Information Technology Office

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Main points

In 2009, we examined whether the Information Technology Office improved information technology services through consolidation and provided those services at a lower cost. We made five recommendations. In 2011, we followed up on the audit and found that action has been taken on all of our recommendations. Three recommendations have been implemented and there is still some work to do to implement the remaining two recommendations.

Measuring benefits of IT consolidation—a follow-up

Background

In 2009, we examined whether the Information Technology Office (ITO) improved information technology (IT) services through consolidation and provided those services at a lower cost. We reported our audit in our *2009 Report – Volume 1*, Chapter 7. We concluded that due to the absence of reliable performance measures and costs relating to IT services for periods before and after consolidation, we were not able to determine whether ITO had improved IT services through consolidation and provided those services at a lower cost. We made five recommendations.

On September 1, 2009, the Standing Committee on Public Accounts agreed with our recommendations.[1]

We have assessed ITO's actions on our recommendations. The following sections set out our recommendations (in italics) and ITO's actions to March 31, 2011.

Measuring ministry satisfaction

We recommended that ITO resume regularly measuring ministry satisfaction as agreed upon with ministries. (2009 Report – Volume 1)

ITO has implemented a new program for measuring client satisfaction. Management told us that their intent was to obtain feedback on a continuous basis. ITO interviewed clients to set a baseline. It then selects projects throughout the year and solicits feedback from clients for each project. ITO has 67 responses from clients for 2010-11 (with seven reviews outstanding at the time of our follow-up).

Status – ITO has implemented the recommendation.

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[1] The Committee modified one of the recommendations. We had recommended that ITO agree with ministries on relevant service delivery measures and targets. The Committee recommended ITO seek mutual agreement with ministries on relevant service delivery measures and targets.

Joint action plans

We recommended that ITO work with ministries to prepare joint action plans to address issues identified in satisfaction surveys, as required by its service level agreements. *(2009 Report – Volume 1)*

The project feedback forms used in the new client satisfaction process include an "action taken" column. This form is not consistently filled out. If this form were to be consistently used to document plans to address issues, it could serve the purpose of the previous joint action plans.

Status – We continue to make this recommendation.

Building capacity

We recommended that ITO assist ministries to build capacity to analyze their IT requirements. *(2009 Report – Volume 1)*

ITO has set up a cross-ministry group to support business analysis within clients. Business analysis includes helping bridge the gap between business needs and technology. The group has a charter and has initiated activities to assist its members to gain expertise in business analysis.

Status – ITO has implemented this recommendation.

Application support

We recommended that the Government evaluate whether ITO should provide ministries with application support for complex and custom applications. *(2009 Report – Volume 1)*

ITO management told us that ITO has reorganized how it provides application support. It has organized application support and maintenance by ministry. Management advised that this enables ITO to assign employees consistently to one ministry and to build the assigned employees' knowledge of the ministry and the ministry's application requirements. We note that the Government has provided increased resources to ITO for client application support.

Status – The recommendation has been implemented.

Service delivery measures and targets

We recommended that ITO seek mutual agreement with ministries on relevant service delivery measures and targets. *(2009 Report – Volume 1)*

ITO is establishing new memoranda of understanding with its clients. ITO and the ministries should ensure that these MOUs contain relevant service delivery measures and targets.

Status – We continue to make this recommendation.

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