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PSCIOC Information-Sharing Template – October 2017

JURISDICTION: BRITISH COLUMBIA		Contact
<ul style="list-style-type: none"><u>Accomplishments:</u> Briefly highlight major IT/IM accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6 - 12 months.	<p>Cloud Services and CloudBC</p> <ul style="list-style-type: none">Issued the CloudBC Invitation to Submit Offers (ITSO) for IaaS and PaaS on July 15, 2016 on BC Bid, the B.C. public sector procurement platform (Refer to: Solicitation File ON-002797).The first intake process has completed as of November 14, 2016 and respondent proposals are past the evaluation phase with contract negotiations underway to establish successful respondents to the CloudBC Marketplace.Continued engagement with vendors and other jurisdictions to inform delivery model, procurement strategy, and best practice terms and conditions.In-depth discussions with Microsoft and supporting readiness analysis on an ongoing-basis, working towards a common contract framework for Office 365 for government and broader public sector.Presented a privacy impact assessment of Office 365 to the Privacy Commissioner for review and comment. Awaiting the outcome (expected end August).CloudBC Technical Working Group has been established and has prepared guidance and recommendations for network connectivity solutions for B.C. public sector to cloud providers and is now scheduling future topics related to cloud adoption.Continued line of business service activations across all ministry sectors of Canadian data resident and privacy compliant IaaS cloud services.Continued as co-chair of the PSCIOC Cloud Working Group with Treasury Board of Canada Secretariat.Conducted enterprise assessment of demand for cloud platforms and services,within core government and broader public sector with CloudBC. Increased use of	<p>Pierre Vorster Derek Rutherford Stephen Gordon Peter Watkins</p>



	the DevOps OpenShift platform by ministries.	
	Network Communication and Collaboration Services <ul style="list-style-type: none"> • Network Modernization - Into final year of the network modernization initiative, transitioned 1,600+ government sites to next generation enterprise network. • Voice Modernization – Transitioned over 6,500 legacy voice users to the Microsoft Lync/SkypeforBusiness Enterprise Voice technology. • PLNET NGN - Completed transition of all 1622 K to 12 schools to the Provincial Learning Next Generation Network. • New Remote Access Cellular Service (TELUS SIPA) to securely connect mobile users and sites to government network. 	Chris Hauff
	BC Developers' Exchange <ul style="list-style-type: none"> • Results from first wave of Continuous Service Improvement Lab (CSI Lab) teams: <ul style="list-style-type: none"> -- Medical Service Plan Enrollment https://my.gov.bc.ca/msp/application -- Medical Service Plan Premiums Assistance https://my.gov.bc.ca/msp/assistance/prepare -- Self-Represented Divorce Pilot https://justice.gov.bc.ca/divorce -- Environmental Assessment Office https://projects.eao.gov.bc.ca/ -- Mines Transparency http://mines.nrs.gov.bc.ca/ -- Commercial Vehicle Safety: School Bus Inspection Tracking (not a public facing system) https://bcdevexchange.org/projects/prj-school-bus-inspection-system-replacement-project • Province has released the code for all of these systems, and several more, under open source Apache 2.0 license at the Province's GitHub account: <ul style="list-style-type: none"> https://github.com/bcgov/MyGovBC-MSP https://github.com/bcgov/eDivorce https://github.com/bcgov/esm-server 	Peter Watkins



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	<p>https://github.com/bcgov/schoolbus etc.</p> <ul style="list-style-type: none">Enhanced https://BCDevExchange.org Code-With-Us feature to further simplify the micro-procurement capability for small open source based software development opportunities: https://bcdevexchange.org/opportunitiesRe-implemented the BC Government's production container platform (RedHat OpenShift/Kubernetes cluster) operating in the BC government data center with a significantly improved design, an increase in capacity, performance and with the most current software versions as at Aug 2017. (Currently over 18 nodes in the cluster supporting over 440 containers involving over 15 government DevOps teams)Designed and conducted a new hiring process for new positions associated with multiple agile teams from multiple ministries using newly created government job profiles for positions such as User Experience Researcher, User Experience Designer, Scrum Master, DevOps platform specialist and Developer (with mixed results)	
	<p>BC Services Card Program</p> <ul style="list-style-type: none">The Program is close to completing the initial five-year roll-out of the BC Services Card. Current projections show that we will have issued BC Services Cards to approximately 90% of the BC population. Recent focus has been on non-drivers, children under 19 years of age and individuals aged 75 and older.As of July 31, 2017, 5.0M Cards have been issued, with 3.9M citizens holding a BC Services Card. The variance between the number of cards issued and the number of cardholders is due to multiple Cards issued to citizens for lost, stolen, replacement, damage, name changes, etc.The Card is currently being used by citizens as a CareCard replacement and identity credential.Ongoing active onboarding opportunities underway are:<ul style="list-style-type: none">Ministry of Finance - Biller DirectMinistry of Education - Student Transcripts Service	Sophia Howse



	<ul style="list-style-type: none"> ○ Ministry of Citizens' Services – BC Biometrics Service, to be used by Ministry of Public Safety and Solicitor General for the Okanagan Correctional Centre ○ Ministry of Advanced Education, Skills and Training – Student Aid BC • A new onboarding opportunity is underway in the Ministry of Forests, Lands, Natural Resource Operations, and Rural Development's Online Services Portal • The Program is developing options for issuing passcodes in the Vancouver area • A new mobile solution that can represent a virtual BC Services Card and be used for online authentication for both IOS and Android is in development/test. 	
	<p>OCIO Strategy 2016</p> <ul style="list-style-type: none"> • Launched the OCIO Strategy 2016, which sets the 3-year strategic direction for Information Technology (IT) for government. The strategy is about enabling digital services, maximizing value from our IT investments, operating a secure IT infrastructure and enabling our workforce to accomplish our shared goals. <p>April 2017: Publication of the Year 1 Report Card results for the OCIO Strategy 2016, and publication of the Year 2 commitments.</p> <p>Industry Intelligence Program</p> <p>Launched the OCIO's Industry Intelligence Program. The program is used to create a broad picture of existing markets, customers, problems, competition, and growth potential for new products and services. The Province currently has agreements with three intelligence providers; Gartner, Forrester and IDC. We work with these companies to gain answers to critical business questions. The program has helped us improve decision making and gain knowledge, while saving time and reducing associated costs.</p>	Niki Sedmak



Information Security

- Implemented geo-fencing to mitigate risk posed by significant increase in cyber-attacks leading up to most recent provincial election
- Developed “Defensible Security for Public Sector Organizations” document identifying hygiene and compliance level requirements for public sector organizations
- Completed successful proof of concepts demonstrating technology effectiveness in meeting business needs with respect to data classification, identifying database vulnerabilities, and monitoring access
- Completed cloud security schedule to ensure cloud security providers are performing adequate security to protect the data entrusted to them
- Developed new investigations protocol between internal investigations groups to ensure roles and responsibilities clearly identified and avoid conflicts
- Launched Secure File Transfer service to enable government to share large files in and outside of government securely
- Matured Vulnerability Management Program and extended to broader public sector organizations outside of core government
- Completed a very successful and very well attended Security Incident Handling and Incident Response workshop for all public sector in the region
- Developed an annual Security Course to be launched September 2017.
- Held very successful awareness events including 2017 Privacy and Security Conference, semi-annual Security Days (focused on IoT and Defensible Security), and others attracting delegates from around the world
- Continued testing reach and effectiveness of security awareness leveraging phishing campaigns
- Maintained PCI Compliance for government infrastructure supporting credit card payments.

Completed new, updated version of Information Security Policy

Gary Perkins



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Connecting BC

Expansion of High-Speed Internet in Rural and Remote B.C.

- Successfully launched the Connecting British Columbia program, a multi-year, province-wide program designed to help expand and enhance rural high-speed Internet connectivity in B.C. The Northern Development Initiative Trust administers the program.
 - Phase 1 invested \$10M in provincial funding to improve local connectivity infrastructure. Over 200 B.C. communities and more than 40,000 households will benefit from improved connectivity. Phase 1 is now complete and leveraged nearly \$30 million from various funding sources, including the former federal Digital Canada 150: Connecting Canadians program.
 - Phase 2 committed an additional \$40M in provincial funding toward large-scale telecommunications networks and also local infrastructure. To date, the program has received 24 unique applications currently under review and positioned to leverage funding the federal Connect to Innovate program.
- Expanded cellular coverage along unconnected segments of provincial highways to enhance public safety as a result of the Province's strategic relationship with TELUS. As of December 2016, over 1,700 kilometers were added and the program is now complete. The cellular builds were paid for by TELUS.
- Participated as an intervenor in a regulatory proceeding to identify regulatory solutions to expanding affordable and equitable telecommunications networks in high cost serving areas in rural and remote Canada.
- Led by the Ministry of Transportation and Infrastructure, the Province launched a program in August 2017 to expand free Wi-Fi at selected rest areas along provincial highways. Through a partnership with TELUS and ICBC under the TELUS deal, the Province installed Wi-Fi at 2 locations with four more planned for 2017, targeting 25 in the coming years.

Susan Stanford



	<p>Strategic Partnerships Office (SPO)</p> <p>The Strategic Partnerships Office (SPO) has continued to focus on developing its internal skills and expertise and extending strategic deal management knowledge across core government over the last year. SPO has directly supported approximately 7 deals/initiatives through key deal lifecycle stages in the past six months, including work in support of the Workplace Technology Services, Facilities Management and Service BC Contact Centre procurement projects.</p> <p>SPO extended its critical readiness strategy to develop internal staff skills, knowledge and expertise in critical deal management areas. In support of capacity building, at the deal level, SPO provided a total of 1,184 training hours by the Centre for Outsourcing Research and Education (CORE) for approximately 74 individuals. Nine executives from across core-government and the BPS attended a one-day ADM-level course on outsourcing best practices and trends. Additionally, SPO provided two 2-day courses on Advanced Negotiations. Thirty-six individuals attended these two courses.</p> <p>Across the portfolio, SPO conducted a skills assessment on eleven contract offices to capture the level of experience against a catalogue of forty-two key skill areas.</p>	<p>David Morel</p>
	<p>Device Services Procurement</p> <ul style="list-style-type: none"> • The Negotiated Request for Procurement (NRFP) for Device Services was issued on March 16, 2017. • Only one proposal was received at the close of the Stage One proposal deadline on June 1st. • IBM was the sole respondent and is the current incumbent. • Stage One evaluation of the IBM proposal was completed on June 29, 2017 with IBM successfully meeting Stage One evaluation requirements. • The Steering Committee approved moving forward with Stage Two activities which are currently underway with a refined proposal due October 12, 2017. 	<p>Nadine Criddle</p>



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	<p>IM/IT Capital Investment</p> <ul style="list-style-type: none">• Completed the first full intake cycle following the implementation of Copperleaf's C55 Asset Investment and Portfolio Management system. Existing planning process and templates have been moved into C55 so ministries only need to enter information once. This change will help to better capture decisions and information to support the management of the IT capital portfolio across the application/investment lifecycle and over multiple years.• Refreshed the application information within C55 to help better understand the condition of and maintain existing applications.• Strengthen data analytics to assess the application inventory and attributes associated with government's current applications across government.• Begin engagement and planning for application rationalization as part of next IT capital planning process based on updated data in C55.• Under the guidance of an executive steering committee, working with ministries and the BC Public Service Agency, socialize the new standardized job profiles for senior IT leaders, including ministry CIOs, and establish talent management and succession management strategies.• Enhance talent management and support corporate succession management, while improving project management in ministries, by piloting an IT portfolio project management office approach to group smaller IT-enabled business projects together and manage them as one portfolio.• Standardize IT-enabled project leadership development and mentoring approach across government building on the recent successful pilot. <p>Pilot and socialize the completed IM/IT project governance, management, and assurance (audit) framework across inflight projects. Work with ministries to incorporate framework into their standard practices, supported through training on industry recognized</p>	<p>Corinne Timmermann</p>



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	methodologies, to improve project governance and audit preparation. Implement the use of the framework for new projects.	
	<p>Digital Services</p> <p>Applying evidence-based, citizen-centric service design; agile methodology; open source software and continuous improvement methodologies we've tested this approach and launched three new digital experiences for citizens:</p> <ul style="list-style-type: none">• Mental Health and Substance Use Digital Hub with more than 450 service providers and 6000 services that aggregates information to provide users with comprehensive service information in their communities.• Medical Services Plan (MSP) Enrolment – digitizing the process has reduced error rates to less than 2% and we're continuing to improve service experience performance.• Societies Project – driven by legislative changes, the project transformed the application and management for Societies in BC. The overall outcome is significant business and operational efficiency, citizen experience improvement and improved the relationship between government and citizens. <p>Established the Continuous Service Improvement Lab – an Innovation catalyst project where traditional thinking is interrupted, risk aversion is balanced with experimentation, and problems are looked at in new ways. In the CSI Lab more than 10 teams, from a range of programs and services are working in an “accelerator” to design and deliver digital services in an co-located space, with tech, tools and training to support team capacity and increased productivity.</p> <p>As part of the development of the Personalized Digital Services Strategy, we've leveraged the STiR program to bring in the ideas and expertise of a start-up tech company, that are working in partnership, focused on a piece of the foundational strategy development work.</p>	<p>David Hume</p>



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2. Priorities:

Briefly describe what your organization sees as its **top IT/IM priorities/initiatives over the next 12 to 36 months.**

CloudBC

Next 6 months:

- Prepare terms and conditions for cloud vendors related to data residency and privacy in line with guidance from Office of the Information and Privacy Commissioner of B.C.
- Conclude negotiations for the Contract Framework Agreement with at least one vendor resulting from the ITSO procurement to pre-qualify IaaS and PaaS services.
- Release online portal to provide open access to IaaS and PaaS service descriptions.
- Renew CloudBC operating plan to reflect the transition of CloudBC under the Provincial government.

6 to 36 months:

- Complete negotiations with Microsoft to establish master agreement(s) available to BC Government and broader public sector.
- Roll out future CloudBC procurements for cloud and related services.
- Establish the CloudBC Knowledge Centre: a platform to facilitate collaboration and knowledge sharing across B.C. public sector entities.

BC Government Cloud Services

- Initiating the shift from *enabling* cloud to *adoption* of IaaS, PaaS, and SaaS cloud platforms and services; ministry engagements continue with early development of a 'playbook' for cloud.
- Complete the design, production and online publication of the cloud strategy for B.C. core government.
- As PSCIOC Cloud Working Group co-chair, continue to introduce and facilitate topics of interest related to cloud adoption for participating members.
- Development of the strategy for enterprise utilization of Salesforce and access to the Canadian Data Centres with establishment of the corresponding Master Service Agreement; negotiations are in-progress.
- Establishment of access to the Canadian Data Centres for Oracle Fusion SaaS platform (PIA, STRA and contractual terms and conditions).

Pierre Vorster

Stephen Gordon



	Microsoft O365 <ul style="list-style-type: none"> • Implement findings of the Office365 readiness assessment. • Complete privacy impact assessment – currently with the Information and Privacy Commissioner for review. • Complete pilot of Office365 in government, focusing on Email Filtering, SharePoint and One-Drive. • Plan to transition to the Microsoft Exchange Online Protection (EOP) Office365 service. • Planning underway to implement Microsoft Skype Meeting Broadcast for conferencing services. • Complete business case and obtain treasury board mandate to negotiate a contract with Microsoft to enable the next generation of office for the province based on the Office365 cloud services. 	Derek Rutherford
	Architecture and Standards <ul style="list-style-type: none"> • Increase the adoption of Enterprise Business Architecture for IT investment planning, including IT deal alignment and Information Management Transformation. • Establish Mobile Application Development Framework 	Derek Rutherford
	BC Developers' Exchange <p>The team is working using agile/scrum and is using a set of openly viewable Kanban boards to track and manage the sprint activity and backlogs: https://trello.com/devex2</p> <ol style="list-style-type: none"> 1. Graduate teams/projects from the Continuous Service Improvement Lab and invite new teams/projects in. 2. Design, develop, and launch release 1 for a "Sprint With Us" capability that enables fast, simple procurement and contracting of small "headless" agile teams to be supplied to government by vendors. 3. Release a set of DevOps pipelines/tool chains to accompany the production container platform that will speed the start-up cycle and continuous integration/deployment for new software projects. To accelerate the teams even 	Peter Watkins



	<p>more, these pipelines will be endorsed by the Government Chief Security Officer and the Government CIO. Key features will include a series of advanced security capabilities for automatic detection and response to application code based vulnerabilities.</p> <ol style="list-style-type: none"> 4. Conduct a new Pathfinder initiative to learn what directions government should take with enterprise mobile application development/deployment using a set of early adopter projects and a range of candidate software stacks, tool chains, and application architectures. 5. Design improved model(s) for hiring new employees, staffing, training, and sustaining, continuous service improvement teams (aka agile teams). 6. Initiate proof of concept work for Blockchain enabled services to enable digital identity information for verified organizations, persons and affiliations. 	
	<p>BC Services Card Program</p> <ul style="list-style-type: none"> • Continue engaging with the Ministry of Health regarding a proof of concept for a health onboarding opportunity. • Continue working with BC Services Card Program partners – the Ministry of Health and ICBC – to complete card issuance to all eligible BC residents by 2018. • Transition from BCSC as a project to BCSC as a Program. • Co-chair/lead of the Pan Canadian Identity Management key priority for Joint Councils. • Continue to be an active contributor to the Pan-Canadian Identity Trust Framework work. • Continue to work with government and broader public sector clients regarding potential opportunities to expand use of the BC Services Card. • Continue to work on a new mobile authentication option, and prepare to release the new solution to help offset cost for card reader/passcode issuance and making it easier to use the Card. • Death Notification: Analysis work underway on how to integrate BC Services Card with the BC Vital Statistics Agency death registry and how to improve the experience for next of kin submitting and organizations receiving death notifications. 	Sophia Howse



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	<ul style="list-style-type: none">• Explore how to integrate with evolving digital ID solutions in the marketplace.• Continue to support a consistent and quality user experience by providing the underlying tools for citizens and businesses to access government services on a digital platform. For example, a corporate service where a business owner would have a single point of access for its major business transactions with government.	
	<p>Information Security</p> <ul style="list-style-type: none">• Launch the “Defensible Security for Public Sector Organizations” program and work with each ministry in government to ensure compliance.• Extend program to broader public sector, crown corporations, education, and municipalities to raise the water level around security.• Focus heavily on driving improvement to security capability and maturity across every public sector organization in the province.• Publish the Security Strategy supporting the OCIO Strategy.• Focus on maturing Security Incident Response capabilities in the province and access to mature organizations that can competently assist.• Investigate what can be done from a scanning perspective to mitigate risk posed by mobile apps.• Continue to vigorously engage the broader public sector on matters related to cybersecurity, identify opportunities for information sharing and collaboration, and share information.• Investigate contemporary options for multifactor authentication and uniformly apply to remote access to mitigate risk from untrusted networks into sensitive information.• Review and re-invent the Security Threat and Risk Assessment (STRA) Process and tools used to perform risk assessments in government to improve the number, effort, and quality of results.• Leverage workstation re-procurement to ensure improvements in endpoint security are commensurate with increased cyber threats and mobility of workers.• Mature the data-driven approach to information security reporting, dashboard and metrics.• Follow up to ensure that 100% of public sector employees enrolls and completes the recently developed annual security course.	<p>Gary Perkins</p>



- Investigate the appropriate role for BC Government can play with respect to public awareness of security.
- Investigate decryption of encrypted communications as a method of mitigating the risk posed by malicious traffic that evades traditional security controls because it is encrypted.
- Continue efforts to harden the perimeter of the network and increase confidence that we are able to prevent the majority of threats, detect the majority, and respond to the maturity.
- Investigate options to deal with threat posed by Internet of Things (IoT) devices especially in Healthcare and critical infrastructure environments.
- Expand vulnerability management program to include web application, DevOps, and mobile scanning.
- Continued focus on key security imperatives enabling us to mitigate risk from increasing cybersecurity threats. Shift from previous imperatives of cybersecurity resilience, context-aware protection of data, and asset and incident management to defensible security, developing and retaining top talent, and operational excellence
- Mature relationship with vendors and supply chain security including seeking opportunities to complement capabilities delivered with outsourcing project Secure Internet Service (SiS).
- Continued focus on data security and protecting sensitive information assets including leveraging Secure File Transfer service, onboarding clients, demonstrating value.
- Focus on 'securing the human' through additional information security awareness, education, training and evaluation of effectiveness through phishing campaigns.
- Focus on utilizing risk register and compliance to validate we have taken necessary steps to protect government systems and data for inclusion in our information security program.



	<p>Connecting BC - Expansion of High-Speed Internet in Rural and Remote B.C.</p> <ul style="list-style-type: none"> • The Province has expanded the Connecting British Columbia program and is working to leverage funds from the new federal Connect to Innovate program. • The Province is undertaking work to establish a new connectivity goal for broadband Internet that will align to the new CRTC internet targets of 50Mbps download and 10Mbps upload speeds. • 	Susan Stanford
	<p>Telecommunication Policy Coordination and Strategic Telecom Deal Management</p> <ul style="list-style-type: none"> • Align and coordinate telecommunications policy, investment and activities across core government and the broader public sector in support of government's priorities and objectives (e.g., connectivity, job creation, investment): • Co-chair the Public Safety Communications Working Group which is tasked to develop a framework that provincial ministries, local authorities and critical agencies in order to establish communication networks for use in public safety events. The current focus is providing input at the federal/regional level for the development of the Public Safety Broadband Network. 	Susan Stanford
	<p>Service Delivery</p> <ul style="list-style-type: none"> • Complete the Network Modernization of all 2,200 government and BPS locations to the next generation network by March 2018 through the strategic telecommunications deal with TELUS. • Voice Modernization – transition of additional 1,000+ voice users to Microsoft Unified Communications planned for 2017/18. <p>Other modernization initiatives will include:</p> <ul style="list-style-type: none"> • Upgrades to governments hosted Contact Centre and IVR service • Upgrades to the VPN Remote Access and Wireless infrastructure to provide additional capacity and high-availability – Add multi-factor authentication. • Implementation of new video conferencing bridging services • Continued expansion of Wi-Fi service to all government offices Revamp Provincial Government Blue Pages (Gov't Listings) by Dec 2017. • Microsoft SharePoint 2010 upgrade to 2016 (on premise) 	Chris Hauff



	Planning underway to implement Microsoft Exchange Online Protection (Email Filtering) and Skype Meeting Broadcast (webinar functionality).	
	<p>Strategic Partnerships Office (SPO) Between 2016-2021, ten SPO contracts will reach end of term and require re-procurement or repatriation. SPO provides oversight and direct support across an increasingly demanding project portfolio for the following deals:</p> <ul style="list-style-type: none"> a. Microsoft Licensing, expires 2017 b. Oracle Master Agreement, expires 2018 c. Workplace Technology Services, expires 2018 d. Facilities Management Contract, expires 2019 e. Human Resource Management System (payroll), expires 2019 f. Health Insurance British Columbia, expires 2020 g. Integrated Case Management, expires 2020 h. Revenue Management Services, expires 2020 i. Telecommunications expires 2021 j. Hosting Services, expires 2021 <p>Mandate Letter Commitments The July 2017 mandate letter for the Ministry of Citizens' Services includes commitments to: Introduce a cap on the size and length of IT contracts; and to make IT software development procurement work better for companies that hire locally and have a local supply chain</p>	David Morel
	<p>Device Services Procurement</p> <ul style="list-style-type: none"> • Assuming IBM successfully passes the refined proposal evaluation, approval for Stage Three (negotiations) will take place in November. 	Nadine Criddle

[illegible]



	Information Security <ul style="list-style-type: none"> Continued support for attendance and participation levels at NCSIP Need to provide regular and consistent updates on threats facing government systems and data to government executive across jurisdictions. Need to consider potential of cyber legislation to ensure a basic level of cyber hygiene is met across public sector Strongly consider centralized cloud security and privacy requirements (eg. CanRAMP) Shortage of security talent available to Canadian organizations to hire Need for consistent sharing of information relating to threats and incidents. Increased collaboration, information sharing, and sharing capabilities between Federal Provincial Territories to reduce duplication of effort. Achieve further efficiencies through shared procurement vehicles 	Gary Perkins
4. Planning for PSCIOC Meetings /Teleconferences: Please identify topics of particular interest to your jurisdictions for future PSCIOC meetings /teleconferences. (Please provide a brief description for each item.)	Service Delivery <ul style="list-style-type: none"> Development of a common policy framework and strategy for Internet of Things (IoT) devices. Requirement of continued expansion of cellular coverage in Province, capacity (5G) and competitive rates. Adoption rate of Cloud Services – Microsoft Office 365, Amazon, Google, Salesforce etc. – how to address/meet privacy legislation. 	Chris Hauff
	Information Security <ul style="list-style-type: none"> Investigate innovative ways to combat cyber threats from a whole-of-Canada perspective rather than duplicate effort in silos. Incenting post-secondary institutions (especially universities) to offer degrees in cybersecurity. National approach to developing and retaining top security talent. 	Gary Perkins

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