



Government Services Delivery Cluster

Cluster Planning, Transformation & Quality Management: Advancing Service Delivery

Enterprise Architecture Conference
June 1, 2009
Final Handout



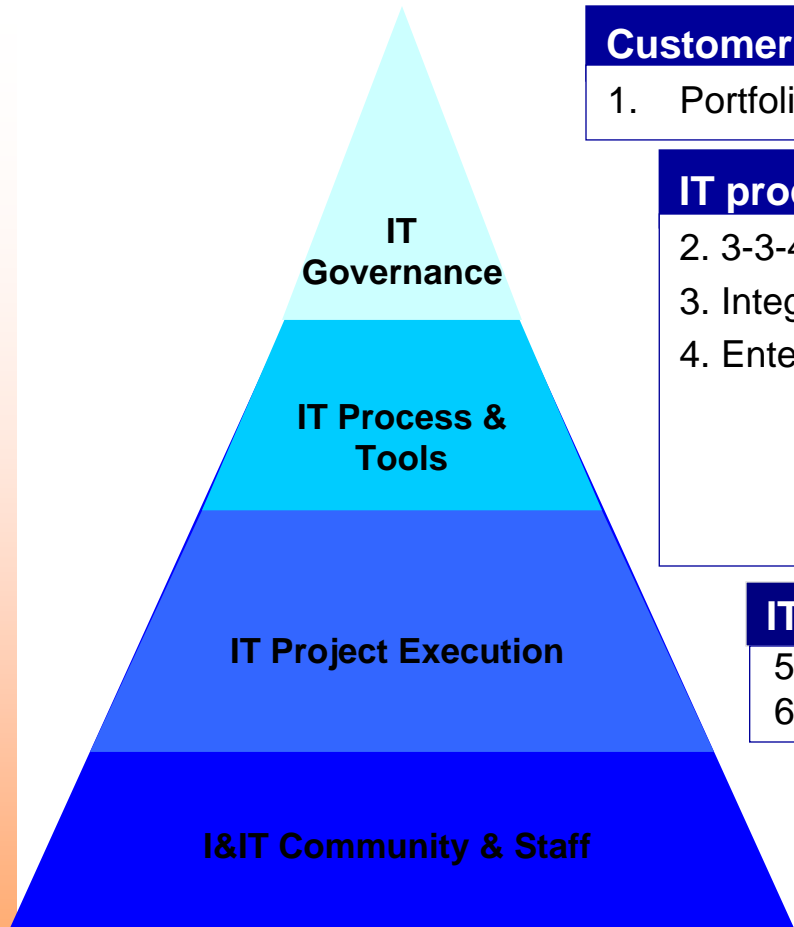
Presenters: Alison Oleksiak and Brad Cowlis

Support: John Shydrowsky, Ragu Sundararaj and Russ Whitehead

Agenda

- **GSDC Advancing Service Delivery**
- **I&IT 3-3-4 Maturity Transformation Initiative (MTI)**
- **OPS I&IT policy and procedures**
- **GSDC Project Delivery Lifecycle (PDLC)**
- **Integrated Service Agreement Model (ISAM)**
- **Definition and Management of IT Portfolios**
- **GSDC Quality Management Framework**
- **Lessons Learned**

GSDC Advancing Service Delivery



Customer Management & IT Governance

1. Portfolio Management

IT process & tools

2. 3-3-4 Cluster Maturity Transformation Initiative (MTI)
3. Integrated Service Agreement Model (ISAM)
4. Enterprise Strategy and Planning Practice
 - Enterprise Architecture & Information Management
 - Application Portfolio Management
 - Cost Estimation/I&IT Planning
 - Quality Management

IT Project Execution

5. Project Management, Delivery & Support
6. IT Source (PM, Architects & Test Support)

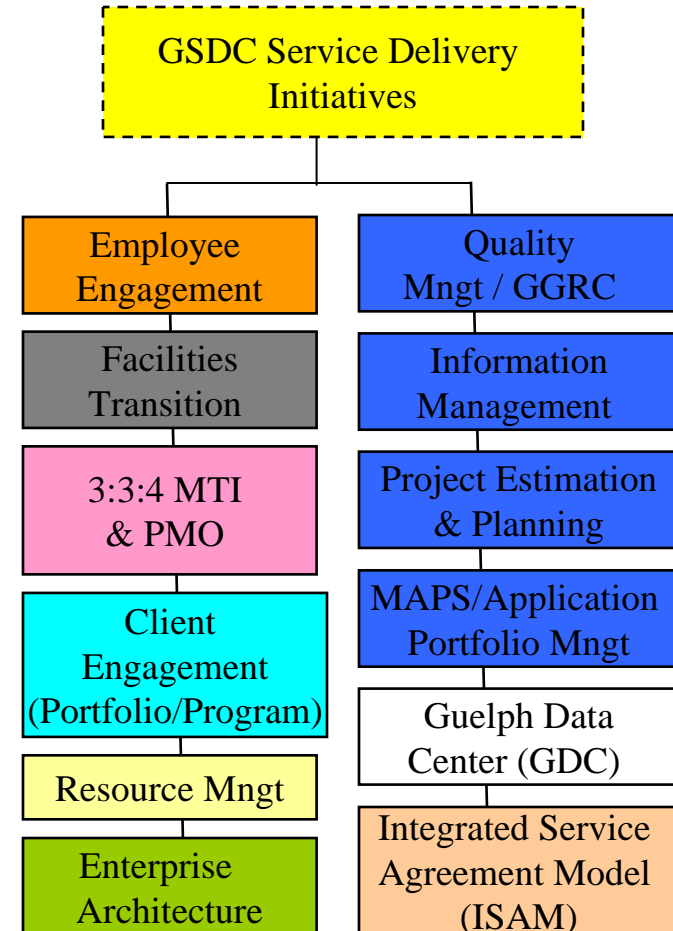
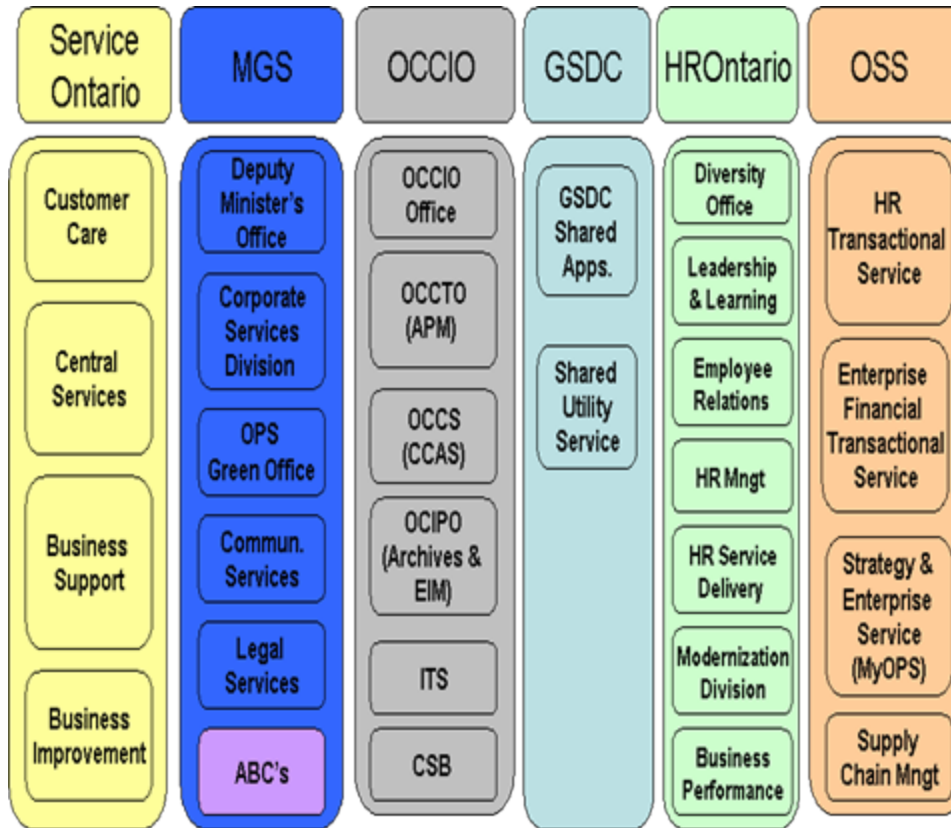
I&IT Community & Staff

7. Employee Engagement & Support
8. Community of Practice, Education & Training

... supporting service improvements, on-going application delivery and transformation including projects like Guelph Data Center (GDC), MAPS Enablement & Remediation.



GSDC Service Delivery Initiatives (12) in support of Ministry Government Service Customers



MTI flows from the recommendations of:

- The Report of Ontario’s Special Task Force on the Management of Large-Scale Information & Information Technology Projects (2005)
- The Enterprise-Wide Application Development & Maintenance Audit (2006)

3-3-4 is the **Maturity Transformation Initiative** target that the IT Executive Leadership Council (ITELC) has set for all clusters & ITS to reach by 2011.

		Mar 2008	Mar 2009	Mar 2010	Mar 2011
1 Informal	Staff are all doing projects their own way without any corporate support in the form of standard processes.	Portfolio / Program			
2 Defined	Standard processes are available, but not everyone is following them.	Project	Portfolio / Program /		
3 Managed	Standard processes are now in place, and everyone is following them.			Program / Project	Portfolio
4 Integrated	Standard processes are now in place; everyone is following them; and the quality of the process is being measured.				Project
5 Optimized	Standard processes are now in place; everyone is following them; the quality of the process is being measured; and a continuous improvement process is in place.				

Note – Given the needs of the upcoming Guelph Data Center (GDC) Migration, GSDC is accelerating MTI to target 3:3:3 by December 2009.

I&IT Directive Mandates Project Management Methodology

- **Ministries, clusters and agencies must**
 - ➔ *“Manage I&IT projects in accordance with the methodology contained in the OPS Integrated Project Management Framework and Methodology (herein “Methodology”) as amended from time to time.”*
- **Enable the cluster to manage project risk**
 - ➔ *Important to ensure we have a common understanding and terms of reference as teams are drawn from across the OPS*
 - ➔ *Important we learn from experience and good practice*
 - ➔ *Important to ensure manage the design and application knowledge through entire life not just the project life*
 - ➔ *Enable reuse between projects*

Application Development & Maintenance Audit Recommendations

- I&IT Clusters should have a documented application development methodology
- Clusters should ensure that development projects comply with that methodology
- Clusters should ensure application development projects use corporate processes such as the
 - Corporate Change Advisory Board,
 - Architecture Checkpoints,
 - Threat Risk Assessments, & Privacy Impact Assessments
- Clusters should consider developing an integrated project management & development methodology
 - includes minimum deliverables and checkpoints for application development projects,
 - to facilitate standardized cross-Cluster application development, and
 - guidance for approvals and deliverables for key milestones.

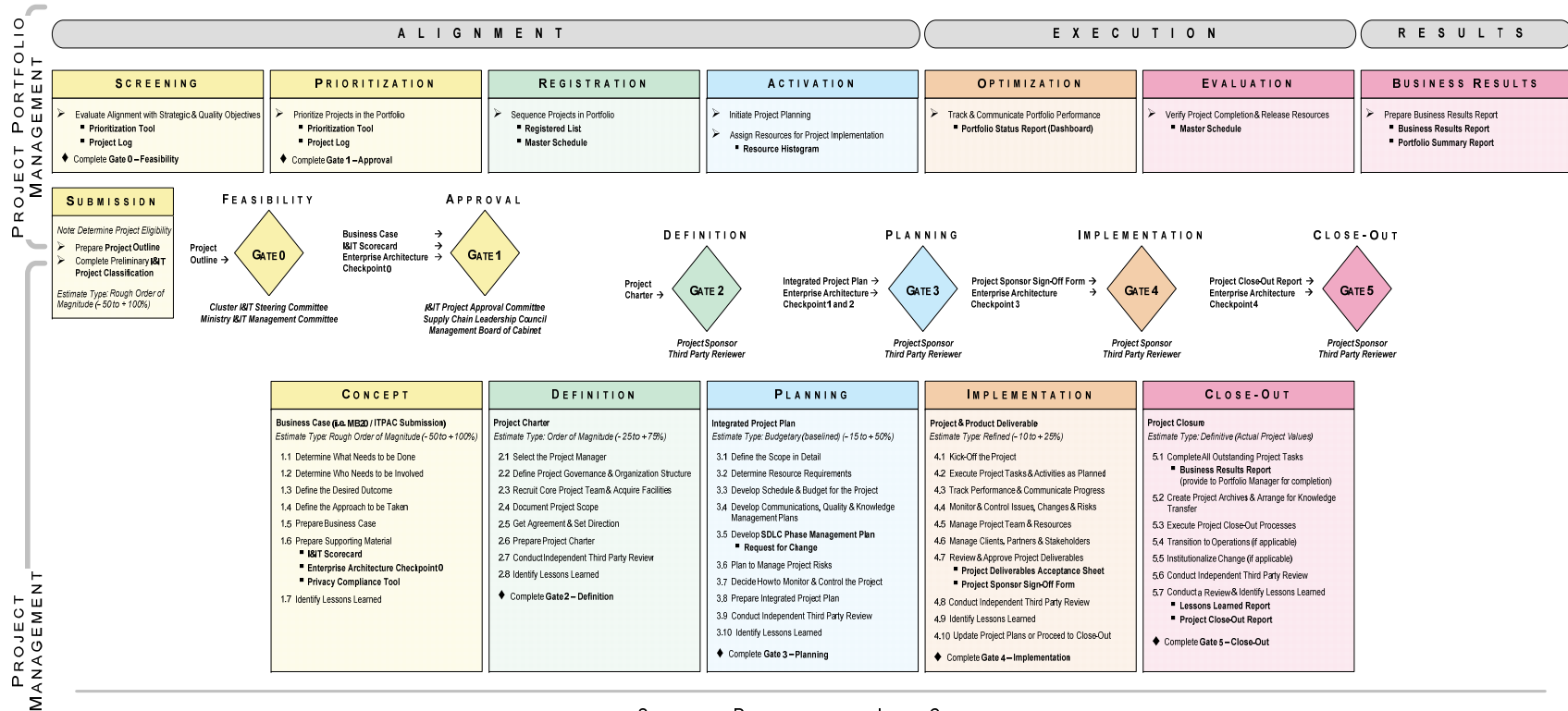


OPS policy and procedures

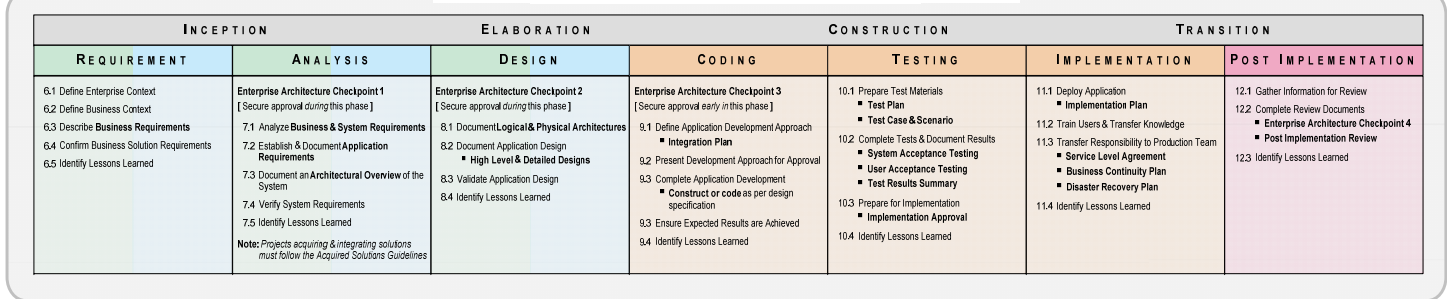
	Policy, procedures, templates and terms of reference
Governance	Corporate IITD and ITPA Committees #2 Corporate ARB & CCAB Committees # 2 GSDC Gateway Review Committee #2
Common Infrastructure	GO-ITS Standards and IT Standards Council (ITSC) #4 GO ITS Technology Standard #5 ITS Customer Relationship Management
Common Components, Application & Services (CCAS)	
Asset Management	MAPS Common Investment Strategy (June 2008) #12 Corporate Audit Recommendations (May 2006) regarding Change Management including the Corporate Change Advisory Board (CCAB)
Information Management	Information Management Benchmark # 17 Information Security & Privacy Classification #21
Security	Policy Management Authority # 24 Threat Risk Assessment # 25
Architecture and Standards	Enterprise Architecture Process Model and standards #28 Architecture Review Board (ARB) #30 GSDC Gateway Review Committee #31 GO-ITS Standards #32
Project Management	I&IT Project Gateway Process # 36 OPS Integrated Project Management Framework #33 GSDC PMO Dashboard (#34 & 35) Project Portfolio Management Framework (PPM)



OPS Unified I&IT Project Methodology (UPM)

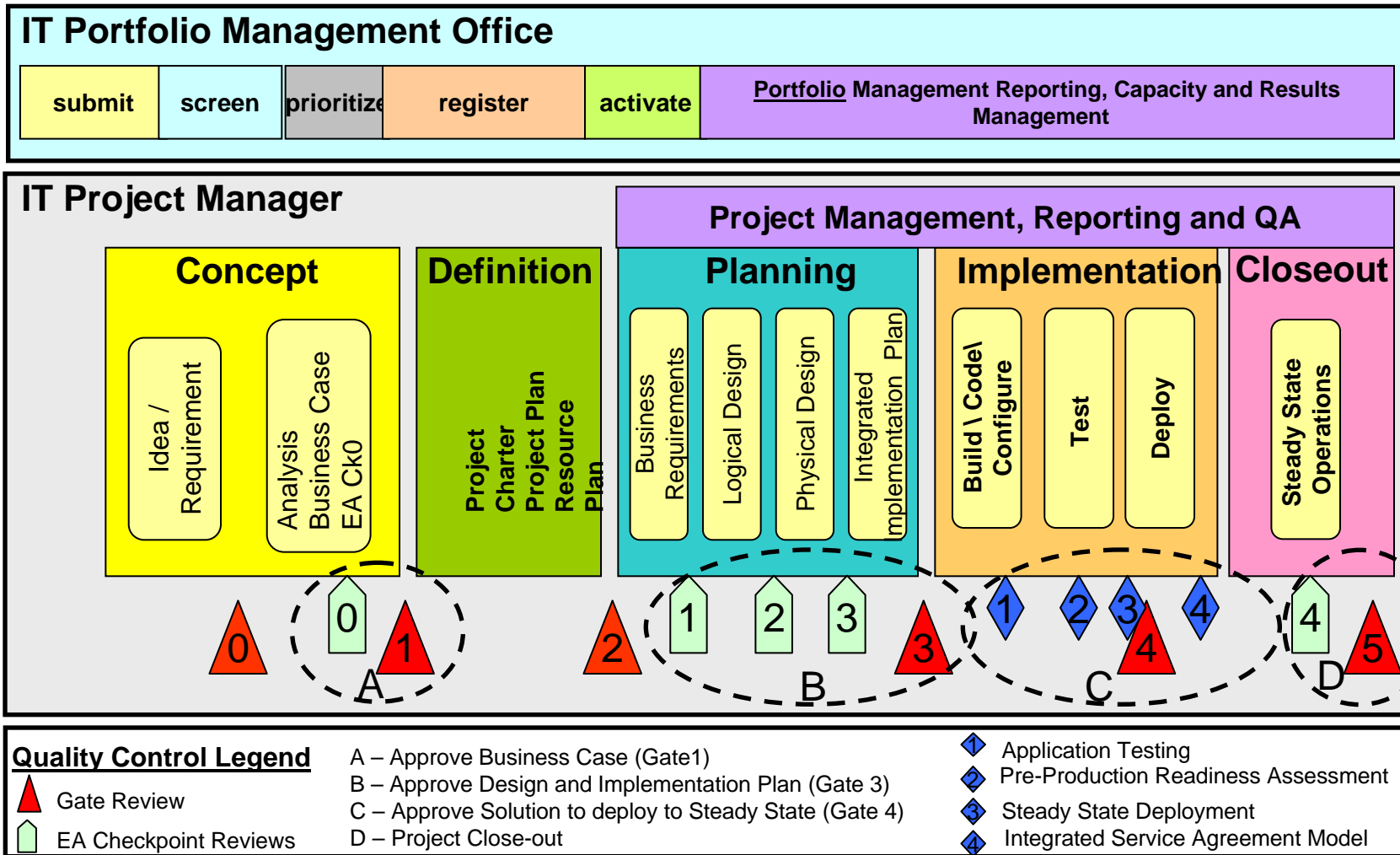


SYSTEMS DEVELOPMENT LIFE CYCLE





Project teams guided by the GSDC Project Delivery Lifecycle (PDL) and Quality Management Framework using OPS UPM/PPM and ACT/ARB templates, checklists and guidelines.

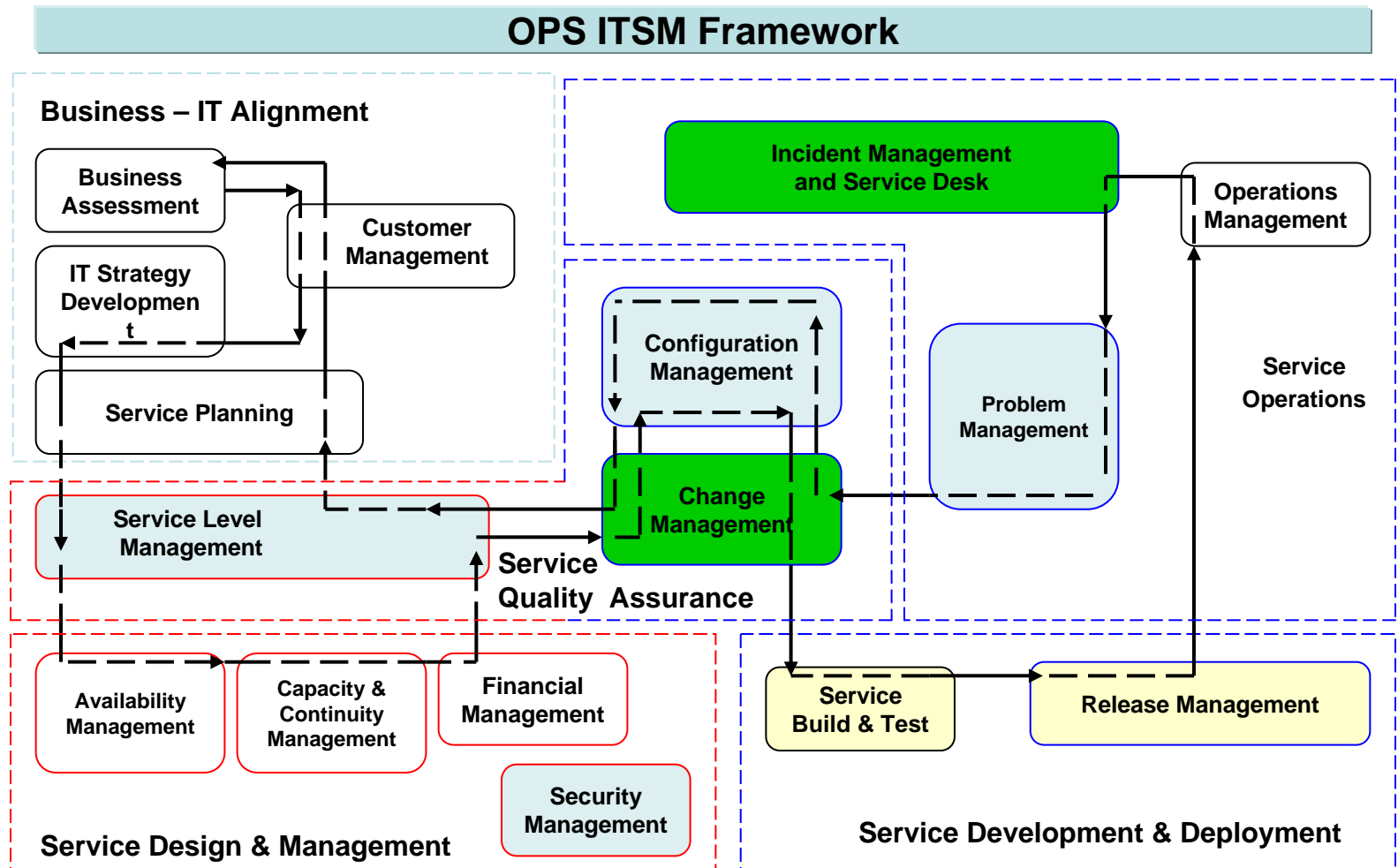


Note – GSDC chose to recommend EA Checkpoint 3 prior to Project Sponsor Signoff (Gate 3)

- **IT Service Management**
 - Service Portfolio Management and Service Catalogue Management
- **Application Test Service**
- **Pre-Production Readiness Assessment**
 - Review of the production operational model (e.g. ITS Solution Blueprint) to validate availability, performance & capacity, scalability, security and support expectations and dependencies
- **Steady State Deployment (Release to Production)**
 - Pre-deployment plan
 - Cut-over plan
 - Fall-back plan
- **Service Activation**



OPS IT Service Management Framework





Evolving to IT Service Management (ITIL V3)

Strategy	Design	Transition	Operation	Continual Improvement
Service Strategy	Service Portfolio Management	Change Management (GO-ITS 35)	Monitoring and Event Mngt	Measurement & Control
Market Intelligence	Service Catalogue Management	Configuration Mngt (GO-ITS 36)	Incident Mngt (GO-ITS 37)	Service Measurement
IT Financial Management	Service Level Management	Knowledge Mngt	Request Fulfilment (standard changes)	Service Assessment and Analysis
Service Portfolio Management	Capacity Mngt	Service Release and Deployment Planning	Problem Mngt (GO-ITS 38)	Process Assessment And Analysis
Demand Management	Availability Mngt	Performance and Risk Evaluation	Access Mngt	Service Level Management
Risk Management	Service Continuity Mngt	Patch Management (GO-ITS 42)	Service Desk (GO-ITS 55)	Improvement Planning
	Information Security Mngt (GO-ITS 55)	Testing	Infrastructure Management (e.g. SUS)	Service Portfolio Management
	Supplier & Contract Mngt	Service Release, Acceptance, Test & Pilot	IT Operations	
	Organizational Change and Communications	Deployment, decommission and transfer	Facilities Management	

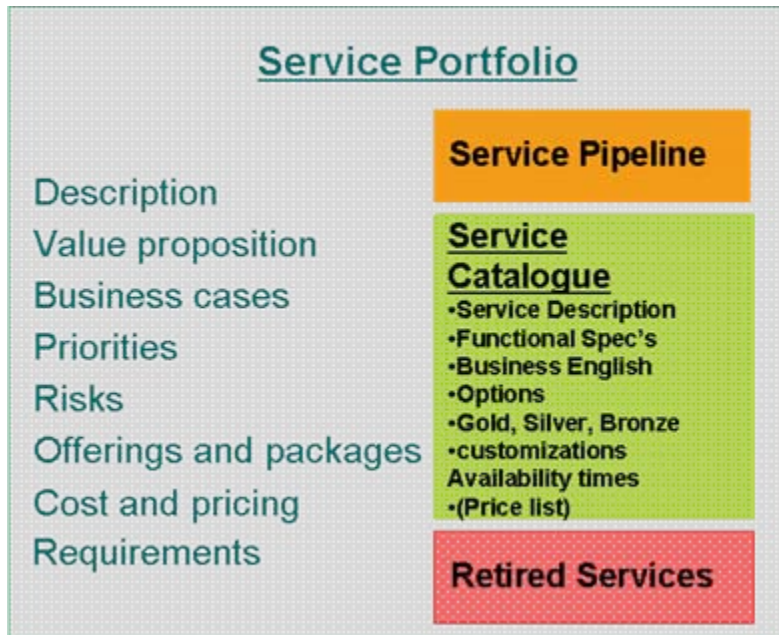
Legend		GO-ITS Standards, enabled by CCAB, ITS and CSB
		Defined and managed across the cluster
		Activity underway within the cluster
		Business & IT Alignment using Service Portfolio and Service Catalogue Management

Service Portfolio and Service Catalogue Management

A **Service Portfolio** describes provider's services in terms of business value. They include the complete set of services managed by a Service Provider. These portfolios are used to articulate business needs and the provider's response to those needs. The Service Portfolio details the complete set of services managed by a service Provider, and is used to manage the entire lifecycle of all services.

3 Categories of services defined within the Portfolio

- Service Pipeline (proposed or in development)
- Service Catalogue (Live or available for deployment)
- Retired Services (Decommissioned services)



The Service Catalogue has two aspects:



Business Service Catalogue: contains details of all the IT service delivered to the customer, together with relationships to the business units and the business process that rely on the IT services. This is the customer view of the Service Catalogue.

Technical Service Catalogue: contains details of all the IT service delivered to the customer, together with relationships to the supporting services, shared services, components and Configuration Items necessary to support the provision of the service to the business. This should underpin the Business Service Catalogue and **not form part of the customer view.** (Reference Appendix)

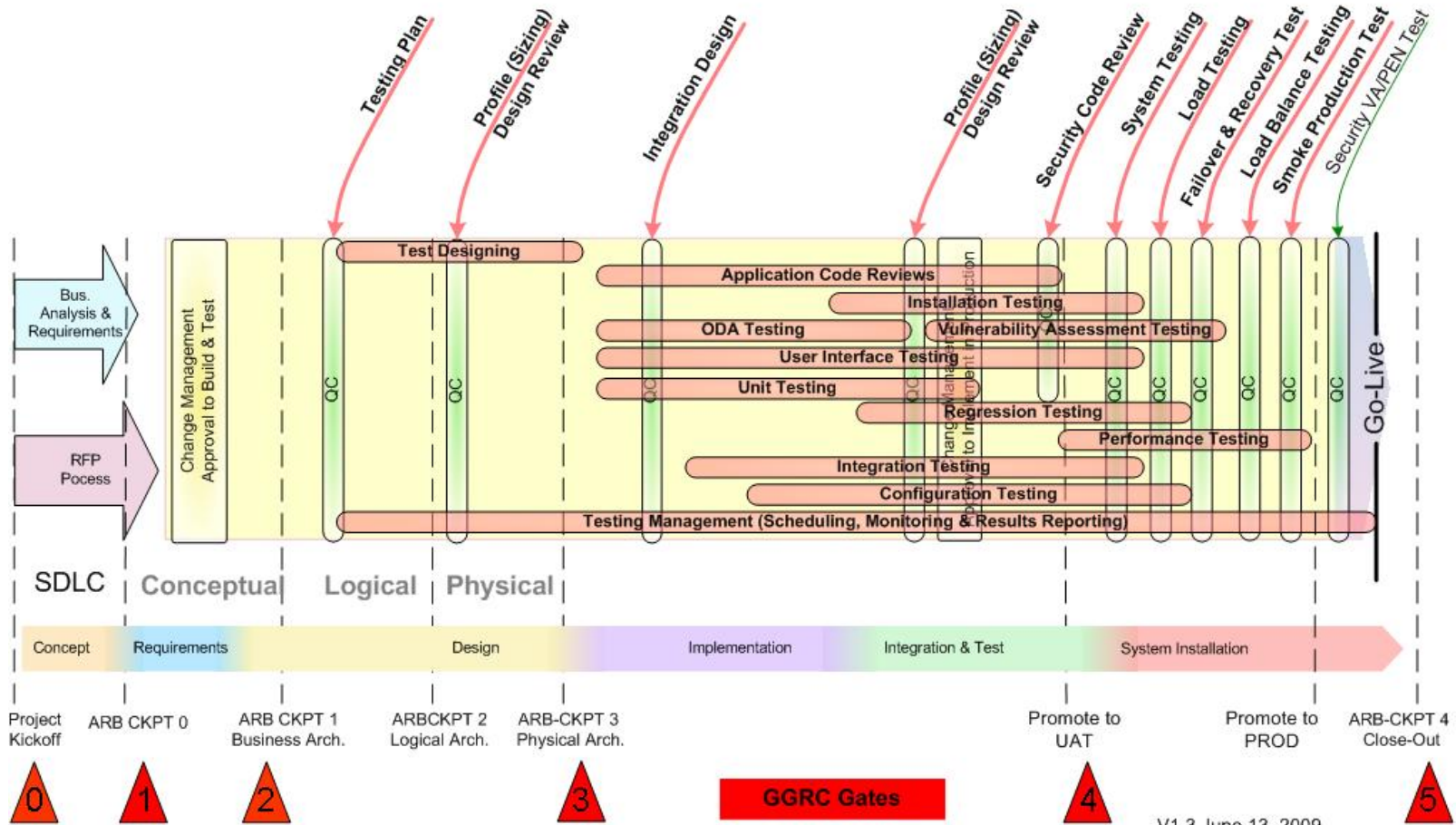
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GSDC Quality Assurance Testing Services

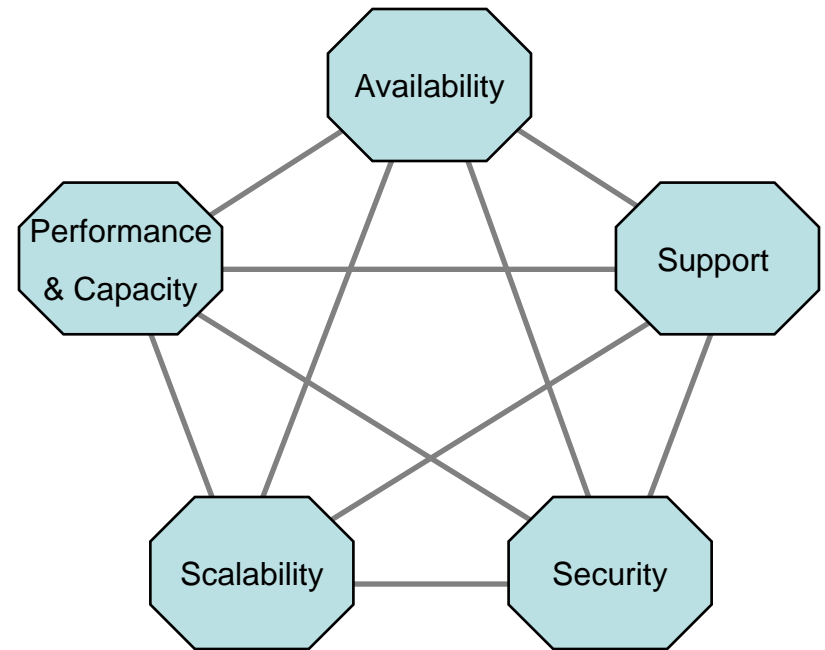
TESTING ACTIVITIES for which the GSDC QA TESTING SERVICE provides Coordination, Guidance, Templates, Checklists, Automation Tools and Quality Reviews



V1.3 June 13, 2009

Pre-Production Readiness Assessment (WIP)

- Prior to deployment there is a need to revisit the architectural assumptions, and non-functional requirements in the context of the Production Operational Model (e.g ITS Solution Blueprint)
 - Failure Models & Effects Analysis (FMEA)
- These requirements will have important impacts on the fundamental design of the solution as well as the ultimate operations of the system
- These are the NFRs which, if not properly addressed, are most likely to result in project issues, quality shortcomings and/or steady state operational incidents



- Non-functional requirements and the resulting system features and characteristics are highly inter-dependent

Moving within GSDC towards defined (MTI=2) & managed (MTI=3) process for Steady State Deployment

Pre-implementation:

- Establish overall plan structure, roles and responsibilities
- Confirm understanding of current environment
- Final versions of project ,development & operations documentation
- Training and skills transfer– users, application support, operations
- Help desk readiness – training, procedures, knowledge base update, FAQs
- Organizational change management, including communication plans
- Implement/update of production, staging, test and development environments
- All ITSM processes including Service Relationship Model (SRM)
- Plan & execute Release-to-production change management activities (CCAB)
- Post production development and operations support teams definition and sign-off
- Strong analysis and mitigation of risks, assumptions, issues and dependencies

Cut-over:

- Approvals for acceptance, rehearsal & coordination
- Structured walkthroughs with all stakeholders
- Final analysis and mitigation of risks & dependencies
- Acceptance criteria, go/no-go decision points
- Command center to coordinate multiple implementations with multiple delivery teams in multiple sites
- Backup of existing systems
- Data conversion
- Detailed sequence of cutover tasks (short window) – sequential or parallel activities
- Dress rehearsal
- Post cutover tests – new function and regression test
- Sign-offs by stakeholders

Fallback plan:

- Test the fallback plan during cutover
- Clear go/no-go decision points
- Clearly defined escalation procedure to make the fallback decision must be pre-defined
- Sequential or parallel cutover activities will have an impact on fallback strategy and time requirements
- Need to consider the possibility of falling back hours or days after production implementation
- Typically there are strong data implications and limitations



GSDC I&IT Maturity Transformational (MTI) Initiative (2=MTI Defined) – WIP



	Cluster / Corporate Guidelines & Policy	Project	Project-Portfolio
Governance (Integrated Business & IT)	GSDC PMO ITPC / PM CoE	Project Integrated Governance	Business Steering Committee (WIP) IT Steering Committee (WIP)
Governance (GSDC I&IT)	GSDC PMO ITPC / PM CoE	Project Mngt Office	Portfolio Mngt Office (PMO) Portfolio Change Review Board (CRB) Design Authority (DA) Cluster Change Advisory Board (CAB)
Resource Management	GSDC RMO /ITSource GSDC PMO ITPC / PM CoE	Resource / Skill Plan	Talent Management Plan Skills Inventory Client Satisfaction Survey
Quality Management (Quality Assurance (QA) & Control(QC))	GGRC / GSDC Quality Mngt Practice I&IT Directive & Approval Authorities	GSDC Dashboard Mtgs GSDC Gateway Review Committee (GGRC) Gates OPS I&IT Directive/Gating GSDC Application Testing Service (future)	GSDC Dashboard Mtgs Portfolio Change Review Board (CRB) Portfolio Design Authority (DA) Cluster Change Advisory Board (CAB) GSDC Application Testing Service (future)
Performance Measurement	GSDC PMO ITPC / PM CoE GSDC Planning	GGRC Survey (WIP) ITPC Project Health Check (future) MTI Survey Project 30/60/90	MTI Survey
Training & Communications	GSDC RMO GSDC PMO ITPC / PM CoE GSDC EAP/OCCTO	ITPC Training EA Training Cluster Training Project Communication Plan	ITPC Training Portfolio Communication Plan



GSDC I&IT Maturity Transformational (MTI) Initiative (2=MTI Defined) – WIP



	Cluster / Corporate Guidelines & Policy	Project	Portfolio
Process Methods & Guidelines (Financial view)	GSDC Planning/ Business Services & Procurement OPS SCLC OPS TBC/MBC	Cost Estimation Tool Project Actual (Cost code)	Portfolio Forecast Portfolio Actual
Process Methods & Guidelines (Planning view)	GSDC PMO OPS ITPAC and IT Controllership ITPC and PM CoE	OPS Unified I&IT Project Methodology (UPM) GSDC Project Delivery Lifecycle I&IT Directive Guidelines UPM/PDLC templates/guidelines IT Scorecard & Business Case	Portfolio “Account” Relationship Mngt Team OPS Project Portfolio Management (PPM) Framework PPM templates / guidelines Cluster Dashboard Mngt ToR Portfolio Assessment & Change Review ToR
Process Methods & Guidelines (Application view – includes Security & Technology)	GSDC EA Practice GSDC Security Officer OPS CSB, OCIPO, PMA OPS ACT/ARB GO-ITS Standards	Enterprise Architecture Process Model (EAPM) EA Templates/Guidelines ITS Solution Blueprint Threat Risk Assessment (TRA) Privacy Impact Assessment (PIA) BCP/DRP Guidelines	Enterprise Architecture Process Model (EAPM) Enterprise Architecture & Design Mngt ToR Application Portfolio Mngt ToR Design Authority ToR
Process Methods & Guidelines (Service view)	GSDC Service Mngt / ISAM OPS Item GO-ITS Standards GSDC EA Practice/ ARB OPS CCAB	GSDC Integrated Service Activation Kits and models (within context of the project) Quality level Metrics	Portfolio Service Catalogue (s) - Services for Staff - Services for Business - Services for Solution providers Portfolio Master Service Level Schedule Relationship Management Teams (Service and Portfolio) ISAM Set of Relationships ITSM ITIL V3 (per slide 10)



GSDC I&IT Maturity Transformational (MTI) Initiative (2=MTI Defined) – WIP

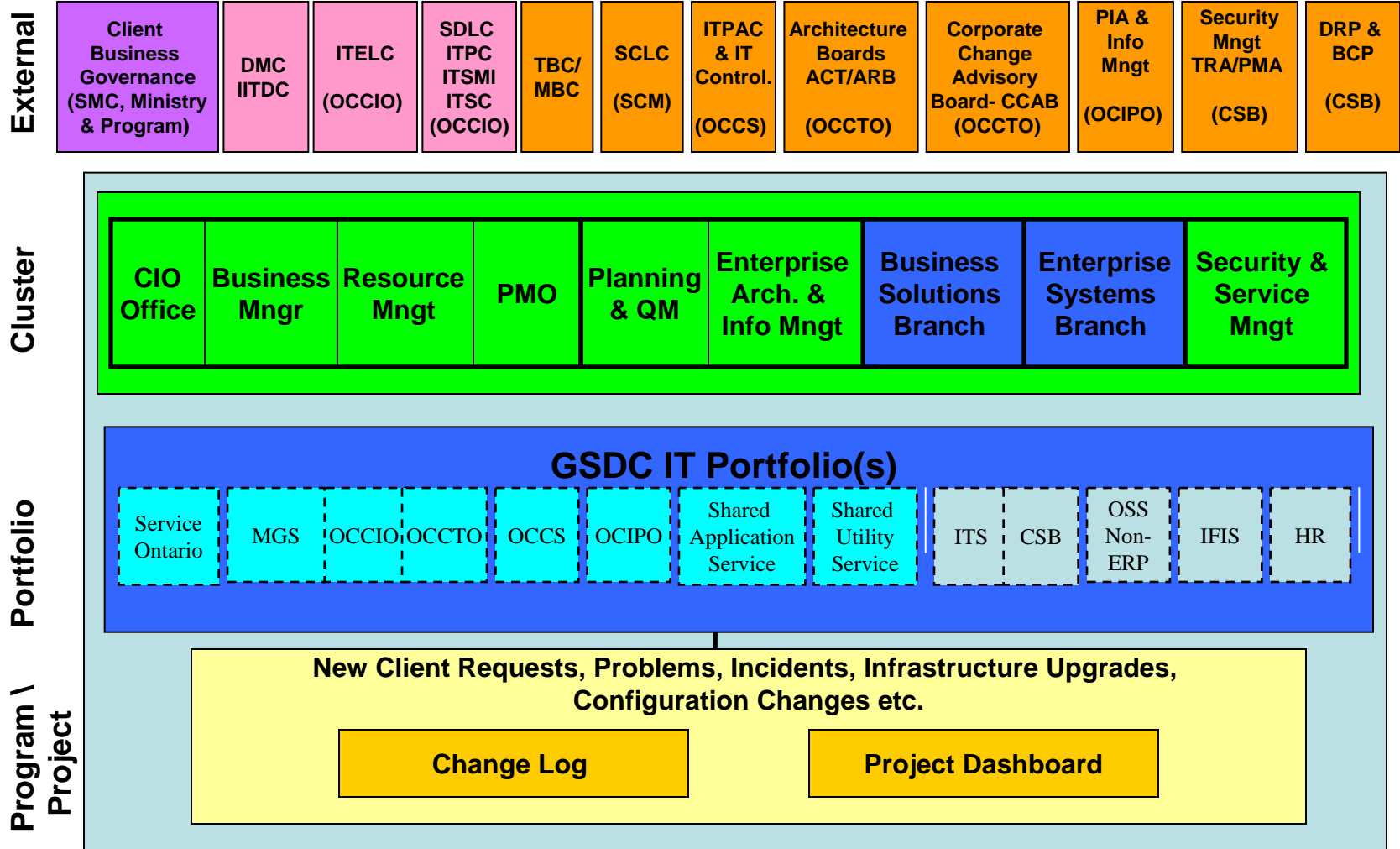


	Cluster / Corporate Direction	Project	Portfolio
Tools (project, architecture & design, service mngt)	GSDC PMO GSDC EAP GSDC QMP GGRC	Project Dashboard Tool Cost Estimation Tool OpenWorkbench (OWB) / MSPProject Tool Collaboration Workspace Design & Architecture Tools Enterprise Change Mngt (ECM) GSDC Gateway Review Committee (GGRC) ToR and templates Clarity (future)	Project Dashboard Tool Collaboration Workspace Change Assessment and Review committee Change Mngt Tool (e.g. Ascendant, Metrics) Portfolio Change Mngt Tool (Rational) (WIP) Application Portfolio Dashboard (APM) Design & Architecture Tools (Trouw, Rational) Clarity (future)
Knowledge Management	GSDC IMP OPS OCIPO	Project documentation repository EA & Design repository Code Management repository Team Collaboration Workspace ISAM Repository Cost Estimation Tool Repository	Portfolio Baseline EA & Design repository Application Portfolio Mngt Repository (WIP)



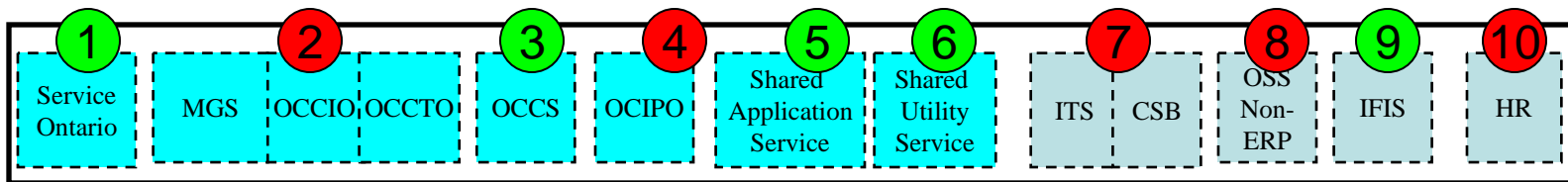
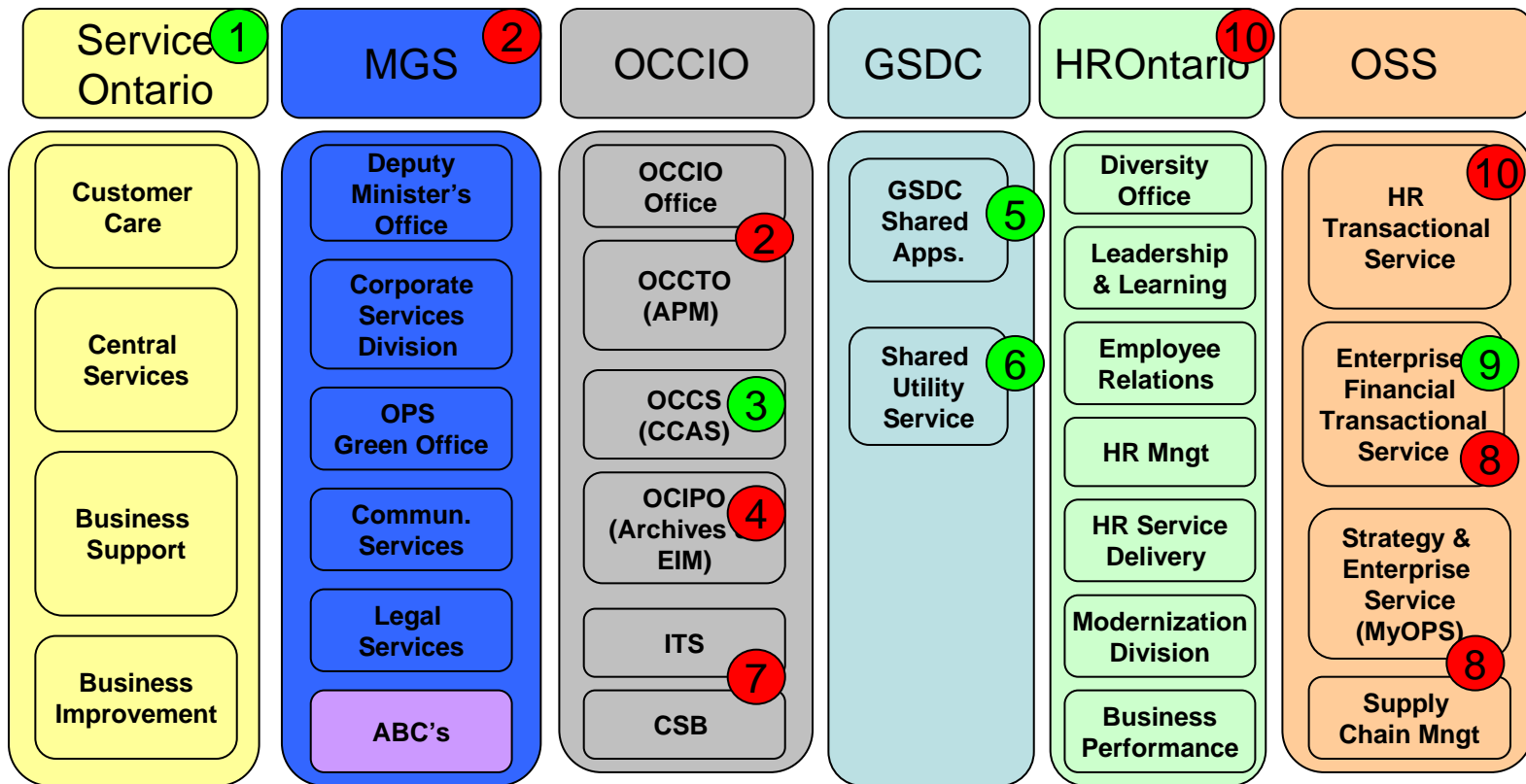
Portfolio(s) integrated into current GSDC Business Solutions and Enterprise Systems Branches, including “Business” Service Managers within portfolio’s for on-going sustainment

Legend
 Policy, Guidelines & Approval Authority





Transforming to MTI Level 3 by managing client engagement within 10 IT Portfolio's within the cluster



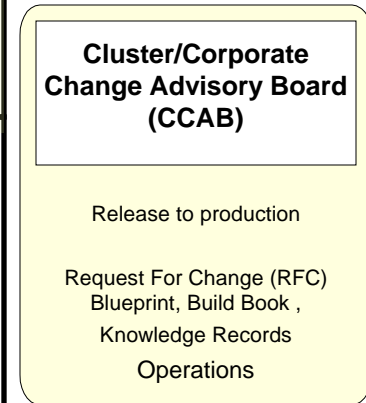
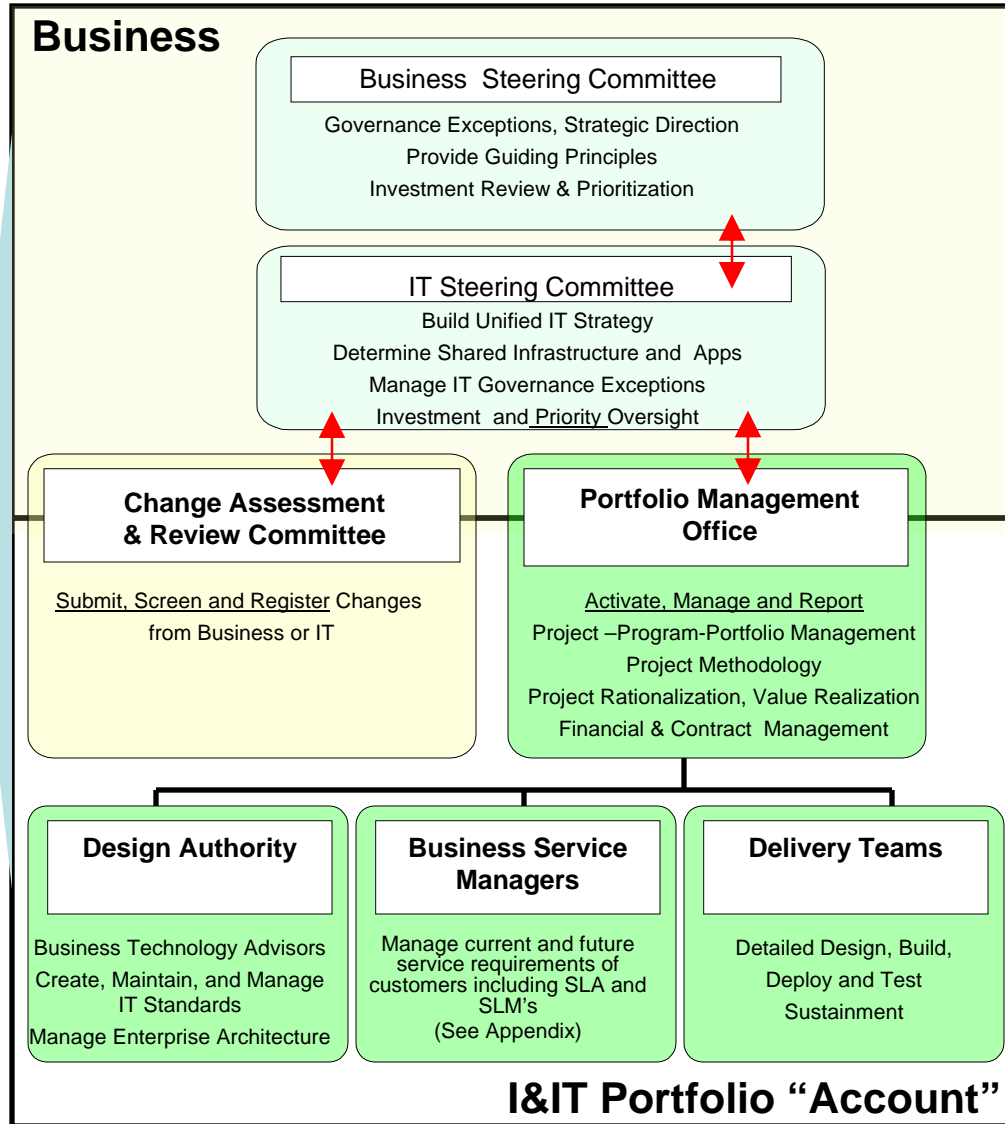
Legend ● Enabling ● In design ■ Supplied by agreement



Building within each IT Portfolio a Governance Model to support who makes what IT Decisions (and how they are made) from idea, through deployment and on-going sustainment (Generic View)

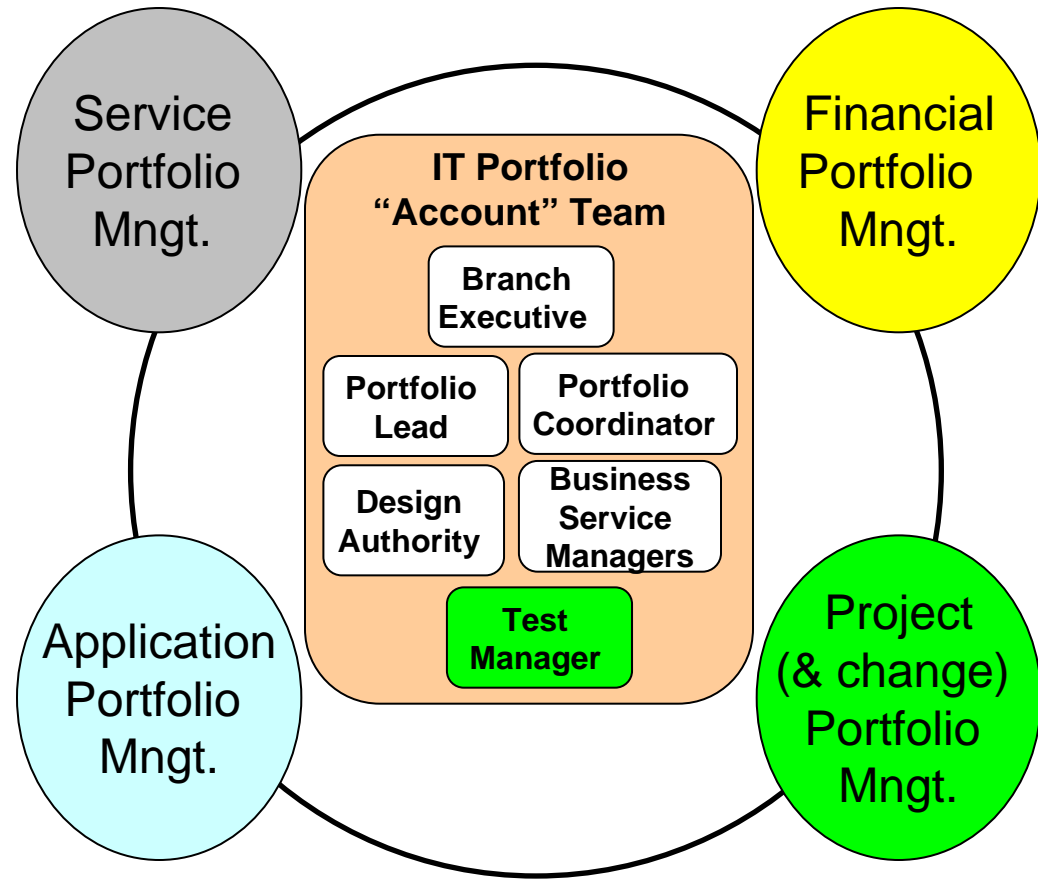
Decision Making Domains

IT Guiding Principles
Business Needs
IT Investments
Business Architecture
Policy
Application & Information Architecture
IT System Architecture
IT Infrastructure
Service Delivery





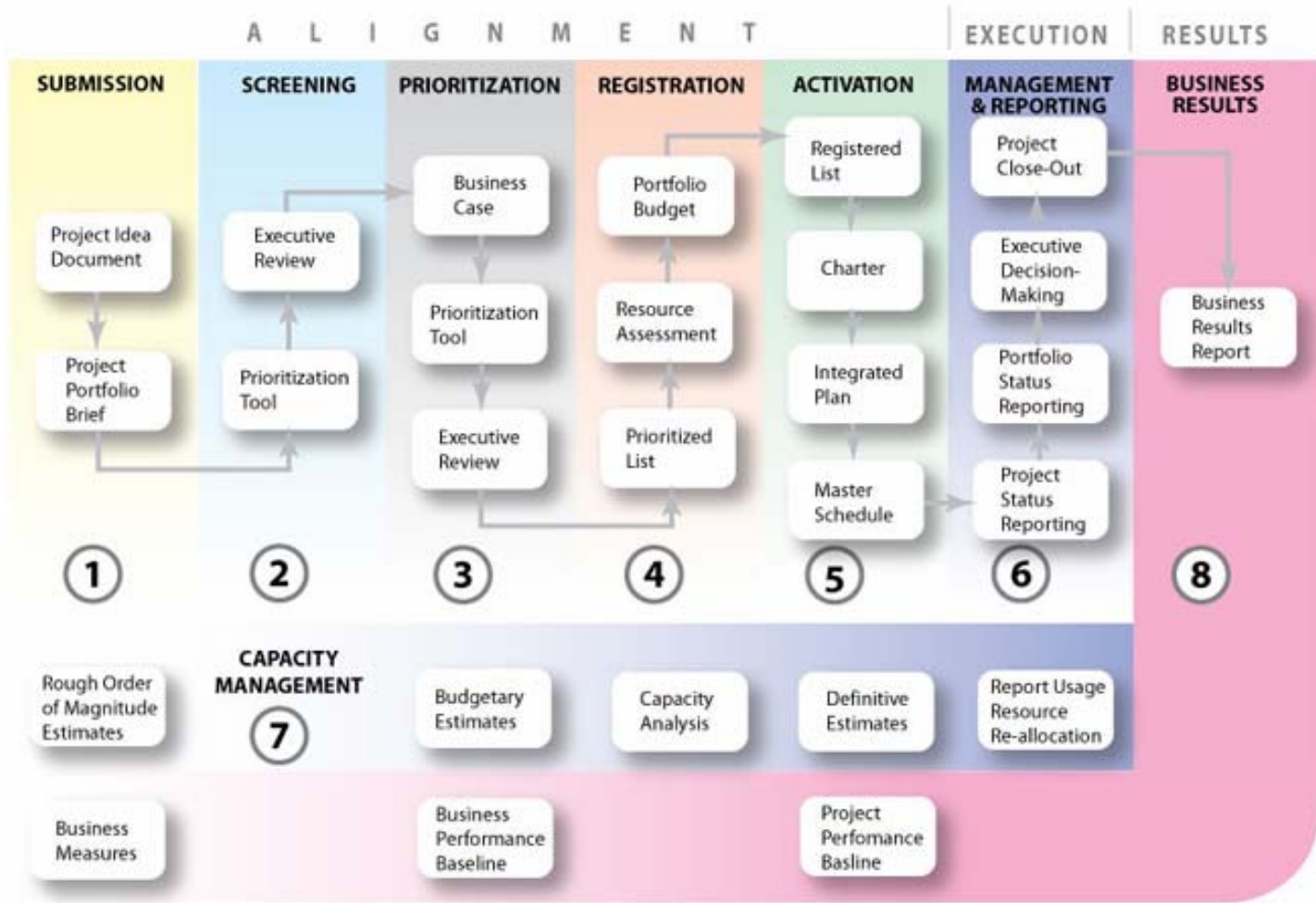
Each of the proposed IT Portfolio “Account” Teams to leverage the OPS Project-Portfolio Management (PPM) Framework – from design through sustainment.



Note – The IT Portfolio “Account” Team roles are portfolio team functions and not positions.



Each Portfolio Lead is responsible for defining and enabling process with their Portfolio, ensuring aligned with the OPS Project Portfolio Management (PPM) Framework. Portfolio Leads/Coordinators then manage & monitor portfolio activity.

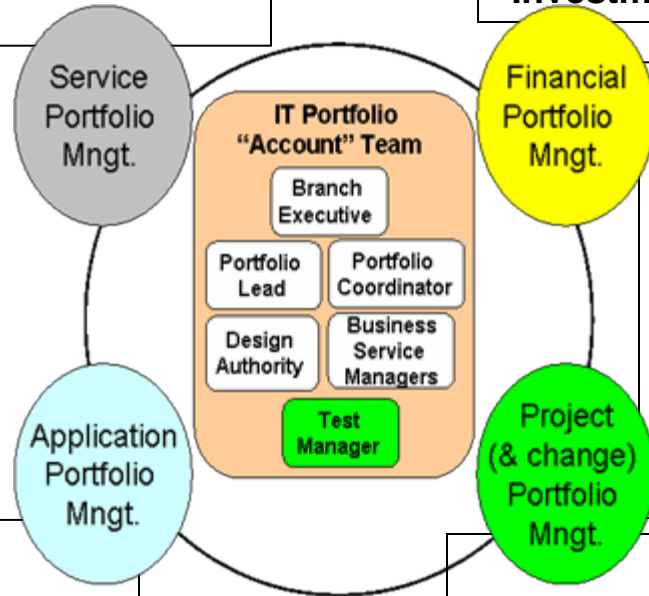




I&IT Portfolio "Account" Team

- **Service Portfolio Mngt:**
 - ✓ Service Strategy, Design, Transition, Operation, Continued Improvement
- **Service Catalogue Mngt:**
 - ✓ Services for Staff
 - ✓ Services for Business (e.g. Ministry)
 - ✓ Services for Solution Providers (e.g. clusters)
- **Master Service Level Schedule**
- **Service Activation (ISAM)**

- **Cost Estimation Tool (estimate)**
- **IFIS Cost Codes (actual)**
- **Supply Chain/ Procurement Mngt**
- **Investment Plan (MTCA)**



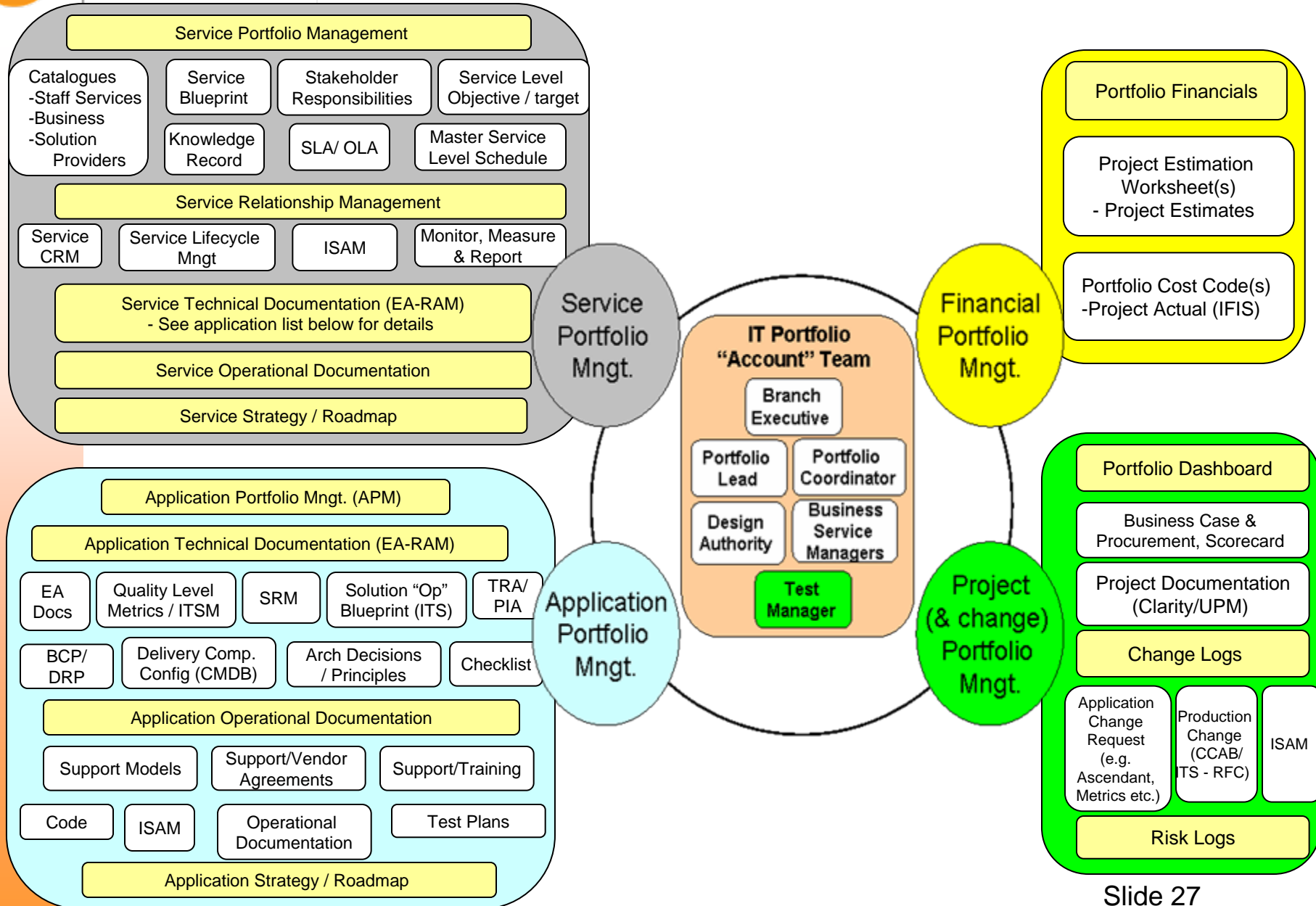
- **Client Relationship Management**
 - ✓ Enabled through integration with business/IT committees to manage the submission, screening, prioritization, registration, activation, management and reporting of changes

- **Application Portfolio Mngt**
- **Business Process Model**
- **IT System Design**
- **Enterprise Arch. Repository**
- **Design/Development Repository**
- **Operations Repository**
- **ITSM Plan for Application**

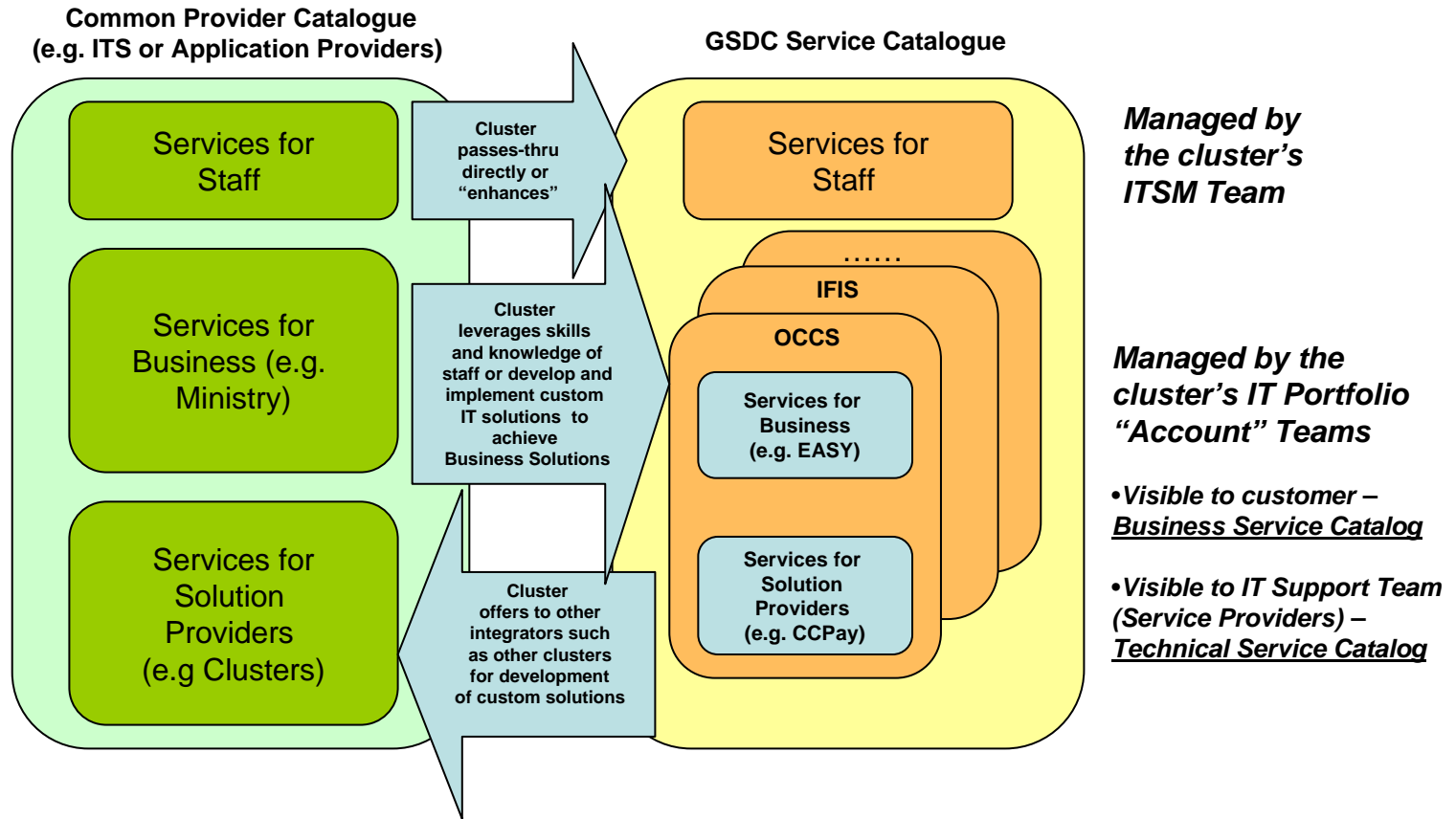
- **Project-Program-Portfolio Dashboard (UPM/PPM)**
- **Portfolio Change Assmt & Review Tool**
- **Enterprise Change Mngt (ECM) Tool**



Manage deliverables and process within each IT Portfolio enabling reuse, consistency and improvement



Portfolio view of services - finding commonality in services provided by a Service Providers including management of the service pipeline and service catalog (IT Services available or in deployment) within each portfolio

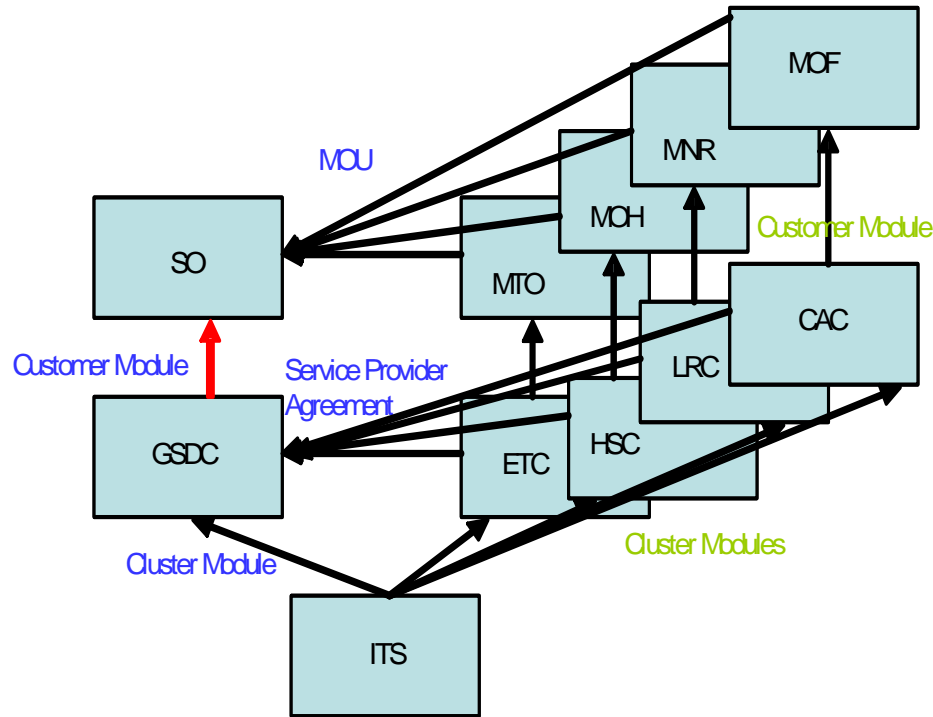


Target Outcome (by portfolio):

- Request Fulfillment
- Service Portfolio Management
- Demand Management
- Continuous Service Improvement

Reference ITIL V3 –
Service Portfolio and Service Catalog

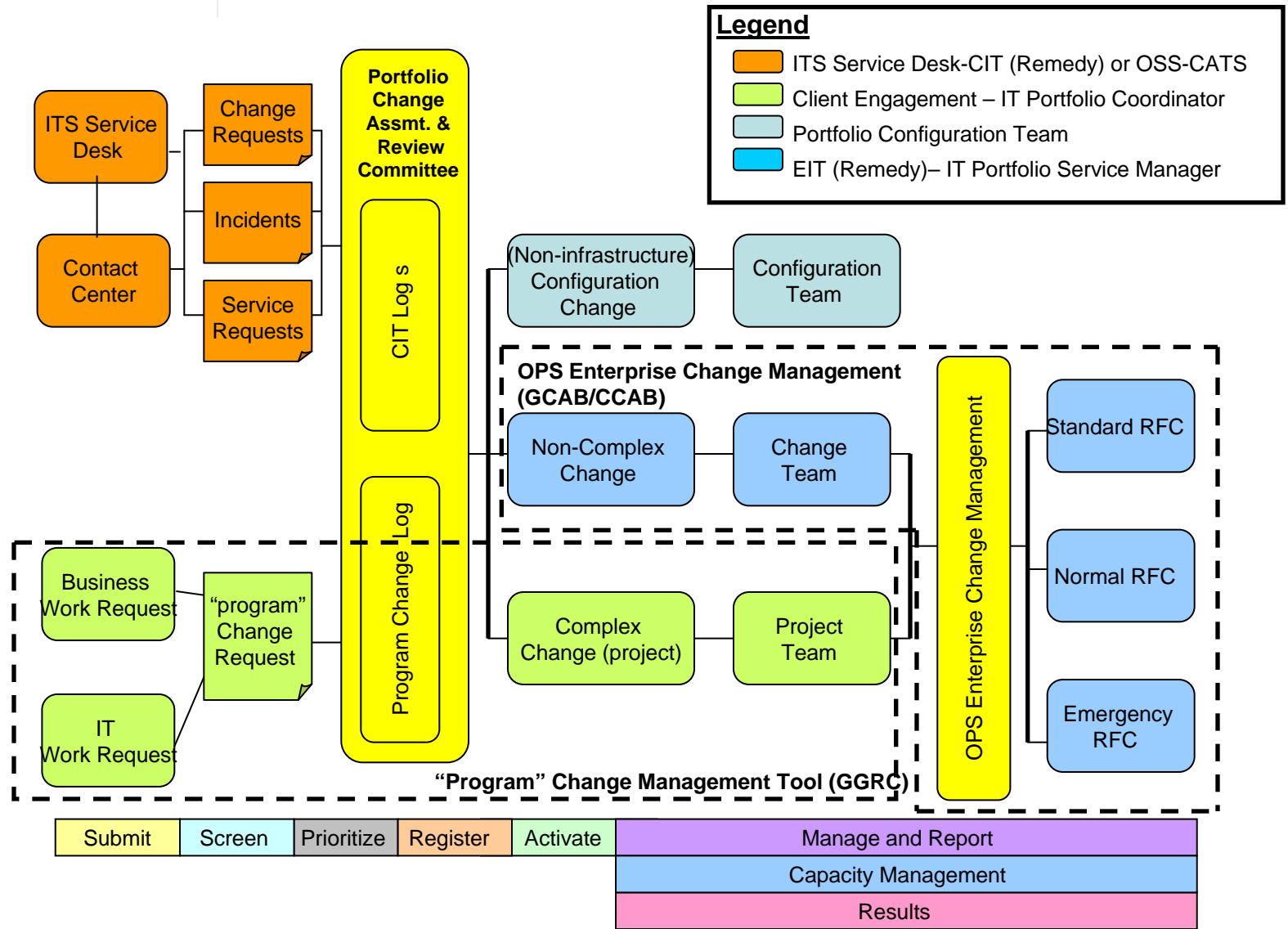
Example Integrated Service Activation Outcomes (using Integrated Service Agreement Model (ISAM) technique)



1. Service Composition
2. Support Models
3. Failure Models & Effects Analysis (FMEA)
4. Knowledge Records
5. Service Provider Agreement(s) between the Agreement Management Organization and other Service/Solution Providers
 - Service Descriptions, Responsibilities Matrix, Key Contacts Matrix, IT Costs, Terms & Conditions, Exceptions to standard service, Service Level Objectives and Targets tables, IT Service Continuity Details, Service Reports, Service Release Schedule
6. Customer Module between Agreement Management Organization and the Customer
7. Cluster Module between IT Organizations and the Common IT Providers e.g. ITS
8. MOU's and Master Service Level Schedules

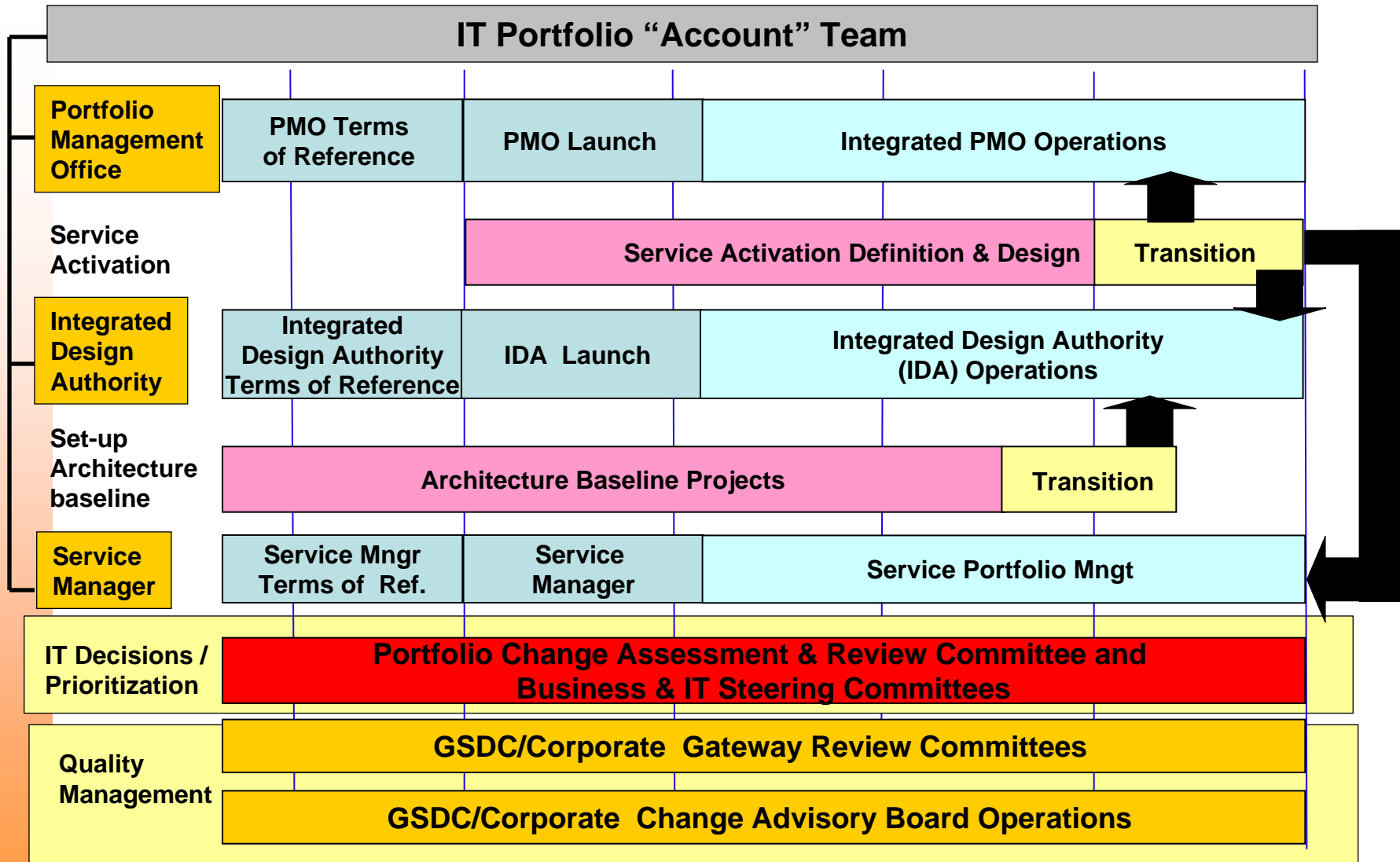


Business & IT Governance enabled through Integrated Change Management process within each Portfolio (e.g new requests, changes and incidents)





On-boarding of each IT Portfolio



Quality Management Framework

- **Common understanding of language and process**
 - Project team members change, there is a need to enable teams to become productive quickly
- **Definitions**
 - Quality Assurance
 - Quality Controls
 - Quality Management & Continuous Improvement
- **Increase overall “success” rate of projects through controls**
 - Improve quality of project content and deliverables
 - Support and advocate projects teams through corporate control points
 - Repeatable process to project delivery
 - Repeatable process to manage and evaluate project changes
- **Proactively manage design and build knowledge of applications**
 - Advocate for reuse and standardization
- **Executive dashboard available to cluster executives on status of projects**
- **Quality to be managed across cluster disciplines – project management, architecture, security, information management, design/build and service management**
- **Quality Management Practice within I&IT Planning to ensure aligned with I&IT Policy as managed by IT Controllershship**
 - Disciplines are managed and directed by Practice Leads (e.g. Project Management, Architecture, Security, Service Management)

Strategies to achieve objectives

1. **Implement Quality Management Framework**
 - a) Form new **Quality Assurance Practice** (Lead Manager IT Planning)
 - Manage operations of the QA Process
 - b) Form **GSDC Gateway Review Committee (GGRC)**
 - Representation from across cluster discipline to review / endorse projects
 - c) Formed **GSDC Quality Assurance Working Group** to provide oversight and guidance of the GGRC (Manager PMO, Architecture and Planning)
 - d) Added QA Controllers, Coordinators and Methodologist
2. **Communicate clear “rules/ expectations” to projects**
3. **Provide projects with “support” tools**
 - a) Project Delivery Lifecycle (PDLC) guidelines and templates
 - b) Cost Estimation Tool (GSDC)
 - c) Actuals Financial Management (continues using cost centers)
 - d) Application Portfolio Management Tool (working with OCCTO)
 - e) GDC Inventory Tool (Remedy)
4. **Harvest, manage and reuse project documentation**
5. **Build Communities of Interest**

QA #1 - Quality Assurance Practice

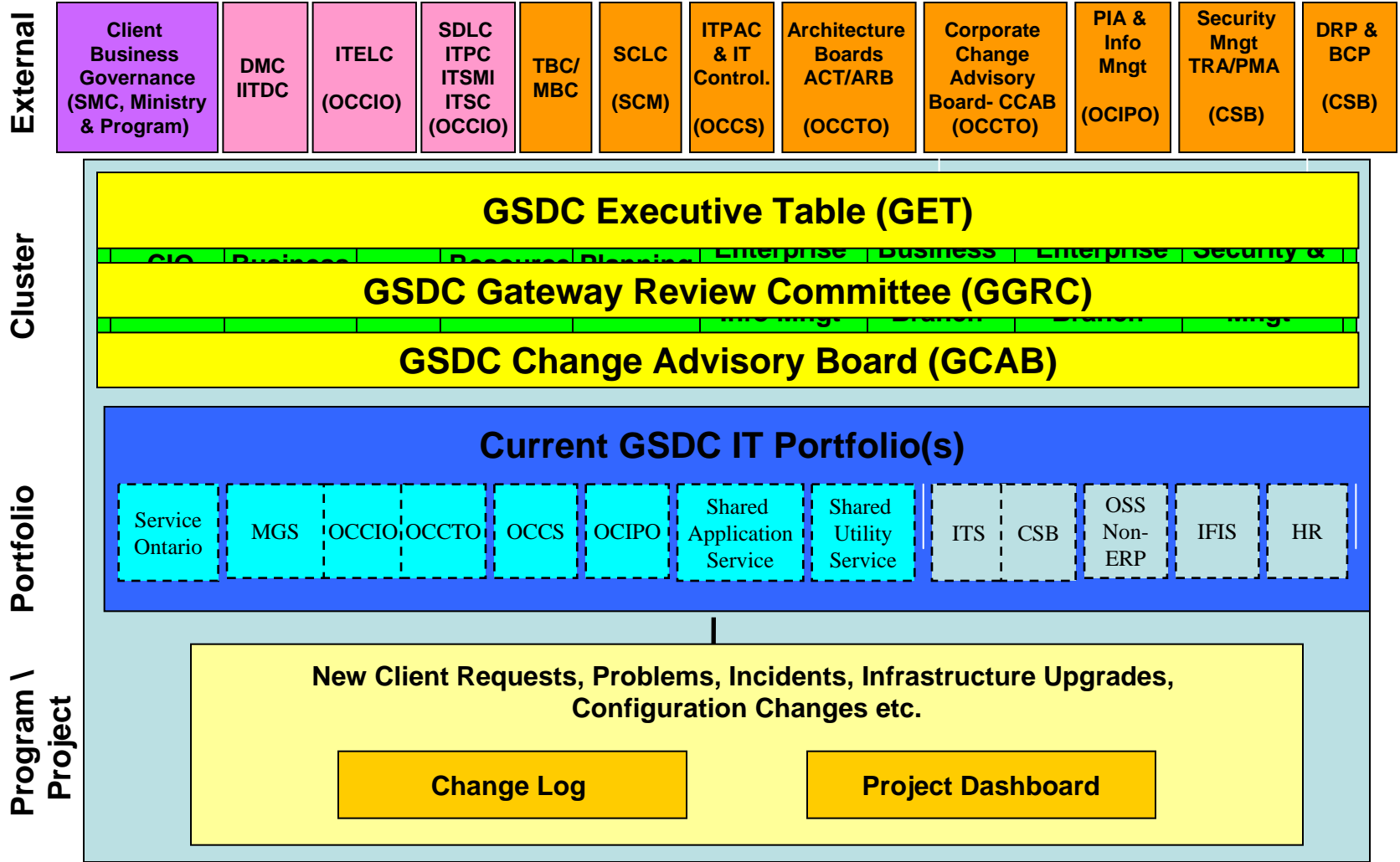


- **Quality Assurance and Quality Management Practice Oversight**
 - Joint management team from PMO, EAP and Planning, chaired by the manager of Planning
- **GGRC Coordinator**
 - Build the agenda and manage minutes for GGRC meetings
 - Work with ACT/ARB Coordinator to schedule projects (when needed)
- **Librarian / Methodologist**
 - Manage repository of templates for projects
 - Manage repository of Architecture and Design for all IT Portfolio's and Applications
 - Submit Authoritative Architecture documents to the corporate Enterprise Architecture Repository (EAR)
- **Quality Controller**
 - Act as coach/ navigator for projects through QA Framework
 - Single point of contact when they need assistance
 - *"What do I need to do, and when do I need to do it by?"*
 - *"When can my project come to GGRC for Gate 3a?"*
 - *Controller is also there to assist Practice Leads and domain experts*
 - *Ensure projects get timely, clear advice and recommendations*



Cluster Quality Management (=MTI Level 4) – Integrated Committees Managing Risk

Legend
 Policy, Guidelines & Approval Authority





GSDC Gateway Review Committee (GGRC) an “integrated” team focused on determining the viability of proposed solutions

Phase 1 Pilot (July – Dec 2008):

- Develop collateral and communicate across cluster
- Communicate/Support project managers to better understand Quality Assurance/Control expectations

Phase 2 Formalize GGRC (Jan 2009):

- New Checklist and supporting templates
- Provide an objective assessment of the solution and / or major milestone deliverables in order to verify that the solution will satisfy the clients requirements
- Identify issues and risks to be escalated into risk management.
- Quality Controller role

Evaluating next Phases -

Phase 3 – Pilot Project Risk Profile

- Finding
- Risk
- Risk category (e.g. Technical, Project etc.)
- Impact
- Recommendation for Mitigation
- Effort/Cost
- Responsible
- Due Date
- Action Plan/Follow-up
- Status

Phase 4 – Pilot Project Risk Ranking Worksheet

- Risk
- Probability
- Impact
- Weighted Risk
- Action Plan



GGRC working with the project teams and cluster to identify and manage risks

Risk Area	Focus
Business Driven Requirements	Is the architecture based upon solid foundational requirements? Will the client accept the technical elements of the design? Is the business case understood and agreed to?
Investment Strategy & Financial Plan	Is the financial model (estimate and actual, project and sustainment) within the business case understood, being managed and monitored throughout the project life through to sustainment?
Procurement Plan	Is the procurement model in place and agreed to?
Technical Stability	Are the technologies chosen proven and not prone to change or instability? Are they aligned to GO-ITS Standards and Directions?
Technical Complexity	Is the proposed solution within the “art of the possible”? Is the architecture too complex considering requirements, client environment, skills and client risk willingness? Are integration and interface dependencies understood?
Technical Integrity	Is the architecture scope complete and all the expected pieces in place? Is the solution aligned with the Corporate I&IT Strategy? Is Information being managed appropriately as a business asset?
Approved Architectural Decisions	Are the quality level metrics understood and addressed? Are the architectural principles documented and understood? Can the architecture provide the qualities demanded of the business? Are the Architectural Decisions documented and agreed to?
Privacy & Security	Can the architecture provide the required confidentiality, integrity and availability as defined in the functional and non-functional requirements?
Ability to Deliver	Has the team implemented the skills, approach and support processes to deliver the architecture solution? Are the assumptions made during Solution Design still valid?
Development, Test & Deployment	Does the team know how to create the work products and do they have working tools and a working environment? Is there a viable cutover and fallback plan in place and managed through Enterprise Change Management? Is there a sunset plan in place if required?
Sustainment	Are the service agreements defined and agreed to? Number of delivery partners (OPS or not)? Is the proposed sustainment model viable for long term? Are service management processes in place? Are the expected operational efficiencies understood, being monitored and achievable?



GSDC Gateway Review Committee (GGRC) – meets biweekly prior to Corporate Boards

Vote	Organization	Representative	Corporate Liaison
*	IT Planning	Manager I&IT Planning	ITPAC, IT Controllership/ BPFMB
*	Project Management (PMO)	Manager, PMO	PM CoE
*	EA Practice & GO-ITS Standards & DWG's	Manager, Enterprise Architecture	OCCTO / ACT / ARB Architecture Domain WGs
*	IM Practice & Accessibility	Lead, Information Management	OCCIPO / Accessibility
*	Resource Mngt (RMO)	Manager, RMO	HR
*	Financial Mgmt	Manager, Financial Mngt	BPFMB/CAO
*	Business Services	Manager, Procurement	Procurement
*	ITS	Representative	ITS
*	Change Advisory Board	Representative	GCAB and CCAB
*	ISAM / ITSM	Manager, IT Service Mngt	ITSM
*	Security Office (and Application Test Strategy)	Security Officer	PMA\TRA
*	Privacy Office (PIA)	Privacy Lead	PIA
*	IT Continuity / DRP	IT Continuity Lead	Security
*	Cluster Portfolio +	Portfolio Representative	
	Coordinator	QA Practice	ACT/ARB Coordinator
	Librarian / Methodology	QA Practice	OCCTO EAR
	QA Controller	QA Practice	

+ Membership Rotates



QA #2 - Communicate clear rules / expectations to projects

- Communicated clear rules and expectations to projects:
 - QA checklist defines the minimum project deliverables for each gate

Project Name:			
1.1 Feasibility Gate (Gate 0)			
ID	Deliverable Name	PMO Dashboard Review Package	Notes
G0-D1	Project Overview Sheet	Yes <input type="checkbox"/> No <input type="checkbox"/>	Project strategy and implementation section is critical
G0-D2	Project Outline	Yes <input type="checkbox"/> No <input type="checkbox"/>	
G0-D3	Cost Estimation Tool – Concept Phase	Yes <input type="checkbox"/> No <input type="checkbox"/>	
1.2 Approval Gate (Gate 1)			
ID	Deliverable Name	GGRC Review Package	Notes
G1-D1	Project Overview Sheet	Yes <input type="checkbox"/> No <input type="checkbox"/>	This should be in the presentation. Required if MBC/TBC approvals are required.
G1-D2	Evidence of GET Gate 0 approval	Yes <input type="checkbox"/> No <input type="checkbox"/>	
G1-D3	Business Case/MB20 or TB20	Yes <input type="checkbox"/> No <input type="checkbox"/>	
G1-D4	Cost Estimation Tool – Definition Phase	Yes <input type="checkbox"/> No <input type="checkbox"/>	Only for projects >\$1M.
G1-D5	IT Scorecard	Yes <input type="checkbox"/> No <input type="checkbox"/>	
G1-D6	IT Procurement Checklist	Yes <input type="checkbox"/> No <input type="checkbox"/>	Under development
G1-D7	ITS Estimate	Yes <input type="checkbox"/> No <input type="checkbox"/>	Generated by ITS Business Request Form
G1-D8	Privacy Compliance Tool Completion	Yes <input type="checkbox"/> No <input type="checkbox"/>	OCPO Form
G1-D9	EA Checkpoint 0 Checklist	Yes <input type="checkbox"/> No <input type="checkbox"/>	OCCTO form
G1-D10	Draft Quality Level Metrics Document	Yes <input type="checkbox"/> No <input type="checkbox"/>	Use OCCTO form for logical level
G1-D11	Fit/Gap Assessment within EAS	Yes <input type="checkbox"/> No <input type="checkbox"/>	Projects to provide evidence of assessment
G1-D12	Review Meeting Presentations for GGRC, ACT & ARB.	Yes <input type="checkbox"/> No <input type="checkbox"/>	
G1-D13	Business/Technical Requirements	Yes <input type="checkbox"/> No <input type="checkbox"/>	IFIS Vendor Report
1.2.1 Definition Gate (Gate 2)			
ID	Deliverable Name	PMO Dashboard Review Package	Notes
G2-D1	Project Overview Sheet	Yes <input type="checkbox"/> No <input type="checkbox"/>	Include evidence of ITPAC/ARB/SCLC approval if appropriate Should include: Scope/Project Execution Strategy/ Milestone Plan/Governance Approval Schedule to Gate 4 (including of EA Checkpoints 1-3)/ Change & Risk Mgmt strategy/ Communication plan, BCP/DRP Strategies/Stakeholder engagement & Partnership strategy, project interdependencies/AODA compliance issues. Sponsor to determine if separate documents be prepared [PMCOE has appropriate templates] If IT component is >\$10M Independent 3 rd Party Review.
G2-D2	Evidence of GET Gate 1 approval	Yes <input type="checkbox"/> No <input type="checkbox"/>	
G2-D3	Project Charter Ready for Sponsor Approval	Yes <input type="checkbox"/> No <input type="checkbox"/>	
G2-D4	Cost Estimation Tool – Planning Phase Estimate	Yes <input type="checkbox"/> No <input type="checkbox"/>	
G2-D5	Change and Communication Management Strategy	Yes <input type="checkbox"/> No <input type="checkbox"/>	IFIS specific Requirement
G2-D6	Training Strategy	Yes <input type="checkbox"/> No <input type="checkbox"/>	IFIS specific Requirement
G2-D7	Reports, Interfaces and Extensions Report	Yes <input type="checkbox"/> No <input type="checkbox"/>	IFIS specific Requirement
1.3 Gate 3A – EA Checkpoint 1 and Pertinent Project Collaterals			
ID	Deliverable Name	GGRC Review Package	Notes
G3A-D1	Project Overview Sheet	Yes <input type="checkbox"/> No <input type="checkbox"/>	GGRC specific requirement
G3A-D2	Evidence of GET Gate 2 approval	Yes <input type="checkbox"/> No <input type="checkbox"/>	
G3A-D3	Signed Project Charter	Yes <input type="checkbox"/> No <input type="checkbox"/>	
G3A-D4	All Approved Project Change Requests	Yes <input type="checkbox"/> No <input type="checkbox"/>	E-mail evidence of with Contact Policy Management Authority sufficient
G3A-D5	Cost Estimation Tool – Revised Planning Phase Estimate	Yes <input type="checkbox"/> No <input type="checkbox"/>	
G3A-D6	Policy Management Authority communication on the authentication requirements.	Yes <input type="checkbox"/> No <input type="checkbox"/>	Mandatory for ARB
G3A-D7	Signed Conceptual TRA	Yes <input type="checkbox"/> No <input type="checkbox"/>	Evidence can be in the form of an e-mail
G3A-D8	Evidence of consultation with GSDC/ ITSC representative regarding proposed updates an existing or a new GO-ITS standard	Yes <input type="checkbox"/> No <input type="checkbox"/>	
G3A-D9	Architectural linkages to other projects	Yes <input type="checkbox"/> No <input type="checkbox"/>	
G3A-D10	Process Maps	Yes <input type="checkbox"/> No <input type="checkbox"/>	
G3A-D11	Project Procurement Plan	Yes <input type="checkbox"/> No <input type="checkbox"/>	IFIS specific requirement
G3A-D12	Corporate Security Branch decision on necessity of a Security Plan.	Yes <input type="checkbox"/> No <input type="checkbox"/>	IFIS specific requirement



New “how to” guide for GGRC

GSDC Gateway Review Committee (GGRC)

Project Review & Presenter’s Guide

Prepared by:
I&IT Planning
Architecture and Planning Practice

January, 2009



Revised Project overview sheet

GGRC Project Quality Control

Project Name:

GSDC Project Manager:		Gate: 0	Checkpoint: N/A
GSDC Portfolio Coordinator			
Key Contacts			
GEAP/OCCTO Consultant			
Ministry/Program PM/Lead			
GSDC Single Point of Contact			
QA Process Controller			

Domain Quality Assurance Review Summary		
Domains:	Preliminary Review Results:	Comments
EA	N/A	
ITS	N/A	
Security	N/A	
Privacy	N/A	
Accessibility	N/A	
Info Mngt	N/A	
ITSM	N/A	
Continuity	N/A	
Planning	N/A	
Procurement	N/A	
PMO	N/A	
RMO	N/A	
GSDC Controllership	N/A	
Governance Delegations/Other Agreements:		
Comments:		

Central repository of forms/ templates

GGRC Project Quality Control doc. Version 1.0



Cost Estimation Tool

Projects Detail

PROJECTS DETAIL

ID 45 Title test Project No. test 001
Active Year 1 2008-09 Current Phase A - Concept Submitted By joe x IFIS
RbPI Notes Portfolio 2 - ServiceOntario

DELIVERABLES DEFINITION

		Start Date	End Date		
155	Concept - Project Outline Document	01-Oct-08	30-Oct-08	\$10,092	DETAILS
282	Definition - Project Charter / Project Plan & Schedule / Project Budget	01-Nov-08	31-Dec-08	\$27,880	DETAILS
283	Planning - Integrated Project Plan			\$0	DETAILS
*	berl				DETAILS

Estimated Project Cost \$37,972

Project Budget Estimation Summary Multi-Year Financial Summary by Phase Detailed Itemization HR Costs (FTEs) Sustainment Costs
Procurement VORs ITS Costs

SAVE & CLOSE

Form View NUM

The tool is an intuitive and a bottom-up project cost estimation tool. The Overview Summary Sheet has to be presented at all internal gating



Cost Estimation Tool

Revised project cost summaries are now required at each GSDC Project Delivery Lifecycle Gate. The Tool allows for expenditures to be revised and categorized as either an estimate or an actual expenditure.

GSDC Project Costing Estimation Tool
File Edit Insert Records Window Help

COST ITEM Last Modified 15/01/2009 11:26:25 AM Deliverable ID 155 Cost Item ID 1064

Start: 01-Oct-08 End: 30-Oct-08
29 Total Days
7.9% Percent of Year

DELETE THIS COST ITEM

Suggested Amounts are modified in Settings Menu

Suggested Salary/Rate by Expertise:
\$74,320 Low
\$80,877 Med
\$87,435 High

Annual Salary: \$87,435
Daily Rate: \$0

Add Fixed Admin Charge of \$35/day to Daily Rate: \$0

Source: VOR

Suggested Price:
Retail Software License: \$0
OPS Software SA: \$0
Hardware: \$0
Other: \$0

Comment:

Cost Type: Salaried/Contract Employee (FI)
Cost Item/Pos'n Class: S06
Duration: Perm
Position Title: Business Analyst
FTE Position Code: 00000000
Effort Estimate: 50% Quantity: 1

Suggested Amounts					
	Transport Communication	Services	Supplies Equipment	Benefits	Annual FTE
AUTO FILL	2.5%	10.0%	2.5%	14.2%	
	\$2,186	\$8,744	\$2,186	\$12,411	\$112,967
	\$2,186	\$8,744	\$2,186	\$12,411	\$112,967

Final Suggested FTE: [Annual FTE] x [Percent of Year] x [Quantity] x [Effort Estimate] = \$4,488

Suggested Amounts					
	GST	PST	Admin Charges	Wkng Days	FFS Cost
AUTO FILL	5.0%	8.0%	0.0%	20	\$0
	\$0	\$0	\$0	0	\$0
	\$0	\$0	\$0	0	\$0

Final Suggested FFS: [FFS Cost] x [Quantity] x [Effort Estimate] = \$0

Suggested Price		w/ PST @ 8%	
ACCEPT	\$0	ACCEPT w/ PST	\$0
ACCEPT	\$0	ACCEPT w/ PST	\$0
ACCEPT	\$0	ACCEPT w/ PST	\$0
ACCEPT	\$0	ACCEPT w/ PST	\$0

ESTIMATED
ACTUAL
Cost Allocation: \$4,488
IT
Program

SAVE & CLOSE



Cost Estimation Tool Summary

Consistent with I&IT Controllership direction
sustainment moved outside of project phases

Consistent with
I&IT Controllership
direction, project
cost variances
provided by phase

High-level summary of
estimates broken down
by IT and business

Project Costing Estimate Tool - [Project Budget Estimation Summary]

Project Title: test
Project Number: test001
Submitted by: joe x
Portfolio: 2 - ServiceOntario

Project Phases: A Concept, B Definition, C Planning, D Implement'n, E Close-Out, PROJECT TOTAL, Sustainment

Start Date	A Concept	B Definition	C Planning	D Implement'n	E Close-Out	PROJECT TOTAL	Sustainment
Salaried/Contract Employee (FTE)	\$10,092	\$0	\$0	\$0	\$0	\$10,092	\$0
Consultant (FFS)	\$0	\$27,880	\$0	\$0	\$0	\$27,880	\$0
Total Project Cost	\$10,092	\$27,880	\$0	\$0	\$0	\$37,972	\$0

Estimate Type: Order of Magnitude
Min Variance: 0.75 (\$28,479)
Max Variance: 1.75 (\$66,451)

Category	A Concept	B Definition	C Planning	D Implement'n	E Close-Out	PROJECT TOTAL	Sustainment
Total Procurement Costs	\$0	\$27,880	\$0	\$0	\$0	\$27,880	\$0
IT S Charges (Isolated)	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Costs by Fiscal Year	A Concept	B Definition	C Planning	D Implement'n	E Close-Out	PROJECT TOTAL	Sustainment
2008-09	\$10,092	\$27,880	\$0	\$0	\$0	\$37,972	\$0
2009-10	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2010-11	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2011-12	\$0	\$0	\$0	\$0	\$0	\$0	\$0
2012-13	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Category	IT	Business
IT Costs [A]	\$5,604	\$5,604
IT Procurement [K]		
Program Costs [B]	\$4,488	\$32,388
Program Procurement [I]	\$27,880	
Total IT & Program [A] + [B]	\$10,092	\$37,972
Total Procurement [K] + [I]	\$27,880	

NOTES



Cost Estimation Tool Summary Reports

- Tool can also generate a number of detailed summary reports:
 - Procurements
 - Detailed expenditures
 - ITS expenditure
 - FTEs

Detailed summaries can be used to supplement Project Delivery Lifecycle Gating Other requirements

VOR Procurement Costs (by VOR)

IFIS Phase 1: End to End Security	\$3,846,204
VOR 1019	\$3,846,204

ID	Cost Item	Start	End	Wkly Days	Year 1	Year 2	Year 3	Year 4	Year 5	Est. Cost
041	Security SME- Security Architect(Sped&R) Enhanced Security Controls Planning & Design	01-Apr-10	31-Mar-12	522.1	\$0	\$267,474	\$388,206	\$0	\$0	\$655,680

FTE Costs

test **Total FTE Count: 2**

PHASE A - Concept	\$10,092
Concept - Project Outline Document	\$10,092

ID	Cost Item	Dur	Start	End	Days	Year 1	Year 2	Year 3	Year 4	Year 5	Est. Cost
1E+	1 @ 50% Business Analyst - SO6	Per m	01-Oct08	30-Oct08	30	\$4,488	\$0	\$0	\$0	\$0	\$4,488
6B0	1 @ 100% BASS Business Analyst - SO2		01-Oct08	30-Oct08	30	\$5,604	\$0	\$0	\$0	\$0	\$5,604
						\$10,092	\$0	\$0	\$0	\$0	\$10,092

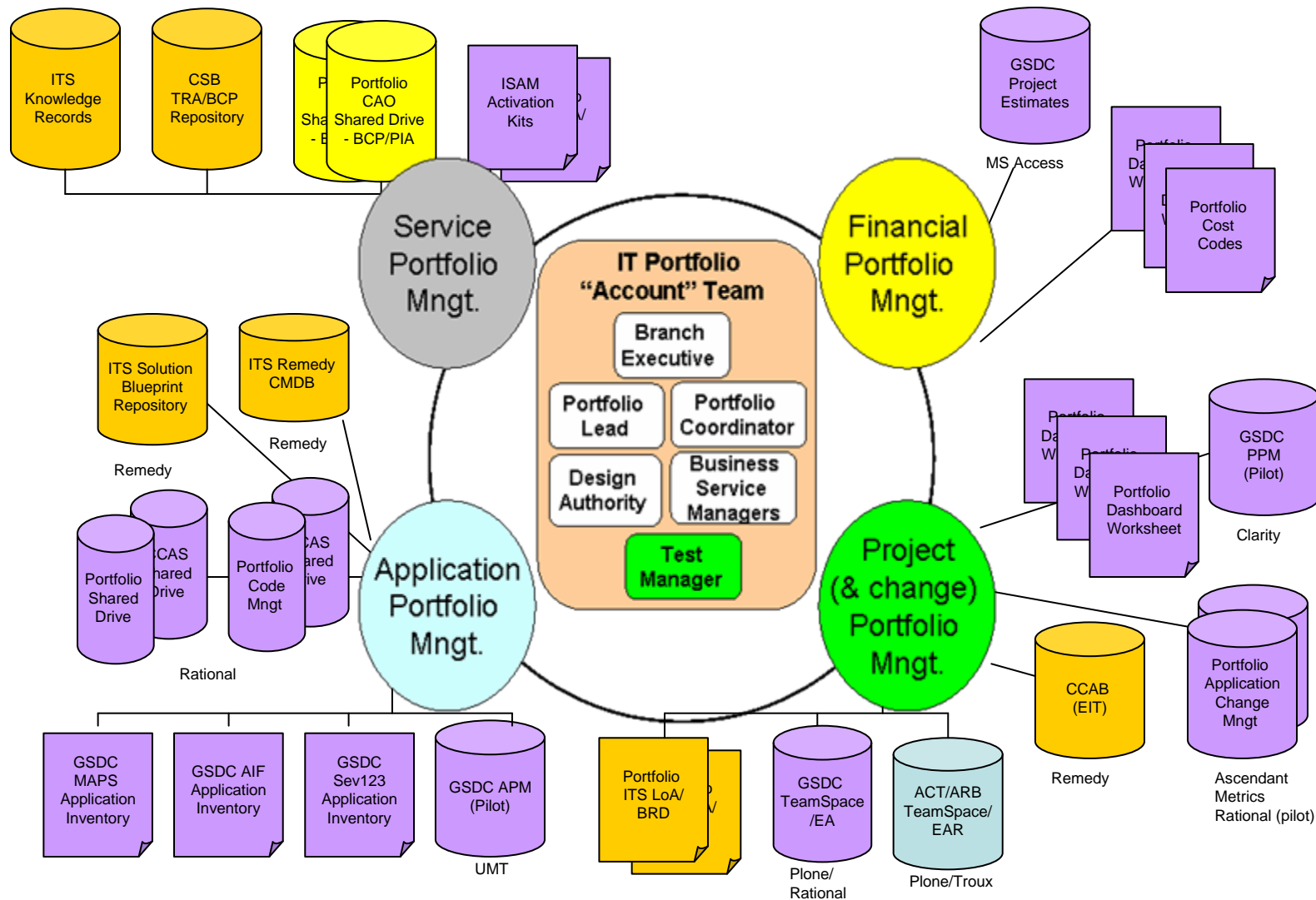
test **\$37,972**

PHASE A - Concept	Year 1	Year 2	Year 3	Year 4	Year 5	Est. Cost
Concept - Project Outline Document	\$10,092	\$0	\$0	\$0	\$0	\$10,092
	\$10,092	\$0	\$0	\$0	\$0	\$10,092

PHASE B - Definition	Year 1	Year 2	Year 3	Year 4	Year 5	Est. Cost
Definition - Project Charter / Project Plan & Schedule / Project Budget	\$27,880	\$0	\$0	\$0	\$0	\$27,880
	\$27,880	\$0	\$0	\$0	\$0	\$27,880



QA #4: Harvest project documentation then catalogue & store for reuse



Legend	GSDC Mngd	OCCTO Mngd
	ITS Mngd	Business Mngd



QA #4: Harvest project documentation then catalogue & store for reuse

	Category	Description	Mngt Responsibility (custodian/owner)
Project – Portfolio Mngt	Project/Program Documentation	Project Documentation (Clarity or Shared Drive) Plone/Zope Collaboration Space Portfolio Dashboard	GSDC PMO
	Change Requests	Client Service Change Requests and Change Log (e.g. Ascendant, Metrics, CPS and Rational)	BSB/ESB Portfolio Teams
		Request for Change and Change Log (e.g. ECM)	Cluster/Corporate CCAB
	Service Desk	EIT Record	GSDC SM/ OPS Service Desk
CATS Record			
Financial Portfolio Mngt	Estimates	Cost Estimation Tool (Custom) Business Case	GSDC Planning
	Actual	IFIS Cost Codes	GSDC Business
Application Portfolio Mngt	Application Inventory	UMT Tool	GSDC Planning
	EA and Design	EA and Design artefacts	GSDC EA and ACT/ARB
	Build, Deploy & Test	Code, Development & Test tools and info	GSDC BSB and ESB
	Security & Continuity	TRA, Vulnerability Assessment and DRP	GSDC SM and CSB
	Privacy & Continuity	PIA and BCP	Client and OCIPO
	Deployed Blueprint	ITS Solution Blueprints	ITS
	Operations	Training, Config and Operations workbooks	GSDC SUS and ITS
Service Portfolio Mngt	Service Mngt	Service Portfolio and Service Catalogue (Word)	In discussion
	Service Agreements	Service Activation Kits (ISAM)	GSDC EA/SM
	Cluster	Cluster Service Portfolio and Service Catalogue	In discussion
Quality Assurance	Gating documents	Submitted documents (RAM)	GSDC EA and ITPAC/ACT/ARB



QA #5: Building Communities of Interest

Cluster Communities of Interest	Contacts
Training	Monique Wilson
IT Standards	Surge Ramsamujh
Business Architecture	Charles Eckert , Masoud Hariri
Information Architecture	Claude Sam-Foh, Niven Harrichand
Application Architecture	Mehmet Bor, Ragu Sundararaj
Technology Architecture	Nick White, Greg Durham
Security Architecture	Nick White, Justin Tung
Testing	Terry Danyleyko, Sam Wong
Methodology and Tools	Chris Georgiou, Vlad Kossoi, Vaibhav Dhingra
IT Planning & Performance Measurement Working Groups	Hunter Sagggar/Hugh Branch
Future – Service Management / Disaster Recovery Planning	In discussion



Quality Management Lessons Learned

- **Gateway Review meetings are Peer-Peer based on “collective” wisdom**
 - Meeting guidelines based on respect and collective willingness to learn/share
- **“On Board” Portfolio Knowledge**
 - Historical documentation varying levels of relevance
- **“Value add” quotient in terms of GGRC advice/ comments needs continuous improvement**
 - “Every project has value”
- **PM/QA documentation need instructions/”user manuals”**
 - Better/more coordinated communication of updates required
- **Linkage between GGRC/Portfolio Dashboard Reviews need to be strengthened**
 - Projects get “frustrated” with conflicting advice/direction
- **Projects continue to develop documentation from “scratch”**
 - Old habits – project teams focus on project context and not program/portfolio
 - Introduces complexity through new direction/decision
 - Cultural change to make IT decisions within context of the program/portfolio
- **GGRC/QA focus to date has been inward**
 - Introducing Performance Management process to gather input from PM practitioners and track progress
- **Cost Estimation Tool (CET)**
 - ITPC/OPC/IIT Controllership have reviewed & approved tool as in short term no overlap with Clarity
 - Management of estimates and actual (managed through cost centers)
 - Re-platforming of CET initiative underway
- **Collaborate and Learn from the broad OPS Community**

Thank
YOU



I&IT Scorecard – Table of Contents

1.0 Alignment with Government Priorities: Non-Discretionary

- 1.1 Required by Legislation/Regulation/Policy
- 1.2 Contractual Obligation
- 1.3 Required for Ongoing Delivery of Mandatory Programs and Services
- 1.4 Government Commitment With Identified Time Frame

2.0 Alignment with Government Priorities: Discretionary

- 2.1 Government Announcement – No Time Frame
- 2.2 Delivers Harvestable Financial Benefits
- 2.3 Serves the Public Interest
- 2.4 Delivers OPS I&IT strategy

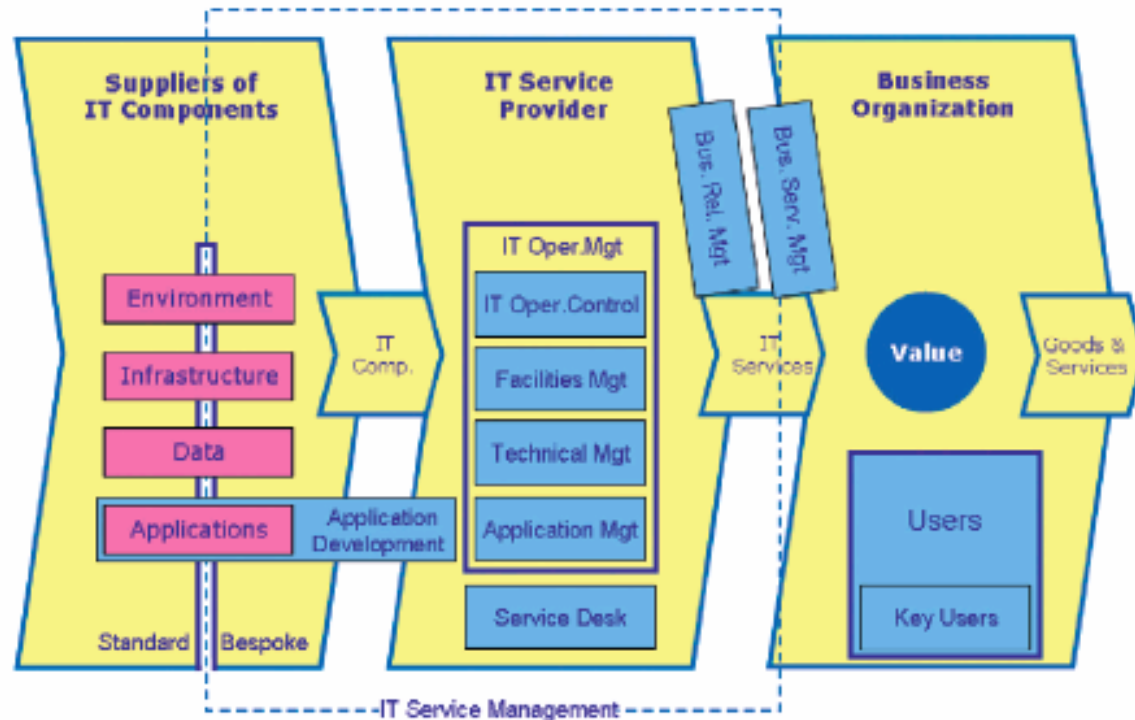
3.0 Quality of Proposed Solution and Business Case

- 3.1 Full Scope of Practical Alternatives Explored
- 3.2 Financial Benefits Exceed Costs
- 3.3 Client Service Benefits
- 3.4 Enterprise Architecture & Technology Standards
- 3.5 Procurement Practices and Requirements
- 3.6 Human Resources Strategies, Policies and Requirements
- 3.7 Performance Measures

4.0 Scope of Risk and Risk Management

- 4.1 \$ Size of Proposed Project
- 4.2 Duration of Proposed Project
- 4.3 Application Solution for Project
- 4.4 Business Impact / Scope of Change
- 4.5 Stakeholder / Constituency Impact
- 4.6 Privacy Assessments
- 4.7 Security Assessments
- 4.8 Implementation Strategy
- 4.9 Capacity Assessment (Use Tool)
- 4.10 Leadership and Governance Structures for Project

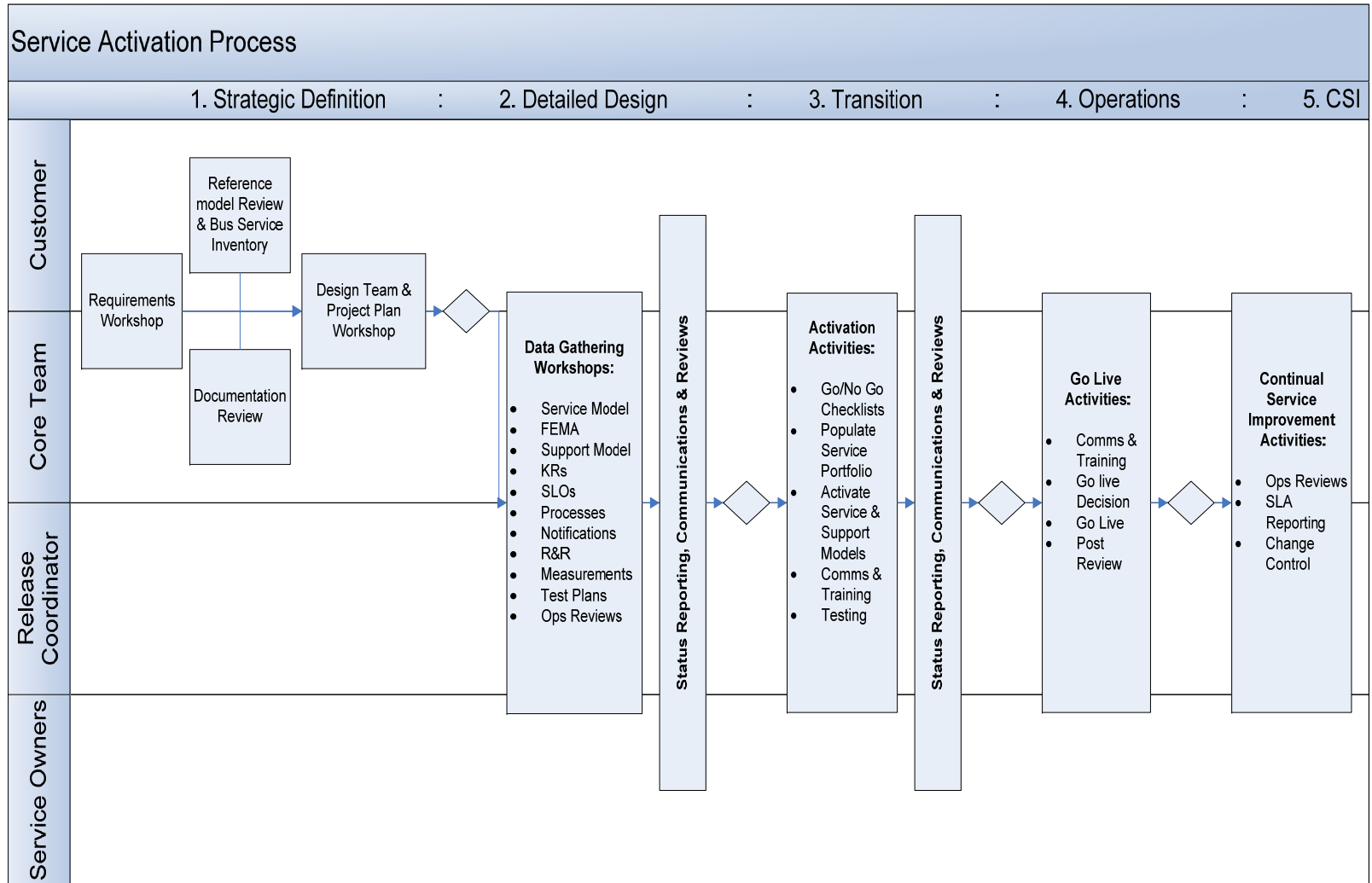
“Service” definitions – IT Service Management (ITSM) vs Business Service Management (BSM)



Source: Forrester Sept 16, 2008, by Evelyn Hubbert, “Why IT Service Management Should matter to you”.



Integrated Service Agreement Model (ISAM) – underway within portfolios



Roles and Responsibilities (ITIL V3)

- **Roles and Responsibilities of Service Catalogue Manager (SCM)**

The Service Catalogue Manager has responsibility for producing and maintaining the Service Catalogue. This includes responsibilities such as:

- Ensuring that all operational services and all services being prepared for operational running are recorded within the Service Catalogue
- Ensuring that all the information within the Service Catalogue is accurate and up-to-date
- Ensuring that all the information within the Service Catalogue is consistent with the information within the Service Portfolio
- Ensuring that the information within the Service Catalogue is adequately protected and backed up.

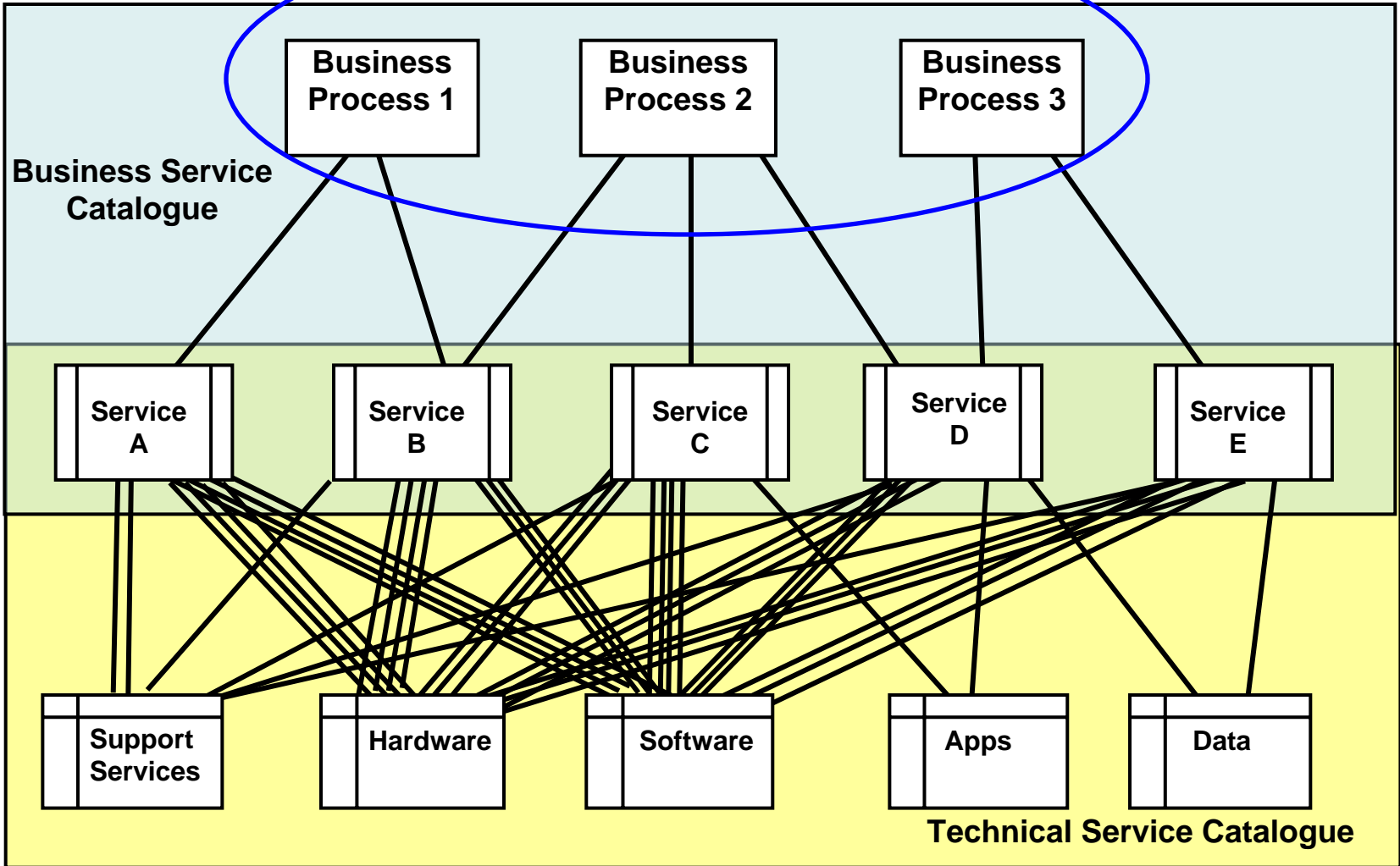
- **Roles and Responsibilities for Service Level Manager (SLM)**

The Service Level Manager has responsibility for ensuring that the aims of Service Level Management are met. This includes responsibilities such as:

- Keeping aware of changing business needs
- Ensuring that the current and future service requirements of customers are identified, understood and documented in SLA and SLR documents.
- Negotiating and agreeing levels of service to be delivered with the customer (either internal or external); formally documenting these levels of service in SLA's
- Negotiating and agreeing OLA's and, in some cases, other SLA's and agreements that underpin the SLA's with the customers of the service
- Assisting with the production and maintenance of an accurate Service Portfolio, Service Catalogue, Application Portfolio and the corresponding maintenance procedures
- Ensuring that targets agreed within underpinning contracts are aligned with SLA and SLR targets
- Ensuring that service reports are produced for each customer service and that breaches of SLA targets are highlighted, investigated and actions taken to prevent recurrence
- Ensuring that service performance reviews are scheduled, carried out with customers regularly and are documented with agreed actions progressed
- Ensuring that improvement initiatives identified in service reviews are acted on and progress reports are provided to customers.
- Reviewing service scope, SLA's, OLA's and other agreements on a regular basis, ideally at least annually
- Ensuring that all changes are assessed for their impact on service levels, including SLA's, OLA's and underpinning contracts, including attendance at Change Advisory Board meetings – if appropriate
- Identifying all key stakeholders and customers
- Developing relationships and communication with stakeholders, customers and key users
- Defining and agreeing complaints and their recording, management, escalation, where necessary, and resolution
- Definition recording and communication of all complaints
- Measuring, recording, analyzing and improving, customer satisfaction.

Service Catalogue Management

From Business Architectures



Available Guidelines

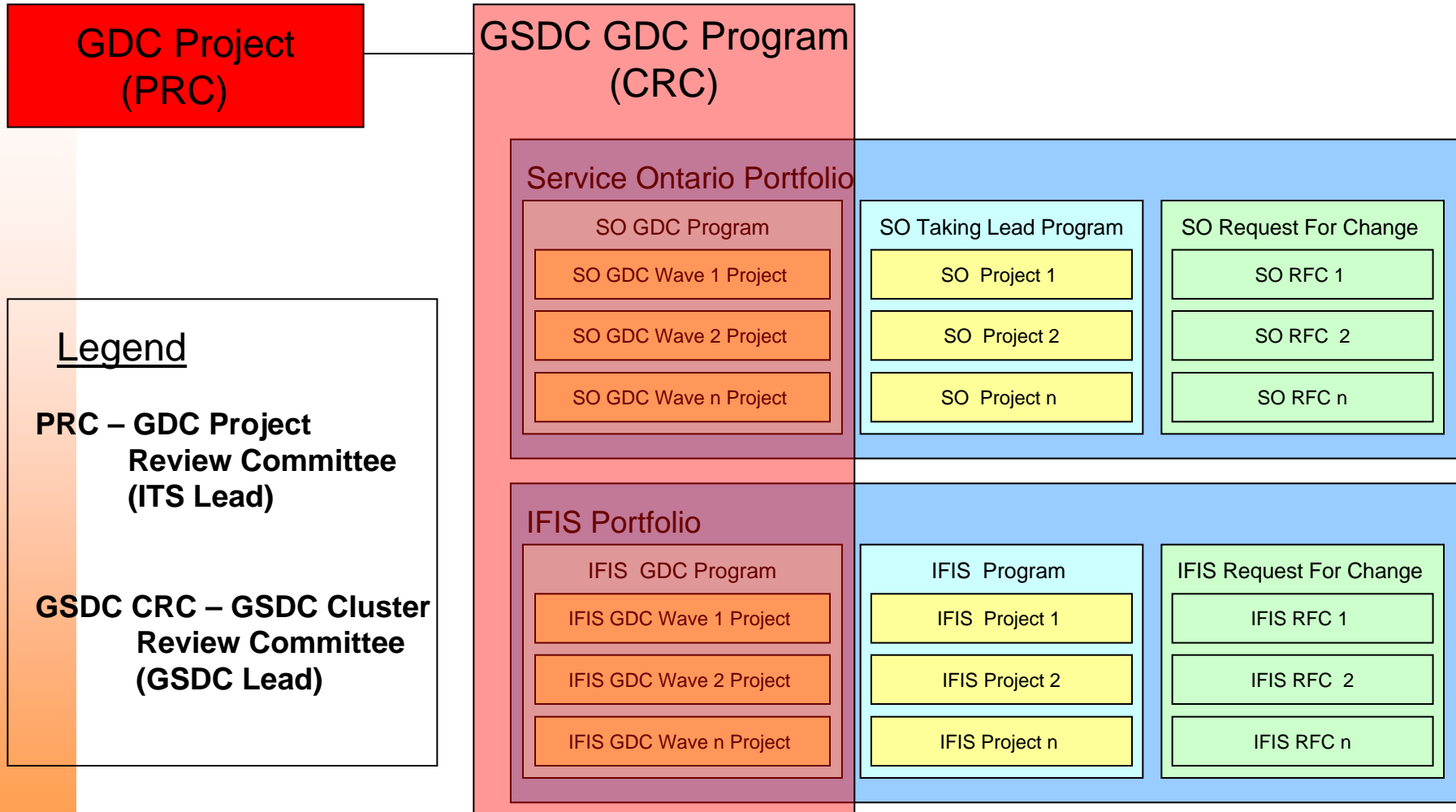
- **Capture requirements during Architecture Gating for projects**
 - Quality Level Metrics Document

- **ITS Documents for cluster project requests**
 - Business Request Form (BRF) production systems
 - Service Request (SR) for development systems
 - Customer Requirement Document (CRD)
 - Solution Blueprint
 - Request for Change (RFC)

- **IT Service Management**
 - GO-ITS 35 OPS Enterprise Change Management V2.0. Nov 2007.
 - GO-ITS 36 Configuration Management Portable Guide V1.1. April 2005.
 - GO-ITS 37 Incident Management V1.2. Aug 2007.
 - GO-ITS 38 ITSM Problem Management Portable Guide V1.1. April 2005.
 - GO-ITS 44 ITSM Terminology Reference Model Portable Guide V1.0. April 2005.
 - GO-ITS 55 IT Service Desk Interaction Model V1.0. July 2007.



Defining Program Management within the cluster to support the Guelph Data Center (GDC) Project.



References

- **PMCOE offers useful information for PMI-based project processes within the OPS:**
 - <http://intra.pmcoe.mgs.gov.on.ca/scripts/home.asp>
- **ITPC offers information on customizing & implementing OPS project methodology:**
 - <http://intra.cps.gov.on.ca/itpc/index.html>
- **ITPC Process Diagrams:**
 - http://intra.cps.gov.on.ca/itpc/stellent/groups/hsc/@itpc/documents/document/stel01_214104.pdf
- **I&IT Project Approval and Management:**
 - <http://intra.collaboration.gov.on.ca/mgs/occio/occs/controllership>
- **MGS I&IT Directives**
 - http://intra.pmed.mbs.gov.on.ca/mbc/cat_it.html
- **MGS Procurement Directives**
 - http://intra.pmed.mbs.gov.on.ca/mbc/cat_procurement.html

References

- **I&IT Architecture Checklists and Enterprise Architecture Process Model**
 - <http://intra.occto.mbs.gov.on.ca/occtoservices>
 - <http://intra.collaboration.gov.on.ca/mgs/occio/occto/our-resources/eapm>
- **Program and Services Definition Handbook**
 - http://www.gov.on.ca/mgs/en/IAndIT/STEL02_047303.html
- **GO ITS Standards**
 - http://www.gov.on.ca/mgs/en/IAndIT/STEL02_047303.html
- **Acquired Solutions Guidebook –**
 - <http://intra.collaboration.gov.on.ca/mgs/occio/occto/our-resources/Enterprise->
- **Common Components, Applications and Services –**
 - <http://intra.cio.gov.on.ca/ccas/index.htm>
- **Guidelines for Implementing the Procurement Provisions of the Ontarians with Disabilities Act, 2001 –**
 - http://intra.pmed.mbs.gov.on.ca/mbc/pdf/Guidelines_ImplementingODAProcProv.pdf

- **MGS Security Directive**

- [http://intra.ops.myops.gov.on.ca/cms/tiles.nsf/\(vwReadResourcesByRefId_Content\)/sec2006.07.18.10.01.27.JFY_res/\\$File/I&IT_Security-Dir.pdf](http://intra.ops.myops.gov.on.ca/cms/tiles.nsf/(vwReadResourcesByRefId_Content)/sec2006.07.18.10.01.27.JFY_res/$File/I&IT_Security-Dir.pdf)

- **Threat Risk Assessment (TRA) Guidelines**

- [http://intra.ops.myops.gov.on.ca/cms/tiles.nsf/\(vwReadPagesByRefId_Content\)/sec2006.06.26.09.57.49.JDN_page?open](http://intra.ops.myops.gov.on.ca/cms/tiles.nsf/(vwReadPagesByRefId_Content)/sec2006.06.26.09.57.49.JDN_page?open)
 - For information on forming the certification team contact security design by sending an email request to security.design@mgs.gov.on.ca.

- **Privacy:**

- <http://www.accessandprivacy.gov.on.ca/index.html>
- <http://intra.cio.gov.on.ca/CIPO/index.htm>