

# NRPP lessons learned Review 2019

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# Technology Review Report 2019

November  
2019



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TBS Contact: Quinn Yu

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# **A Report for Ministry of Citizen's Services**

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## **NRPP/NRS IMIT Organizational Assessment**

Final Report  
8 March 2018  
Engagement: 330045886

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## Executive Summary

In January 2018, Gartner was engaged to conduct a high-level, functional organization assessment of both the Natural Resource Permitting Project (NRPP) / Natural Resource Transformation Secretariat (NRTS) and the IM/IT services provided by Natural Resource Sector (NRS) IM Branch. The intent of the assessment was to provide the senior executives within the NRS Ministries and the Provincial Office of the Chief Information Officer (OCIO), with a clear understanding of the current challenges that exist and to identify opportunities for improving the effectiveness of both organizations.

Gartner reviewed a number of previous internally and externally prepared reviews that had been conducted over the past three years, and interviewed key stakeholders across the six Natural Resource Sector Ministries, to identify, inform and validate observations and findings. We were not asked to formally evaluate either NRPP or NRS-IMIT, and our findings are based on the perceptions of the broad group of NRS stakeholders we interviewed.

A number of consistent findings and opportunities emerged from our discussions with stakeholders:

- The IMIT function across the NRS Ministries is a large and complex undertaking. In working with other public sector entities of similar scope and scale, we would typically see this portfolio being managed by a single, dedicated ADM-level resource, who would oversee and be fully accountable for all IMIT across the Sector.
- While funding constraints have limited the Program's scope and ability to deliver, stakeholders indicate that the NRPP/NRTS has not delivered the expected business outcomes for Phase 1. In addition, stakeholders clearly see significant service delivery overlap and resulting conflict and inefficiency between NRPP and the NRS-Information Management Branch (IMB). They are now looking for an end-of-program strategy and transition plan for NRPP/NRTS.
- Stakeholders indicate they would like to see a single IMIT organization and leader to manage ongoing NRPP/IMB projects and IMIT operations and services across the NRS. They are looking for a single, fully integrated set of IMIT capabilities that will support their business objectives.
- Business stakeholders across all six Ministries are looking for more effective engagement from their internal IMIT service providers to enable their business transformation (modernization/optimization/improvement) initiatives and deliver better business outcomes.
- There are some shared service opportunities across the NRS than can be further explored. This will require a new mandate and common/aligned NRS strategy and business priorities.

Based on the observations/findings and our experience working with other clients in similar situations, we make the following recommendations:

- 1) A new dedicated, ADM-level "NR Sector CIO" role be defined and posted as soon as possible. This new role should have full responsibility and accountability for all NRS IMIT staff, services and projects.
- 2) A Transition Plan should be developed to provide for the expedient close-out of NRPP/NRTS - ensuring the smooth transition of people, capital/operating funding dollars and existing or ongoing projects to IMIT as soon as is reasonably possible (within the next 3-6 months).

- 3) The NRS Deputy Minister Committee (DMC) discuss a refreshed approach and organizational mandate for “transformation” across the NRS Ministries. This discussion should also include a review of options for where to assign the transformation portfolio in the NRS organizational structure

Gartner would like to thank all stakeholders to this review for their candid, open and responsive assistance in helping to identify issues and solutions to improve the delivery of IMIT services and transformation initiatives within the NRS Ministries. Further analysis and effort is needed to define the transition plans and re-align, where needed, to continue to address the very common challenges that come with implementing IT-enabled transformation within a highly complex and evolving natural resources sector.

## Engagement Approach

In January 2018, Gartner was engaged to conduct a high-level, functional assessment of both the NRPP/NRTS and the IMIT services provided by NRS IMB Branch. The intent of the assessment was to provide senior executives within the NRS Ministries and the Provincial OCIO, with a clear understanding of the current challenges that exist and to identify opportunities for improving the effectiveness of both organizations.

It is important to note that Gartner was not asked to evaluate the performance or validate the achievements of either the NRPP or the CSNRS IM Branch. We have relied strictly on the documentation review and stakeholder interviews to generate our findings, and then applied our experience and Gartner Research for organizational and business transformation best practices to develop our recommendations.

To conduct the assessment, Gartner reviewed a number of internally and externally prepared reviews that had been completed over the past three years. These included:

- NRPP & NRS-IMB Governance Review (external 2015)
- NRPP Health Check (external 2017)
- NRPP Progress Report for the NR Board (internal 2017)
- NRTS ISSS Platform Review (external 2017)
- CSNRM - IM Branch Business Plan (internal 2017)
- NRPP Phase 1 Review (internal 2018)

These documents provided us with context and insight into some of the pre-existing challenges for NRPP and IMB prior to our interviews.

Following the documentation review, we interviewed key stakeholders across the six Natural Resource Sector Ministries, to identify, inform and validate observations and findings. Over a two week period (Feb 19/18 to Mar 2/18) we conducted interviews with the following NRS stakeholders:

Interview	Title	Ministry
Tim Sheldan	Deputy Minister	FLNOR
Jill Kot	Deputy Minister	CITZ
Mark Sieben	Deputy Solicitor General	PSSG
Dave Nikolejsin	Deputy Minister	EMPR
Mark Zacharias	Deputy Minister	ENV
Kevin Jardine	Associate DM	ENV-Assessment Office
Mary Sue Maloughney	(past) ADM Integrated Resource Operations	MMHA
Andrew Calarco	ADM	FLNOR-IROD
Wilf Bangert	ADM	FLNOR-NRTS
Trish Dohan	ADM & EFO	FLNOR-CSNR
Wes Boyd	ADM & EFO	FLNOR-CSNR
Fraser Marshall	Executive Director	EMPR-CIB
Denise Rossander	Executive Director	FLNOR-IMB
Todd Glover	Senior Enterprise Architect	FLNOR-IMB

## Findings

The observations/findings from our interviews with stakeholders are briefly summarized below. We have grouped them into the following categories: 1) *Overlapping Mandates & Services*, 2) *Business Stakeholder Engagement*, and 3) *Business Transformation*

### **Overlapping Mandates & Services,**

The original vision for NRPP was to include new, and better aligned citizen services, business process improvements and automation through technology, as well as any required changes to legislation. Only partial funding was approved for the Program, and the NRPP vision was never re-scoped or rationalized to reflect this change. Over time, stakeholders have seen a disconnect between the original vision and the technology-based shared service projects that have been delivered by NRPP over the past four years.

Stakeholders indicate that the IMB has successfully delivered IT-enabled transformation and modernization projects for NRS Ministry business areas, and a number of business “transformation” projects have moved between NRPP and IMB. As a result, business stakeholders feel that both NRPP and IMB as undertaking “transformational” work related to IMIT, and see a services and capabilities overlap between NRPP and IMB; with resulting conflict, between NRPP and the NRS IMIT function (IM Branch). They indicate that there is an opportunity to consolidate/integrate NRPP and IMB in order to improve efficiency and operating effectiveness of IMIT across the NRS. Stakeholders also look to other Ministries/Sectors across the Province and believe that a dedicated ADM-level, Sector CIO is required for the IMIT function to be fully successful across NRS.

### **Business Stakeholder Engagement**

We heard that NRPP’s priorities and projects are, in some cases, not aligned to current NRS Ministry business priorities, and over time there has been a shift from business transformation and business-driven outcomes, to a focus on technology projects. They also feel that IMIT’s engagement with business areas needs to improve, and that the NRS Ministries need a single IMIT organization with responsibility for understanding business requirements/expectations, and for supporting and delivering desired business outcomes.

### **Business Transformation Opportunities**

Stakeholders do not believe that transformation-based collaboration is well aligned across NRS Ministries, and do not see a clear strategy across the Sector which could identify/provide shared priorities for common, shared services and/or capabilities. Stakeholders feel that the remaining “modernization” initiatives that have been identified in NRPP still have value, but the likelihood of delivery success is low, because there is no single accountable resource with responsibility for projects and operational support, lifecycle management of the new application, clear business ownership, and resources to deliver and maintain. They also indicated that governance for (NRPP-led) business transformation needs to be driven more by business stakeholders, and that the metrics/measures of success should focus more on the delivery of business outcomes. Finally, stakeholders indicated that the Strategic Policy Secretariat has started to develop a common/shared strategy and set priorities across NRS, and that there may be an opportunity to leverage this work and help steer/drive transformational opportunities across the sector.

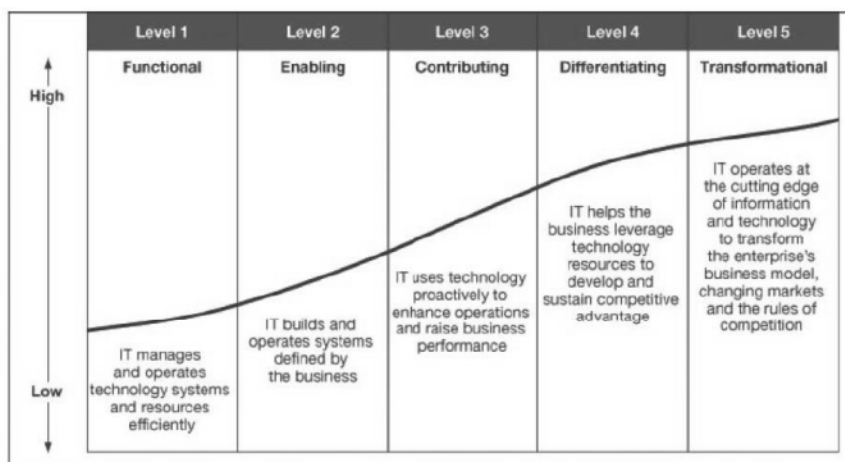
## Analysis & Conclusions

A number of consistent findings and opportunities emerged from our discussions with stakeholders:

- The IMIT function across the NRS Ministries is a large and complex undertaking. Based on stakeholder feedback, and what we have seen in other public sector entities of similar scope and scale, we believe that the NRS Ministries **require a single, dedicated ADM-level resource to oversee Sector IMIT (IM Branch) and be fully accountable for all NRS IMIT.**
- While funding constraints have limited the Program's scope and ability to deliver, stakeholders indicate that the NRPP/NRTS has not delivered the expected business outcomes for Phase 1. In addition, stakeholders clearly see significant service delivery overlap and resulting conflict and inefficiency between NRPP and IMB. **They are now looking for an end-of-program strategy and transition plan for NRPP/NRTS.**
- Stakeholders indicate they would like to see a single IMIT organization and leader to manage ongoing NRPP/IMB projects and IMIT operations and services. **They are looking for a single, fully integrated set of IMIT capabilities that will support their business objectives.**

Gartner Research indicates that IT organizations have traditionally concentrated on acquiring technical resources and growing technology-based capabilities. Their main role was to develop and deliver proper IT infrastructure and applications to fulfill business needs as requested (Levels 1 and 2 in the figure below). The faster pace of technological innovation and globalization, are changing how the enterprise conducts business. Now the enterprise expects a greater contribution from IT and demands new ways to exploit resources associated with it. Thus, IT organizations must become less technology-focused and more business-focused, and shift from back-office to front-office management capabilities.

Figure 5. The role of IT can be described with demonstrated capability level



Source: Gartner.

- **Business stakeholders across all six Ministries are looking for improved/more effective engagement from their internal IMIT service providers** to enable their business transformation (modernization/optimization/improvement) initiatives and deliver better business outcomes.

*"With nearly 50% of technology spend projected to occur outside of the IT department by large enterprises pursuing a digital business strategy by 2020, CIOs need to promote an enterprise view of how information and technology contribute to business outcomes and capabilities, yet few do". – Gartner Research Jan 2017*

Gartner believes that higher levels of IT organization and business transformation maturity require that the IMIT function operates as an external service provider would. This means working in a consultative mode with business stakeholders, listening to understand problems and opportunities, offering advice (and proposals) to resolve them and focusing on business outcomes.

- Some of the observations identified in the Transformation section are representative of common challenges faced by public sector organizations when undertaking IT-enabled business transformation. These common challenges are compounded in this situation by the inter-organizational complexity that results from working with, and across, six different NRS Ministries. **There are some remaining shared service opportunities across the NRS than can be further explored. This will require a new mandate and common/aligned NRS strategy and business priorities.**

Gartner Research, and our work with other public sector clients, indicates that transformation leaders struggle with determining how to successfully navigate change and ensure the business outcomes are achieved. Organizational change activities often are reinvented for every program, wasting time and not building on successful techniques from past efforts. Transformation initiatives are frequently launched without laying the groundwork to ensure impacted business executives are on board and share common expectations about the outcome. This sets the stage for politic and unrealistic expectations that can derail a transformation initiative. The nature and purpose of the change effort are often misunderstood, and the impact of the changes are underestimated, because there is no clear understanding of the future and what the magnitude of change is from how work is currently being performed.

## Recommendations

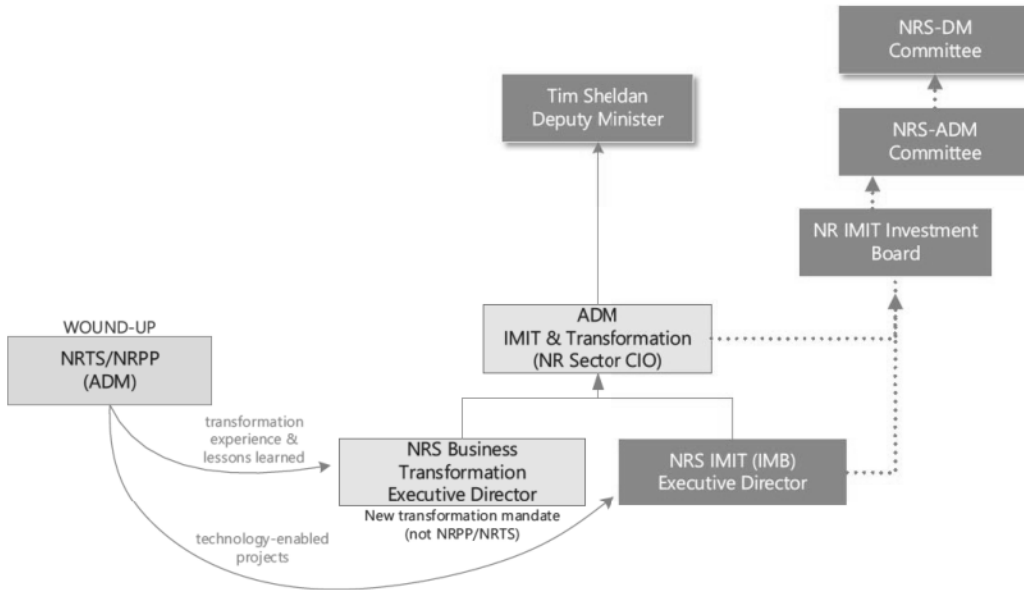
- 1) A new dedicated, ADM-level “NR Sector CIO” role be defined and posted as soon as possible. This new role should have full responsibility and accountability for all NRS IMIT staff, services and projects.
  - New ADM/Sector CIO will need to develop a strategy/plan in the near term that will address (i) concerns regarding IMIT capabilities to support business requirements, (ii) organizational capacity to support workload/business demand for IMIT and (iii) organizational process maturity (portfolio/investment management, demand management, governance, project delivery etc).
- 2) A Transition Plan be developed to provide for the expedient close-out of NRPP/NRTS - ensuring the smooth transition of people, capital/operating funding dollar's and existing or ongoing projects to IMIT as soon as is reasonably possible (the next 3-6 months).
  - The Transition Plan team will need to work with People & Workplace Strategies staff to identify all Human Resource transition requirements and issues, and ensure that all government employees currently embedded in NRPP/NRTS find suitable positions/roles elsewhere in the NRS Ministries.
  - The development and implementation of this plan will require senior executive oversight, as well as new operational funding for the duration of the transition period.
  - The Transition Plan should also include a business-led review of all ongoing NRPP projects that would identify and validate business value and specific business outcomes from the projects and identify the following for each:
    - i. business owners, with clear identification of their responsibilities and accountabilities with regard to the project and the change management activities and operational support.
    - ii. expected business outcomes and/or business value, along with business-focused success metrics; each project should be aligned to either NR Sector shared business priorities or individual Ministry business priorities.
    - iii. capital funding requirements for completion and/or commissioning, including all documentation and go-live support.
    - iv. ongoing operating requirements (funding \$'s and resources), and
    - v. updated project/operational plans for each of the transitioned projects.
- 3) The NRS Deputy Minister Committee (DMC) agree on a refreshed approach and organizational mandate for “transformation” across the NRS Ministries. This discussion should also include a review of options for where to assign the transformation portfolio in the NRS organizational structure (see Appendix).
  - This will require that business leadership across NRS and NRS-IMIT have a common vision of the transformation and are able to articulate "why" the change is happening to guide expectations within their respective areas. NRS leadership will need to define the post-transformation target state along with as-is analysis to identify what is changing and who will be impacted. And, they will need to invest beyond the IMIT function/program to develop reusable organization change capabilities.

## APPENDICES

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## Appendix 1: Organizational Structure Options for Consideration

### OPTION #1



Option 1 provides for the creation of AN Executive Director – Business Transformation under the Sector CIO/ADM.

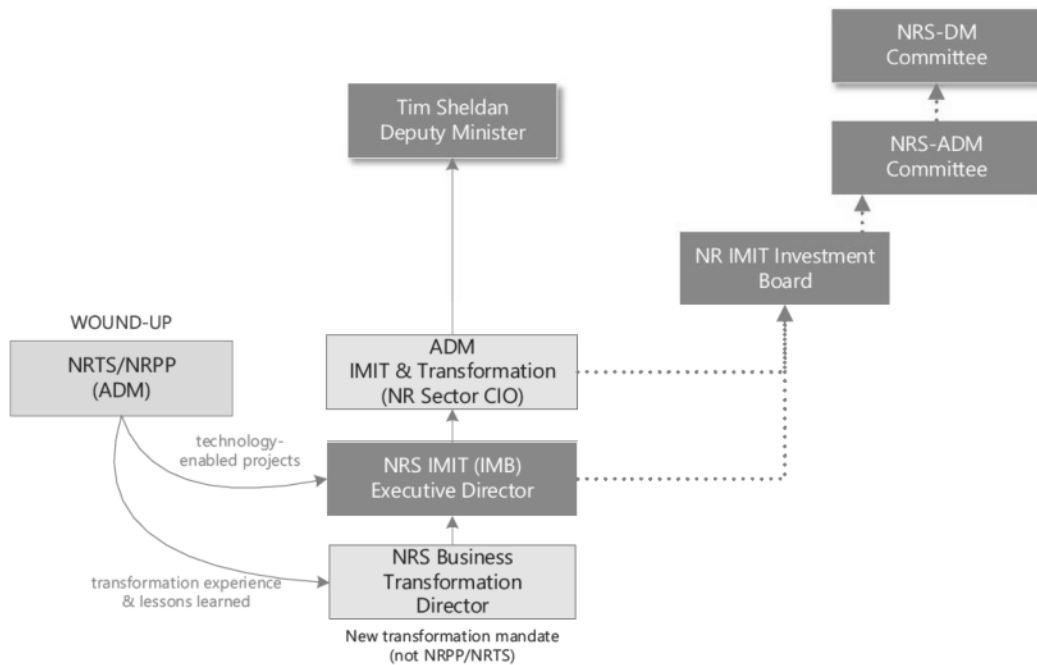
#### Changes:

- NRPP closed out and existing projects, applicable resources and capital/operating funds are transitioned to new “IMIT & Transformation” Division
- New ADM role - “NR Sector CIO”
- New Exec Director role – “Business Transformation”; with refreshed mandate for supporting and enabling business transformation (modernization/optimization) initiatives across the NRS Ministries

#### Considerations:

- Timing of NRPP/NRPP wind-up is critical (i.e. - sooner rather than later)
- “Business Transformation” terminology has been potentially been overused and may not be effective going forward
- Require a Transition Plan for existing NRPP staff, existing technology projects and associated capital/operating \$’s to IMB, along with a value-based review of existing projects
- Require new mandate, leadership and resources/operating funding \$’s for Business Transformation unit

## OPTION #2



Difference between Options 1 & 2 is the extent to which NRS wishes to emphasize the transformation mandate/agenda going forward. In Option 2, the position does not directly report to eh ADM, instead is a Director-level role under the Executive Director of the IM Branch.

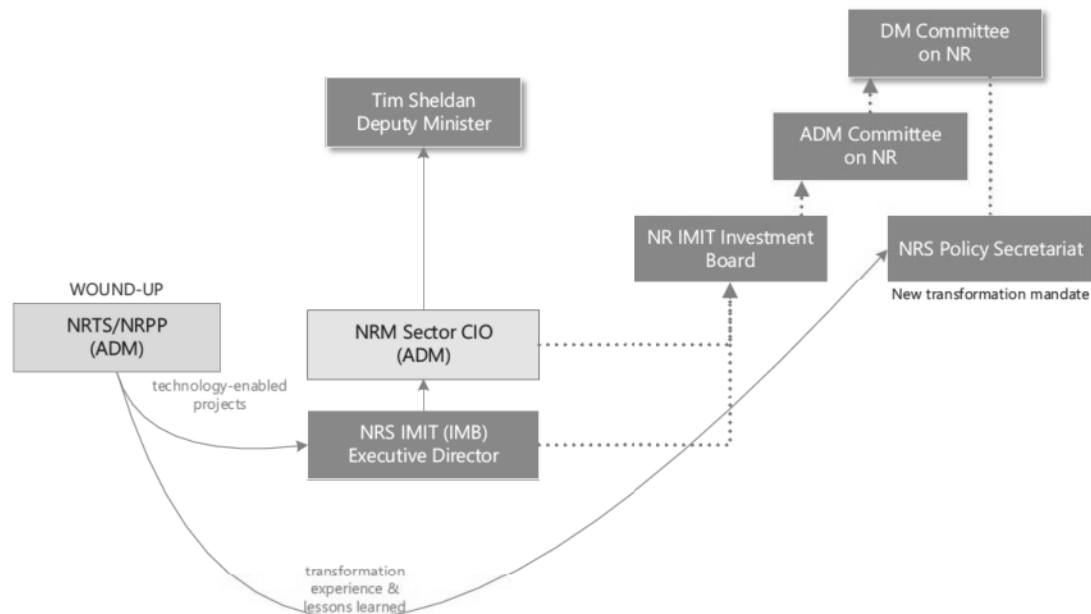
### Changes:

- NRPP closed out and existing projects, applicable resources and capital/operating funds are transitioned to new "IMIT & Transformation" Division
- New ADM role - "NR Sector CIO"
- New Director role – "Business Transformation"; with refreshed mandate for supporting and enabling business transformation (modernization/optimization) initiatives across the NRS Ministries

### Considerations:

- Timing of NRPP/NRTS wind-up is critical (i.e. - sooner rather than later)
- "Business Transformation" terminology has been potentially been overused and may not be effective going forward
- Require a Transition Plan for existing NRPP staff, existing technology projects and associated capital/operating \$'s to IMB, along with a value-based review of existing projects
- Require new mandate, leadership and resources/operating funding \$'s for Business Transformation unit

### OPTION #3



Option 3 assigns responsibility (for at least the shared vision and priorities) of the refreshed transformation mandate/agenda with the NRS Policy Secretariat.

#### Changes:

- NRPP closed out and existing projects, applicable resources and capital/operating funds are transitioned to new "IMIT & Transformation" Division
- New ADM role - "NR Sector CIO"

#### Considerations:

- Timing of NRPP/NRTS wind-up is critical (i.e. - sooner rather than later)
- "Business Transformation" terminology has been potentially been overused and may not be effective going forward
- Require a Transition Plan for existing NRPP staff, existing technology projects and associated capital/operating \$'s to IMB, along with a value-based review of existing projects
- Require new mandate, leadership and resources/operating funding \$s for Business Transformation unit, and need to determine if transformation "delivery/implementation" resources will reside with the Policy Secretariat or whether those resources and skills will reside in the individual business areas across the NRS Ministries

## Appendix 2: Gartner Research

Three Practices to Shift Business Expectations of IT Beyond 'Run the Business'; published: 4 January 2017; ID: G00319554; Analyst(s): Donna Scott, John MacDorman

The Built-to-Purpose IT Organization Refreshed 10 November 2017, Published 26 April 2016 - ID G00307927; Analyst: Colleen M. Young – Research VP

Three Essential First Steps for Leading Transformational Change Refreshed 24 September 2016, Published 3 March 2015 - ID G00269195; Analyst(s): Elise Olding, Carol Rozwell

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## **INFORMATION, INNOVATION AND TECHNOLOGY DIVISION INFORMATION NOTE**

Date: December 24, 2018

File: 280-20

CLIFF: XXX

**PREPARED FOR:** Honourable Doug Donaldson, Minister of Forests, Lands and Natural  
Resource Operations, and Rural Development

**ISSUE:** Changes to the Natural Resource Permitting Project (NRPP) Treasury Board  
Submission

s.12; s.13

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IITD ED	FM	Dec. 24, 2018

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**Date:** November 24, 2017

**Analyst:** Christian Des Mazes

**Decision:**

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## Statement of Work – Natural Resource Permitting Project Review

### CONFIDENTIAL

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## 1 Background

### 1.1 Natural Resource Permitting Project Overview

In 2014, BC's Natural Resource Ministries secured funding for the Natural Resource Permitting Project ("NRPP"), a major business and technology transformation project. Through the NRPP, the Province's natural resource ministries and agencies sought to align legislation, processes, people and technology, to allow for the integrated management of B.C.'s shared natural resources. The NRPP was a multi-year initiative aimed at reducing red tape, putting citizens and businesses first, improving services, streamlining processes, integrating government decision-making and improving access to information.

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## **NRPP Review: Summary of Recommendations**

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May 25, 2018

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s.12; s.13

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Honourable Doug Donaldson

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Date Signed

Contact:

Dave Nikolejsin  
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& Petroleum Resources  
NRPP Executive Sponsor  
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John Allan  
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(778) 698-8312

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Honourable Doug Donaldson

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## Natural Resource Permitting Project

### Improved Client Experience:

- More than **110,000** active hunters can now apply for the new digital Limited Entry Hunt draw with an estimated **175,000** online applications per season – saving more than **180,000** pieces of paper and weeks of time for the applicant.
- New sales channels for hunter – including online sales – have been introduced, improving the client services for more than **100,000** individuals.
- Clients submitting the approximately **2,000** cutting permit applications every year will soon be able to apply for cutting permits online with one consistent process - instead of different ones across 23 regions. They can digitally upload all of the supporting information they need and track their application as it goes through the review process – reducing follow-up calls for the licensee and staff.
- Notice of Work clients with applications for placer mining, sand and gravel pits, and mineral exploration (approximately **800** per year) will soon be able to go to the Natural Resource (NR) Online Services website and enter their application information online using just one government client identification number. Their application will be processed as a single, activity-based submission that will be shared with other government agencies involved in the approval process. All fees will be calculated for the one submission and clients can then make their payment online with this easy and transparent service.
- Faster processing times for thousands of clients using over **22** types of Crown land applications will be available with the simplification and move of these applications from virtual FrontCounter BC to the NR Online Services portal. This will combat the current trend of increased time for processing applications.
- Through business transformation, the processing time for Land Tenure applications will soon be reduced to **less than 140 days** across the Province, saving time and frustration for thousands of clients.
- The time to issue fish & wildlife permits has been significantly decreased for **nine** different permits and licences due to a new criteria-based process.
- With new mobile and web applications for the **1505** holders of range tenures in B.C., ranchers can review their range plans electronically – at home or in the field.
- An estimated **60,000** members of the public will be able to go online to the Public Review & Comment website and see real-time data and information on Crown lands applications of interest to them. An estimated **25,000** members of the public will engage with government through the open comment period using this new website.
- Citizens can explore online **24/7** for land-based opportunities in the province in one location and by accessing the latest land information on the NR Online Services website. To date, the user-friendly website has had an average of **10,000** views per month – and growing.
- The new client management service allows verified individuals and organizations to manage an account on NR Online Services and have centralized access to their submitted authorizations. This service integrates with BCEID, BC Business Service Registry, and soon, the BC Services Card.
- The creation of an online payment service will allow clients to pay fees online for Notice of Work applications and 22 different Crown lands applications, totalling almost **3000** per year.

- The new Archeology process will eliminate the need for manual data entry to record new sites, allows staff to resolve the backlog (currently **8,000** unprocessed sites) and ensures the Province is meeting its obligations of protecting known sites of Indigenous cultural and heritage value.
- Currently, **3,000** public inquiries per year are received from First Nations, realtors, lawyers, local governments, and landowners. The improvements will help ensure greater awareness of known protected sites.

NRPP at Q4-2017/18

	Budget	Actuals	Anticipated Cost to Complete	Q1	Q2	Q3
2014/15	18,936,207	18,926,262	18,926,262			
2015/16	18,955,391	18,596,354	18,596,354			
2016/17	20,000,000	19,731,024	19,731,024			
2017/18	20,000,000	18,894,451	19,500,000	3,347,818	4,145,196	3,753,746
2018/19						
	<u>77,891,598</u>	<u>76,148,091</u>	<u>76,753,640</u>			

15,940,000

Q4	Variance
	9,945
	359,037
	268,976
7,647,691	1,105,549
	1,743,507



CLIFF: 389705  
Date: March 13, 2020  
Submission: CITZ / 2020-021  
Analyst: Joyce Wai

## Treasury Board Submission – Request for Decision

**Minister:** Honourable Anne Kang, Minister of Citizens' Services

**Ministry:** Citizens' Services

**Date:** January 24, 2020      Ministry Document #: 2020-021

**Title:** NRPP Lessons Learned and Action Plan

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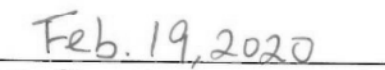
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Contact: Jill Kot, Deputy Minister,  
Ministry of Citizens' Services  
(250) 387-8852

  
Honourable Anne Kang

(Option 1)

  
Date Signed

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## **Business and Economic Implications Questionnaire (Step 1)**

**Name of Initiative:** NRPP Action Plan

**Document Number:**

**Name of Ministry:** Citizens' Services

s.12

## Business and Economic Implications Questionnaire (Step 1)

s.12

Submission Information	
Ministry Contact	Name: Hayden Lansdell
	Number/Email: (250) 415-0118
Date Submitted (DD-MM-YYYY):	21-01-2020
Cabinet Committee Date(DD-MM-YYYY):	

If you have any questions or require support to complete this form please contact the Business and Economic Implications Framework Team at: [BEIF@gov.bc.ca](mailto:BEIF@gov.bc.ca)

# NRPP Review

Findings and Recommendations

OCTOBER 2019

# Confidential



Ministry of  
Citizens' Services

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