Client Groups

Strategic Policy, Planning and Consultation

Don Stephenson, Project Director 954-1326

Also known as the Book of Lists, the Directory of Industry Canada Client Groups is a comprehensive list of the principal constituents of the Department in respect of each of its major policy and program responsibilities. The directory lists organizations according to the following breakdown: horizontal groups, small and medium-sized groups, sectoral industry groups, S&T/R&D and academic groups, consumer groups, marketplace/business framework groups and labour.

Client Tracking System

Business Serv. Industries, Construct. Industry

David Thomson, Project Manager 954-3259

In an effort to provide valued and timely information to clients, the Client Tracking initiative will address the issue of internal management of client information. Current management

practices will be reviewed, including the loss of corporate memory, the increased burden on clients, the absence of standards for basic information, the need to learn from past experience and to share information. The initiative will be guided by the following management principles: the treatment of information as a corporate resource; the need to reduce burden on client and internal overhead; the respect for client confidentiality; the stewardship responsibility; and the increase in the return on investment (ROI) by the sharing of information.

Insight

Various Sectors

Ed Therriault, Project Co-ordinator 954-3317

A shell into which a compilation of data from various sources can be entered. The shell has a windows interface, full text searching and online help. The information packaged into the shell is the prime contribution of this project. Clients have been polled and every conceivable non-copyrighted information that they might use has been put together for a particular sector. Information sources include US and EEC trade data, departmental publications, BOSS, Canadian trade statistics, "brochures" from various agencies and market reports.

The project has received \$450K to develop additional product offerings.

Each Insight product provides critical information to help a particular industrial sector become more competitive and productive in a global setting. The department gets a tool that is immediately valuable as a reference point for discussion with clients. It also raises the client's appreciation of what Industry Canada can provide. Secondary benefits include economics of scale for distribution of information and the reduction in the need of paper copies of Industry Canada reports.

A further seven or eight sectors will have a tailored product by the end of the calendar year. At present the product exists for one sector only.

Strategic Information Teams

Strategic Information Branch

Ninon Charlebois, Project Director 952-5817

Brenda Patterson, Project Director 952-7170

Following the analysis of the results in the Survey of Information Products and Services, the Strategic Information Branch will establish four departmental strategic information teams which will be responsible for the definition and development of new/improved information thrusts, products and services, delivery approaches and issues, each related to one category of information (business environment, business operations, trade and technology).

Working Group on Industry Canada Libraries

CRC/CITI Chairperson

Jacques Lyrette, President 990-3929

The Working Group on Industry Canada Libraries looked at options for consolidating and linking Industry Canada libraries and services across the country, and to examine options for integrating the library system into the Department's overall strategic information plan. The working group made several recommendations based on the assumption that Industry Canada will broaden its use and application of information technology to promote the competitiveness of Canadian business.

Assistant Deputy Registrar General

Conflict of Interest Operational Automated System (COASYS)

ADRG's Office

Cornelius von Baeyer, Responsible Manager 996-3920

This is the main operational system to assist in the administration of the Prime Minister's Conflict of Interest Code as it applies to Ministers, State Secretaries, Parliamentary Secretaries, full time Governor in Council appointees and Ministerial Exempt Staff. It is developed in FoxPro 2.

The system is used by 20 staff with minimal operating expenses.

The system greatly improves the information quality available to program officers and improves the efficiency and effectiveness of the ADRG's office.

The system has been completed and is currently in maintenance mode with a programmer/analyst making minor modifications, ad hoc reports, etc.

Lobbyist Registration Data

Lobbyist Registration Branch

Corinne MacLaurin, Director 953-7145

This is the main operational system to assist in the administration of the Lobbyist Registration Act used for Tier I and Tier II lobbyists. The system includes an imaging component and was a pilot for the federal government for imaging systems.

In addition to using this system, the Lobbyist Registration is evaluating means to give remote access to Canadians across the country. They are also required, by proposed amendments to the act, to develop the capacity for electronic filing for lobbyists.

Canadian Intellectual Property Office (CIPO)

INTREPID Phase II

Trademarks

Michel Chrétien, Project Manager 994-4925

The INTREPID (Integrated Trademark Electronic Processing of Information and Designs) system is used to process and manage trademark information. Phase II will increase the functionality of the current initial system and include new features such as online access to designs and text. Phase III will be the implementation of an electronic filing and document imaging solution.

Phase II will cost approximately \$3 Million. The first phase cost approximately \$3.3M.

The main benefits of the initiative are: improved service to the public and faster turnaround time in registering trademarks, increased revenues for the Trademark Office (TMO) and increased efficiency in the operation of the TMO.

As of June 1994, the design phase has been completed for most sub-projects and implementation will commence in August. One significant component, the provision of trademark designs to the public in electronic form, has been completed. The project is on schedule and scheduled for completion in the fall of 1995.

Techsource

Canadian Patent Office

Ray Taylor, Project Manager 997-2816

A system to automate the operations of the Canadian Patent Office by means of an electronic imaging system. It is also designed to permit the nationwide dissemination of patent information to encourage invention and technology transfer.

The Techsource project is in excess of \$80 M and is a Treasury Board approved capital project. The majority of the cost is for conversion of the millions of existing patent records.

Efficiency improvements are expected following deployment of the system in the areas of patent examination and patent support staff search time and report/correspondence production and in file handling and case management. External benefits are expected in the areas of reduced R&D wastage; reduced litigation costs and economic benefits.

A 10% pilot has been implemented and is currently being evaluated. Full implementation is expected for next fiscal year.

Competition Policy

Project / Case Support and Enhancements

COMPASS Project Team

Peter Bruce, Project Manager 994-4879

This is a client server application used to track complaints and projects in Marketing Practises Branch offices across the country. Current project activities include supporting the technical environment and system users as well as enhancing the application to meet changing business requirements utilizing improved technology.

Litigation Support and Tracker

COMPASS Project Team

Peter Bruce, Project Manager 994-4879

This activity consists of a number of small projects to meet case specific litigation support requirements and provide tools to track case progress / milestones. The Project / Case and Litigation Support and Tracker projects are components of the COMPASS project which along with previous and future year expenditures represents a \$6M project approved by Treasury Board.

The principle benefits of COMPASS are the automation of key business functions which more efficiently manage work activities and resources as well as the provision of automated tools in support of litigation preparation.

Project / Case support of the operational system is in progress and development of enhancements are underway. Litigation Support and Tracker are under varying stages of development and piloting in key operational areas.

Electronic Search

COMPASS Project Team

Peter Bruce, Project Manager 994-4879

This project supports the evolving requirements to search and retrieve information in electronic format when enforcing the Competition Act. The project will cost \$450K in total over a four year period. Funding for the first year of \$170K has been approved through the IRS process.

The ability to enforce the Competition Act, collect fines and maintain a competitive marketplace in an environment of electronic commerce is the principle benefit of this project.

This year is the first year of the project in which an electronic search business lab will be established, officers will be trained in electronic search techniques and specialized equipment and software will begin to be integrated into the searching business process.

Consumer Affairs

Inspection Automation Support Project (IASP) for Consumer Products

Application Development and Support

Pierre Lapointe, Project Manager 953-9599

It is proposed to spend \$1.47M (\$1.243M in FY94/95 and \$221K in FY95/96) to automate the inspection process for Consumer Products by extending the Consumer Products Management Information System (CPIIMS) to the Inspectors; expanding the functionality of CPIIMS to automate additional operational functions for the inspector such as immediate production of inspection forms and certificates, time scheduling & reporting and to provide additional management reporting and analysis; and, purchasing notebook PCs for each of the 135 Consumer Products Inspectors.

The Consumer Products System will benefit the CP sub-activity by improving its level of service to consumers and to industry. When the manual and automated processes are compared, several savings are evident: the number of steps has been reduced from twelve to eight; ten manual steps have been eliminated or automated; the number of individuals handling the data has been reduced to one (the inspector); and, the number of sites necessary to perform the work has been reduced from four to two.

Consumer has received IRS funding to proceed with the development of the IASP for Consumer Products and waiting for approval of funding for the hardware from the infrastructure fund. We expect to start the development of the application in August.

Legal Metrology Information Access (LMIA)

Legal Metrology Branch

Pierre Lapointe, Project Manager 953-9599

An integrated system for the Legal Metrology Laboratories (Mass, Volume, Electricity, & Gas) to: track and maintain approval and calibration projects; inventory and call-in standards; produce billing information for clients; track and maintain shipping/receiving records; track and maintain employee time; and, provide remote access to information for field inspection staff and clients.

It is a \$900K development over three years.

The new system replaces an obsolete system that was using a Honeywell DPS6. It provides additional information on client projects and provide current information to Legal Metrology staff on work in progress, costs and performance.

The system was implemented in April 1994 with remote access targeted for year's end.

Multi-Media Training Product

Legal Metrology

Alan Johnston, Project Manager 9952-0655

The production of a full multi-media training aid for inspectors in the Electricity and Gas and the Weights and Measures programs. The product is developed in-house and includes full motion video, sound, animation and text. It walks the user through inspection and calibration procedures for electronic measuring devices.

The development is just beginning and Consumer Affairs will be careful to ensure that the cost of each developed product is evaluated against the benefit. It takes perhaps three to six weeks effort to produce each training aid and there are many opportunities for the technology. They are geared at reducing the cost of the National Technology Training Program (NTTP) within Consumer Affairs which is a \$250K training program.

The principle benefit is reduced training costs. The majority of the NTTP's expenses are for travel and accommodation. This will reduce the amount of time away from the offices needed by inspectors. In addition, the training aids can be used by clients outside the department (for example, those using the accreditation program and inspecting their own equipment). The sector also trains inspectors from other countries and this aid will assist that endeavour.

A successful proof of concept has been done and the first aid is expected in August.

Corporate Services

Access/ Corporate Information System

Information Management Branch

John Nugent, System Manager 941-9156

The Corporate Information System (CIS), is a collection of data bases and text collections made available to Industry Canada employees through a common menu on the Corporate Network. The system consists of approximately 30 databases on CD-ROM from external sources (both private and government), and an additional 35 text collections (the ACCESS System) generated internally and retrieved through full-text retrieval software. The information content of the system ranges from statistical data (CANSIM) and market intelligence to government phone directories and descriptions of government funded programs.

CIS is managed centrally to provide benefits such as a common user interface, centralized maintenance and operation, reduced licence fees for purchased data, reduced data storage costs, and consistent and equal access throughout the department. The text portions of the system are managed and updated by Industry Canada 'custodians' in interested branches to ensure appropriate expertise and data management.

The CIS system is accessible to all staff on the Corporate Network. The ACCESS portion of the system is currently limited (by text retrieval licence restrictions) to 2,800 users but negotiations are underway to extend rights to the entire department. New data collections under development include the Economic Information Source, a set of packaged statistical data derived from CANSIM and OECD data, and access to the raw CANSIM data for analysis.

Connecting Industry Canada

Information Management Branch

Alex Bettinger, Project Manager 954-2612

As part of the IMC workplan for this year, this initiative will create a single wide area network which will connect all users who are in the primary or secondary computing environments and will provide a common EMail service to all users. This network will allow access to Corporate Information Systems and file transfer capability throughout the country. The third phase of the project, a common local area network operating system, will provide a standardized network environment facilitating corporate client server applications development and access to distributed systems. Migration plans will also be established to move from other computer environments to the primary computer environment where possible.

The project has been allocated \$2.7M for fiscal 1994-95 and a further \$400K for additional migration costs next year. The common local-area-network operating system is unfunded at

this time. Implementation plans and costing for the common LAN operating system will be presented to IMC in September to request funding.

Once completed, the project will provide all Industry Canada employees with the ability to communicate, share information, and access to corporate applications. This platform is essential for common corporate systems to be implemented such as the new Human Resources system.

The project is underway with successful pilot projects completed and implementation plans developed for the migration to the new environment.

Corporate Computing Facility

Information Management Branch

Chung Ching Chiang, Manager, 994-4837

Mainframe services for Industry Canada are provided via a Facilities Management contract with IST Computer Services based in Montreal, Québec. The current contract began in September 1990 and is expected to run until September 1995. The current mainframe configuration consists of an Amdahl 5890, 64 megabytes of memory, 25 Gigabytes of disk storage, and 10 cartridge tape drives.

This facility provides computing services to over 5000 users, the majority of whom access a five Gigabyte Corporate database. This user group encompasses Industry Canada, other government Departments, and an international private sector. Typical applications within this database are RAMS, BOSS, PRISM, and Establishment.

The present minicomputer environment consists of a Hewlett-Packard 3000-947, a Digital Microvax 3800, and a newly acquired Digital Alpha 4000 which represents the latest in Minicomputer technology. These systems currently accommodate 500 users across the Department and represents over 16 Gigabytes of Corporate information. Typical applications currently residing on these platforms are Human Resources, Inventory Control, Correspondence Control, and Library Services.

The Service LAN is a local area network dedicated to corporate services. It stems from the recognition that some services deserve special consideration and attention. Unlike most LANs in the department, it is mostly composed of servers and gateways. Currently it supports some critical functions such as electronic mail, access to the mainframe via a number of gateways, and, access to Internet with navigational tools Mosaic and WSGopher.

The Corporate Computing Facility also includes the Wide Area Network which connects regional and district offices as well as the various headquarters buildings.

Corporate Database Support

Information Management Branch

Jo Ellen Welsford, Project Manager 954-2640

The first component of this budget item relates to costs of contracting support resources in the Data Base Management area. This covers such functions as corporate data base technical support, corporate data repository technical support, corporate data base application development support, minicomputer data base technical support and corporate data repository application support .

The second major component relates to ongoing maintenance contracts for the software used to operate the corporate data base and data repository environments. This software includes, but is not limited to such products as : ADABAS, NATURAL, NATURAL CONNECTION, PREDICT, LBMS PRODUCTS, POWERHOUSE and MANAGER PRODUCTS.

Electronic Mail Facility

Information Management Branch

Dan MacDonald, Head, 954-2811

The e-mail facility has as a goal to implement a common electronic mail package in the primary and secondary computing environments of Industry Canada. Attention will be given to the Macintosh and Unix environments in order to simplify the e-mail connectivity to Microsoft Mail.

This project impacts on all staff in the Industry Canada offices nationally. This includes conversions for both the informatics personnel and training for the end-user.

The following work is being done:

Test software in each technical environment

Solve technical problems

Establish pilot sites

Purchase and configure software and hardware

Develop technical guides for LAN Administrators

Develop training guides for users

Implement Directory Synchronization and Extended Templates

Establish transition time-frame with each regional informatics co-ordinator for both technical staff and users

Implement and train in the new e-mail environment

Establishment System

Information Management Branch

Jo Ellen Welsford, Project Manager 954-2640

The Establishment Facility is a corporate system consisting of over 150,000 records used and shared by seven different application groups within Industry Canada and External Affairs & International Trade. Each record contains core information that is of importance to each or all of the applications.

The purpose of the Establishment system was to provide a single, generic, sharable facility and data source for the registration of business entities with which we do business. It allows officers to interrelate activity on a single establishment; provides a data source larger than any single application alone; acts as a source of previously collected data to reduce response burden on businesses; and, provides common data definitions across the department.

Interim HR System (see also Peoplesoft)

Human Resources Branch

Ken Begley, Project Manager 954-3695

The Interim Human Resource System has been established to provide HR specialists with reporting capabilities on up-to-date HR information and systems support until the Peoplesoft application is in place. The interim HR system uses the existing systems (Profiles/LRS of ex-CCA and HRIS/DOLRS of ex-ISTC) of the founding departments to minimize disruption and learning on the part of HR staff. It provides staffing, classification, and leave recording capability to HR staff. A corporate reporting system has been designed and set up in Ottawa to collect data on a monthly basis from the HR teams in the regions and at headquarters.

The interim system will be fully operational in August 1994.

Manager's RAMS (see also RAMS)

Finance Branch

Doug Lingard, Manager 954-4998

Manager's RAMS is the micro based financial reporting and planning utility that provides managers and other operational staff with easy access to their financial information in RAMS. It is used by about 700 individuals and allows them to manage their budgets, plan their major expenditures through a soft commitment facility, forecast their financial requirements and do limited what-if analysis. A team of three contract individuals maintains and supports this system.

Media Monitoring System

Communications Branch

Peter Martin, Project Manager 943-2505

Online feeds from the major newspaper outlets are available in a copyright cleared format. The media monitoring system proposed by Communications Branch would take advantage of this electronic feed, combined with scanned material not available electronically, and provide a text searchable system for use by departmental employees.

During the pilot phase of the project a selected number of people within the department would participate. Should the pilot prove successful, the system could be rolled out to include senior management, Minister's Office, policy and communication analysts.

The principle benefits is a reduction in the amount of paper produced. Users would have a free text tool designed to deliver pre-selected and pre-sorted news items to their desktop. A valuable research database would result.

Research into systems has been undertaken, with other department's best practices studied. Pilot to commence in the fall.

NUANS - C/Unix Migration Project of NUANS® Services

Information Management Branch

Dr. David Blaxell, Project Manager 997-1140

NUANS services (since 1977) serve Provincial governments and two Federal jurisdictions Corporations and Trademarks(CIPO) with links to Agriculture Canada, Health & Welfare, Stats Can, and External Affairs. Current status is a migration underway from Fortran and Compass on a Cyber mainframe to ANSI "C" on a Unix platform (without interrupting current production).

NUANS is Crown owned software, which is licensed to produce reports for the Corporations Directorate and the Trademark Office of the Federal government and for most provincial Corporations Branches. The system is made up of two parts, the search software and the data bases of all the participating jurisdictions. The migration of NUANS involves moving from a Cyber mainframe to a Unix platform.

The project will cost \$1.5M over three years - double the captured royalty of 2 years but less than \$4M cumulative this system has brought in. The NUANS system supports inter-government exchange of data, information and trade that if interrupted would cost Canada \$100 M. There are about 140 search houses (users) using the NUANS system for their daily business generating 1200 jobs.

The main benefit of the system is that it provides a name search report service for Company names and Trademark name registrations Canada wide. The NUANS searching of names in various jurisdictions assists in reducing confusion in the market place.

We are currently half way through the three year transparent migration but provisions for business resumption (disaster recovery) are in somewhat better shape than a year or two ago. Normal development has been frozen.

Office Automation Suite of Tools

Information Management Branch

Chung-Ching Chiang, Project Manager 994-4837

The goal of the project is to select and pilot test of a set of office automation software packages such as wordprocessing, spreadsheets etc. IMB will invite the direct involvement of many key user areas during the evaluation period.

The benefits of the acquisition of a common suite of tools will be lowers cost of training and software purchases and easier sharing of information across the department.

The first draft of a Request For Proposal is now available. Vendors will have access to the RFP on August 22nd, 1994 and will provide us with integrated solutions to office automation.

PeopleSoft (see also Interim HR System)

Human Resources Branch

Carol Thompson, Project Manager 954-3617

An automated system consolidating all human resource information which will provide a tool for both HR officers and program managers to record and report on information as well as to use this information for planning purposes. The system functions using ORACLE software and will reside on a server attached to the departmental WAN for access across the country. The application is an implementation of the PeopleSoft system adopted by several government departments.

Total development costs will be approximately \$2M with an expenditure of \$1.1M in 1994-95.

The system will greatly increase the capabilities of program managers to manage their human resources. It will increase the information available to managers and will improve the efficiency of the HR operation.

The project is in design stage with a working prototype implementation due in November, 1994. Final delivery to headquarters is expected by Novemebr 1994 with full departmental implementation for April 1995.

Resource Accounting Management System (RAMS) (see also Manager's RAMS)
Finance Branch Doug Lingard, Manager 954-4998

RAMS, a mainframe based financial system, is used primarily by about 700 employees in Industry Canada and the Federal Office of Regional Development - Quebec (FORD-Q), to manage the \$1.7 billion that has been allocated to these two organizations. Since so much of the department's financial information is received from or passed to other systems, enhancements have been made to RAMS over the years to electronically link it to these systems. It is integrated with the department's contribution management systems through the Corporate Data Base, interfaced electronically with the department's human resource system, and is electronically linked with the PWGSC payment systems. In fact, it is electronically linked to the PWGSC direct deposit system, so that the department can transmit scholarship payment information through the PWGSC direct deposit facility and deposit these payments directly to the students' bank accounts.

The system is maintained by a team of five contract individuals. It is essential for managing the department's resources, especially the multi-year grants and contributions, which has necessitated its integration with the department's contribution management systems.

In 1994-95, RAMS and Manager's RAMS will require enhancing to meet the operational requirements of Industry Canada. Some of the major enhancements will be to support the new organizational structure, including the new multi-program structure, the management of capital and the handling of receipts and revenues. The use of Electronic Data Interchange (EDI) will be expanded to include the establishment of electronic links to the CRC and departmental contracting and materiel management systems. In addition, the EDI facility with PWGSC will be expanded to include both receipts and permit the other organizations using RAMS, such as FORD-Q and the Competition Tribunal, to use this facility as well. Also a significant effort will be required during 1994-95 to train and support the 300 to 400 new users from the other founding departments.

Standard Desktop

Information Management Branch

Al Laschinger, Project Manager 954-2839

This initiative will ensure that the personal computer on all employee's desks will meet a minimum configuration. The standard established is a minimum 80386DX processor with 8 MB of Random Access Memory (RAM). New machines or those that cannot be upgraded to that standard are to be 80486 based with 16 M of RAM. The Technical Advisory Committee will establish further criteria.

The budgeted cost is \$4M which will allow non-standard replacement of up to 20% of the department's micro computers. Once the project is complete, common systems can be implemented across the department with the assurance that user's computers will be able to handle the job. In particular, they must be Windows ready.

As yet the mechanism for distribution of the funds and bulk purchasing has not been determined. It will be proceeding very soon.

Travel Expert System

Finance Branch

John Carter, Project Manager 954-5381

The Travel Expert System is a menu driven fully electronic system which incorporates some 344 rules associated with TBS Travel Policy. It is designed to allow travellers to complete trip Authority Requests and Travel Claims and forward these electronically for approval, issue of advance, etc. It will flag any exceptions to the policy, allowing routine travel claims to proceed with a minimum of human intervention, freeing Finance to focus on the exceptions. The system has been developed over the last year by an interdepartmental committee.

The system will save time for the traveller, eliminate some of the audit requirements, eliminate costly errors and reduce paperflow.

A new version is expected very soon and it will then be tested by Finance. The system is anticipated to be implemented within 1994.

Industry and Science Policy

Computers for Schools (CFS)

Science Promotion and Academic Affairs

Ray Smith, Project Manager 990-6263

The CFS Program is a partnership with provincial and territorial education ministries to distribute surplus government computers and software to school boards (or schools) across Canada. Through this initiative the federal government has improved the disposal of its surplus, redundant information technology by facilitating its use in the schools of Canada.

The Program plans the annual disposal of 7,000 or more computers and 10,000 or more pieces of software annually and is growing rapidly.

The benefits are mainly social. However there is also significant potential for economic benefit through improved training opportunities for Canada's future workforce. The quality of the relevant education will be enhanced and the students will become more computer-literate. The Program also helps to reduce waste by more effectively re-directing surplus computer equipment, thereby reducing the amount discarded into landfill sites. As a by-product, this Program enhances the image of the federal government.

The initiative was announced by the Federal Government in August 1993. Since that date the response to the Program has been very positive, with it growing at an incredible rate. We are currently assisting various provincial governments in either establishing similar Programs or in encouraging their participation in the federal effort.

SchoolNet

Science Promotion and Academic Affairs

Elise Bosjoly, Project Manager 993-6857

As outlined in the Federal Learning Strategy, SchoolNet is a federal / provincial / territorial initiative to electronically link all of Canada's 16000 schools to promote higher levels of student academic interest and achievement, particularly in science, maths and technology. SchoolNet will allow for the more effective delivery of learning materials from government, industry and academia which will assist teachers and students in the development of basic employability skills. Federal investment in this project is \$1.6M over 5 years.

SchoolNet is promoting economies and improved effectiveness across the national education and training sector which is valued at \$60 billion annually. SchoolNet is also contributing to the development of the information highway infrastructure which will allow for the electronic delivery of government information services to rural communities through schools.

The system started with a twelve school pilot in May 1993, was launched in October 1993 and has, as of June 1994, 3,200 schools on line and over 800,000 accesses to date.

Regional Operations

Canada Business Service Centres (CBSCs)

Consortium of Govt. Agencies

Robert Smith, Secretariat Director 965-3576

A one stop business information service aimed at reducing the red tape and duplication of services. It includes: a toll-free telephone information and referral service; a database of services, programs and regulations of participating organizations; an automated faxback system; a resource collection; and, a thorough understanding of experts to whom clients can be directed.

Centres are being established in every province. Funding issues are still being resolved but the department's commitment is approximately \$2.3M.

Benefits include: a high profile access point into government programs and services with reduced traffic inside the departments; client streaming and the ability to answer inquiries based on client needs and preferences; reduction of overlap and duplication amongst government agencies; a common client-oriented approach to inquiries which embraces a "service on the second bounce" culture; and, monitoring of information requests which will allow for better intelligence of client needs.

At present nine of the centres are operational and the other is expected to be opened before the end of the summer 1994. CBSC is participating a pilot project with GTIS, the Government Telecommunications and Information Systems agency. The project will link CBSCs with the future government-wide network giving access to all key government agencies.

Client Inventory

Quebec Region

Lorne Smith, Project Manager (514) 283-7864

André Martin, Project Manager, (514) 496-5365

This is an electronic inventory of about 3,500 clients in Quebec, mostly businesses. The application was developed in summer 1993 with internal resources, using the Q&A database package. The system can import information from various sources (for example, from diskette with provincial data) and as such, contributes to the development of a cooperative culture. It is a tool for managing strategic information at the micro-level (for about 15 sector agents who consult the inventory and maintain it current) and at the group level, where it facilitates the sharing of information and the normalization of procedures.

Client Needs Study

Strategic Information Branch

Darlene Cherry, Project Manager 954-4068

Using various reports (more than 300) recently produced on client needs, this study will identify trends and patterns of business, consumers, bankers, investors and academia needs for information.

Data and Imaging System for Corporations (DISCO)

Corporations Directorate

Elaine Collins, Project Manager 997-1071

An integrated system that will capture applications for incorporation digitally and allow staff to work with the image rather than the actual application. This creates a nearly "paper-less" office. The system also includes a supporting data application as well as an office automation component. The system includes a Pilot/Core phase (completed) and a Target System phase (TB approval required).

The project will cost approximately \$10M once completed. A large portion of this cost is conversion of the existing incorporation files.

The reduction in paperwork will greatly reduce time to service various types of application and allow the redeployment of resources towards compliance and client service work. It will also safeguard the submitted documents electronically, reduce space requirements and create a better work environment.

The pilot phase has been completed and the full implementation is awaiting Treasury Board effective project approval since the pilot experience has changed the funding requirements.

Electronic Data Interchange (EDI) Pilot

Corporations Directorate

Elaine Collins, Project Manager 997-1071

A pilot application to provide EDI capable transactions for high volume clients using standard transaction sets set out in TBITS-10. The project will encompass a few major business transactions with a small group of highly motivated clients. Eventually, more business transactions would be mapped to EDI transaction sets and a wider base of clients would be incorporated into the project.

The project is being funded by the IRS for \$275K for fiscal 1994-95, as a pilot implementation; it will consist of studies by the Spectrum program and the Office of the Superintendent of Bankruptcy.

The benefits of this project provide a win-win situation for both the Directorate and the client. The client benefits from a considerable reduction in paperwork and associated paper handling costs, faster turnaround times and lower operating costs as well as equitable service across Canada. The Directorate benefits from an improved internal workflow, more accurate data, reduced data entry costs and a larger market share.

Impact System

Bankruptcy Branch

Doug Quesnel, Project Manager (514) 283-3291

The Impact Information System supports the ongoing daily operations and activities of the Bankruptcy Branch. It supports the registration, administration and supervision of bankruptcy and insolvency proceedings, document production and the licensing of trustees. Bankruptcy and insolvency information is maintained in regional and central data repositories using SYBASE software running on NCR servers over LAN Manager networks.

Total development costs were in excess of \$6M. Ongoing maintenance for 15 locations is approximately \$935K annually with \$465K provided from the IRS fund.

The system has been implemented nationally and has been in full production since December 1993. Related systems currently being developed are the National Name Search System and The Financial Control System.

International Comparative Research

Strategic Information Branch

Sylvie Houde, Project Manager 941-9500

The Branch will also undertake research and analysis of current and emerging corporate trends in strategic information concepts and services with the objective of providing ongoing strategic advice on the structure and content of the Department's Strategic Business Information Service. The Branch will publish a discussion paper on issues and trends in the collection and dissemination of information and intelligence with a focus on improved trade and competitiveness.

List of Products and Services

Strategic Information Branch

Daniel Lussier, Project Manager 952-1287

Pierre Grégoire, Project Manager 954-5563

The Strategic Information Branch and the Programs and Services Directorate will be releasing soon a complete listing of information products and services available in the Department. It first will be available in a print format, and will be available in the fall on the ACCESS network. The list will be of particular use to desk officers who will be able to refer to it for sources of information and departmental contacts. The electronic format will allow users to do key word search. The List of products and services will be updated on a regular basis.

The second phase of this project will consist in developing a broader electronic database made up of information on programs, services and products which will be made available to all employees on the local area networks.

Spectrum, Information Technologies & Telecommunication

Automated Licensing System (ALS)-part of Spectrum Management System

Engineering Planning Branch

Jean Marc Boucher, Project Manager 990-4776

The Automated Licensing System supports the engineering and administrative activities for the issue of radio licences across Canada. It runs on an IBM mainframe under a facility management contract.: The system is being converted to run on the department's wide-area network, using Oracle client-server technology.

Total cost of the conversion to Oracle client-server technology is approximately \$3.0 M.

The system enables staff to manage the radio spectrum for the benefit of all Canadians, in an effective and cost-efficient manner. The conversion to client-server technology will enable the system to be used by staff from a PC and integrated with other PC spectrum management tools.

Parallel operation of the mainframe and client-server systems will commence in January 1995. Production use of the client-server system will commence in spring 1995.

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