**PEEL IT Service Profiles**

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| ISTS Business Service Profile | | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | | |
| **Name:** | ISTS Business Service | | | | |
| **Description:** | An internal service to provide the required internal support for specific business needs within ISTS comprised of various outputs   * Purchased Goods and Services * Aware ISTS Employee * Productive ISTS Employee * Managed ISTS Resources * Effective relationships with external organizations * Reported Performance | | | | |
| **Output:** | Supported ISTS Division and Employees | | | | |
| **Output Type:** | Advocacy and Promotional Encounters | | | | |
| **Service Owner:** | Manager, Program Services | | | | |
| **Service Provider(s):** | Program Services Section | | | | |
| **Client Group:** | **Name:** | | | | |
| Internal ISTS Section | | | | |
| **Need(s) Addressed:** | ISTS employees have the information they require to be knowledgeable and productive | | | | |
| **Value Proposition:** | Greater productivity of ISTS employees | | | | |
| **Performance Measures:** | **Efficiency:** | | | **Quality:** | **Effectiveness:** |
| * Cost to prepare and implement a Sustainable IT Asset Management Plan * Cost and effort to create communication(by type) to the Corporation * Cost and effort to collect and report on performance metrics for division | | | * Client satisfaction with quality of asset management plans (survey) * Incidence of client enquiries related to communications * Client satisfaction with the quality of the reported ISTS performance metrics (survey) | * Asset Life compared with Specification * Greater corporate and ISTS employee awareness of ISTS programs, services, activities, events, and opportunities – client survey * Percentage of managed projects compliant with Project Management/CPMM standards * Regularity of performance indicators being collected and reported on time |
| **Sub-Service Name** | | | **Sub-Service Description** | | |
| Project Management Standard Compliance Review | | | A Sub-Service through which IT projects are managed, adhering to a consistent approach and standards across ISTS | | |
| IT Procurement Coordination | | | Service through which the means of procurement is determined and the terms and conditions of contracts with suppliers are defined, negotiated, and awarded. Contracts with suppliers of products, services and resources are managed, including: negotiation, compliance with legal requirements and enterprise policy, performance monitoring and reporting. | | |
| IT Performance Management | | | Service to prepare and manage the delivery of internal performance based metrics and related reports to ISTS and the corporation to provide for improved business/ divisional needs. | | |
| IT External Liaison | | | Service to enhance the reputation of ISTS through effective relationships to better leverage information resources. | | |
| Knowledge Management | | | Service to identify, create, integrate and distribute; insights ,experiences and providing access to IT knowledge. | | |
| IT Awareness | | | Service to prepare and manage the delivery Corporate and employee awareness of ISTS programs, services, activities, events, and opportunities. | | |
| Resource Management | | | Asset Management Service will record, and report location and financial value of all assets, from the time that they are procured to the time they are disposed of. Assets include hardware, software, and licensing and contract management.  Human Resources Management will be the service through which the human resource requirements for IT service delivery to the enterprise, and the staff resources to meet these requirements are identified, allocated, budgeted, monitored, controlled and reported.  Financial Management ensures the financial expenditures for IT service delivery to the enterprise, and the funding sources to meet these expenditures, are identified, allocated, budgeted, monitored, controlled and reported. | | |
| **Processes:** | | | | | |
| **Planning Processes:** | | | | | |
| **Name** | | **Description** | | | |
| Forecast ISTS Business Service demand | | Determine the demand for the ISTS Business Service based on previous demand, and based on projected demand. | | | |
| Set performance targets for ISTS Business Service | | Develop targets for efficiency, effectiveness and quality along with any initiatives required to achieve improvements in these indicators. | | | |
| Develop ISTS Business Service policies, procedures and standards | | Develop policies, procedures and standards required to deliver the ISTS Business Service. | | | |
| Estimate ISTS Business Service resource requirements | | Prepare the budget for the ISTS Business Service including operating and capital budgets. | | | |
| **Provisioning / Capacity Building Processes:** | | | | | |
| **Name** | | **Description** | | | |
| Set ISTS Business Service schedule | | Determine when the ISTS Business Service shall be delivered, with what resources and in what locations. | | | |
| Acquire ISTS Business Service resources | | Acquire the necessary resources (human, financial, asset, etc.) required to provide the ISTS Business Service based on the schedule for delivery. | | | |
| Pay for ISTS Business Service resources | | Pay for the resources that have been acquired for the delivery of the ISTS Business Service. | | | |
| Deploy ISTS Business Service resources | | Allocate the resources to the locations to deliver the ISTS Business Service to the predetermined schedule. | | | |
| Promote ISTS Business Service | | Notify the clients of the IT Solution Service that it exists, in what form and when it is available for delivery. | | | |
| Mitigate ISTS Business Service risks | | Identify potential risks to the delivery of the ISTS Business Service and mitigate those risks | | | |
| **Service Delivery Processes:** | | | | | |
| **Name** | | **Description** | | | |
| **Project Management Standard Compliance Review Sub-Service** | | | | | |
| Develop Project Management Standards | | Research leading practices in project management standards, determine the applicability to ISTS Projects and propose new project management standards. | | | |
| Approve Project Management Standards | | Seek approval for proposed project management standards and revise existing project management standards. | | | |
| Plan for Project Management Standard Compliance Review | | Plan for project management standard compliance reviews for ISTS and client projects. | | | |
| Schedule Project Management Standard Compliance Review | | Schedule project management standard compliance reviews for ISTS and client projects. | | | |
| Conduct Project Management Standard Compliance Review | | Review ISTS Project to determine compliance with approved Project Management Standards. | | | |
| Report Findings of Project Management Standard Compliance Review | | Report on recommended improvements to ISTS Project to ensure compliance with Project Management Standards. | | | |
| **IT Procurement Coordination Sub-Service** | | | | | |
| Research Supplier Offerings | | Provide guidance as necessary to search for suppliers who can satisfy the requirements. | | | |
| Prepare Procurement Instrument | | As needed for the ISTS Division, provide guidance for requests for quotation, requests for proposals, request for information or requests for tender may be advertised, or direct contact may be made with the suppliers. | | | |
| Procure Resource | | Procure new assets or services when not in inventory and negotiate / establish contracts with suppliers. | | | |
| Receive Good / Service | | Shipment, delivery, and payment for the product or services are completed, based on contract terms | | | |
| Manage Vendor / Supplier | | Constantly working with vendors to come to agreements that will mutually benefit both vendor and the Region of Peel. | | | |

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| IT Project Management Standard Compliance Review Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | *IT Project Management Standard Compliance Review Service* | | | |
| **Description:** | *Service through which IT projects are managed, adhering to a consistent approach and standards across ISTS* | | | |
| **Output:** | *Consistently managed technology projects adhering to CPMM and IT Extension standards* | | | |
| **Output Type:** | RULE | | | |
| **Service Owner:** | Manager, Program Services | | | |
| **Service Provider(s):** | Project Management Team | | | |
| **Client Group:** | **Name:** | | | |
| Internal ISTS Section | | | |
| **Need(s) Addressed:** | Projects completed | | | |
| **Value Proposition:** | Effectively managed IT projects adhering to a consistent approach across ISTS | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * *Average cost to review a project for compliance with standards* * *Average effort to review a project for compliance with standards (person/hours)* | | * *Stakeholder satisfaction on quality review process (surve)* * *Quality reviews performed vs planned per year (percentage)* | * *Average number of projects compliant with Project Management/CPMM standards for managed projects* |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| Develop Project Management Standards | | Research leading practices in project management standards, determine the applicability to ISTS Projects and propose new project management standards. | | |
| Approve Project Management Standards | | Seek approval for proposed project management standards and revise existing project management standards. | | |
| Plan for Project Management Standard Compliance Review | | Plan for project management standard compliance reviews for ISTS and client projects. | | |
| Schedule Project Management Standard Compliance Review | | Schedule project management standard compliance reviews for ISTS and client projects. | | |
| Conduct Project Management Standard Compliance Review | | Review ISTS Project to determine compliance with approved Project Management Standards. | | |
| Report Findings of Project Management Standard Compliance Review | | Report on recommended improvements to ISTS Project to ensure compliance with Project Management Standards. | | |

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| IT Procurement Coordination Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | *IT Procurement Coordination* | | | |
| **Description:** | Procurement management ensuring all aspects of vendor, contract and licence management are monitored and maintained for ISTS Division procurement | | | |
| **Output:** | *Purchased IT Goods and Services* | | | |
| **Output Type:** | Unit of Resource | | | |
| **Service Owner:** | Supervisor, Program Services | | | |
| **Service Provider(s):** | Program Service Team | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager * Internal ISTS Section | | | |
| **Need(s) Addressed:** | *Centralized IT contract management procedures and controls for*  creating and managing agreements throughout the contract lifecycle | | | |
| **Value Proposition:** | *Effectively managed IT contracts with suppliers, vendors, or partners. Efficient acquisition of goods and/or services at the best possible total cost of ownership to meet the needs of ISTS Division in terms of quality, quantity, time, and adherence to Regional Purchasing bylaws.* | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * *Cost to purchase a good / service for ISTS Division* * *Effort to purchase a good / service for ISTS Division* | | * *Increase in contract compliance* * *Decrease in vendor complaints* | * *Average Elapsed time to purchase good or service* * *Number of Supplier / Client Complaints* |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:\** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
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| Procure Goods, Services | | Procure new assets or services when not in inventory and negotiate / establish contracts with suppliers**.** Work with vendors to come to agreements that will mutually benefit both vendor and the Region of Peel. Ongoing performance management examples:   * Managing the contract change control process * Measuring and reporting vendor performance | | |
| Acquisition of Contracted Goods, Services (existing contracts) | | Process order requisitions through vendors, oversee delivery, product acceptance and payment for the product or services based on terms of existing contracts. | | |
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| IT Performance Management Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | *ISTS Division Performance Management* | | | |
| **Description:** | *Service to prepare and manage the delivery of internal performance and related reports (to the IT function) and external communications (to the enterprise)* | | | |
| **Output:** | ISTS Division performance measurement to provide metrics for improved business/ divisional needs | | | |
| **Output Type:** | Advisory Encounter | | | |
| **Service Owner:** | Supervisor, IT Performance and Awareness | | | |
| **Service Provider(s):** | IT Performance and Awareness Team | | | |
| **Client Group:** | **Name:** | | | |
| Internal ISTS Section  *Business Unit Managers* | | | |
| **Need(s) Addressed:** | *Setting a baseline for IT performance metrics and reporting on the performance of ISTS to allow for informed and strategic decisions, aligning activities with business goals and impacts.* | | | |
| **Value Proposition:** | *Processes which deals with the monitoring, analysis and reporting of metrics to assess the performance of IT resources.* | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Cost to report on performance metrics for ISTS division * Effort to report on performance metrics for ISTS division | |  | * Timely reporting of metrics * Reporting of deviation from target * Regularity of performance indicators being reported on time |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| Define IT Performance Metrics | | Identify critical work processes, identify critical results desired and align them to business objectives, and define performance indicators to measure results. | | |
| Develop IT Performance Targets | | Establish performance goals, standards, or benchmarks | | |
| Measure IT Performance | | Validate agreed upon metrics are collected in a timely manner | | |
| Report IT Performance | | Develop a series of reports, obtain buy-in from all stakeholders, and ensure that the reports will be made available at specific intervals. Report distribution may take many forms to allow flexibility as to what format the report will be distributed in, how it will be distributed, who will receive the reports and how often they will be sent. | | |

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| IT External Liaison Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | *IT External Liaison* | | | |
| **Description:** | *Service to prepare and manage the Region of Peel's IT presence and reputation externally.* | | | |
| **Output:** | *Effective relationships with external organizations (federal, provincial, municipal, agencies and community groups) to promote ISTS initiatives* | | | |
| **Output Type:** | Advocacy and Promotional Encounter | | | |
| **Service Owner:** | Supervisor, IT Performance and Awareness | | | |
| **Service Provider(s):** | IT Performance and Awareness Team | | | |
| **Client Group:** | **Name:** | | | |
| Internal ISTS Section | | | |
| **Need(s) Addressed:** | Improve Region of Peel’s IT reputation within the IT community | | | |
| **Value Proposition:** | *Enhance the reputation of ISTS through effective relationships to better leverage information resources* | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Cost to build and maintain external relationships by type * Effort to build and maintain external relationships by type   Example   * Association Memberships * Event Participation * Information Exchange * Partnerships | |  | * Number of external agency committees, events, surveys, etc. ISTS participates in * Take-up Rate -   Variance from projected/estimated impact of the service in terms of target group population rate of take-up per time period   * Reach/Coverage –   Variance from projected/estimated total percentage of the target group population experiencing the service (e.g. number of parties availing themselves of the agreement service relative to total number of targeted parties; number of parties covered by an agreement, etc.) |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| Establish relationships with external agencies | | Cultivate relationships with external agencies through various communication channels | | |
| Maintain relationships with external agencies | | Maintain relationships with external agencies through various communication channels | | |
| Prepare ISTS Advocacy / Promotional Material | | Develop material necessary to promote the Region of Peel’s ISTS capability, including: award submissions, project profiles, marketing information, event support material, etc. | | |
| Participate in Internal / External Events | | Participation in internal and external events ex. MISA and Technology Day, actively promote ISTS initiatives, prepare award submissions, participate in survey and committees. | | |

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| IT Knowledge Management Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | *IT Knowledge Management* | | | |
| **Description:** | Service to identify, create, integrate and distribute; insights ,experiences and providing access to IT knowledge | | | |
| **Output:** | *Informed ISTS Employees* | | | |
| **Output Type:** | ADE- Advisory Encounters | | | |
| **Service Owner:** | Supervisor, IT Performance and Awareness | | | |
| **Service Provider(s):** | IT Performance and Awareness Team | | | |
| **Client Group:** | **Name:** | | | |
| * Internal ISTS Section | | | |
| **Need(s) Addressed:** | ISTS employees have the information they require to be knowledgeable and productive | | | |
| **Value Proposition:** | *Greater productivity of ISTS employees* | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * *Cost to collect IT related knowledge* * *Cost to distribute IT related knowledge* | | * *Number of updates completed* | * *Average Elapsed time to distribute knowledge by request type* * *Number of Requests for IT related knowledge* |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| Research, Create and Discover IT Knowledge Capital | | Using creativity techniques to determine data required for increasing IT Knowledge within ISTS | | |
| Share and Learn from IT Knowledge Capital | | Using data sharing best practices to promulgate IT related information in both pull and push methods | | |
| Organize and Manage IT Knowledge Capital | | Maintains knowledge base for ISTS clients which includes all ISTS intranet material | | |

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| IT Awareness Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | *IT Awareness* | | | |
| **Description:** | Service to prepare and manage the delivery Corporate and employee awareness of ISTS programs, services, activities, events, and opportunities | | | |
| **Output:** | Aware Employees | | | |
| **Output Type:** | Advocacy and Promotional Encounters (APE) | | | |
| **Service Owner:** | Supervisor, IT Performance and Awareness | | | |
| **Service Provider(s):** | IT Performance and Awareness Team | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager * Internal ISTS Section * Front Line Staff | | | |
| **Need(s) Addressed:** | Employees have the information they require to be knowledgeable and productive | | | |
| **Value Proposition:** | *Corporate and employee awareness of ISTS programs, services, activities, events, and opportunities* | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Average cost to create communication(by type) to the Corporation * Effort to create communication(by type) to the Corporation | | * Number of client enquiries related to communications * Client satisfaction with quality of communication to corporation (survey) * # of calls to Service Desk related to Awareness Communications | * Greater corporate and ISTS employee awareness of ISTS programs, services, activities, events, and opportunities – client survey * Reduction in repeat contacts with Service Desk * Take-up Rate   Variance from projected/estimated impact of the advocacy/promotional encounter service in terms of target group population percentage reached per time period   * Reach / Coverage - Variance from projected/estimated total percentage of the target group population experiencing the advocacy/promotional encounter |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| Develop IT Awareness Campaign | | Prepare project communication and campaign material, including user documentation, new service announcements, presentations, frequently asked questions, announcements and promotional materials, using Change Management best practices to ensure adoption of the project deliverables | | |
| Distribute IT Awareness Campaign Material | | Distribute IT Awareness Campaign Material to interested parties and stakeholders. | | |
| Respond to IT Awareness Campaign Inquiries | | Respond to inquiries raised by IT Awareness Campaign. | | |
| IT Awareness Communication / Campaign Material Maintenance | | The updating of existing communication and campaign material according to changes in business needs, direction, technology or regulations. | | |

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| IT Resource Management Sub-Service Profile | | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | | |
| **Name:** | *IT Resource Management* | | | | |
| **Description:** | *Asset Management Service will record, and report location and financial value of all assets, from the time that they are procured to the time they are disposed of. Assets include hardware, software, and licensing and contract management.*  *Human Resources Management will be the service through which the human resource requirements for IT service delivery to the enterprise, and the staff resources to meet these requirements are identified, allocated, budgeted, monitored, controlled and reported.*  *Financial Management ensures the financial expenditures for IT service delivery to the enterprise, and the funding sources to meet these expenditures, are identified, allocated, budgeted, monitored, controlled and reported.* | | | | |
| **Output:** | *Effectively managed IT resources to ensure availability when they are needed with respect to financial resources, asset management and human resources.* | | | | |
| **Output Type:** | Unit of Resource | | | | |
| **Service Owner:** | Supervisor, Program Services | | | | |
| **Service Provider(s):** | Program Services Team | | | | |
| **Client Group:** | **Name:** | | | | |
| * Internal ISTS Section | | | | |
| **Need(s) Addressed:** | Effective and efficient deployment of ISTS resources | | | | |
| **Value Proposition:** | IT resources will be properly budgeted, monitored and reported to support the IT environment | | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | | **Quality:** | **Effectiveness:** |
| * Cost and effort to maintain an accurate plan to manage human/financial resources * Cost to prepare and implement a Sustainable IT Asset Management Plan * Effort to prepare and implement a Sustainable IT Asset Management Plan * Total Cost of Ownership * Cost/Unit for inventory, equipment/facility, people | | | * Client satisfaction with quality of asset management plans (survey) | * Asset Life compared with Specification * Number of unpredicted service failures due to IT asset failure * Percentage of Available resources * Allocation of resources to projects * Budget to Actual reporting |
| **Processes:** | | | | | |
| **Planning Processes:** | | | | | |
| **Name** | | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | | |
| **Name** | | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | | |
| **Name** | | | **Description** | | |
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| **Service Delivery Processes:** | | | | | |
| **Name** | | | **Description** | | |
| Plan for Resource | | | Provide enough stable consistent information for accurate budgeting and forecasting of sufficient resources to support the ISTS Division. | | |
| Receive Request for Resource | | | Receive a request to provision a service or an asset. | | |
| Qualify Request for Resource | | | Determine whether the request for a resource is justified and/or budgeted. | | |
| Determine Resource Fulfillment Type | | Determine the best method of fulfilling the resource request – purchase, aquire or from stock. | | | |
| Receive Resource | | Receive new assets or services from suppliers and validate shipment (match received goods to order). | | | |
| Commission Resource | | Arrange for the execution of Placement, Install, Move, Add, Change Resource | | | |
| Monitor Resource | | Update relevant inventory repository with resource status | | | |
| Retire/Dispose Resource | | Retire/dispose obsolete assets from operational use, acquire legal indemnification for disposed assets, and update asset status. | | | |

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| IT Planning Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | IT Planning Service | | | |
| **Description:** | An internal service provided to Business Unit Managers offering plans to develop and maintain information technology solutions in support of their business needs | | | |
| **Output:** | IT Plan Approved | | | |
| **Output Type:** | Rules (Plans, IT planning framework, guide and templates) | | | |
| **Service Owner:** | Manager, Client Relations and Planning | | | |
| **Service Provider(s):** | Client Relations and Planning Section | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager (ISTS) * Internal ISTS Section | | | |
| **Need(s) Addressed:** | IT Investments aligned with Business Directions | | | |
| **Value Proposition:** | Information technology plans are aligned with ISTS and business direction and adequately supports current and future operations | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Average cost to develop and approve an IT Plan * Average effort to develop and approve an IT Plan (person/hours) | | * User satisfaction with quality of technology plans (survey) | * Percentage of initiatives executed from technology plans |
| **Sub-Services:** | | | | |
| **Name** | | **Description** | | |
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| Planning Framework Management  Technology Plan Management | | Provision and maintenance of the planning framework to be used to develop technology plans for ISTS and business programs. Framework includes definition of type of plans, templates, IT planning guide, integration to other Regional plans (IPFP) and approval process    *Plan development, approval, maintenance and monitoring of the overall IT Technology Plan including the multi-year strategic, operational components and Departmental Technology Plans. Includes assurance of plans integration with other Regional plans and planning frameworks* | | |

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| Planning Framework Management Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal** | | | |
| **Name:** | Planning Framework Management | | | |
| **Description:** | Development and maintenance of the planning framework to be used to develop technology plans for ISTS and business programs. Framework includes definition of type of plans, templates, IT planning guide, integration to other Regional plans (IPFP) and approval process | | | |
| **Output:** | IT Planning Framework | | | |
| **Output Type:** | Rules | | | |
| **Service Owner:** | Supervisor IT Planning | | | |
| **Service Provider(s):** | Planning Team | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager * Internal ISTS Section | | | |
| **Need(s) Addressed:** | IT planning is consistently applied throughout the corporation | | | |
| **Value Proposition:** | Business areas and ISTS have a structured and consistent process for IT planning that ensures alignment with business and corporate direction and integrates with other planning processes at the corporation | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Average cost to develop a new release of the framework | | * Number of changes to the framework not related to change in direction or realignment with other Regional plans and frameworks |  |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
|  | |  | | |
| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| *Planning Framework Development*  *Planning Framework Maintenance* | | *Involves the research, environmental scan, writing, approval, communication and promotion of the IT Planning Framework. The framework will cover all type of IT plans for both ISTS and business areas. The framework will also include type of plan definition and content, planning guide, templates, plans required interconnections and sequencing, integration with other Regional plans and frameworks*  *The periodic review and maintenance of the existing versions of the framework for update due to changes in direction or realignment with other Regional plans and frameworks* | | |

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| Technology Plan Management Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal** | | | |
| **Name:** | Technology Plan Management | | | |
| **Description:** | *Plan development, approval, maintenance and monitoring of the overall IT Technology Plan including the multi-year strategic, operational components and Departmental Technology Plans. Includes assurance of plans integration with other Regional plans and planning frameworks* | | | |
| **Output:** | Technology Plans | | | |
| **Output Type:** | Rules | | | |
| **Service Owner:** | Supervisor IT Planning | | | |
| **Service Provider(s):** | Planning Team | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager * Internal ISTS Section | | | |
| **Need(s) Addressed:** | Technology plans are aligned with business direction | | | |
| **Value Proposition:** | IT initiatives are properly resourced and supported by both the business and ISTS as they are identified early, properly planned and approved for execution given their alignment with business direction | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Average cost to develop and approve an IT Plan * Average effort to develop and approve an IT Plan (person/hours) | | * User satisfaction with quality of technology plans (survey) | * Percentage of initiatives executed from technology plans |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| *IT Plan Development*  *IT Plan Maintenance* | | *Includes the gathering of business needs, identification and description of potential projects, prioritization of projects within the Section, Division and Department, integration with relevant Regional plans and strategies, approval of plan and communication.*  *The updating of existing technology plans according to changes in business needs, direction, priorities, technology or regulations.* | | |

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| IT Solutions Service Profile | | | | |
| **Type:** | **External**  **Internal**  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | IT Solutions Service | | | |
| **Description:** | An Internal Service provided to Business Unit Managers offering the requirements, design, deployment, maintenance and upgrading of IT solutions. | | | |
| **Output:** | Operational IT Solution (in good working order). | | | |
| **Output Type:** | Unit of Resource | | | |
| **Service Owner:** | Manager, IT Solutions Development | | | |
| **Service Provider(s):** | IT Solution Development  IT Service Delivery | | | |
| **Client Group:** | **Name:** | | | |
| Business Unit Manager | | | |
| **Need(s) Addressed:** | Access to Information  Automation of business rules | | | |
| **Value Proposition:** | Improved automation of business rules with increased functionality that will allow for better decision making by business units to enhance service delivery through more timely and, accurate information. | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Cost to Operate a Business Solution | | * Minimal post deployment enhancements as a result of development. * Minimal post deployment bug fixes. | * Enhanced service delivery through more timely and, accurate information. |
| **Sub-Services:** | | | | |
| **Name** | | **Description** | | |
| IT Solution Requirements | | An Internal Service provided to Business Unit Managers that analyses the user’s software needs and develops user requirements as well as defines the major functions of the intended application. | | |
| IT Solutions Design | | An Internal Service provided to Business Unit Managers which transforms software systems requirements into a complete, detailed, systems design. The service also describes the desired software features in detail and focuses on how to deliver the required functionality. | | |
| IT Solutions Build | | An Internal Service provided to Business Unit Managers that converts a Software Solutions design into a complete information system. | | |
| IT Solutions Buy (Acquire) | | An Internal Service provided to Business Unit Managers that procures and customizes an information system based on the requirements detailed in the Software Solutions Requirements and Design. | | |
| IT Solutions Quality Assurance / Test | | An Internal Service provided to Business Unit Managers that validates and verifies that a software program/application/product meets the business and technical requirements that guided its design. | | |
| IT Solutions Implementation | | An Internal Service provided to Business Unit Managers that implements a software system (usually from a test environment) into a production environment. | | |
| IT Solutions Maintenance & Support | | An Internal Service provided to Business Unit Managers that executes the tasks required to maintain an information system in a production environment. This includes   * Modification of existing software to correct faults, to improve performance, to add additional functionality or to adapt the product to a modified environment. * Disposition of existing software. | | |

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| IT Solutions Requirements Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | IT Solution Requirements | | | |
| **Description:** | An Internal Service provided to Business Unit Managers that analyses the user’s software needs and develops user requirements as well as defines the major functions of the intended application. | | | |
| **Output:** | A Functional Requirements document describing the scope and objectives of the system. | | | |
| **Output Type:** | UR – Units of Resource | | | |
| **Service Owner:** | Manager, IT Solutions Development | | | |
| **Service Provider(s):** | IT Solutions Development | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager | | | |
| **Need(s) Addressed:** | Analysis and refinement of project goals.  Definite requirements defined. | | | |
| **Value Proposition:** | Defining requirements through analysis and refinement of project goals will "break down" what needs to be created. Definite defined requirements are essential to designing a solution that addresses the needs identified in the planning stage. | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| Cost to produce a Functional Requirements Document. | | Minimal requests for clarification of requirements during design phase.  Minimal post deployment enhancements as a result of incorrect requirements. | The Requirements document will contain all the information needed to design the information system that has been requested. |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
| Requirements Elicitation | | Communicate with customers and users to determine what their requirements are | | |
| Requirements Analysis and Negotiation | | Determine whether the stated requirements are unclear, incomplete, ambiguous, or contradictory, and then resolve these issues | | |
| Requirements Specification | | Quantify and document needs, wants and expectations of the sponsor. Define the goal that details the desired end result of a project. | | |
| System Modeling | | Create models to conceptualize the system. | | |
| Requirements Validation | | Certify that the requirements document is an acceptable description of the system to be implemented. | | |
| Requirements Management | | The collection of activities undertaken by the project managers, CRMS, business analysts, engineering leads, etc in order to gather, store, track, prioritize and implement requirements. | | |
| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
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| IT Solutions Design Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | IT Solutions Design | | | |
| **Description:** | An Internal Service provided to Business Unit Managers which transforms software systems requirements into a complete, detailed, systems design. The service also describes the desired software features in detail and focuses on how to deliver the required functionality. | | | |
| **Output:** | Software system design document(s) which will describe the new systems as a collection of modules or sub systems.  Plans for the logical and physical construction, hardware, operating systems, programming, communications, training, and security issues. | | | |
| **Output Type:** | UR – Unit of Resource | | | |
| **Service Owner:** | Manager, IT Solutions Development | | | |
| **Service Provider(s):** | IT Solutions Development | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager | | | |
| **Need(s) Addressed:** | Transforms requirements into a detail design document.  Designs software’s overall structure.  Describes how to deliver required functionality. | | | |
| **Value Proposition:** | A detailed design document describing delivery of required functionality will give the developers all the information needed to build the software system described in the requirements with minimal addition input. | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| Cost to product an Information System design document. | | Minimal requests for clarification of design during build phase.  Minimal post deployment enhancements as a result of design flaws. | Developers will require only the design document to build the new system. |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| Buy / Build Decision | | License (and possible customize) a commercial application or build it in-house. | | |
| Top Level Design | | Technically describes and defines the application. | | |
| Modal Requirements | | Translate requirements into a modeling language. | | |
| Modularity | | Divide the design into separate components. | | |
| User Interface Design | | Design of the interface. | | |
| Database Design | | Architect the top-level view of the database for the requested system. | | |

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| IT Solutions Build Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | IT Solutions Build | | | |
| **Description:** | An Internal Service provided to Business Unit Managers that converts a Software Solutions design into a complete information system. | | | |
| **Output:** | A software product as described in the requirements and design documents.  Documentation.  User Manuals. | | | |
| **Output Type:** | UR – Unit of Resource | | | |
| **Service Owner:** | Manager, IT Solutions Development | | | |
| **Service Provider(s):** | IT Solutions Development | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager | | | |
| **Need(s) Addressed:** | Translation of the design into machine readable code. Code is compiled and unit tested. | | | |
| **Value Proposition:** | Transform a systems design into a complete, testable, information system. | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| Cost to build an information system. | | Minimal post deployment enhancements as a result of (flawed) build.  Minimal post deployment bug fixes. | A functioning information system has been built as described in the design document and exists in a test environment awaiting Q/A. |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| Write Code | | Translate design into machine readable code | | |
| Unit Test | | Test functionality of each piece of code | | |
| Refactor | | Alter code to improve, readability, reduce complexity and to improve maintainability of the source code | | |
| Build | | Convert source code files into standalone software artifact(s) that can be run on a computer | | |
| User Documentation | | Describe each feature of the program, and assists the user in realizing these features | | |
| Support Documentation | | Manuals for the end-user, system administrators and support staff | | |

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| IT Solutions Acquire Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | IT Solutions Acquire Service | | | |
| **Description:** | An Internal Service provided to Business Unit Managers that procures and customizes an information system based on the requirements detailed in the Software Solutions Requirements and Design. | | | |
| **Output:** | A software product as described in the requirements and design documents. | | | |
| **Output Type:** | UR – Unit of Resource | | | |
| **Service Owner:** | Manager, IT Solutions Development | | | |
| **Service Provider(s):** | IT Solutions Development | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager | | | |
| **Need(s) Addressed:** | Software acquisition.  Software customization as described in the Software Design Document. | | | |
| **Value Proposition:** | Obtain and customization of software that address the needs of the client. | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| Cost to acquire and customize an information system. | | Minimal post deployment enhancements as a result of product acquired/customized.  Minimal post deployment bug fixes. | A functioning information system has been acquire and customized as described in the design document and exists in a test environment awaiting Q/A. |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| Procurement - Software | | RFP (including requirements), RFP Evaluation, product selection, purchasing coordination | | |
| Procurement - Hardware | | Technical architecture requirements reviewed; gap analysis between infrastructure available and the proposed technical arch. Order hardware to fill the gaps | | |
| Installation in a test environment. | | Infrastructure install, configure hardware, test, standards, security.  Software install, modify and configure. Test base install, security, access testing, and compatibility desktop testing with user desktops/laptops, develop and test users installation scripts, SMS packages, configure application | | |

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| IT Solutions Quality Assurance Sub Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | IT Solutions Quality Assurance | | | |
| **Description:** | An Internal Service provided to Business Unit Managers that validates and verifies that a software program/application/product meets the business and technical requirements that guided its design. | | | |
| **Output:** | Tested software.  Software that has been corrected as a result of failed tests  Test analysis reports. | | | |
| **Output Type:** | UR – Unit of Resource | | | |
| **Service Owner:** | Manager, Solutions Development | | | |
| **Service Provider(s):** | IT Solutions Development | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager | | | |
| **Need(s) Addressed:** | Provides information about the quality of the product under test.  Provides an objective, independent view of the software to allow the business to appreciate and understand the risks at implementation of the software. | | | |
| **Value Proposition:** | Demonstrates that a developed or purchased system conforms to requirements as specified in the Solution Requirements Sub Service. | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| Cost to test the information system. | | Minimal post deployment enhancements as a result of development.  Minimal post deployment bug fixes. | The developed system exists and functions as specified in the solution requirements document. |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| Create Test Cases | | Creation of a set of conditions or variables under which a tester will determine whether an application or software system is working correctly or not | | |
| Execute Test Cases | | Execute all test cases and document results. Identify bugs and submit for action | | |
| Fix Bugs | | Alter code so output matches expected results in test case | | |
| User Acceptance Testing | | Obtain confirmation by a Subject Matter Expert (SME), preferably the owner or client of the object under test, through trial or review, that a system meets mutually agreed-upon requirements | | |
| System testing signoff | | Document system acceptance | | |

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| IT Solutions Implementation Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | IT Solutions Implementation | | | |
| **Description:** | An Internal Service provided to Business Unit Managers that implements a software system (usually from a test environment) into a production environment. | | | |
| **Output:** | A stable, robust, reliable software solution exiting in a production environment, accessing production data. | | | |
| **Output Type:** | UR – Unit of Resource | | | |
| **Service Owner:** | Manager, IT Solutions Development | | | |
| **Service Provider(s):** | IT Solutions Development  IT Service Delivery | | | |
| **Client Group:** | **Name:** | | | |
| Business Solutions | | | |
| **Need(s) Addressed:** | Implementation of a system into a production environment.  Resolution of problems identified in the Integration and Test phases. | | | |
| **Value Proposition:** | Implementing a system into a production allows stakeholders and users access to the new system in real time with live production data. The system begins to fulfill the goals and needs addressed in the initiation/planning stage. | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| Cost to implement an information system. | | Implemented system has high availability. | A functioning system (as describe in the requirements document) exists in a production environment and is accessible. |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| Define Business Process | | Impact of the software – who does what, when, develop communications, training, possibly more product configuration to meet new processes, possibly approvals from user groups, senior management | | |
| Change Management | | RFC coordination and approval for production rollout, when, who, impact | | |
| Training | | Administrative and user training | | |
| Pilot | | A small scale preliminary deployment conducted before the main deployment in order to check the feasibility or to improve the implementation | | |
| Communication Planning | | Support training for help desk, user training, communications on Pathways for clients, users | | |
| Operational support planning | | Backups, documentation, archives, on-going administration, upgrade planning | | |
| Implementation | | The software “goes live” | | |

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| IT Solutions Maintenance and Support Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | IT Solutions Maintenance and Support | | | |
| **Description:** | An Internal Service provided to Business Unit Managers that executes the tasks required to maintain an information system in a production environment. This includes the modification of existing software to correct faults, to improve performance, to add additional functionality or to adapt the product to a modified environment. | | | |
| **Output:** | Modified operational software (in good working order). | | | |
| **Output Type:** | UR – Unit of Resource | | | |
| **Service Owner:** | Manager, IT Solutions Development | | | |
| **Service Provider(s):** | IT Solutions Development  IT Service Delivery | | | |
| **Client Group:** | **Name:** | | | |
| * Business Units Manager | | | |
| **Need(s) Addressed:** | Access to a continually available information system.  Corrective maintenance – Fixing bugs after the system has been installed, as they are detected.  Adaptive maintenance – Adapting to a change in environment or requirements of the system. | | | |
| **Value Proposition:** | Information system is maintained and enhanced in a change production environment. | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| Unit cost to maintain an Information System. | | Implemented system has high availability.  Bugs fixes tested and deployed in a timely manner.  Enhancements tested and deployed in a timely manner. | The information system exists in a changing production environment and fulfills the previously defined requirements. Help desk calls diminish over time. |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| Corrective Maintenance | | Reactive modification of a software product performed after delivery to correct discovered problems | | |
| Adaptive Maintenance | | Modification of a software product performed after delivery to keep a software product usable in a changed or changing environment | | |
| Perfective Maintenance | | Modification of a software product after delivery to improve performance or maintainability | | |
| Preventive Maintenance | | Modification of a software product after delivery to detect and correct latent faults in the software product before they become effective faults | | |

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| IT Architecture Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | IT Architecture Service | | | |
| **Description:** | An internal service provided to Business Unit Managers offering assurance that all new and existing solutions, information and infrastructure are designed to properly support current and future needs of the corporation | | | |
| **Output:** | Information technology solutions compliant with architecture standards | | | |
| **Output Type:** | Rules (architecture principles, policies and standards) | | | |
| **Service Owner:** | Manager, Client Relations and Planning | | | |
| **Service Provider(s):** | Client Relations and Planning Section | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager * Internal ISTS Section | | | |
| **Need(s) Addressed:** | Information technology solutions and infrastructure properly architected to support current and future Regional needs | | | |
| **Value Proposition:** | Proper design of solutions and infrastructure will support business continuity and growth | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Average cost to review a solution for compliance with standards * Average effort to review a solution for compliance with standards (person/hours) | | * # of changes to original blueprints based on current approved standards * # of problems traced back to issues with design | * Architecture recommendations presented and. approved by IT Governance Board (percentage) |
| **Sub-Services:** | | | | |
| **Name** | | **Description** | | |
| IT Policy Management  Architecture Framework Management  Architecture Development and Maintenance  Architecture Quality Assurance | | *Development and maintenance of technology policies*  Development and maintenance of the architecture framework to be used to design and deliver solutions, build and support the technology infrastructure, manage information and do business architecture. Includes development of architecture principles and standards. Framework also includes architecture guide, architecture blueprints, models/meta models, architecture roadmap and criteria and process approval of solution architecture and escalation to the IT Governance Board.  Development of specific architectural designs for specific Regional solutions  Architecture quality assurance to ISTS internal sections, projects and program IT areas in the design and integration of their IT solutions for compliance with approved architecture principles and standards. | | |

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| IT Policy Management Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal** | | | |
| **Name:** | IT Policy Management | | | |
| **Description:** | Development and maintenance of technology policies | | | |
| **Output:** | Information Technology Policies (and procedures) | | | |
| **Output Type:** | Rules | | | |
| **Service Owner:** | Supervisor, IT Planning | | | |
| **Service Provider(s):** | IT Planning Team | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager * Internal ISTS Section | | | |
| **Need(s) Addressed:** | Information on acceptable methods for procurement, usage and decommissioning of technology solutions | | | |
| **Value Proposition:** | Regional staff and business unit managers will have clear information around usage, procurement and decommissioning of information technology solutions to allow them operate within predefined limits without constant management intervention. | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Average cost to develop a new IT policy * Average effort to develop a new policy (person/hours) | | * Number of changes to the policy not related to change in direction, technology or regulations | * Reduction of number of incidents related to the policy |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| *IT Policy Development and Approval*  *IT Policy Monitoring and Maintenance*  *IT Policy Decommissioning* | | *Includes research, environmental scan, writing, approval and publishing of IT policies*  *Includes periodic monitoring and maintenance of existing IT policies according to changes in direction, technology or regulations.*  *Decommissioning of policies that are no longer required* | | |

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| IT Architecture Framework Management Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal** | | | |
| **Name:** | IT Architecture Framework Management | | | |
| **Description:** | Development and maintenance of the architecture framework to be used to design and deliver solutions, build and support the technology infrastructure, manage information and do business architecture. Includes development of architecture principles and standards. Framework also includes architecture guide, architecture patterns, models/meta models, architecture roadmap and criteria and process approval of solution architecture and escalation to the IT Governance Board. | | | |
| **Output:** | IT Architecture Framework | | | |
| **Output Type:** | Rules | | | |
| **Service Owner:** | Enterprise Architect | | | |
| **Service Provider(s):** | Architecture Team | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager * Internal ISTS Section | | | |
| **Need(s) Addressed:** | Information technology solutions and infrastructure properly architected to support current and future Regional needs | | | |
| **Value Proposition:** | Proper design of solutions and infrastructure will support business continuity and growth | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Average cost to develop a new release of the framework | | * Number of changes to the framework not related to change in direction, technology or regulations |  |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
|  | |  | | |
| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| *IT Architecture Framework Development and Approval*  *IT Architecture Framework Maintenance* | | *Research, environmental scan, writing, approval, communication and promotion of the IT Architecture Framework. The framework will cover all areas of Enterprise Architecture and will be comprised of overall framework, guide, principles, standards, patterns, models, meta models, and architecture roadmap.*  *The periodic review and maintenance of the existing version for update due to changes in direction, technology or regulations.* | | |

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| IT Architecture Development and Maintenance Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal** | | | |
| **Name:** | IT Architecture Development and Maintenance | | | |
| **Description:** | Development of architectural designs for specific Regional solutions | | | |
| **Output:** | IT Architecture Blueprints | | | |
| **Output Type:** | Rules | | | |
| **Service Owner:** | Enterprise Architect | | | |
| **Service Provider(s):** | Architecture Team | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager * Internal ISTS Section | | | |
| **Need(s) Addressed:** | Information technology solutions and infrastructure properly architected to support current and future Regional needs | | | |
| **Value Proposition:** | Proper design of solutions and infrastructure will support business continuity and growth | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Average cost to develop a new solution architecture | | * Number of changes to the blueprints not related to change in business requirements, direction, technology or regulations * # of problems traced back to issues with design | * Stakeholder satisfaction on solutions (survey) * Architecture recommendations presented and. approved by IT Governance Board (percentage) |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| *IT Architecture Development*  *IT Architecture Maintenance* | | *Includes the identification and refinement of the requirements that the stakeholders have, development of views of the architecture that show how the concerns and the requirements are going to be addressed and management of trade-off that are going to be made in reconciling the potentially conflicting concerns of different stakeholders*.  *The updating of existing architecture blueprints according to changes in business needs, direction, technology or regulations.* | | |
| IT Architecture Quality Assurance Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal** | | | |
| **Name:** | IT Architecture Quality Assurance | | | |
| **Description:** | Architecture quality assurance to ISTS sections, projects and program IT areas in the design and integration of their IT solutions for compliance with approved architecture principles and standards | | | |
| **Output:** | IT Architecture Assessments | | | |
| **Output Type:** | Advisory Encounters | | | |
| **Service Owner:** | Enterprise Architect | | | |
| **Service Provider(s):** | Architecture Team | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager * Internal ISTS Section | | | |
| **Need(s) Addressed:** | Information technology solutions and infrastructure properly architected to support current and future Regional needs | | | |
| **Value Proposition:** | Proper design of solutions and infrastructure will support business continuity and growth | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Quality reviews performed vs planned per year (percentage) * Average cost to review a solution for compliance with standards * Average effort to review a solution for compliance with standards (person/hours) | | * Stakeholder satisfaction on quality review process (survey) | * Average number of recommendations implemented vs recommendations (percentage) |
| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| *Identification and planning of Quality Assurance reviews*  *Execution of Quality Assurance Reviews* | | *Includes the identification, planning and scheduling of quality reviews for internal (to ISTS) and external projects and existing solutions. Process includes analysis, review notification, blueprint gathering and scheduling of review sessions.*  *Includes conducting the review session(s), developing findings and communicating recommendations. Process includes gathering of business requirements the identification of gaps between the requirements and the characteristics and attributes of the existing architecture.* | | |

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| Client Services Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | Client Services Service | | | |
| **Description:** | An internal service provided to Business Unit Managers and Regional staff offering support in obtaining and using information systems and technology solutions according to agreed upon quality expectations. | | | |
| **Output:** | Client service request supported | | | |
| **Output Type:** | Advisory and Promotional Encounters (IT policy/standards advocacy, inquiry resolution, service resolution, promotion of ISTS Service Catalogue ) | | | |
| **Service Owner:** | Manager, Client Relations and Planning | | | |
| **Service Provider(s):** | Client Relations and Planning Section, Program Services Section, Service Delivery Section | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager * Internal ISTS Section (acting as a client of ISTS) | | | |
| **Need(s) Addressed:** | Regional staff has the information and technology support required to conduct their operations | | | |
| **Value Proposition:** | * Faster and more effective response to client inquires and requests * Increased awareness / knowledge about how to work with an information and business solution * Client IT needs are anticipated and ISTS resources are timely allocated to support those needs | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Cost of resources per number of serviced clients * Cost per Service Request Supported (by type) * Average response time per Service Request (by type) | | * Client satisfaction with overall service quality (survey) * Course attendee satisfaction with course delivery (survey) * Incidence of client complaints | * Incidence of recurring incidents (problems)- (percentage) * Percentage of approved business cases |
| **Sub-Services:** | | | | |
| **Name** | | **Description** | | |
| *Service Level Management*  *Targeted IT Training*  *IT Service Desk*  *Business Case Development*  *ISTS Account Management*  *Program Account Management* | | *Development and monitoring of service level agreements between ISTS and clients*  *Development of training materials and targeted training delivery for projects*  *Incident and problem management and inquiry resolution*  *Analysis of business needs, research and development of business cases to support client initiatives*  *Management of the overall relationship with the client departments and ensuring ISTS resources are properly coordinated to support their IT business needs*  *Performance of Program Account Management role as requested by client departments* | | |

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| IT Service Level Management Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | IT Service Level Management | | | |
| **Description:** | Development and monitoring of service level agreements between ISTS and clients | | | |
| **Output:** | Client service requests supported within agreed upon expectations | | | |
| **Output Type:** | Periods of Agreement | | | |
| **Service Owner:** | Manager, Client Relations and Planning | | | |
| **Service Provider(s):** | Client Relations and Planning Section | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager * Internal ISTS Section (acting as a client of ISTS) | | | |
| **Need(s) Addressed:** | Client service requests and support are properly managed to support client operations | | | |
| **Value Proposition:** | * A formal agreement and process will help ensure that services provided by ISTS will be delivered under agreed upon expectations | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Average effort of developing and managing SLAs (annual people/hours) | | * Client satisfaction with overall service quality (survey) | * Number of changes to SLAs due to unrealistic indicators |
| **Sub-Services:** | | | | |
| **Name** | | **Description** | | |
| *SLA Planning*  *SLA Development and maintenance*  *Service monitoring* | | *Updating of service catalogue, service levels, overall costs and rates of ISTS services. Also includes updating of internal OLAs (operating Service Agreements) and assurance of vendor/supplier underpinning contracts*  *Development of SLA document, negotiation, approval and communication of SLA*  *Periodic monitoring of service performance and execution of preventative and corrective actions.* | | |

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| Targeted IT Training Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | Targeted IT Training | | | |
| **Description:** | *Development of training materials and targeted training delivery for projects*  *Development, deliver and improved specialized technology training, supplementary to corporate learning and development program, to help projects or programs get the most value from ISTS products and services.* | | | |
| **Output:** | Client information/service requests supported within agreed upon expectations | | | |
| **Output Type:** | Educational and Training Encounters | | | |
| **Service Owner:** | Supervisor, Performance & IT Awareness | | | |
| **Service Provider(s):** | ISTS Program Services Section | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager * Internal ISTS Section * Front Line Staff | | | |
| **Need(s) Addressed:** | Employees have the specialized training they require to be knowledgeable and productive on ISTS supported applications | | | |
| **Value Proposition:** | * More productive employee | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| Cost and effort to train an employee (by type)  *Average cost to create an employee training program (by type)*  *Effort to create an employee training program (by type*) | | Course attendee satisfaction with course delivery (survey)  *Course instructor performance evaluation (survey)* | Number of requests for training program development  *Percentage increase in pre and post training knowledge*  *Decreased number of calls to the Service Desk for areas of targeted training*  *Decreased number of calls to the Service Desk after implementing software with associated training program.* |
| **Sub-Services:** | | | | |
| **Name** | | **Description** | | |
| *New/Improved Technology Deployment Training*  *Supplements Service Desk for Office Productivity Tools*  *Customized Technology Training* | | *Builds and tailors training programs for delivery in classroom, large meetings, desk-side, or online to meet specific projects outcomes, customer specific requirements, or ISTS Division objectives. Co-ordinates and delivers training for technology deployments and new/improved application functionality*  *Provide second level support to the IT Service Centre team by assisting with complex client requirements using office productivity software*  *Co-ordinates and delivers training that supplements the training provided by the Learning and Development section in Human Resources (e.g. Microsoft Applications) with specialized or customized technology learning/training programs* | | |

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| IT Service Desk Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | IT Service Desk | | | |
| **Description:** | Incident and problem management and inquiry resolution | | | |
| **Output:** | Client information/service requests supported within agreed upon expectations | | | |
| **Output Type:** | ?? Note: could not find a suitable output type from MRM list | | | |
| **Service Owner:** | Supervisor, Technology Service Centre | | | |
| **Service Provider(s):** | Technology Service Centre | | | |
| **Client Group:** | **Name:** | | | |
| * Front line staff * Business Unit Manager * Internal ISTS Section (acting as a client of ISTS) | | | |
| **Need(s) Addressed:** | Client service requests and support are properly managed to support client operations | | | |
| **Value Proposition:** | * ISTS is responsive in providing quality services to internal clients | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Reduced mean elapsed time for resolution or circumvention of  incidents and problems * Increased percentage of incidents resolved within agreed response times broken down by incident priority | | * Client satisfaction with overall service desk quality (survey) * Percentage reduction of incidents that required reassignment in the  incident life cycle * Percentage reduction of incidents that required reclassification in  the incident lifecycle | * Percentage increase in the Incidents resolved by first line agents * Percentage increase in the Incidents resolved by first line agents on first response * Percentage decrease of incidents related to previously resolved problems |
| **Sub-Services:** | | | | |
| **Name** | | **Description** | | |
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| IT Business Case Development Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | Business Case Development | | | |
| **Description:** | Analysis of business needs, research and development of business cases to support client initiatives | | | |
| **Output:** | Approved Business Case | | | |
| **Output Type:** | Rules | | | |
| **Service Owner:** | Client Relationship Manager | | | |
| **Service Provider(s):** | Client Relations and Planning Section | | | |
| **Client Group:** | **Name:** | | | |
| * Business Unit Manager * Internal ISTS Section (acting as a client of ISTS) | | | |
| **Need(s) Addressed:** | Projects are properly justified, assessed and approved | | | |
| **Value Proposition:** | * The corporation understands and approves projects and their tradeoffs before they are undertaken | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Average effort to develop business cases (people/hours) | | * Percentage of approved business cases | * Percentage of projects completed out of approved business cases * Benefit realization percentage(planned vs realized) |
| **Sub-Services:** | | | | |
| **Name** | | **Description** | | |
| *Needs Assessment and Planning*  *Business Case Development*  *Business Case Monitoring and Maintenance* | | *Involves de gathering of business needs, determination of the need for a formal business case and the planning of resources required to develop it.*  *Includes research, environmental scan, development of options and approval process for the recommended option. For larger business case processes, it includes the coordination of business case activities and resources.*  *As the project progresses, this process involves the monitoring of expectations of benefit realization, costs, quality and timeframes included in the original business case document that was the basis for project approval. This process also involves modifying the original business case and submitting it for re-approval for those cases where changes in risks, cost, quality and timeframes are significant and challenge the validity of the original business case* | | |

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| ISTS Account Management Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | ISTS Account Management | | | |
| **Description:** | Management of the overall relationship with the client departments and ensuring ISTS resources are properly coordinated to support their IT business needs | | | |
| **Output:** | Client needs dealt with | | | |
| **Output Type:** | ??? suitable output type not found in MRM list | | | |
| **Service Owner:** | Client Relationship Manager | | | |
| **Service Provider(s):** | Client Relations and Planning Section | | | |
| **Client Group:** | **Name:** | | | |
| * Front line staff * Business Unit Manager * Internal ISTS Section (acting as a client of ISTS) | | | |
| **Need(s) Addressed:** |  | | | |
| **Value Proposition:** |  | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
|  | | * Account Management Client Satisfaction (survey) | * Reduction in percentage of client complaints |
| **Sub-Services:** | | | | |
| **Name** | | **Description** | | |
| *Day-to-Day Client Needs Management*  *Client Advocacy*  *IT Consulting*  *IT Advocacy*  *Relationship Management* | | *Prioritization and management of day-to-day operational client needs through coordination of ISTS resources. This process is heavily supported by the Technology Service Desk, therefore the focus is on service request monitoring, exception management, and issue escalation.*  *Involves the monitoring of IT activities of client projects and helping remove barriers for ISTS project managers through escalation and mediation of ISTS resources and priorities. Includes negotiation and procurement of ISTS resources for current client projects and ISTS awareness of upcoming client initiatives and future needs and representing the client with the IT Governance Board*  *Provides consulting to clients on the most appropriate method and course of action to address their needs. Includes areas such as suitable technologies, project approval, planning, procurement (advice and/or referral) and legal (referral)*  *.*  *Involve keeping clients up to date on upcoming ISTS initiatives impacting them and advocating the need for IT architectures, standards, policies, processes and the principles under which ISTS operates. This process includes continuous participation in client leadership meetings*  *Involves activities to ensure open, professional and permanent communications between clients and ISTS in support of the partnership relationship. Includes the facilitation of disputes between client and ISTS service providers* | | |

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| Program Account Management Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | Program Account Management | | | |
| **Description:** | When required by the client Department this process involves the management of the overall relationship between the client departments and ISTS, ensuring that ISTS resources are properly coordinated to support IT business needs | | | |
| **Output:** | Client needs dealt with | | | |
| **Output Type:** | ??? suitable output type not found in MRM list | | | |
| **Service Owner:** | Client Relationship Manager | | | |
| **Service Provider(s):** | Client Relations and Planning Section | | | |
| **Client Group:** | **Name:** | | | |
| * Front line staff * Business Unit Manager * Internal ISTS Section (acting as a client of ISTS) | | | |
| **Need(s) Addressed:** |  | | | |
| **Value Proposition:** |  | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
|  | | * Account Management Client Satisfaction (survey) | * Reduction in percentage of client complaints |
| **Sub-Services:** | | | | |
| **Name** | | **Description** | | |
| *Day-to-Day Client Needs Management*  *Client Advocacy*  *IT Consulting*  *IT Advocacy*  *Relationship Management* | | *Prioritization and management of day-to-day operational client needs through coordination of ISTS resources. This process is heavily supported by the Technology Service Desk, therefore the focus is on service request monitoring, exception management, and issue escalation.*  *Involves the monitoring of IT activities of client projects and helping remove barriers for ISTS project managers through escalation and mediation of ISTS resources and priorities. Includes negotiation and procurement of ISTS resources for current client projects and ISTS awareness of upcoming client initiatives and future needs and representing the client with the IT Governance Board*  *Provides consulting to clients on the most appropriate method and course of action to address their needs. Includes areas such as suitable technologies, project approval, planning, procurement (advice and/or referral) and legal (referral)*  *.*  *Involve keeping clients up to date on upcoming ISTS initiatives impacting them and advocating the need for IT architectures, standards, policies, processes and the principles under which ISTS operates. This process includes continuous participation in client leadership meetings*  *Involves activities to ensure open, professional and permanent communications between clients and ISTS in support of the partnership relationship. Includes the facilitation of disputes between client and ISTS service providers* | | |

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| IT Infrastructure Service Profile | | | | |
| Type: | External  X Internal X External to ISTS | | | |
| Name: | IT Infrastructure Service | | | |
| Description: | Infrastructure Service is provided to internal and external to ISTS clients and comprises of :   * Infrastructure Implementation * Infrastructure Support * Security Operations & Monitoring * Infrastructure Event monitoring   The Service is provisioned to support Business applications to enable the Region to conduct and deliver its Business Services to its users in an efficient, secure and cost effective manner. | | | |
| Output: | Operational IT Infrastructure connection | | | |
| Output Type: | Unit of Resource | | | |
| Service Owner: | Manager, IT Service Delivery | | | |
| Service Provider(s): | IT Service Delivery | | | |
| Client Group: | Name: | | | |
| Internal ISTS; Front Line Staff; 3rd Party Vendor; Municipality ; Business Unit Manager | | | |
| Need(s) Addressed: | Voice/Data Access | | | |
| Value Proposition: | Secure, Reliable, Affordable & Convenient Voice / Data Access | | | |
| Performance Measures: | Efficiency: | | Quality: | Effectiveness: |
| * Cost to Build   Cost to provide resources required for project(s)  Effort to build and test infrastructure access  Cost of Hardware and Software required to satisfy access requirement   * Cost to Maintain   Effort required to maintain built infrastructure  Cost to Train on specialized and purpose built access  Cost to backfill support services (contract/temporary)  Cost to add Capacity   * Cost to upgrade   Effort to upgrade, consolidate or converge existing technology to meet business requirement  Cost to upgrade, consolidate, converge or retire access infrastructure due to evolving technology & business rewuirements | | * Service Reliability   Restoration of a defined service, to meet defined expectations (i.e. SLA), following implementation of a change on the infrastructure   * Service Accessibility   Uninterrupted defined service to End User, following a known infrastructure failure (averted outages) i.e. BCP; High availability solutions   * Service Responsiveness   Reporting, Resolution and Escalation of a client request or issue based on a defined SLA or OLA   * Service Capacity   Utilization pattern on system and network Access | * Access Availability   Uptime of infrastructure components for access to user   * Access Responsiveness   MTTR to ensure it did not change the pre-defined service deliverable expectation   * Access   Delivery Knowledge  and Reliability  Access not inconvenienced or compromised, following a disruption, due to proper incident and problem resolution processes   * Access & Information Security   Intrusion risk was mitigated through monitoring, detection, reporting and transparently resolved.  Data access and information was not compromised   * Access Compliance   User data backed up and restored as required and determined by policy. Data integrity maintained |
| Sub-Services: | | | | |
| Name | | Description | | |
| 1. Infrastructure   Implementation   1. *Infrastructure Support* 2. *Security Operations & Monitoring* 3. *Infrastructure Event Monitoring* | | 1. *Based on Business requirements, provision and implement solutions to provide access to the Systems, Data and Voice infrastructure in a secure, scalable, reliable and cost effective manner* 2. Respond to & Restore Information access to User, due to failed, defective, non responsive or degraded performance on a System, Data and Voice infrastructure component 3. *Implement & Administer a secure System, Data and Voice Infrastructure and report on it as required by policy. In addition implement physical and logical security on infrastructure access* 4. *Implement Event correlation technologies to produce alerts as triggers for attention to an intrusion, failure or failing infrastructure component & in addition, implement procedures to operate, monitor and report on security access at physical entry and intrusion /compromised detection level.* | | |

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| Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | Infrastructure Implementation | | | |
| **Description:** | Based on Business requirements, provision and implement solutions to provide access to the Systems, Data and Voice infrastructure in a secure, scalable, reliable and cost effective manner | | | |
| **Output:** | A cost effective reliable, scalable and secure infrastructure to deliver access to information in a timely manner | | | |
| **Output Type:** | Unit of Resource | | | |
| **Service Owner:** | Manager, IT Service Delivery | | | |
| **Service Provider(s):** | IT Service Delivery | | | |
| **Client Group:** |  | | | |
| Internal ISTS; Front Line Staff; 3rd Party Vendor; Municipality ; Business Unit Manager | | | |
| **Need(s) Addressed:** | Implement an infrastructure solution that aligns with the organizations objective | | | |
| **Value Proposition:** | Continual maintenance & enhancement of end-user productivity and satisfaction in a cost effective manner | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Effort required to Implement a highly available production /development H/W & S/W infrastructure solution * Cost to acquire infrastructure H/W; S/W and Application connectivity * Cost of project resources * Effort required to implement new or upgrade existing solution * Effort and Cost to conduct research * Cost to upgrade, consolidate, converge or retire access infrastructure due to evolving technology & business requirements | | * Service Delivery   Implementation Delivery expectations  (Client acceptance sign off & trend analysis reports)   * Consistency   Seamless & transparent execution for :  Incident management  Problem Management  Change management  Financial management  (Compliance with SLA)     * Service Confidence & Communication, Client satisfaction   Positive Collaboration on implementation & planning requests  (Survey/Project feedback)   * Testing   Validation on Client sign off of implemented solutions  (Acceptance by quality control & trend analysis of rework tickets through warranty period) | * Functional Implementation   Successful transition & Execution  (Number of reported incident tickets)  Meeting Delivery time  (Percentage of effort to support implementation through warranty)  Decreased warranty period hence operational  (Based on Percentage of reported tickets to service desk)   * Access Availability & Scalability   Fewer calls into service desk; reduced escalations tickets; increased uptime   * Maintenance   Reduced maintenance and replacement costs   * Reduced failures   Increased productivity  Decreased Change management tickets   * Security Compliance   Percentage of vulnerabilities  Number of alerts  Trend of escalations following implementations |
| **Processes :** | | | | |
| **Planning Processes**   * Planning * Building * Transitioning * Configuration Management * Change Management * BCP and DR provisioning * Escalation * Financial Management * Engagement * Review * Notification * Resource Management * Documentation * Decommissioning * Implementation * Provisioning * RFI & RFP | | | | |
| **Name** | | **Description** | | |
|  | |  | | |
| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
|  | |  | | |
| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
|  | |  | | |
| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| * Planning & Building * Transitioning &   Configuration   * Escalation * Test/Release & Deploy/Fall Back | | *Lifecycle Management processes, which drive and enable core operations and customer processes to meet customer expectations. These are viewed at high levels of the enterprise, due to their impact on customer service delivery. The process has a development and deployment path, in terms of introducing new or upgrading infrastructure or a product*.  *The process will cover the development of an implementation project plan; integrate into a test environment; conduct Operational testing; Decision making; Pilot phase; Conduct review of results; Commission into production and disposal phase*  *The outcome of this process is a consistent regional resolution process through determination of specific roles and responsibilities for escalation teams and the active participation of the client escalation point of contact. Based on business impact, and as per the SLA, raise the level of attention to resolving a problem while at the same time keeping the client informed*  *This process flow refers to Testing; Releasing and Deploying a solution into either a new or existing production infrastructure or possible roll back into test. It safeguards the quality of the service being deployed driven from either development or from an infrastructure maintenance / break fix requirement* | | |

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| Sub-Service Profile | | | | | | | |
| **Type:** | | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | | | |
| **Name:** | | Infrastructure Support | | | | | |
| **Description:** | | Respond, Restore and Maintain Information access to End -User due to failed, defective, non responsive or degraded performance on a System, Data and Voice infrastructure component, supported by a mature delivery methodology aligned with Service management best practices | | | | | |
| **Output:** | | A reliably and securely maintained infrastructure access to information | | | | | |
| **Output Type:** | | Unit of Resource | | | | | |
| **Service Owner:** | | Manager, IT Service Delivery | | | | | |
| **Service Provider(s):** | | IT Service Delivery | | | | | |
| **Client Group:** | |  | | | | | |
| Internal ISTS; Front Line Staff; 3rd Party Vendor; Municipality ; Business Unit Manager | | | | | |
| **Need(s) Addressed:** | | Provide a managed solution to support clients on Systems, Data and Voice Access | | | | | |
| **Value Proposition:** | | Standard Operational Functional Access to information | | | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | | **Efficiency:** | | | **Quality:** | **Effectiveness:** | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | | **Quality:** | | | **Effectiveness:** |
| * Effort required to support production /development H/W & S/W infrastructure * Cost to maintain infrastructure H/W; S/W and Application connectivity * Cost of inventory control and asset management * Effort required to implement new or upgrade existing solution * Cost & Effort required to administer & monitor IT infrastructure * Cost & Effort required to troubleshoot | | | * Service Responsiveness   Call Answer & Abandon rates ( service centre metrics)  User Request (service centre metrics)  Implementation Delivery and infrastructure Repair Times   * Performance/Utilization   Meet SLA and OLA expectations  (review and report)  Reduced incident calls & increased response times  (service centre metrics)   * Service support Consistency Confidence & Communication, Client satisfaction, resulting in increased productivity   Incident management;  Problem Management ;  Change management ;  Financial management;  (Regular reports and status updates to clients Measured through survey feedback)     * Notification and Updates   Utilization Trends of Infrastructure and Service Desk performance & usage  (Through Survey /Feedback/Escalation metrics) | | | * Incident Resolution   MTTR (mean Time to Repair)  (service centre metrics)  MTTR (mean time to Restore)  (service centre metrics)  MTTR(mean time to Respond)  (service centre metrics)   * Problem Resolution   Fewer calls into service desk; reduced escalations tickets; increased uptime  (service centre metrics & feedback)   * Access Availability   Root cause determination  (monitoring & problem metrics)  Prompt resolution through Troubleshooting  (Resolution times metrics)  Reduced Escalation  Problem metrics and feedback)   * Incident and Problem management   Trend analysis from incident resolution metrics to restore service |
| **Processes:** | | | | | | | |
| **Planning Processes:**  Maintenance   * Escalation * Incident management * Problem management * Monitoring & Alerting * Post Mortem * Troubleshooting * OLA’s   • Financial Management   * Configuration Management   • Change Management  • Acquisition   * Resource Management   • Review  • Notification  • Documentation  • Decommissioning   * Asset management * Capacity Management * Vendor Management * Backup, Restore & Archiving (Compliance) * BCP & DR execution | | | | | | | |
| **Name** | | | **Description** | | | | |
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| **Provisioning / Capacity Building Processes:** | | | | | | | |
| **Name** | | | **Description** | | | | |
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| **Monitoring / Decommissioning Processes:** | | | | | | | |
| **Name** | | | **Description** | | | | |
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| **Service Delivery Processes:** | | | | | | | |
| **Name** | | | **Description** | | | | |
| * Escalation * Incident Management * Problem Management * Monitoring and Alerting * Post Mortem * Maintenance of operational level agreements | | | *The outcome of this process is a consistent regional resolution process through determination of specific roles and responsibilities for escalation teams and the active participation of the client escalation point of contact. Based on business impact, and as per the SLA, raise the level of attention to resolving a problem while at the same time keeping the client informed*  *The process with identify, the initiation of an incident; the logging; classification; diagnosis; resolution and finally incident closure*  *This process will tie in very closely to the incident process and supports it to report on ongoing or repeat issues; It will also check the quality of reported so that it can establish root cause and proper closure of a problem.* *To investigate the underlying causes of any real or potential anomalies in the IT service.*  *Two of the main activities of Availability Management are the monitoring alerting process, which reports on the availability of the service and the preparation of the relevant reports such as: Detection time; response time and Repair time.*  *A PM process will consist of collection of timelines of an issue; Issue identification and finally action assignment to a SINGLE owner. Each process, will require consensus and confirmation of what needs to be accomplished within that process before moving to the next. When all are completed, the PM process is complete.*  *This is a process to keep the operational level agreements in proper condition. The process ends with MAINTAINED OPERATIONAL LEVEL AGREEMENTS* | | | | |

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| Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | Security Operations & Monitoring | | | |
| **Description:** | Implement & Administer a secure System, Data and Voice Infrastructure, report on it, as required by policy, in addition, implement physical and logical security for infrastructure access | | | |
| **Output:** | Trusted and compliant Infrastructure | | | |
| **Output Type:** | Unit of Resource; Advisory Encounters | | | |
| **Service Owner:** | Manager, IT Service Delivery | | | |
| **Service Provider(s):** | IT Service Delivery | | | |
| **Client Group:** |  | | | |
| Internal ISTS; Front Line Staff | | | |
| **Need(s) Addressed:** | Monitor, Alert and Notify vulnerabilities and threats to infrastructure to ensure Compliance | | | |
| **Value Proposition:** | Trust and Confidence in IT Infrastructure Access | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * Cost to be compliant with security policies and standards * Effort required to provide 7x24 monitoring capabilities * Effort required to implement solutions * Cost for implementing security management tools | | * Trust and Confidence in use of infrastructure through Feedback; Audit and Surveys * Positive outcomes and trend analysis from Internal and External audit reports | * Access & Information Security   Number of Intrusion risks detected, mitigated through monitoring, detection, reporting and transparent resolution.   * Intrusion Detection   Percentage of threats to Data /Voice and Information access and action to avert compromise to information  Ratio of vulnerabilities detected and mitigated vs impacts to infrastructure   * Alerting and Escalation   Vulnerability Report  Number of detections |
| **Processes:** | | | | |
| **Planning Processes:**   * Escalation * Incident management * Problem management * Monitoring & Alerting * Troubleshooting   • Configuration Management  • Change Management  • Notification  • Documentation   * (Automatic alerting and notification) | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| * Access control . * Security management process * Reporting * Evaluation based on security incidents | | *Network management to ensure that only those with the appropriate responsibility have access to information in the networks and the protection of the supporting infrastructure*  *The process will guide the administrators to avoid making uninformed or hasty decisions on changes by following procedures that adhere to corporate policies as well as will tie very closely to the Change management process*  *In this process the whole maintain / implemented security policies process is documented in a specific way to adhere to compliance and governance requirements and requests. This process ends with REPORTS*  *In this process an examination of the implemented security agreements is done based on security events which is not part of the standard operation of a service and which causes, or may cause, an interruption to, or a reduction in, the quality of that service. The result of this process is SECURITY INCIDENTS.* | | |

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| Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | Infrastructure Event Monitoring | | | |
| **Description:** | Implement Event correlation technologies to produce alerts as triggers for attention to an intrusion, failure or failing infrastructure component & in addition, implement procedures to operate, monitor and report on security access at physical entry and intrusion /compromised detection level. | | | |
| **Output:** | Early detection, notification and restoration of failed service | | | |
| **Output Type:** | Unit of Resource; Advisory Encounters | | | |
| **Service Owner:** | Manager, IT Service Delivery | | | |
| **Service Provider(s):** | IT Service Delivery | | | |
| **Client Group:** |  | | | |
| Internal ISTS; Front Line Staff | | | |
| **Need(s) Addressed:** | Automate infrastructure and systems failure alerting to ensure prompt attention to issues | | | |
| **Value Proposition:** | Increased Uptime | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| * *Effort to configure system* * Cost of purchasing software * Cost to maintain * Effort to document * Effort to gather information | | * Service responsiveness & notification   Set user expectations based on alerts received (align to SLA/OLA)   * Confidence in infrastructure support and in commitment to service level delivery   Based on feed back from survey and interaction and communication with management teams | * Infrastructure and application connectivity access   Respond and Restore failed or failing service promptly ( SLA/OLA metrics)   * Service continuity   Identification of Critical Failures and establishing alternative service access  (real time monitoring statistics) |
| **Processes:** | | | | |
| **Planning Processes:**   * Monitoring & Alerting * Escalation * Incident management * Problem management * Troubleshooting   • Configuration Management  • Change Management  • Notification  • Documentation   * Capacity Management * (Automatic alerting and notification) | | | | |
| **Name** | | **Description** | | |
|  | |  | | |
| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
|  | |  | | |
| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
| * Create Rules, Notifications, and Alerts * Alert on or Respond to Event * Filter Event (Pre-Filter), Detect * Missing Event (Missing) * Consolidate Similar Events (Consolidation) * Collect Specific Events (Collection). For reporting process | | *Process for automate monitoring of your event logs, either based on compliance and governance or an operational service requirement. It can greatly improve the efficiency of how you gather and act upon events in your infrastructure.*  *Process to Alert on or respond to events when you want to take a specific action when a particular event occurs in the event log.*  *A process for collecting specific events that occur, but where action is not required —i.e. for collecting information for audit/compliance/management reports.*  *A process to follow when a specific event is to be monitored and fails to appear in a notification process*  *A process to gather information and requirements from Application and implementation teams in order to ensure the proper monitoring and alerting is in place to satisfy an SLA or compliance from a service and security perspective*  *In order to be proactive in security management a process that will be in place to determine steps in analysing reports and information detected by the security teams and tools.* | | |

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| IT Information Management Service Profile | | | | |
| **Type:** | **External**  **Internal**  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** | Information Management (IM) Service | | | |
| **Description:** | An internal service offered to Business Unit Managers offering IM policy and standards (lifecycle of a record), document version control and inactive records maintenance. | | | |
| **Output:** | Information Collection (Accessible)   * Electronic Information Collection (Accessible) * Physical Information Collection (Accessible) | | | |
| **Output Type:** | UR – Units of Resource | | | |
| **Service Owner:** | Manager, IT Solutions Development | | | |
| **Service Provider(s):** | IT Solutions Development | | | |
| **Client Group:** | **Name:** | | | |
| Business Solutions | | | |
| **Need(s) Addressed:** | Access to Information Collection  Control over the look and feel of an Information Collection (standard)  Structured information collection (consistent, …)  Life cycle of a record with respect to accession, storage, retrieval and destruction. | | | |
| **Value Proposition:** | Convenient access to the most recent version of an information collection  Convenient access to the most relevant version of an information collection | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
| Cost to provide access to Information Collection (by type)  Effort to provide access to Information Collection (by type) | | The lifecycle of a record meets the predefined standard for that record type which regards to:   * Retention * Classification * Transferring * Accessing * Disposition * Destruction | Turnaround time to access an information collection (by type)  Adherence to record lifecycle standards. |
| **Sub-Services:** | | | | |
| **Name** | | **Description** | | |
| Information Management Policies and Standards Development | | Electronic Information Collection:   * Database standards development * Database retention and disposition policies and standards development * Privacy and security policies and standards development   Physical Information Collection:   * Record retention and disposition policies and standards development * Active information collection (record) standards development * Inactive information collection (record) standards development | | |
| Forms, Reports and Manuals Design and Version Control | | Electronic Forms, Reports and Manuals Design and Version Control:   * …   Physical Forms, Reports and Manuals Design and Version Control:   * … | | |
| Inactive Records Storage, Distribution and Maintenance | | * Retention * Classification * Transferring * Accessing * Disposition * Destruction | | |

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| Sub-Service Profile | | | | |
| **Type:** | **External**  **Internal**  🡪  **External to ISTS**  **Internal to ISTS** | | | |
| **Name:** |  | | | |
| **Description:** |  | | | |
| **Output:** |  | | | |
| **Output Type:** |  | | | |
| **Service Owner:** |  | | | |
| **Service Provider(s):** |  | | | |
| **Client Group:** | **Name:** | | | |
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| **Need(s) Addressed:** |  | | | |
| **Value Proposition:** |  | | | |
| **Performance Measures:**  *[Forms the basis of an SLA with the clients]* | **Efficiency:** | | **Quality:** | **Effectiveness:** |
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| **Processes:** | | | | |
| **Planning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Provisioning / Capacity Building Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Monitoring / Decommissioning Processes:** | | | | |
| **Name** | | **Description** | | |
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| **Service Delivery Processes:** | | | | |
| **Name** | | **Description** | | |
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