

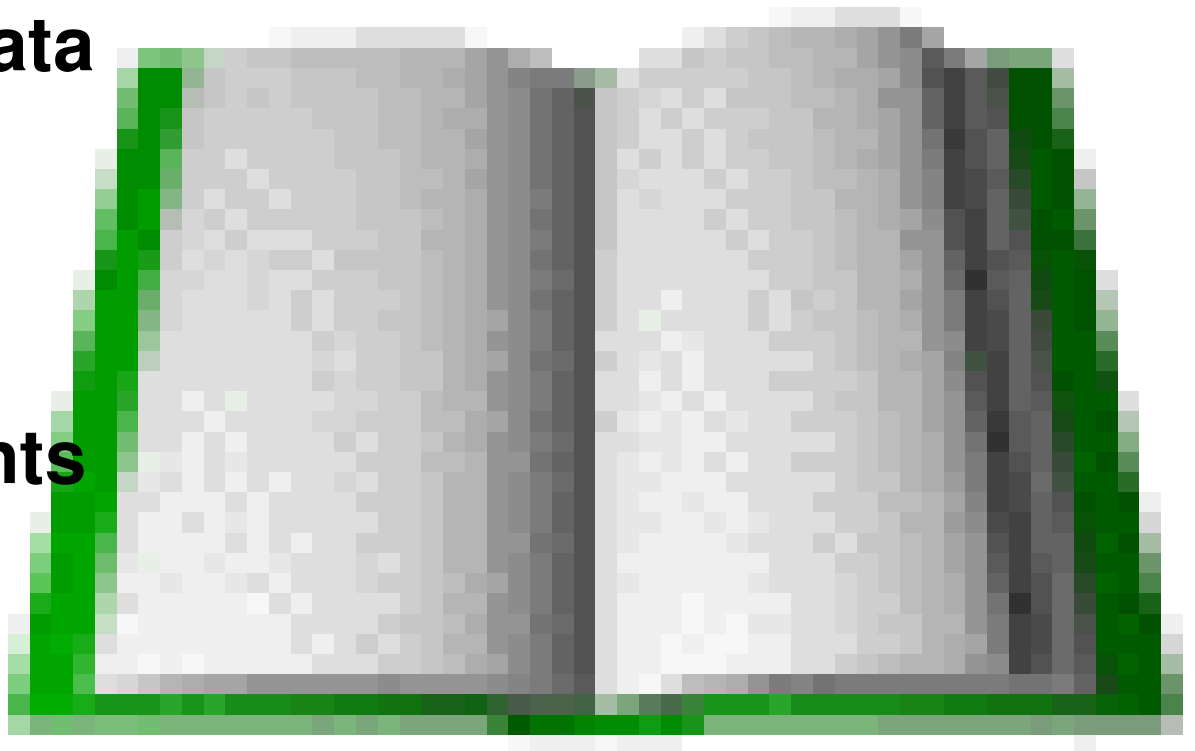
Presented to
Open Group Enterprise Architecture
Practitioners Conference

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Human Resource & Skills Development Canada

2009-07-22

Agenda

- **Background**
- **Journey**
 - **Information & Data Universe**
 - **Driving forces**
 - **Constraints**
 - **Enabling elements**
- **Governance**
- **Recap**



Background: The Mandate

Government of Canada

Peace, Order and Good Government - (Good Government Agenda – provide the best possible government to Citizens that yields the best return on their tax dollar.

Human Resources and Skills Development Canada (HRSDC) / Service Canada / Labour Canada

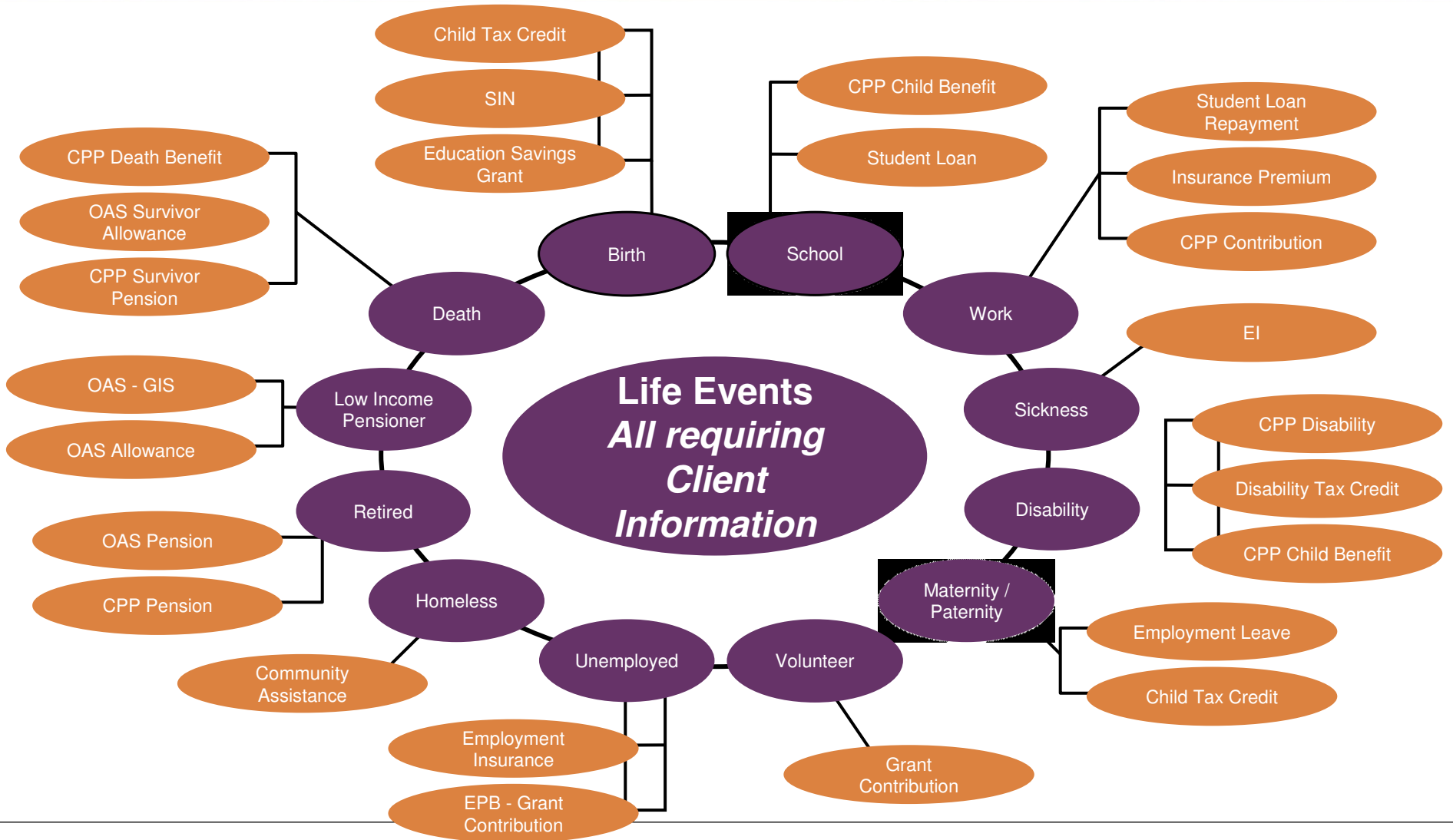
Build a stronger and more competitive Canada, to support Canadians in making choices that help them live productive and rewarding lives, and to improve Canadians' quality of life.

Innovation, Information and Technology Branch (IITB)

IITB is to enable HRSDC / Service Canada / Labour Canada to become a world-class client service organization, by being a world-class IT organization that is driven by client-focused, value, quality and innovation.

“Information Technology plays a critical role in the effective and innovative operations of the Government of Canada”

HRSDC: Our Business The Social Face of Government



Where we are today

- **Ineffective IT governance – returns from IT spending are not satisfactory.**
- **Too many unapproved, client specific or minor enhancement projects.**
- **Too many aging unintegrated applications, software products and infrastructure.**
- **A lack of financial accountability - The cost of IITB services is not well known and is under managed.**
- **A reactive culture and mode of operation.**
- **Difficult to move IITB staff to where they are needed. – culture of ownership of staff (client and internal view)**
- **Continued project delivery and service execution failures.**
- **A lack of reuse.**
- **Insufficient focus on strategic enterprise development priorities.**
- **Very limited strategic IT management or development capability within IITB today.**

People • Partnerships • Knowledge

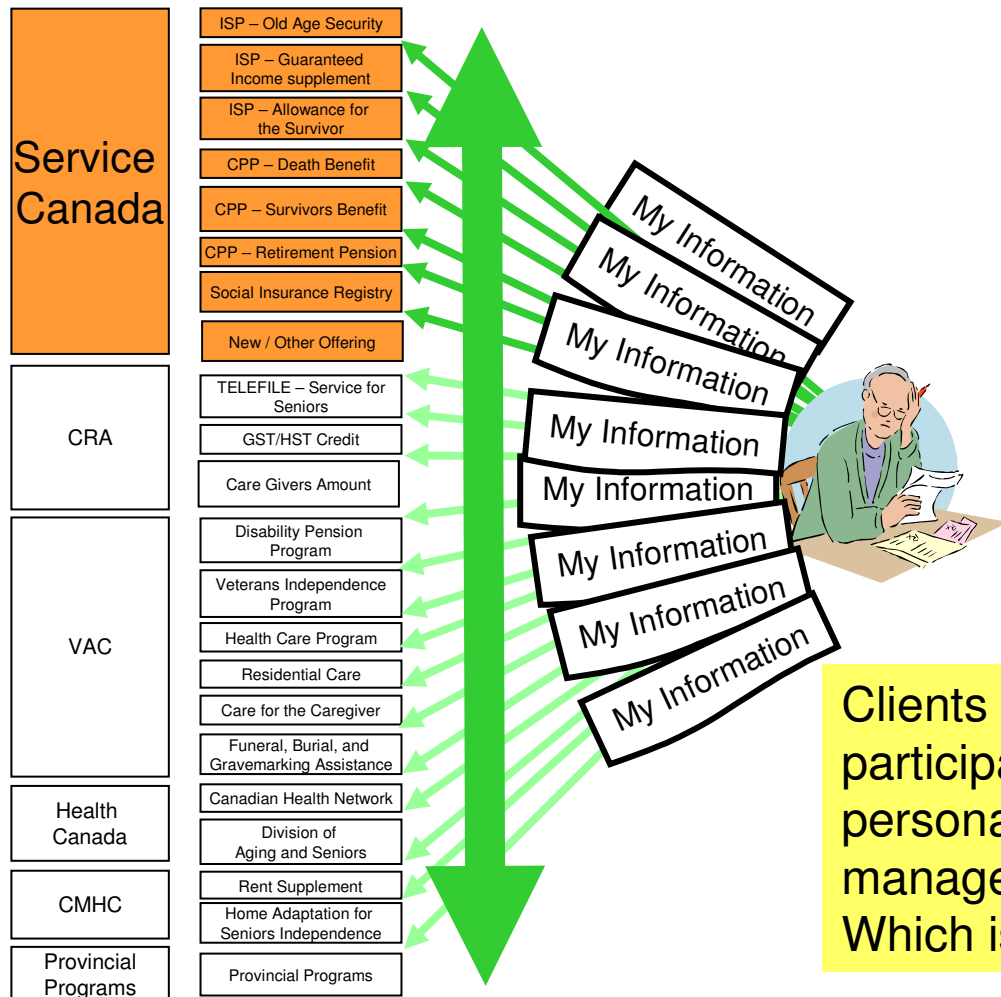
Our Journey:



Information and Data Universe

- Whole of Government context
- Our information universe
 - Yesterday
 - Today, and
 - Tomorrow
- Keeping it Do-Able

Today's Architecture : Client View



The same personal information goes from the client or other sources to potentially multiple different offerings or services.

For example:

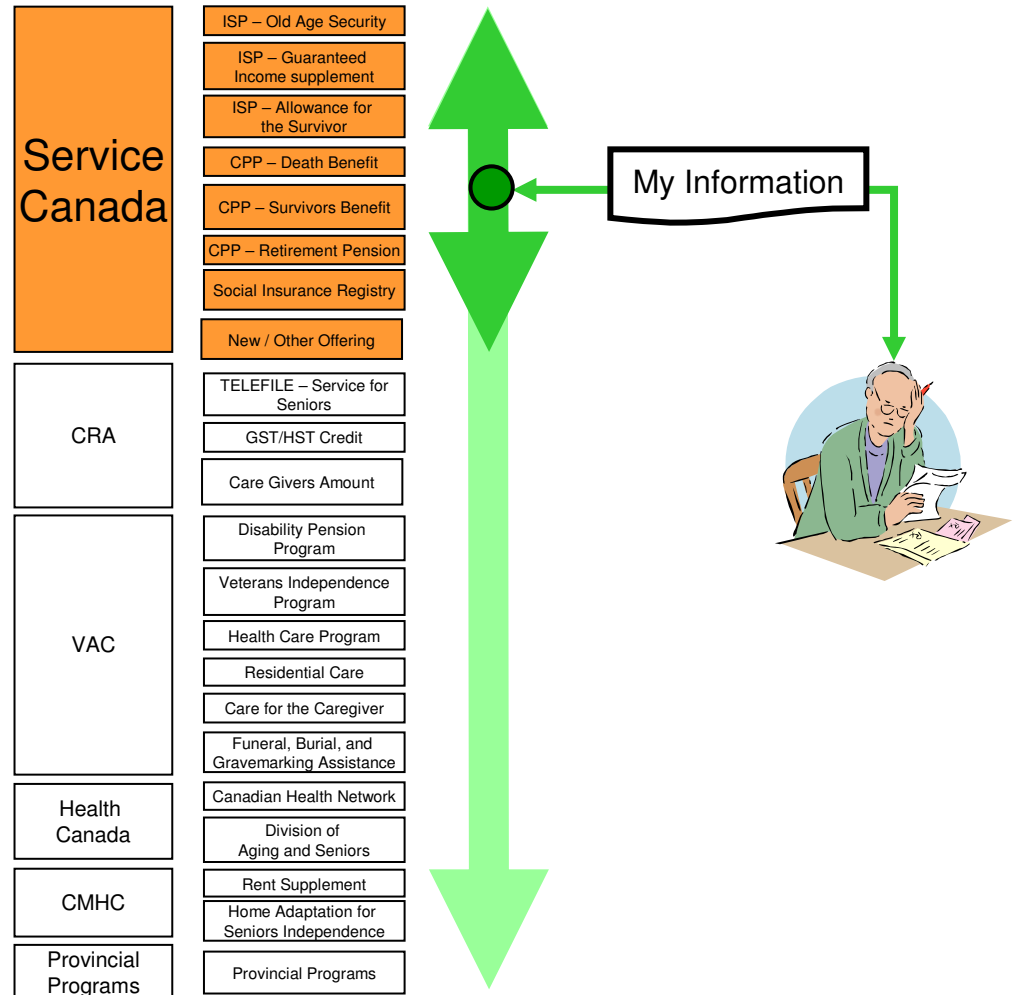
- Name, date of birth, address, telephone number, income, medical info, dependants, etc...

Clients are not easily able to participate in the management of their personal information, when stored and managed separately in multiple places. Which is the “real” source?

Client data is gathered and stored multiple times 8

Tomorrow's Big Picture... The Target Architecture

- In the future...
 - Clients will only need to provide their information once, and will not be asked for the same information already held by HRSDC-Service Canada.
 - Clients will be able to view and update their information ensuring that the most up to date information is available. For example will only have to change one's address in one place, to make the update.
 - Service Canada will only ask for additional information, if required to deliver a particular service or benefit.
 - Service Canada will improve service integrity due to robust client information.
 - Service Canada will improve operational efficiency through reduced information complexity and duplication, and enhanced accuracy.



Journey: The Train has left the Station

- Developing a situational awareness
 - Understanding the driving forces
 - From a Client's perspective
 - From a Business perspective
 - Motivation to transform
 - Acknowledging the constraints
 - Past , Present and Future
- Building a Roadmap
 - Aligning with other strategic initiatives
- Monitoring Progress

Driving Forces

Evolving Business & Client Expectations

Entering New Era of Citizen, Business, & Community Sophistication

- **Rising client expectations**
 - Citizen-centered +
 - Responsible and Sensitive: Privacy & security
- **Communities**
 - Want an ongoing relationship: Horizontal, cooperative, collaborate, partnerships in line with community's aspirations and vision
- **Employers**
 - Looking for modern methods of transacting with government
- **Cross audience shared themes**
 - Simple, Responsive
 - Modern, Integrated, Coherent
- **Staff**
 - Looking for ways to better serve clients

Driving Forces

- **In the current environment, the availability of accurate and complete information has an impact on our ability to leverage client information and to deliver citizen-centered services...**
 - Clients are asked for the same information multiple times
 - Concerns regarding the quality of the information currently held; No single authentic source of client information
 - Multiple programs and/or segments may be requesting and/or require the same information
- **Legislative Framework**
 - **Verticals : Employment Insurance Act, Labour, etc.**
 - **Horizontals: Financial Administration Act, Privacy, PIPEDA, ATIP, etc.**
- **There is also a very fine line between client identification and client privacy**

Considerations from a Citizen's view: Legislative Framework, & our Business Reality

Client Expectations

- **Common suite of services**
- **Client's choice of service delivery channel**
- **Only one face of Government holding their information**

Our Response

- **Established centre of government information and services in the community**
- **Equal access and service levels**
- **Inter-jurisdictional initiatives**

Our motivation for change

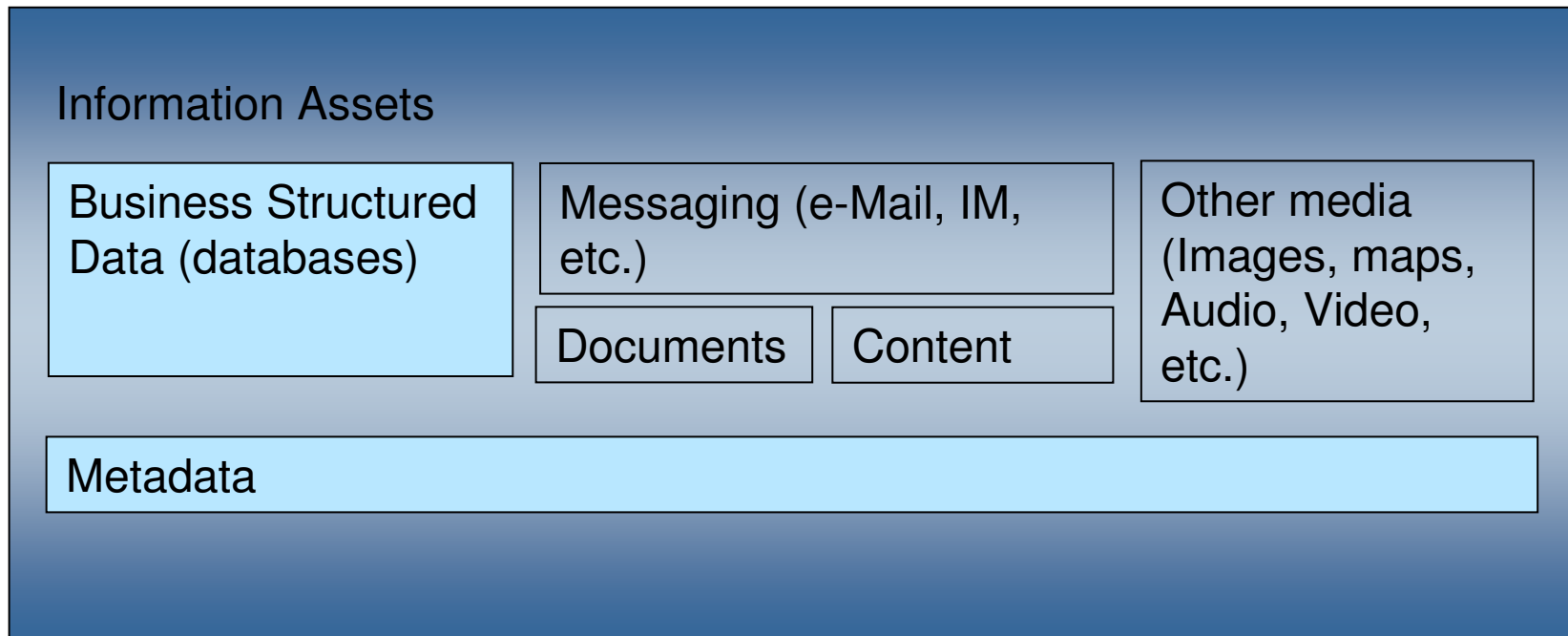
- Increased demand for essential Departmental programs and services
- End-of-life and/or aging technology
- Progress made to standardize and stabilize a large and complex IM/IT environment and asset base
- Failing grade on Management Accountability Framework for Information Management
- 40% non-compliance with minimum GoC Management of IT Security (MITS) Standard
- Increasing cost for IT operations, capital and maintenance
- Limited ability to drive greater value out of current assets and investment

Constraints

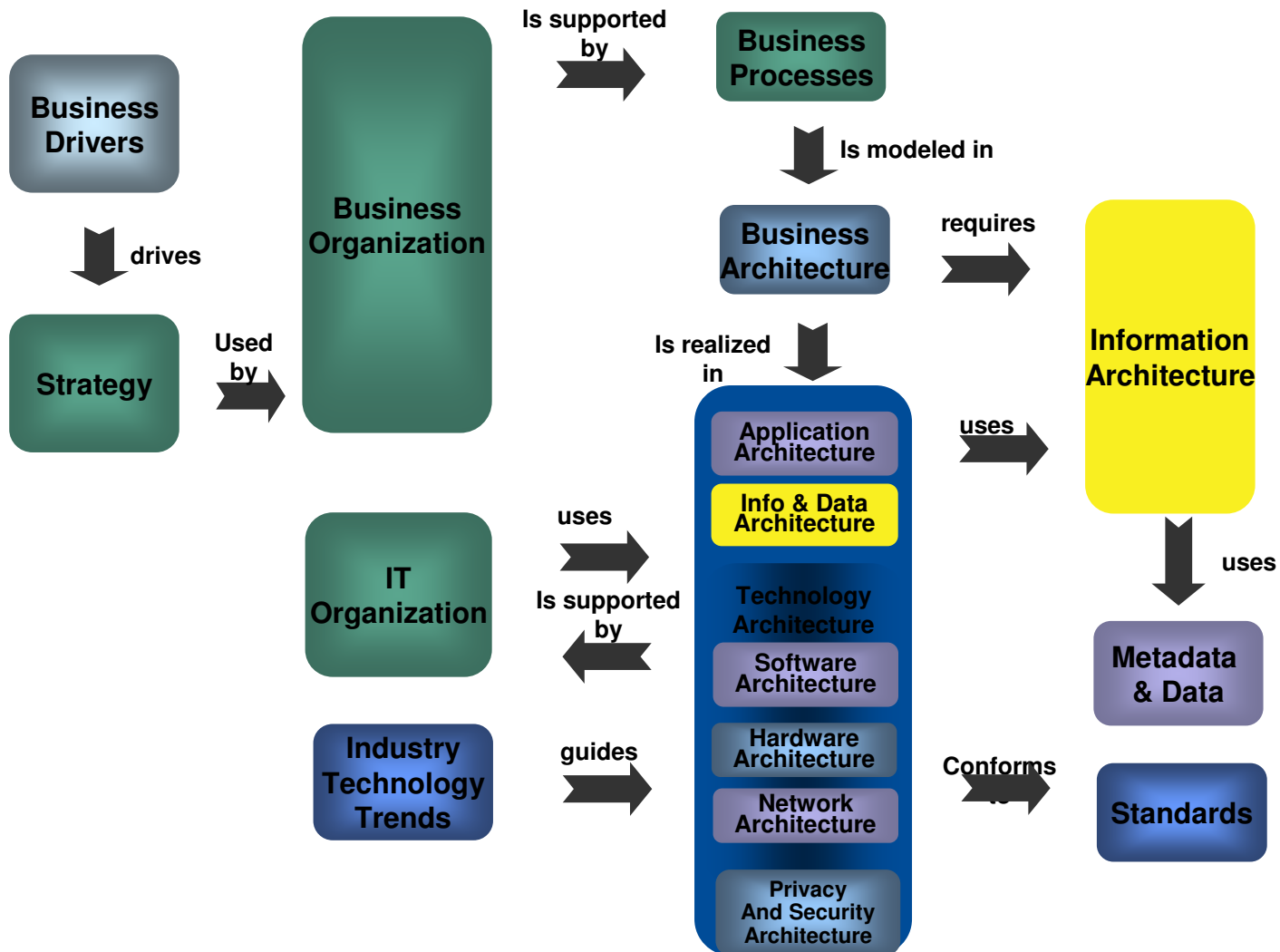
- Some of considerations in our reality
 - Boiling the Ocean
 - Living with the Past



Focusing on transforming the supporting Data Architecture

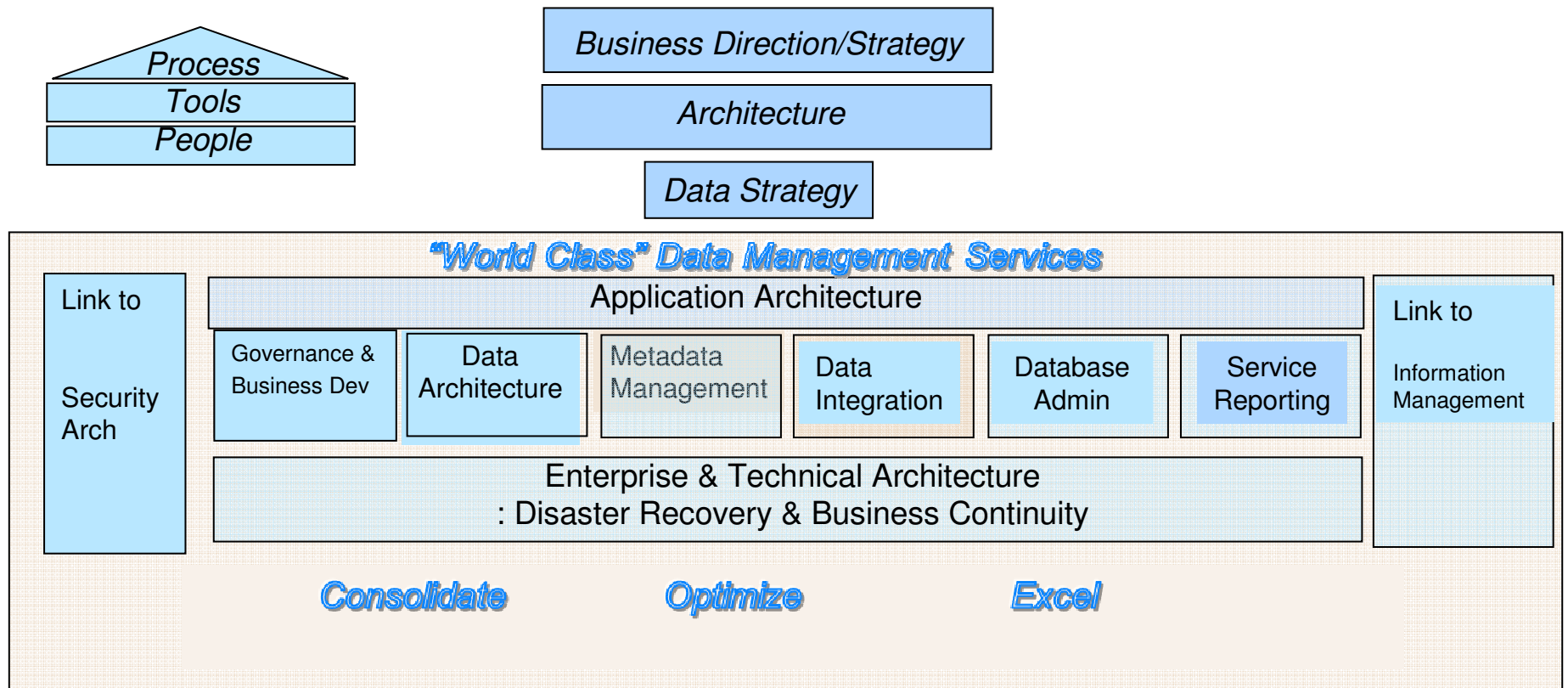


Positioning the Data & Information Architecture in the Enterprise Architecture Model at HRSDC-SC

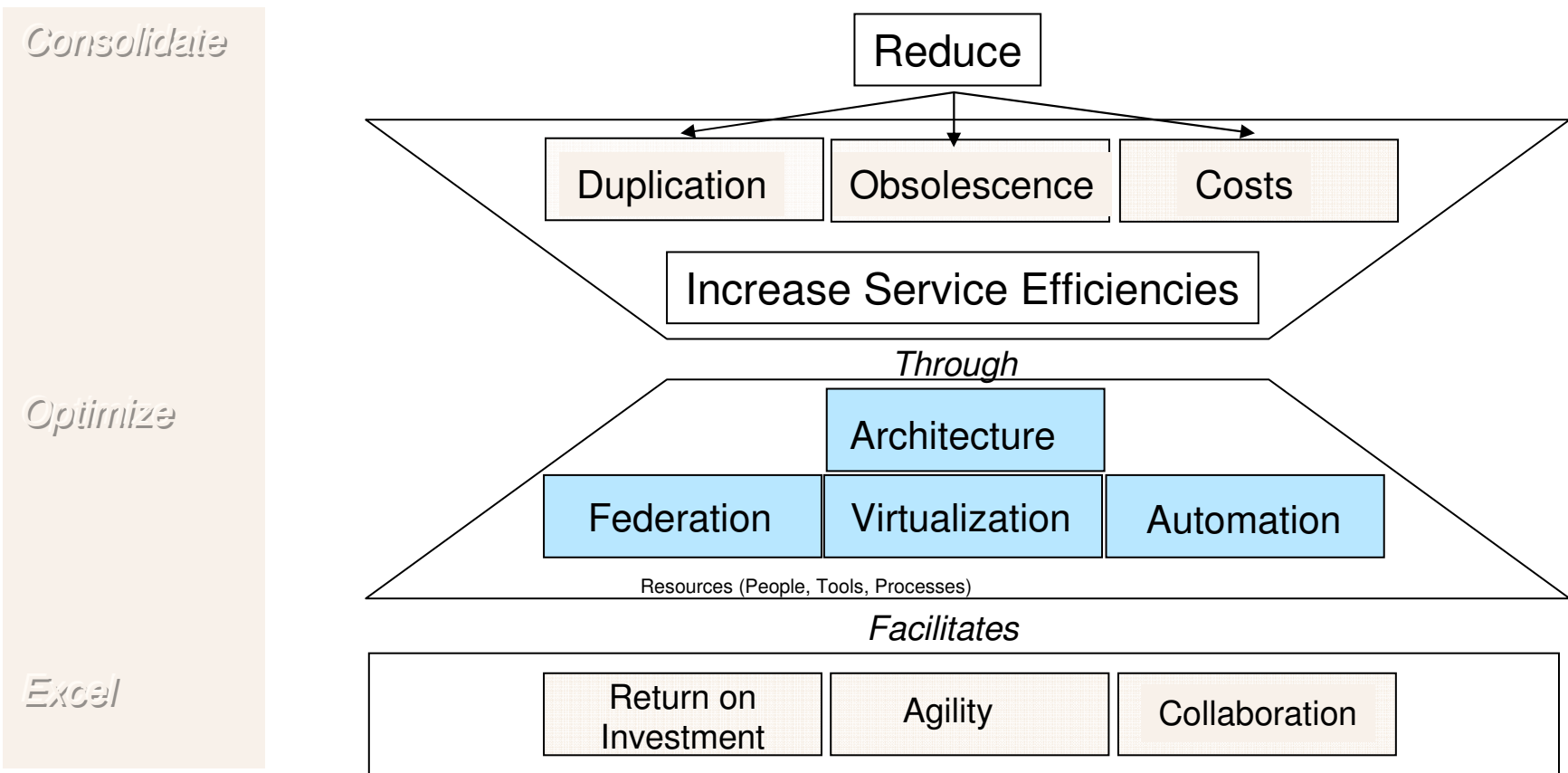


HRSDC-Service Canada Data Management Goals:

To offer “world class” data management services the following fundamental building blocks must be in place.



“World Class” Data Management Trends



Challenges we faced on our Journey

- The current client information environment has an impact on our ability to deliver citizen-centered services...
- On-going challenge of how to quickly and efficiently introduce new services and program offerings, and without creating a new database
- Moving towards gathering and reusing client information will bring other responsibilities related to managing large volumes of client information – which is the right copy, which should be maintained, etc

Privacy Act – Per HRSDC Investigations Guide, Legal Parameters

- **It is recognized that in some cases, can collect, use and disclose information without having to obtain consent from the client. A few exceptions to the consent rule are:**
 - if the action clearly benefits the individual or if obtaining permission could compromise the information's accuracy;
 - where such data can contribute to a legal investigation or aid in an emergency where people's lives and safety could be at stake; and
 - if disclosure aids matters of legal investigation or facilitates the conservation of historically important records.

- Subparagraph 7(3) of the Personal Information Protection and Electronic Documents Act says:
 - “(...) an organization may disclose personal information without the knowledge or consent of the individual only if the disclosure is
 - (c.1) made to a government institution or part of a government institution that has made a request for the information, identified its lawful authority to obtain the information and indicated that
 - (iii) the disclosure is requested for the purpose of administering any law of Canada or a province;”

Service Canada Consent Forms Today

In a general search for consent related forms found:

- **37 different numbered forms with “consent” in title**
 - Some are duplicates between the OAS and CPP program
 - 28 are repeated for different country packages for CPP
- **Main intended use for forms are:**
 - For medical evaluation
 - To communicate information to a representative (on behalf of)
 - For authorization to communicate information (like 3rd parties – insurers)
 - For deduction or payment

Our strategy unfurled

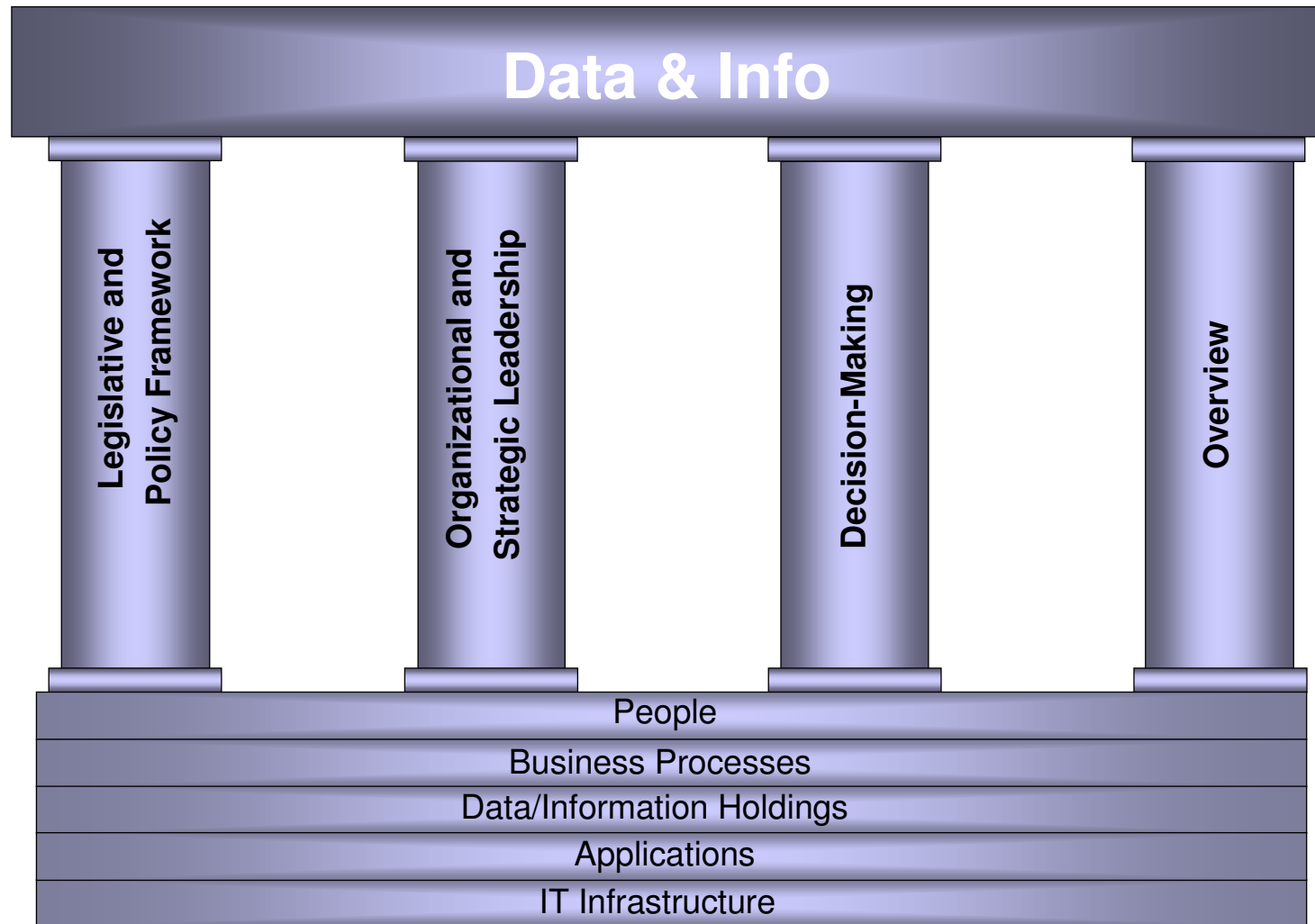
Business Governance View

1. Adopt a Project Portfolio Approach to IT Governance
2. Develop a Tracking System
3. Review Projects
4. Establish Review Levels
5. Culture of Ownership
6. IT Governance “process” is established and followed
7. Establish Clear Process
8. Adherence to Process

IT / Data Perspective

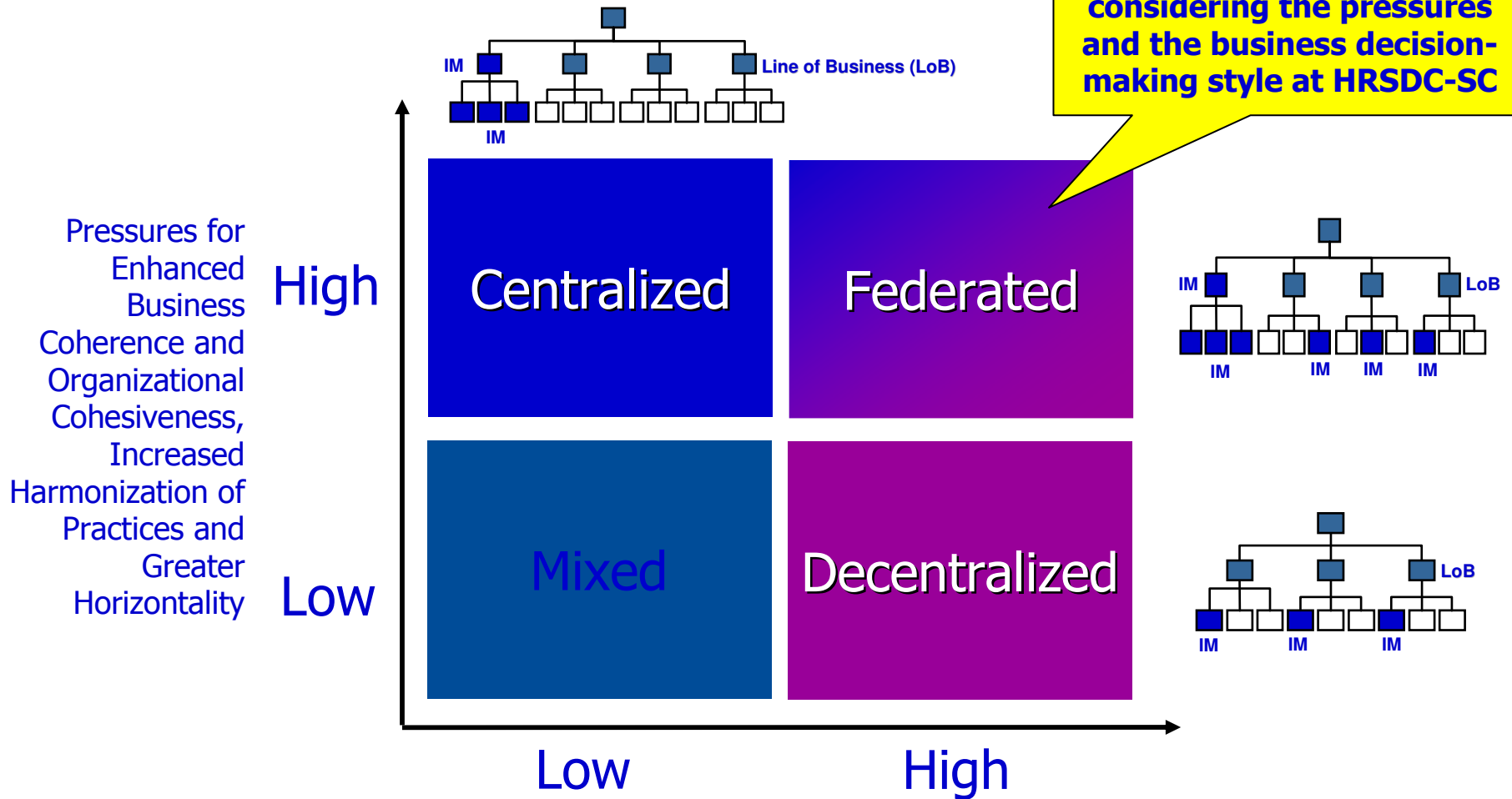
1. Inventory of Systems and Services
2. Accountabilities of Information and Data related Committees and Working Groups
3. Chart of Accounts and Accountability Matrix
4. Policy Review
5. SWOT Teams and Centres of Expertise
6. Overview
7. Communications Strategy

Strengthening the Governance Framework

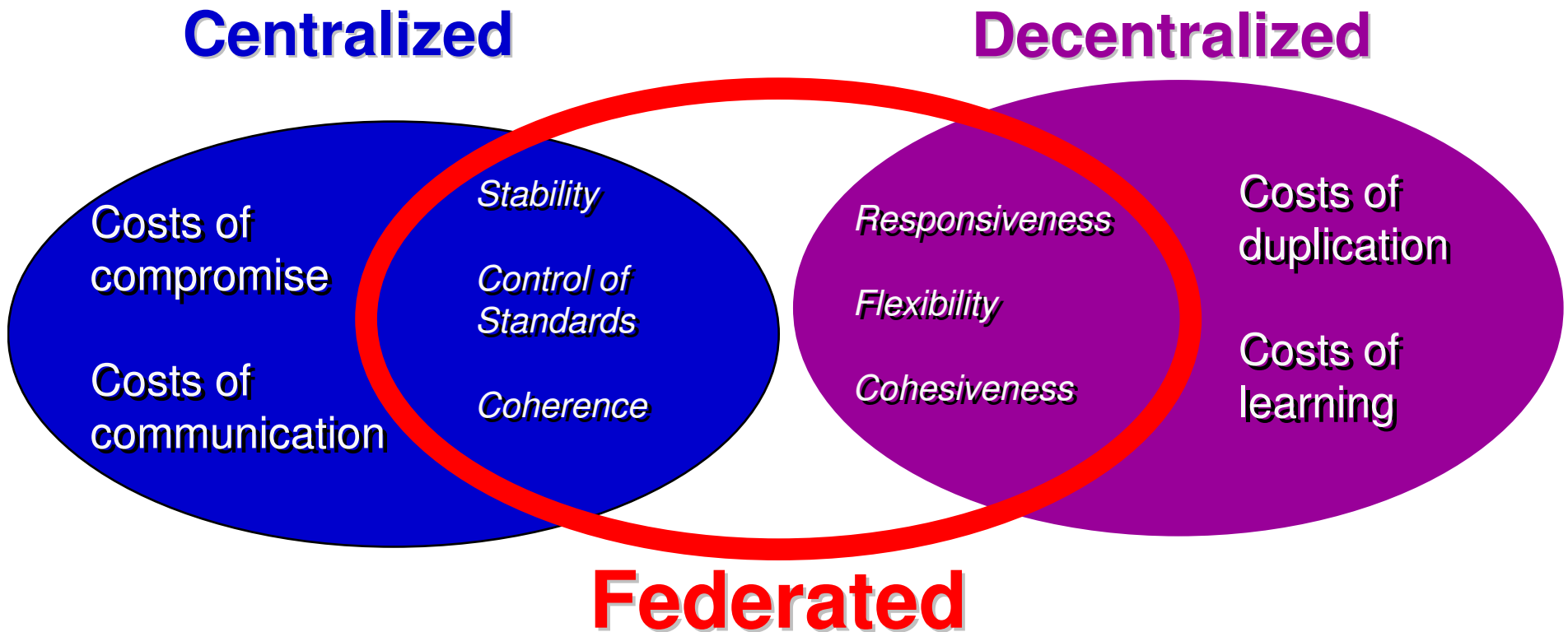


Governance Options

A "Federated" style of Governance is best suited considering the pressures and the business decision-making style at HRSDC-SC



The Federated Model: Getting the Best of Both Worlds



Key Features of Proposed Data Governance

- Stewardship
- Sustainability
- Federated Governance
- Formal Accountabilities

Data Governance Fundamental Truths & Performance Measures

There are 6 strategic goals that the governance enables:

1. Support HRSDC - SC Business Transformation
2. Facilitate adherence to the Legislative Framework and Provide Innovative IM Governance, Policy And Strategies
3. Provide Integrated Data, Information And Knowledge Structure
4. Provide Global, Secure & Legal Access to Data
5. Provide Business Driven Information Quality
6. Transform Conduct of Data Management at HRSDC - SC

Principles: The First Hurdle

Data is a Strategic Business Resource

Does the project involve the business ?



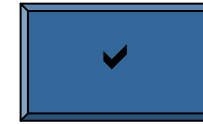
Data is Everyone's Duty to Manage

Does the project manage the information ?



Data is to be Shared

Does the project enable information sharing ?



Data Quality is Essential

Does the project account for information quality?



Security, Privacy Confidentiality and Protection

Does the project address and handle these issues?



Adherence To DM Architecture

Does the project adhere to the IM Architecture?



Flexibility & Responsive To Change

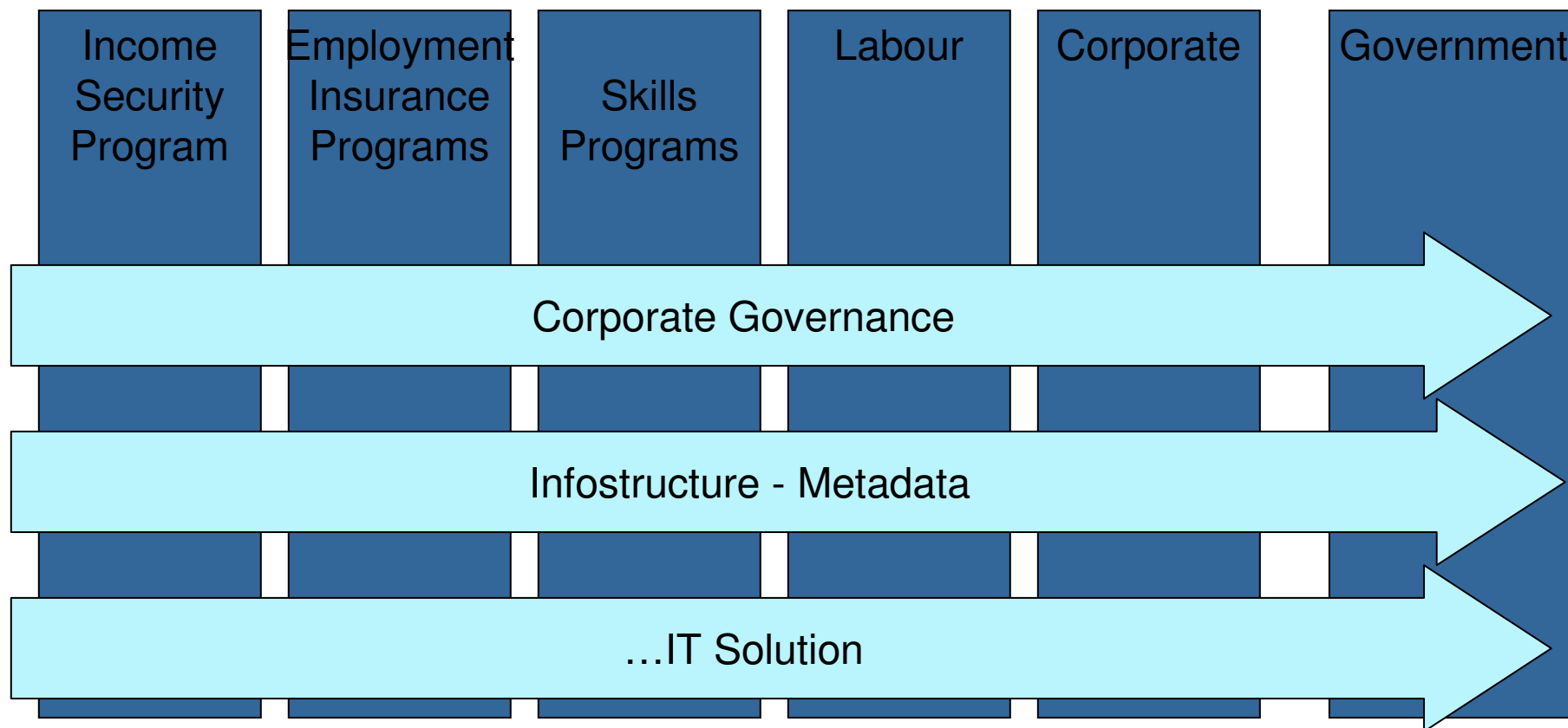
Is the project flexible and responsive to change?



Engaging Business Partners

Our Approach:

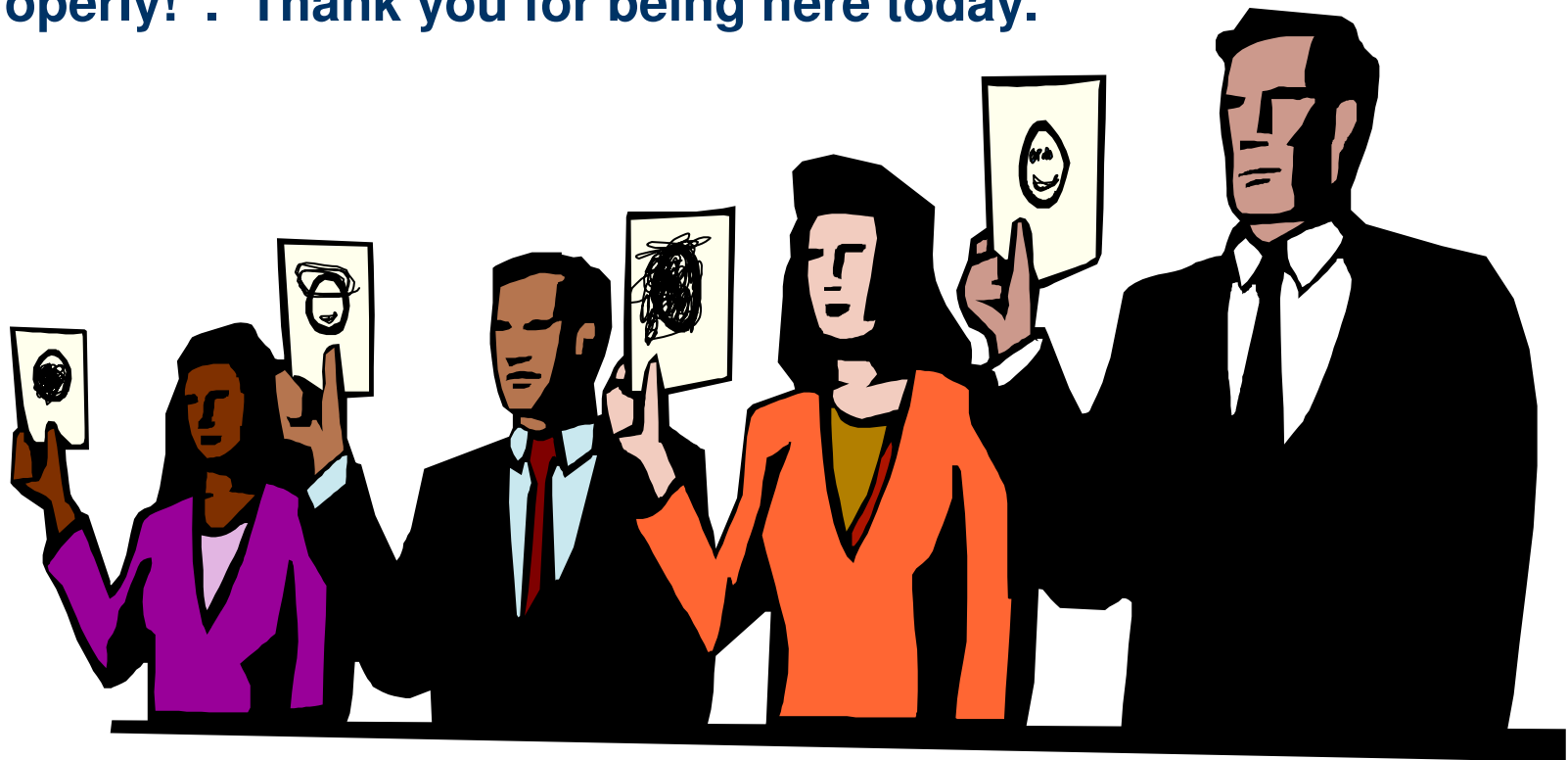
Nurture Client Centric Relationships with Program Areas to garner their support to transforming within their our jurisdiction and then extending pragmatically and bridging across jurisdictional boundaries and then extending the reach across Government



Recap: Our Journey Stories & Lessons Learned

- Extensive Consultations
 - Senior Management
 - Workforce
 - Other Government Departments
- Identified
 - Strengths
 - Best Practices
 - Risks of not doing anything
 - Opportunities
 - Gaps and Strategies
- Several workshops and brainstorming sessions to validate and build upon findings

In closing, the Dalai Lama's was quoted to utter these word of wisdom " Learn the Rules so that you know how to break them properly!". Thank you for being here today.





**Thank You for your attention
& the best in your future endeavours**

Initial Information Elements

- **Proof of Concept will develop a prototype to access relevant core client information (core biographical information) and to pull it into a single virtual view for SIN based programs services and benefits.**

- **A sample of basic core personal information elements required for a client are:**
 - Last name
 - Middle name
 - First name
 - Date of Birth
 - Place of Birth
 - Mother's Maiden Name and/or Name at Birth
 - Social Insurance Number
 - Gender

Possible Sources for Core Data Elements

| | SIR | OAS- CPP | EI | CRA | RRQ | Other? |
|---------------------------------|-----|-------------|----|-----|-----|--------|
| Last Name | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Middle Initial | ✓ | ✓ | ✓ | ✓ | ✓ | |
| First Name | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Date of Birth | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Place of Birth | ✓ | ✓ | | | ✓ | |
| Mother's Maiden Name | ✓ | | ✓ | | | |
| Name at Birth | | ✓ | | | | |
| Social Insurance # | ✓ | ✓ | ✓ | ✓ | ✓ | |
| Gender | ✓ | ✓ | ✓ | | ✓ | |

Sustainability = Responsible Stewardship


- Five dimensions
 - Economic sustainability
 - Technology sustainability
 - Information sustainability
 - Services sustainability
 - People sustainability

Considerations for Selecting an Authoritative Source

Some elements to consider for the selection of an authoritative source:

- **Timeliness of data – is it current?**
- **Appropriate volume or amount of data...coverage and completeness of data set - representative for Service Canada**
- **Consistency of format?**
- **Quality: correctness, reliability, credibility of data**
- **Accessibility or availability of the information**
- **Maintainability of data --- important lifecycle (eg., update, backup, archive)**
- **Scalability, extensibility of source and its structure**
- **Restrictions and security of data**

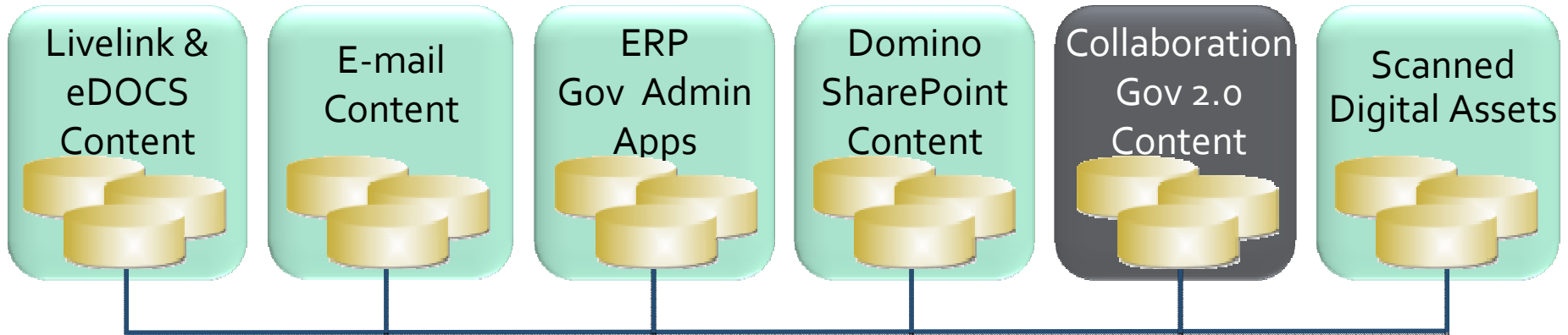
Strawman for an Authoritative Source Selection

| | Criteria | Description | Weight | Element * Source n | Element * Source n+ |
|----------------|----------|---|---|-----------------------|------------------------|
| 1 | Coverage | Representative of “population” - How well information reflects reality | .3 | | |
| 2 | Timely | How current or up to date is the data. | .2 | | |
| 3 | Valid | Acceptable format, consistent and uses standard conventions | .15 | | |
| 4 | Usable | Ease with the database or data element may be understood, accessed, and or maintained. | .2 | | |
| 5 | Quality | The data element is present and complete, correct and reliable. | .15 | | |
| Raw Score | | | | | |
| <i>Ranking</i> | | |  | | |

GC Business Alignment for Collaboration and IM

Portal and Integrated Desktop User Interfaces
Hosted Portal Business Views; Outlook, MS Office, Browser Integration
OTC - Enterprise Connect & LECM Extensions

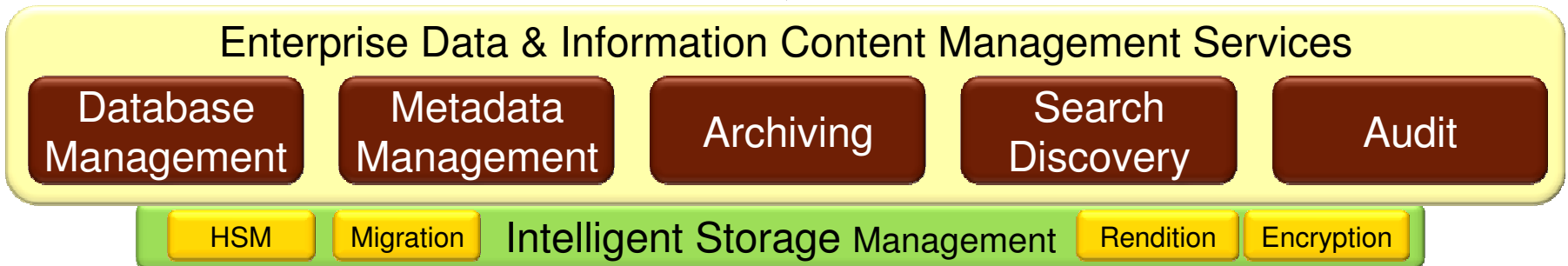
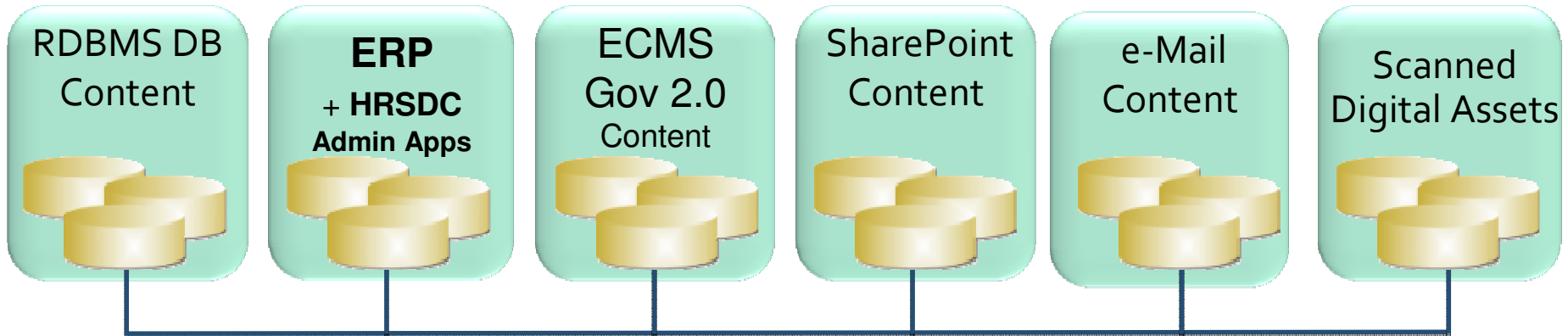
Information and Content Sources



GC Business Alignment for Collaboration and IM

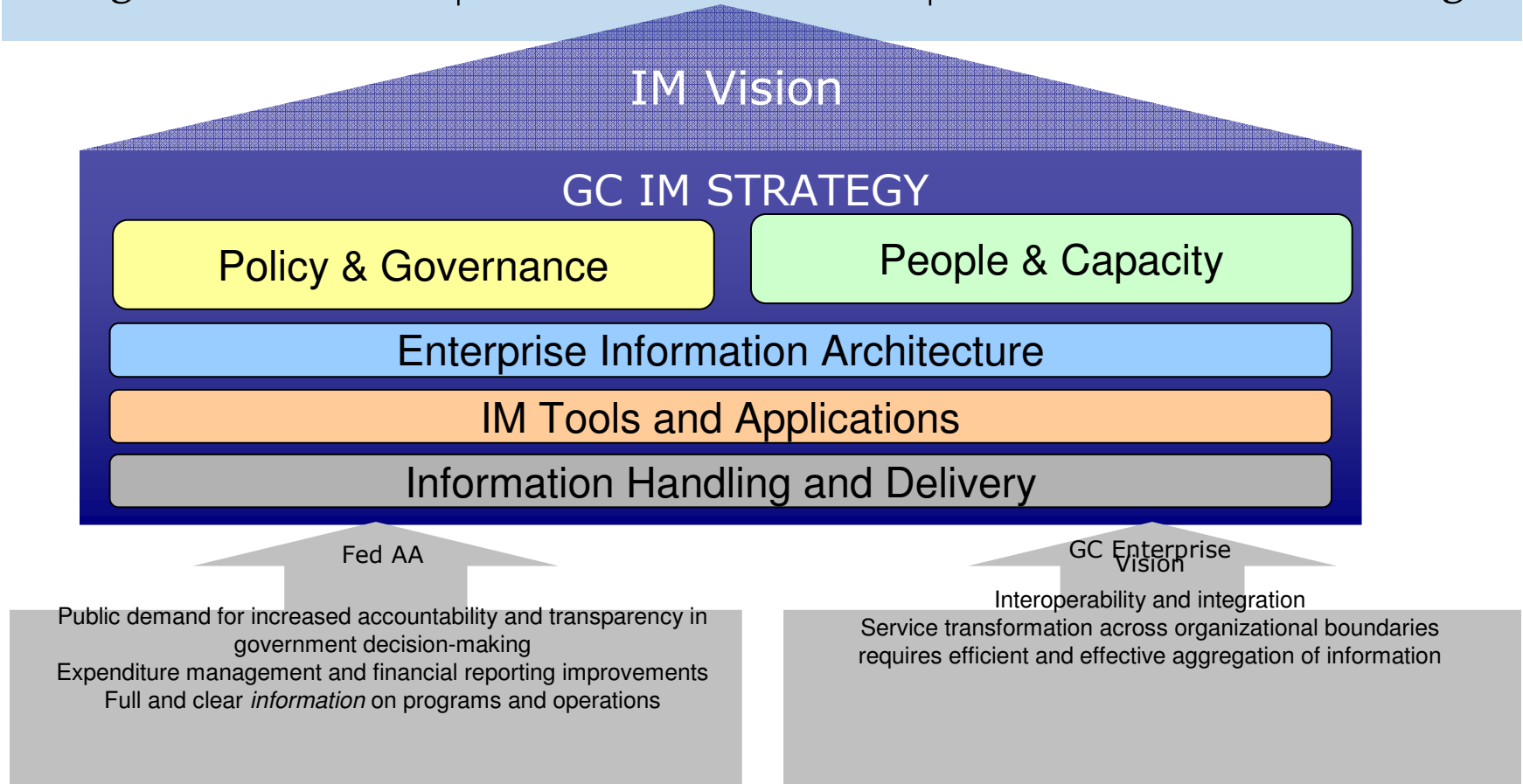
Architecture for Information Access Solution Portal and Integrated Interfaces

Information and Content Sources



GC IM Strategy – Framework

Programs & Services | Trust in Government | Effective Decision-making



Source: TBS presentation to IM Lifecycle WG 01/09

The Architected Data

Data Shared Services –
a Permanent Fixture in HRSDC

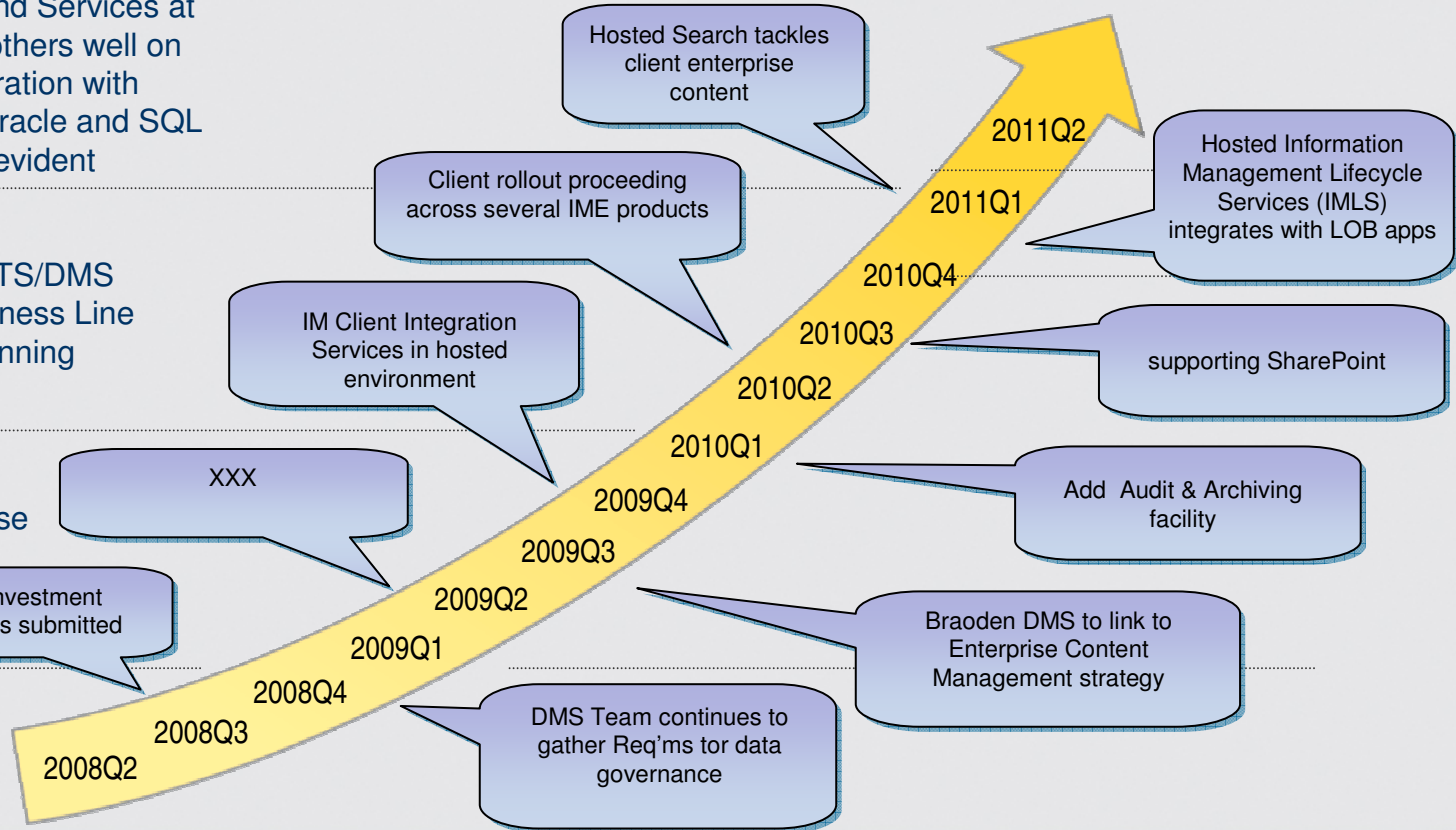
DMS offering
competitive solutions
to clients

Several Products and Services at the mature state, others well on their way, integration with Mainframe DMS, Oracle and SQL Server now evident

Cohesion within ATS/DMS portfolio, cross-Business Line Integration beginning

Rationalization and Integration Phase

Early Stage



Stewardship: Three concepts

- Stewardship = Management (with a twist)
- Only some of us are managers. Yet we are all stewards of public information resources (a trust) entrusted to us
- As stewards of a public trust, each of us has five fundamental obligations (from John Locke, Treatise on Government, 1690):
 - To act out of loyalty in the best interest of the beneficiary of the trust (Canadians), not those of the trustee, and, in the process, to preserve and enhance the value of the asset entrusted (Enhance value);
 - Not to delegate the entire administration of the trust (Ongoing, continuing obligation);
 - To provide the beneficiaries with information concerning the trust (Accountability);
 - To enforce claims on behalf of the trust (Protection); and
 - To make the trust property productive (Increase yield)

- ## Why We Have to Transform
- Canadians are losing confidence in Government's management of their personal data
 - Complying with Legislation such as Access to Data, Privacy & Security, etc. is problematic
 - Data continues to be gathered, managed and used, along program specific needs which does not allow the client and staff to simultaneously view and update data in one place
 - Current situation of maintaining over 450 databases and their accompanying meta data is not fiscally sustainable
 - The Big Bang approach as repeatedly failed to resonate with Business and Senior Management

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