

SPECIAL COMMITTEE OF THE WHOLE – APRIL 11TH, 2005

INFORMATION TECHNOLOGY SERVICES DEPARTMENT REORGANIZATION AND EXPANDED MANDATE

Recommendation

The Commissioner of Economic/Technology Development and Communications, in consultation with the City Manager, the Director of Information Technology (IT) Services, and the Director of Human Resources recommends:

1. That the mandate of the corporate Information Technology Services Department be expanded to include responsibility for:
 - a. Development and implementation of corporate-wide information management and technology management vision and strategy in alignment with corporate business objectives,
 - b. Development and implementation of best practices and standards for management of corporate information and technology resources,
 - c. Corporate leadership in application and use of corporate information and technology resources to take advantage of business opportunities,
 - d. Corporate leadership in managing initiatives that have information and technology dependencies, and
2. That the position roles and responsibilities of the Director of Information Technology Services Department be expanded to reflect the new department mandate and the title of this position be changed to Chief Information Officer (CIO), and
3. That the position roles and responsibilities of the Senior Manager of Technical Support Services be expanded to include leadership in the day-to-day operations, maintenance and support of corporate technology infrastructure, and that the title of this position be changed to Director of Information Technology and Telecommunications (IT&T), and
4. That the position roles and responsibilities of the Project Manager – Enterprise Solutions be expanded to include leadership in the delivery of business solutions to internal departments, and that the position title be changed to Manager of Business Solutions, and
5. That the position of Project Manager – e-Services be moved from Economic/Technology Development & Communications to Business Solutions group of the Information Technology Services Department, and
6. That the name of the Information Technology Services Department be changed to Information and Technology Management Department, and
7. That staff update applicable administrative policies and job descriptions in accordance with the expanded department mandate.

Purpose

The purpose of this report is to receive Council's approval for expanding the roles and responsibilities of the corporate Information Technology Services department in order to take

advantage of strategic and business opportunities through more effective use of corporate information and technology resources.

Background - Analysis and Options

At the March 21st, 2005 Committee of the Whole (Closed Session) it was recommended that staff report on a potential re-organization including Information Technology Services and Economic Development. This report deals strictly with Information Technology Services, and the Economic Development re-organization will be the subject of a future report.

Strategic and Business Needs

The City's strategic objectives are focused on providing greater service to residents and achievement of greater efficiencies in the delivery of services. All City departments are expected to maintain or improve service levels, while maintaining or reducing service costs. To meet such challenging expectations, continual process review and efficiency improvement is needed.

Effective use of corporate information resources is a key success factor in achieving organizational efficiency and higher service levels. As departmental processes are streamlined and cross-functional integration is achieved, access to timely, accurate and complete information becomes an essential business requirement.

Leading organizations recognize that information is a strategic corporate resource. Being of strategic importance, corporate information needs to be properly collected, organized, managed and applied to effectively support organizational business activities. Application of best practices for information management, coupled with enabling technology infrastructure have become essential business functions that enable organizations to achieve higher levels of efficiency while reducing overall cost of doing business.

Limitations of Current Department Mandate

The current mandate of the Information Technology Services Department is focused on the operation, maintenance and support of centralized computer applications and physical computing and telecommunications infrastructure. Best practices are being applied to manage technology assets of the organization.

In the areas of strategic guidance and leadership, the mandate of the department is unclear. At best, the role is limited to advisory and consultative functions and does not extend to analysis of business practices that rely on corporate information and technology resources. This results in missed opportunities for application of corporate information and technology resources to maximize operational efficiencies.

Technology is used purely to house, process and deliver information. The current mandate does not recognize that effective use of technology implies that it is properly deployed to enable collection, organization, management and delivery of information throughout the organization and in accordance with established corporate policies and other government regulations.

Needed Department Mandate

To address the City's strategic and business needs, as well as regulatory requirements for information management, the mandate of the Information Technology Services Department needs to be expanded. The department roles and responsibilities should include:

- a. Development and implementation of corporate-wide information management and technology management vision and strategy in alignment with corporate business

- objectives. This will ensure that there is a consistent and efficient approach to collection, organization, management and delivery of information throughout the organization and in accordance with established corporate policies and other government regulations.
- b. Development and implementation of best practices and standards for management of corporate information and technology resources. This will ensure that corporate information is subjected to the highest integrity and quality assurance standards and enables integration with systems within and outside the organization.
 - c. Corporate leadership in application and use of corporate information and technology resources to take advantage of business opportunities. This will ensure that the organization takes advantage of opportunities for application of corporate information and technology resources to maximize operational efficiencies.
 - d. Corporate leadership in managing initiatives that have information and technology dependencies. This will ensure that a business case driven, structured approach is used to manage corporate initiatives that have informational or technical requirements.

Needed Management Roles and Responsibilities

In order to fulfill the expanded department mandate, a clear definition of roles and responsibilities of the department's management team is required.

Chief Information Officer (CIO):

The effective and strategic use of common corporate-wide information requires a dedicated corporate leader with a cross-functional perspective and an ability to bridge corporate business objectives with corporate information and technology resource capabilities. Leading organizations assign such roles to the organization's Chief Information Officer (CIO). The position roles and responsibilities of the current Director of Information Technology Services Department should be expanded to reflect the needed department mandate and the title of this position should be changed to Chief Information Officer (CIO).

In accordance with the Information Technology (IT) industry best practices, CIO's are the most senior information and technology leaders, who also assume a leadership role in reengineering their organizations' business processes and the underpinning IT infrastructures to achieve more productive, efficient and valuable use of information within the enterprise. Many CIO's are also taking a leadership role in knowledge management and the valuation of intellectual capital. Similarly, CIO's are in an ideal position to lead organizations' Internet, Intranet, e-Services and e-Government initiatives due to the inherent dependency of such solutions on corporate information.

The role of the CIO also extends to providing leadership in the development of organizational practices for the application of by-laws and regulations governing the use and management of electronic records.

Director of Information Technology and Telecommunications (IT&T):

With the CIO's focus on strategic business objectives, development and implementation of best practices for information and technology management, and business transformation, a dedicated technology leader is needed to direct day-to-day operations, maintenance and support of corporate technology and telecommunications infrastructure. The position roles and responsibilities of the current Senior Manager of Technical Support Services should be expanded to reflect the needed department mandate and the title of this position should be changed to Director of Information Technology & Telecommunications. Reporting to the CIO, the Director of

IT&T will ensure compliance with the established policies and standards for information and technology management.

Manager of Business Solutions:

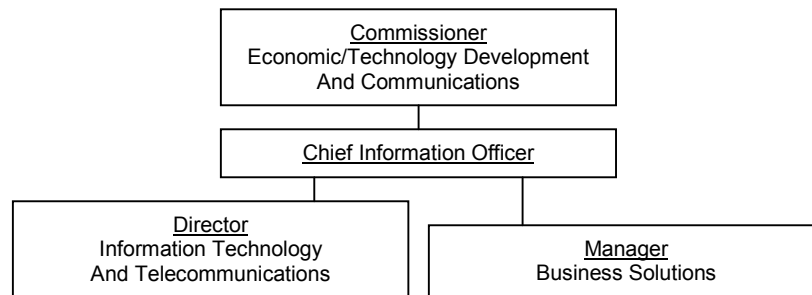
The department's Business Solutions group is skilled in the application of business analysis, process improvement, project management, and change management (business transformation) methodologies. This is an essential group of experts that should partner with City departments to identify and take advantage of business improvement opportunities through process reengineering, use of corporate information resources, and enabling technologies for housing, processing and delivery of information.

The current department mandate limits the Business Solutions group from proactively partnering with various City departments, resulting in many lost opportunities for business improvement. To compound the problem, many departments undertake process review initiatives without central coordination, resulting in duplication of effort and formulation of inconsistent or incompatible business solutions.

A leadership position within the department is required to proactively manage partnerships with City departments. The position roles and responsibilities of the current Project Manager – Enterprise Solutions should be expanded to reflect the needed department mandate and the title of this position should be changed to Manager of Business Solutions. Reporting to the CIO, the Manager of Business Solutions will ensure that organizational business transformation initiatives are coordinated and accurately reflect justifications, prioritization, resource requirements, and implementation strategies and plans.

The Manager of Business Solutions will play a pivotal role in key corporate initiatives, including Access Vaughan (information and technology enablement), Enterprise Documents Management, Executive Reporting System, Mobile Workforce Automation, e-Services, e-Government, Geographic Information System (GIS), Internet and Intranet. To ensure success, all Business Solutions functions of the department should be consolidated and be managed by the Manager of Business Solutions. This includes the transfer of Project Manager – e-Services from Economic/Technology Development and Communications department to the central Business Solutions group.

High-level Department Structure:



The needed changes in the management roles and responsibilities will position the department to be a strategic change agent for organizational business improvement initiatives. The changes will also establish clear accountabilities for strategy development, business solutions, and technology support, as well as establish advancement/succession opportunities for staff.

Should Council approve the recommendations of this report, any changes to department job descriptions will be evaluated through the job evaluation process. The resulting salary adjustments are not expected to be significant and will be absorbed within the department's approved budget.

Municipalities who have adopted IT industry best practices and established a CIO job function include Town of Markham, Town of Richmond Hill, City of Brampton, Region of Peel, and City of Hamilton.

Relationship to Vaughan Vision 2007

Planning and Managing Growth – continual renewal and scalability of computing facilities, driven by municipal growth, enables staff to achieve higher levels of efficiency, effectiveness and customer service;

Technology and Innovation – effective use of information and enabling technology allows staff to effectively address business objectives and citizens' service issues.

The recommendations made in this report and related initiatives are consistent with the priorities previously set by Council and the necessary resources have been allocated.

Conclusion

The evolving corporate strategic and business objectives require a more proactive and strategic use of corporate information and technology resources in order to achieve service and efficiency expectations. The current Information Technology Services Department mandate, as well as the roles and responsibilities of the department's management team, limit the department's ability to effectively manage information resources and leverage information and technology to achieve organizational business objectives.

The current department mandate needs to be expanded to reflect organizational needs and IT industry best practices as they relate to information and technology management, and strategic use of corporate information.

With the revised mandate and expanded roles and responsibilities of the management team, the department will be well-positioned to be a strategic change agent for organizational business improvement initiatives.

Attachments

None

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Respectfully submitted,

FRANK MIELE, Commissioner
Economic/Technology Development
and Communications