

OCIO Strategy

2014

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Message from the GCIO

It gives me great pleasure to launch the first generation of our OCIO Strategy. This strategy is not just the culmination of months of conversations—it represents a significant milestone in our evolution to a single organization with shared accountability and shared goals. Since joining the OCIO, it has become clear to me our opportunity to improve service quality, operational efficiency and responsiveness to the rapidly shifting technology landscape requires a deeper integration and more finely-tuned life-cycle approach. A united OCIO, one that includes what have traditionally been different and distinct functions, will be the key to our success. This doesn't mean we won't weather some challenges, rather we will weather them together, just as we celebrate our accomplishments. To name just a few:

- **Access to high-speed Internet** continues to expand and cellular coverage is increasing along unconnected provincial highways.
- The BC Services Card team demonstrated we can drive change and improve service delivery by working with other organizations, sharing knowledge and resources, and building consensus. This **Excellence in Collaboration** was recognized with a 2013 GTEC Distinction Award.
- Along with our SSBC colleagues, the OCIO is part of the Ministry team awarded an **IPAC silver medal in Innovative Management** for the ground-breaking work on **Leading Workplace Strategies**.



- 800 delegates attended our 15th annual **Privacy and Security Conference**.
- We're transforming the way the public service works by **refreshing some 32,000 workstations**. This means more choice, better performance and increased flexibility. To support employees in their day-to-day work, we issued a **cross-government policy directive on the Appropriate Use of Government Information and Information Technology Resources**.

The OCIO plays an important role in supporting government's modernization agenda. Let's build on our momentum and continue to leverage the deep and diverse talent in our organization to drive economic development and growth. Over the next three years, we will continue the transformation of our organization to a single, unified team that consistently provides value to all our stakeholders. I appreciate your hard work and dedication, and look forward to our journey together.

Bette-Jo Hughes

Associate Deputy Minister and Government Chief Information Officer

Message from Strategy Steering Committee

This is an exciting and transformative time for the OCIO.

As an enterprise organization for the BC Government we are responsible for the creation and maintenance of Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services that enable cost effective citizen-centred services.

This means we must realize a core competency in integrated lifecycle planning and execution that optimizes resources and contributes measureable value to Government. This will be realized through:

- Adopting and incorporating outcome management in strategic planning activities;
- Applying integrated, collaborative, consistent and transparent approach to strategy development;
- Developing and delivering on IM/IT goals and objectives; and
- Optimizing collaboration across the division and with stakeholders.

We are committed to delivering a 3-year strategic plan that will drive value for government and create a more collaborative, positive work experience for our staff and our stakeholders.

Please join us in committing to a single, united OCIO.

*Bette-Jo
Hughes*



*CJ
Ritchie*



*Ian
Bailey*



*Wilf
Bangert*



*Stu
Hackett*



*Niki
Sedmack*

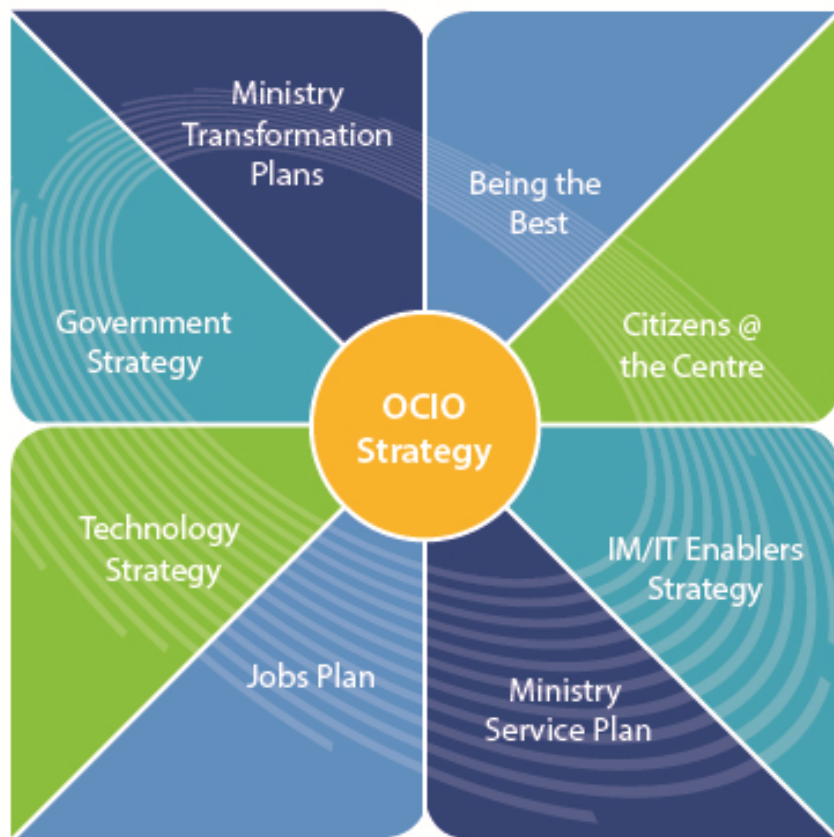


*Susan
Stanford*



Introduction and Context

Our OCIO Strategy sets the framework and actions we will undertake to ensure we continue to deliver quality services to our stakeholders and business leadership that drives value for government and for the citizens of BC.



The Office of the Chief Information Officer (OCIO) is an enterprise-wide function that both leads and supports government to deliver on its core goals and objectives. The mandate of the OCIO as a technology function is to:

Create and maintain Information Management and Information Technology (IM/IT) strategies, policies and standards, and provide information technology infrastructure services that enable cost effective citizen-centred services.

Prior to this year, strategic planning was primarily undertaken by branches as a means to set resource and investment priorities by describing functions and key initiatives. The focus of this Strategic Plan is to provide the foundational framework to bring together, for the first time, *all* OCIO functions and initiatives. This approach will not only build our capacity for collaborative planning, but will support integrated decision making and ensure we are meeting the rapidly evolving and diverse needs and expectations of our stakeholders.

Introduction and Context cont'd

The OCIO provides enterprise leadership, direction and services that are critical to achieve government priorities and objectives.

As an integrated, cross-functional source of clear and consistent communication about executive expectations, the OCIO 3-year strategic plan will increase the transparency of strategic discussions at all levels of the OCIO. The strategic plan will foster a shared understanding of:

- OCIO strategic priorities, goals, objectives and key initiatives
- The outcomes for which the OCIO is responsible and/or accountable on behalf of government
- Stakeholder needs and expectations for the work we do
- How we will allocate resources and investment to initiatives aligned to strategic priorities (rather than investing in activities that do not contribute to stated goals)
- How we will identify and report on key performance measures



Our Vision

*The modernization of the
Government and its
and services—for the
all British Columbians*

WHY?

Enable transformative change
in government

HOW?

By providing and using valued,
secure, effective, efficient, affordable
and high quality IM/IT services

FOR WHOM?

The BC Government, the broader
public sector, and as required,
directly to British Columbians

Our Stakeholders

OCIO Staff

Divisions and branches that deliver IM/IT capabilities and related services and that report to the GCIO.

Partners

A broad and diverse group of organizations such as other ministries, vendors, other jurisdictions and academic institutions that work with the OCIO and government to develop and deliver services and programs.

Providers

People and organizations such as government employees and vendors that provide services on behalf of government.

Beneficiaries

Citizens, businesses, organizations, communities and First Nations that benefit from government services directly and indirectly.

Decision-Makers

Executive committees, oversight bodies and other government functions such as EFOs, TBS and MCIOs that are accountable or share accountability for expected results.

Oversight Bodies

Executive, elected and policy roles and organizations such as the OAG, OCG, PSA and the Federal Government that administer requirements and overall government accountability.

Consumers

Individuals, groups and organizations such as citizens, employees, Ministry CIOs and the broader public sector who either use OCIO services directly or who use services enabled by the OCIO.



Our Roles

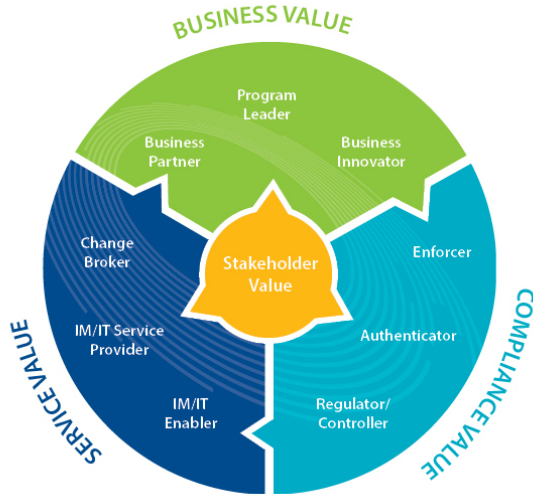
We are a diverse and multi-disciplinary team

The OCIO is comprised of close to 400 dedicated employees. To deliver on our shared objectives, we draw on the expertise of our colleagues in such specialized areas as architecture and standards, administrative support, finance, privacy and information security, network services, contract and deal management, negotiations, IM/IT capital investment, technology transformation, senior administration and support services, strategic planning, policy and project management, corporate application services, information management, service desk support and service leadership.

The more collaboratively we work together, the better our ability to increase alignment with stakeholder expectations and increase our responsiveness to stakeholder needs.



Our Roles



CATEGORY	ROLE	EXAMPLES	CREATES VALUE BY
Compliance Value: <i>Provides value as a risk mitigator and connector</i>	Enforcer Issuer of credentials Authenticator	Investigations Security IDIR IDIM Standards Policies, IM/IT capital	Protection of government information Reduces liability/risk Ensure right people have access to right resource Interpretability, Efficiency Enables vs. disables
Service Value: <i>Provides value through common and standard enablement</i>	IM/IT Enabler IM/IT Service Provider Change broker	Infrastructure SPO (SIF, AO) Outcome Management Device Network Hosting Apps Vendor management IT Strategies T-Planning	Creates foundation for Business to use/leverage Common infrastructure (policy, funding, architecture) Provides standard & effective services Enables change to deliver on government objectives
Business Value: <i>Provides enterprise business value</i>	Business partner Program leader innovator	Service Card Research Data Centre IM/IT Capital Vendor Management Citizens @ the Centre Data Commercialization IDIM Transformation Planning Architecture	Value for money (right investments/leverage spend) Helps clients achieve better business Building momentum towards future Changes behavior Provides and creates capacity and capabilities that do not exist elsewhere

Top left quadrant: Results-orientation (not results-oriented)
Top right quadrant: organization not capitalized

Our Values

We value these characteristics in ourselves and our colleagues:

Integrity
Leadership
Decisiveness
Results-oriented

The Organization we are building together strives to be:

Responsive and continuously improving
Innovative
Focused on the long term
Useful, valued, relevant

We strive to deliver products and services that are:

Innovative
Transformational
Results-focused
Collaborative

We strive to build relationships characterized by:

Accountability
Transparency
Respect
Mutual Trust

An organization's values sum of the daily actions

Our values shape our define our character. how we behave and make decisions.

Each member of the OCIO accountable for ensuring her own decisions and aligned with the spirit of values.

OCIO Strategic Framework

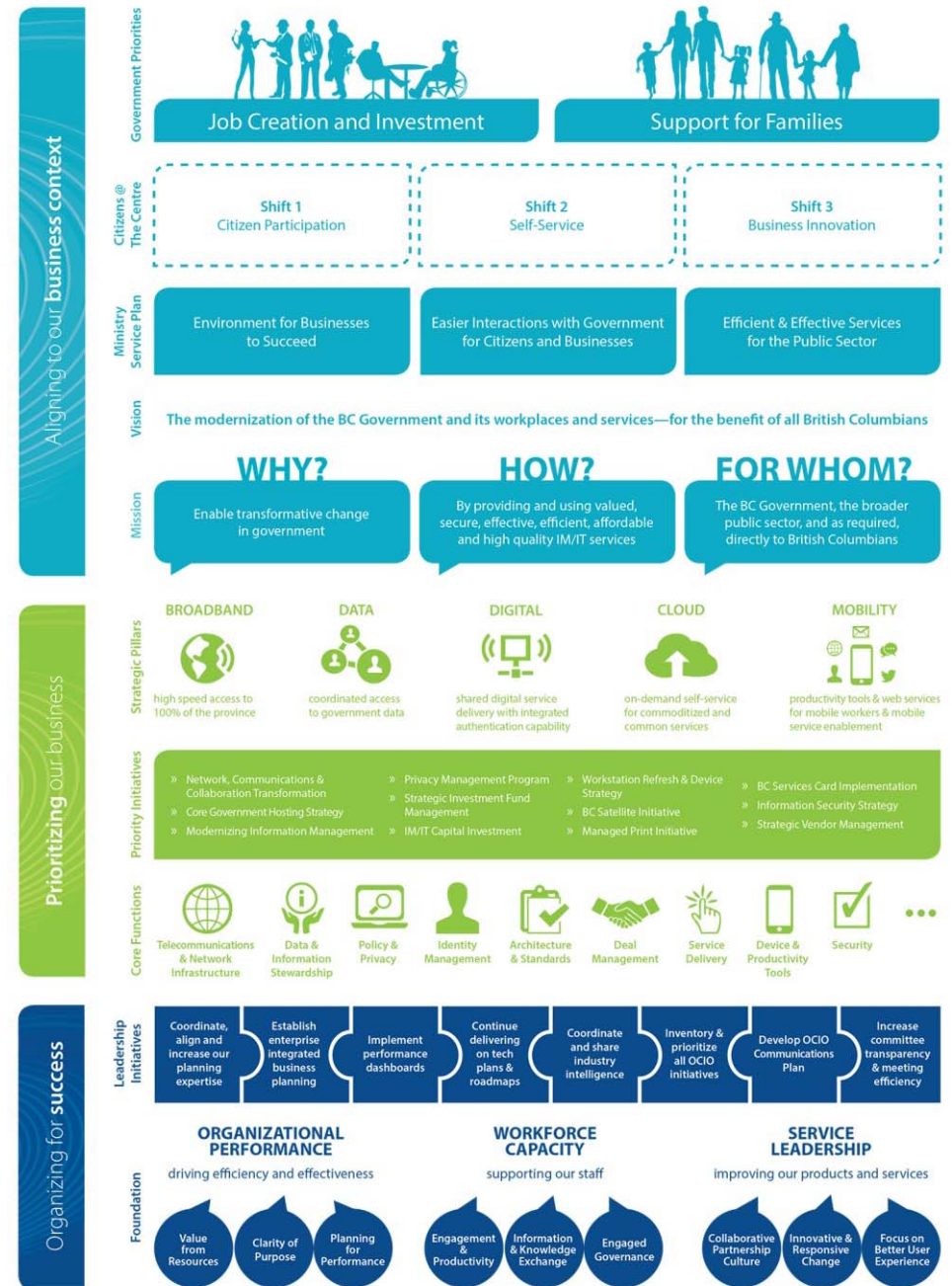
The OCIO Strategic Framework captures, on a single page, all the required elements we consider when setting priorities and allocating resources. It creates a base from which to **connect our operational imperatives with the opportunities to create highest value for government.**

The Framework depicted here is the result of extensive input from OCIO employees, industry trends and jurisdictional reviews, conversations with stakeholders, and established government strategies and direction. It is an evolutionary step and we will continue to refine it as we build out our business objectives and our approaches to measuring success.

Having a consistent view of the OCIO's strategic direction will accelerate our decision-making and better align our planning because:

- We will have a shared language
- We will have shared objectives
- We will contribute to shared performance measures
- We will be able to clearly articulate/state the value we bring to our stakeholders

It's not about activities—it's about the impact we make together.



Our 5 Strategic Pillars – Creating Value



Mobility

Productivity tools and web services for mobile workers & mobile service enablement



Broadband

High speed access to 100% of the Province



Data

Coordinated access to government data



Cloud

On-demand self service for commoditized and common services



Digital

Shared digital service delivery with integrated authentication capability

Over the next few months, we will be building more detailed plans for each of the five strategic pillars, including descriptions of:

- What we want to achieve for the pillar
- The intended value for government
- How the user experience will change

This will require a coordinated and sequenced multi-year view of OCIO initiatives, projects and other key activities required to deliver on the target outcomes.

Foundation – Organizing for Success

ORGANIZATIONAL PERFORMANCE

driving efficiency and effectiveness



Value from total resources

Deliver desired results within budget through fiscal accountability and operational efficiencies.

Clarity of purpose

Grow awareness and understanding of OCIO to stakeholders and align direction at all levels within the OCIO organization through effective, consistent and meaningful communications.

Planning for performance

Implement sustainable solutions through correctly defining problems, clearly identifying opportunities, and applying cost-effective execution and operation.

WORKFORCE CAPACITY

supporting our staff



Engagement + productivity

Drive innovation and deliver high-quality services through improved committee structures, role clarity and productivity tools to optimize workforce productivity and engagement.

Information and knowledge exchange

Expand the value of information through shared knowledge, industry intelligence, analysis and insights within the OCIO and with stakeholders utilizing safe and accessible information environments.

Engaged governance

Increase shared accountability through the provision of decision support tools and the consistent adoption of leading governance practices.

BUSINESS VALUE LEADERSHIP

improving our products and services



Collaborative partnership culture

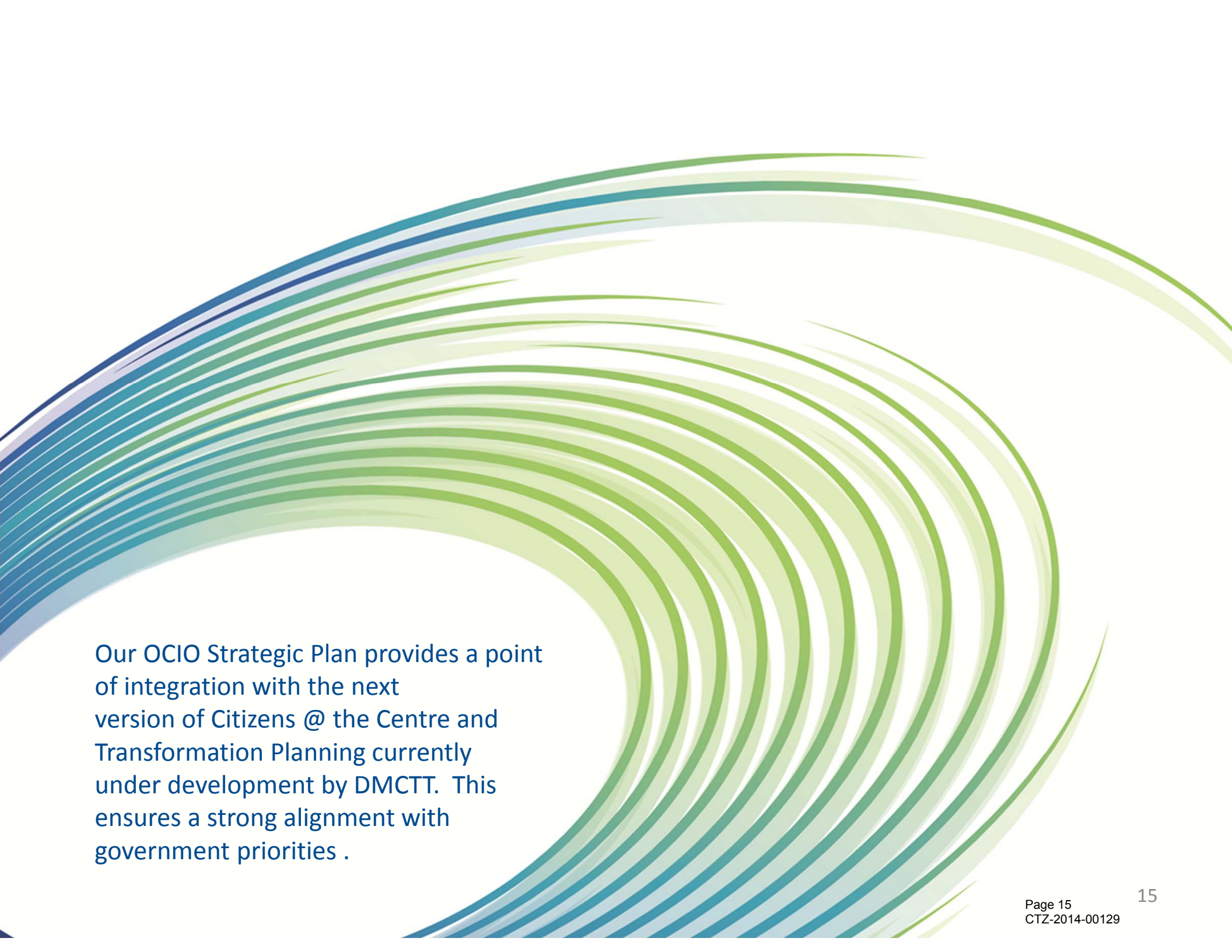
Deliver business value and support desired transformation through increased collaboration and alignment of stakeholder priorities that fosters new and enduring partnerships.

Innovation and responsiveness to change

Realize enduring organizational relevance through continuous innovation and a relentless focus on improvements to the speed of new service introduction and service lifecycle optimization.

Focus on better user experience

Evolve user and citizen experiences with government services through the adoption of user experience service design balanced with business priorities expressed as outcome measures.



Our OCIO Strategic Plan provides a point of integration with the next version of Citizens @ the Centre and Transformation Planning currently under development by DMCTT. This ensures a strong alignment with government priorities .



Aligning to our business context

Prioritizing our business

Organizing for success

