

## **FINAL PSCIOC Information-Sharing Template – February 2018**

*Information Sharing was prepared for the PSCIOC Meeting of February 2018 and not to be shared outside of the Council.*

<b>JURISDICTION: NOVA SCOTIA</b>		<b>Contact</b>
<b>1. Accomplishments:</b> Briefly highlight major IT/IM accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6 - 12 months.	<b>End-User Compute:</b> Standardization continues within the end user environment with some key accomplishments including the standardization of office productivity on 18,000 computers within the Health Sector as well as standardization of adobe purchasing across the health and governments sectors. Progress continues on the Windows 10 migration within our government sector with pilot deployments complete and project initiation within our health sector. Substantial progress has been made to standardize the laptop and desktop hardware across the government and health sectors that will simplify management of the device going forward.	<b>Rick Crowell</b> <a href="mailto:Rick.Crowell@novascotia.ca">Rick.Crowell@novascotia.ca</a>
	<b>Panorama Public Health Case Management and Surveillance System:</b> Nova Scotia Department of Health, Nova Scotia Health Authority, and Internal Services are championing the implementation of a new Managed Service called Panorama (IBM), which is intended to improve the management of immunization programs, communicable diseases, and major disease outbreaks. The two-phased initiative is well under way, with Phase 1 Vaccine Inventory module having been implemented into production in November, and Immunization Management on track for production in February 2018. Phase 2, which is the implementation of Investigation & Outbreak Management is planned to run from December 2017 to November 2018.	Gertrude Oliver <a href="mailto:Gertrude.Oliver@novascotia.ca">Gertrude.Oliver@novascotia.ca</a> , Glenn Bishop <a href="mailto:Glenn.Bishop@novascotia.ca">Glenn.Bishop@novascotia.ca</a>
	<b>Privacy Program</b> A new Privacy Policy was approved by Treasury Board and will be effective May 8, 2018. The Policy includes companion documents that will be rolled out to all government departments between now and the effective date. Some of the highlights of the policy are: <ul style="list-style-type: none"> <li>• This policy will replace all departmental privacy policies bringing consistency in implementation of privacy practices to all entities</li> <li>• Policy identifies clear roles and responsibilities and creates the role of Privacy Champions in line departments. Establishes one Chief Privacy Officer for government</li> <li>• Personal information handling practices in relation to accuracy, protection, retention, etc.</li> </ul>	Maria Lasheras <a href="mailto:Maria.lasheras@novascotia.ca">Maria.lasheras@novascotia.ca</a>

	<ul style="list-style-type: none"> <li>• Reporting regarding breaches, PIAs, etc. IAP Services is the central reporting authority for privacy matters</li> <li>• Mandatory privacy training for all individuals subject to the policy including those with Personal Services Contracts</li> </ul> <p><b>Corporate Privacy and Access Training</b>  The mandatory Awareness privacy and access on-line modules for all government employees was successfully launched in early January 2018. The modules will be refreshed every 2 years to ensure up-to-date messages and encourage safe privacy practices. IAP Services will be monitoring completion on a monthly basis.</p>	
	<p><b>Cybersecurity and Risk Management Program</b></p> <p>Achieved agreement to augment cyber program and refresh policy as part of Budget 2018 and made progress on some significant milestones for Provincial cybersecurity. We upgraded our government firewall to address both operational performance issues and as a strategic enabler, as the new firewall infrastructure enables us to easily expand ICTS' shared services to other clients and customers.</p> <p>We also procured and implemented an enterprise-wide endpoint protection platform that uses machine learning to replace the antiquated and ineffective anti-virus and automation of service desk ticket creation to rectify issues, which reduced the need for cybersecurity staff to manually perform this task. We've also taken an innovative approach to security capability development as we're implementing and evaluating open source technologies for security analytics and intelligence, Security, Information and Event Management (SIEM), security incident response and internal phishing campaigns.</p> <p>Finally, our team has further improved our risk-based approach to security by introducing Risk Mitigation Reports, that enable service and business owners to understand their cyber-related business risks and plan for their mitigation.</p>	<p>Robert Samuel  <a href="mailto:Robert.Samuel@novascotia.ca">Robert.Samuel@novascotia.ca</a></p>

## **PNS – SAP Governance Risk and Compliance - Process Control**

SAP GRC Process Controls is a tool designed to enable organizations to have a continuous view over their key compliance activities across all business processes and to ensure a high level of compliance to internal controls. The tool serves as a central repository to the control framework. This initiative assisted in addressing Auditor General findings.

## **SAP Cloud Hosting Agreement**

In 2017 PNS signed an agreement with SAP Canada for the provision of cloud hosting services. In the coming years, PNS will be migrating its SAP systems from “on-prem” infrastructure to cloud infrastructure.

## **Collision Data Management System (CDMS)**

The purpose of this project was to develop a Collision Data Management System (CDMS) to automate the collection and distribution of collision data, including an electronic interface for the receipt of collision reports from police, in order to improve the timeliness and quality of collision data, reduce manual processing, and make collision data available for analysis and reporting purposes. This project was implemented using an Agile approach with multiple releases, which allowed end users to gain value from changes sooner and provide valuable input into the development process. The most recent release enabled electronic collision reporting via XML from RCMP to Nova Scotia’s RMV system.

Nova Scotia is investing in Agile tools and training and is managing an increasing number of projects using the Agile methodology. For example, the permitting and inspection platform has moved the majority of project and enhancement development work to Agile over the last year. We are seeing early benefits such as an increase in quality and improved level of engagement with client departments.

## **Labour Market Program Support System (LaMPSS) / Data Warehouse (LaMBI)**

Data Warehouse (LaMBI) Enhancements Phase I

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- NEW underlying dimensional model (flattened); Ad Hoc Reporting Tool, data conversion for LAE/Skills & Learning Branch - Youth Initiative; and, LaMBI Portal redesign for ease of use

#### LaMPSS for Business: Training Subsidies Phase 1 - NEEDS ASSESSMENT

- Training Subsidy Application Form, Contract and Reports similar to the ones delivered recently for the Wage Subsidy programs; Internal team led needs assessment and delivered solution overview, which was approved for system build

#### LaMPSS for Business: Training Subsidies Phase II

- Specialized forms, data and contract for WIPSI and WEI programs.

#### LaMPSS for Private Career Colleges (TCA Initiative): System Replacement

- TCA project to manage the PCC workflow and data in LaMPSS and LaMBI; Ongoing commitment of additional FTE from ISD for LaMPSS IT team

#### LaMPSS for Outcomes: Data Warehouse (LaMBI) Improvements

- New Ad Hoc Reporting Tool for Training Subsidies Programs: WEI and WISPI

#### LaMPSS for Business: Innovation for Opportunities

- New wage subsidy program for Youth Initiatives; leveraging Wage Subsidy Program Application Form, Contract and Reports; and, built 3-year salary calculator for the ITO Program

### **Integrated Case Management (ICM)**

#### RFP for DCS Collaborative Case Management

- Consulted in RFP process by providing thorough expertise and knowledge of IT and Business processes.

#### Gate 3 Transformation: Define ICM and Non ICM Milestones

DCS has a number of technology projects in their “Gate 3” Transformation (TCA) and BSG/BRM worked with DCS to identify Technology Enablement initiatives to be delivery by ICM vs Non ICM initiatives to be delivered by the new Collaborative Case Management solution.

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	<p><b>Infrastructure Rationalization:</b>  CTS architected and moved to a shared back-up solution, load balancer, and infrastructure monitoring tool for Government and Health Sectors. These shared environments result in cost savings and cross-sector support models. The savings to date are over \$500k. They are initial steps in a larger rationalization effort to support our shared services goals.</p> <p><b>CTS Shared Services Cross Training:</b>  CTS is focused on cross training to support the consolidated former Health and Government functions. This change enabled cross-sector knowledge transfer and fostered a diverse and robust technical environment. Teams are actively working to gain a deeper understanding of the existing technical environments and seeking opportunities to standardize and move to shared infrastructure.</p> <p><b>Network and Wireless Standardization:</b>  CTS is in Phase 2 of network standardization, both wired and wireless, in the former District Health Authorities. This will enable broader support, centralized monitoring and troubleshooting as well as increase buying power to leverage economies of scale.</p>	<p>Marc LeBlanc  <a href="mailto:Marc.LebLANC@novascotia.ca">Marc.LebLANC@novascotia.ca</a>  Backup Solution: David Devlin  <a href="mailto:David.devlin@novascotia.ca">David.devlin@novascotia.ca</a></p> <p>Load Balancer and Monitoring:  Michelle Studley  <a href="mailto:michelle.studley@novascotia.ca">michelle.studley@novascotia.ca</a></p> <p>All CTS Managers and Directors</p> <p>Michelle Studley  <a href="mailto:Michelle.studley@novascotia.ca">Michelle.studley@novascotia.ca</a></p>
<p><b>2. Priorities:</b>  Briefly describe what your organization sees as its <b>top IT/IM priorities/initiatives over the next 12 to 36 months.</b></p>	<p><b>End-User Compute:</b>  In terms of further standardization, the focus is on Microsoft Windows Update infrastructure and processes for EUC devices across 10 Active Directory domains in the Health Sector, standardize the sanitization tools and process across both sectors, complete the implementation of standardized malware protection across both sectors, as well as implement new standardized hardware with a focus on streamlining the management processes of these devices. Continue to focus on Windows 10 migration within both sectors as well as deploy a print management and accounting solution for our largest Health Sector client.</p> <p>Evaluate the current EMM landscape as well as the emerging requirements presented with IoT. Evaluate the “Device as a Service” model through the device vendors and evaluate opportunity within the current client landscape in preparation to go to market for a new contract for laptops and desktops.</p>	<p><b>Rick Crowell</b>  <a href="mailto:Rick.Crowell@novascotia.ca">Rick.Crowell@novascotia.ca</a></p>

Support the Nova Scotia Health Authority in the development of a mobile strategy and blueprint which is a key enabler for the One Person One Record initiative underway. Support major Building Infrastructure Projects within the Health Sector including engagement in the evaluation of new systems such as Patient Communication Platforms.

**End User Services:**

Define and implement a standard approach for the IT service desk for Health and Government that builds on the standard service desk management application (Avaya). The approach will include the definition of services and the establishment of standard processes (including self-serve and automated processes where possible) to support improved delivery of ICTS services. Monitoring channel usage for optimum efficiency and focus on advancing current Knowledge Management. In addition, a project is underway to investigate artificial intelligence tools and technologies as an additional channel for our clients to request and receive services more efficiently.

**Enterprise Service Management:**

The Enterprise Service Management Program has completed deployment of 5 common ITIL v3-based processes across shared services (government, Nova Scotia Health Authority and the IWK). The Program is now in the process of deploying IT Asset Management, Problem Management and online client surveys.

The next phase of the Program will focus on automation and business process transformation. For example, we are redesigning our IT procurement process to better leverage our service management tool and decrease complexity.

**IT Asset Management:**

Two initiatives are underway to transform the existing IT Procurement and IT Asset management processes into a single, optimized process to meet the requirements of GDO, NSHA, and IWK. The current issues have been identified through workshops held with stakeholders. These issues will be used to develop a standardized process that will work for everyone. Once the changes have been approved, the teams will then implement the appropriate functionality and workflows. All affected staff will then be trained on the new processes.

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	<p>Also, the Contract Management Group is working with the Business Solutions Division of ICT Services to determine what the overall Shared Services Contract Management process will look like across GDO, NSHA, and IWK. This process will include new functionality that will benefit decision making, such as upgrades to the Shared Services Contract Repository's SharePoint site. There is also the possibility of developing other dashboards/reports which management have asked for to help them better understand the contract landscape.</p>	
	<p><b>Digital Government:</b> Internal Services, along with Service Nova Scotia, and Communications Nova Scotia, are in the process of securing a partner to assist in the design of a Digital program to help in the transition from an in-person service delivery model to a digital-by-default approach. Over time, digital technology will transform government service delivery by making it easier than ever for citizens to access government services, and for government to engage citizens in program and policy development.</p> <p><b>Office 365 Core Bundle Migration:</b> Enabled by the 6-year strategic enterprise licensing agreement with Microsoft, Nova Scotia has launched a program to migrate the Office 365 Core Bundle (Office Suite, SharePoint, Exchange, One Drive and Skype) to the Microsoft O365 Cloud. The program also includes the development of governance and service management for Office 365. The target is to migrate Government Departments and Offices to Office 365 Core Bundle by end of March 2019. Plans are also being developed for the Health Sector.</p>	<p>Sandra Cascadden <a href="mailto:Sandra.Cascadden@novascotia.ca">Sandra.Cascadden@novascotia.ca</a> Glenn Bishop <a href="mailto:Glenn.Bishop@novascotia.ca">Glenn.Bishop@novascotia.ca</a></p> <p>Eli Elias <a href="mailto:Eli.elias@novascotia.ca">Eli.elias@novascotia.ca</a> Richard Liu <a href="mailto:Richard.Liu@novascotia.ca">Richard.Liu@novascotia.ca</a></p>
	<p><b>Education, Skills and Knowledge</b> The development of education materials as well as skills and knowledge development for IAP Administrators and privacy practitioners will complete the "Awareness Education and Training Program" that IAP Services set out to complete as part of its strategic goals. At the end of this process we will have a complete library of resources some of which may be made public and shared with other organizations.</p> <p><b>Technology to support PIA Development and Breach Monitoring</b> Developed business case for the adoption of technology to develop PIAs and build a library of resources that will support government as a</p>	<p>Maria Lasheras <a href="mailto:Maria.Lasheras@novascotia.ca">Maria.Lasheras@novascotia.ca</a></p>



	<p>whole. The tool will allow IAP Services, Privacy Program to monitor risk mitigation compliance. In addition we will assess the possibility for aligning PIA development with TRA development to have privacy and security streamline processes and share knowledge and findings.</p>	
	<p><b>Cybersecurity Program</b></p> <p>Enhancing the cybersecurity program by investing in and implementing advanced security tools, onboarding new cybersecurity resources and reducing cybersecurity risks are a top priority. The program will also lead a refresh and development of enterprise cybersecurity policy instruments and work to ensure security-by-design for all new IT-enabled projects.</p>	<p>Robert Samuel  <a href="mailto:Robers.Samuel@novascotia.ca">Robers.Samuel@novascotia.ca</a></p>
	<p><b><u>PNS - Implementation of SAP Learning Management System (LMS)</u></b></p> <p>PNS is currently executing a project to implement SAP's LMS application in support of managing occupational health and safety training and certifications.</p> <p><b><u>PNS - Implementation of SAP Environment, Health and Safety Management (EHSM)</u></b></p> <p>PNS is ramping up a project to implement SAP's EHSM application in support of all provincial departments. The focus areas for this project include Incident Management, Risk Assessments and Health Monitoring.</p> <p><b><u>Detailed Planning and Readiness for SAP S4 Architecture</u></b></p> <p>PNS is launching the Modernization and Sustainment for SAP Systems (MASS) Program to plan and execute the migration of its SAP systems to the SAP S/4 architecture. Initial work is focused on establishing the Program governance structure, key processes and also completing a number of pre-requisite technical upgrades.</p> <p><b><u>Microsoft Dynamics Program</u></b></p> <p>PNS recently determined it required an ERP solution to compliment its SAP ERP for smaller initiatives. PNS has selected Microsoft Dynamics to be this complementary ERP. Work in the coming months will focus</p>	<p>Kevin Briand  <a href="mailto:Kevin.briand@novascotia.ca">Kevin.briand@novascotia.ca</a>  and  Stephen Graham  <a href="mailto:Stephen.graham@novascotia.ca">Stephen.graham@novascotia.ca</a></p> <p>Kevin Briand  <a href="mailto:Kevin.briand@novascotia.ca">Kevin.briand@novascotia.ca</a>  and  Stephen Graham  <a href="mailto:Stephen.graham@novascotia.ca">Stephen.graham@novascotia.ca</a></p> <p>Kevin Briand  <a href="mailto:Kevin.briand@novascotia.ca">Kevin.briand@novascotia.ca</a>  and  Stephen Graham  <a href="mailto:Stephen.graham@novascotia.ca">Stephen.graham@novascotia.ca</a></p> <p>Kevin Briand  <a href="mailto:Kevin.briand@novascotia.ca">Kevin.briand@novascotia.ca</a>  and  Stephen Graham  <a href="mailto:Stephen.graham@novascotia.ca">Stephen.graham@novascotia.ca</a></p>



on setting up the Microsoft Dynamic program and selecting a preferred partner(s).

### **Upgrade and Migration to the Cloud for SAP Solution Manager 7.2**

PNS is currently executing a project to upgrade its SAP Solution Manager application to version 7.2 and to migrate it to the Cloud on the SAP Hana database platform. Once this upgrade and migration has been completed, PNS will be embarking on a program to expand its usage of the available functionality to improve management of its suite of SAP applications.

### **Corporate Scheduling**

A Corporate Scheduling Standard is being developed across government to establish a scheduling system that is easy to use, flexible, supports maximum client service, and requires minimum effort to maintain. The benefits of implementing the corporate solution will be a more productive, supportive and satisfying work environment for scheduled staff; access to data by administrators to carry out evidence informed HR Planning, as well as: 1 -Standardized processes for staff scheduling 2 - Improved ability for strategic scheduling and 3 - Optimization of staff schedules. KRONOS has been selected as the tool with the best fit based on a thorough requirements confirmation and vendor review. There are currently seven stakeholder groups exploring the tool and preparing to proceed with the solution over the next 18-24 months.

### **Community Services Collaborative Case Management System**

The Province of Nova Scotia will be issuing an RFP in January 2018 for a Collaborative Case Management Solution to support the delivery of core Community Services programs, including Child, Youth, and Family Services, Income Assistance, and Disability Support programs. The new solution will provide a simplified and positive first point of contact for individuals who need to interact with the department. A consolidated intake and eligibility process will create business efficiencies through automation and consistent processes for all programs and services across all service delivery channels. The solution is also expected to better enable multi-disciplinary teams to work together to assess client needs and use that information to create

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and manage case plans. The new system implementation is planned for September 2019.

### **Registry of Joint Stock Companies (RJSC)**

The Province is finalizing a contract to replace the aging Registry of Joint Stock Companies system. While the current system has proven to be a stable application that meets the basic legislative requirements of the Registry, the technology is now more than 20 years old. The outdated technology is difficult to update and cannot be enhanced to accommodate program changes, such as modern workflow management capabilities and additional online services. The new system is a COTS solution with a modern online portal for clients to interact with the Registry through electronic filings, name searches, and real-time messaging. The backend system is designed to increase productivity and decrease processing time, including features such as customizable dashboards, quick search functionality, and integrated reports. The new system implementation is planned for mid-2019.

### **Labour Market Program Support System (LaMPSS) / Data Warehouse (LaMBI)**

LaMPSS for Outcomes: NS Works Case Mgmt Improvements

- Redesign of case mgmt (ECM) to align with NS Works transformation goals & performance dashboard; ECM enhancements from the LaMPSS for Outcomes roadmap; Streamline Intake & Assessment; Implement IFA Application Package quality review; Improve Action Plan, RTW Outcomes, & Status Progression; Implement Federal LMTA - LMDA/WDA reporting for NSW; improve ECM Reports

LaMBI: Parallel with LaMPSS Releases

- ECM improvements; LMTA Federal Indicators/Reporting

LaMPSS for Outcomes: Data Integrity Improvements

- Address non-case-mgmt issues identified in the LaMPSS for Outcomes; Improvements to Person, Organization, IFA, OFA and Service Registration; and, Selection of post-secondary programs and types from a categorized list, categorized data on credentials earned

LaMPSS for Outcomes: Follow-up Module for non-case-managed clients

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	<ul style="list-style-type: none"> <li>NEW module to enable entry of follow-up data outside the context of case mgmt – e.g., non-case-managed clients (Service Registration) or additional follow-ups on case-managed clients - Configurable by program type</li> </ul> <p>LaMPSS for Outcomes: Business Outcome Module</p> <ul style="list-style-type: none"> <li>NEW module to enable entry of outcome data at the Organization / Business level - For programs such as Sector Council and WIPSI whose goal is to improve the businesses themselves, not just the individual participants</li> </ul> <p>LMTA Indicators &amp; Reporting</p> <ul style="list-style-type: none"> <li>LMDA/ WDA federal indicators not addressed in previous NS Works ECM releases</li> </ul> <p><b><u>Integrated Case Management (ICM)</u></b></p> <p>DCS Transformation Gate 3; ICM Technology Enablement Milestones to align with New Policy</p> <ul style="list-style-type: none"> <li>DSP Placement (Phase 1)</li> <li>DSP Independent Living Support</li> <li>CYFS Rate Change (Policy 75)</li> <li>CYFS Alternative Care</li> <li>ESIA Employment Wage Incentive</li> </ul> <p>DHW Continuing Care Direct Funding (ICM Interim Solution)</p> <ul style="list-style-type: none"> <li>DHW requested to leverage ICM SFS functionality as an interim solution for their Continuing Care Direct Funding Program; support persons who need ongoing care, either on a long term or short term basis.</li> </ul> <p>ESDC New Information Sharing Agreement</p> <p>ICM changes to meet the new requirements as per the New Information Sharing Agreement with ESDC</p>	<p>Kevin Briand  <a href="mailto:Kevin.briand@novascotia.ca">Kevin.briand@novascotia.ca</a>  Susan O’Callaghan  <a href="mailto:Susan.Ocallaghan@NovaScotia.ca">Susan.Ocallaghan@NovaScotia.ca</a></p>
	<p><b>Partnering on Strategic Initiatives:</b></p> <p>CTS will partner with colleagues across the Provincial and Health sectors to enable strategic initiatives including Second Operating Service (2OS), Office 365, Panorama, One Person One Record (OPOR), QEII Redevelopment and the Provincial Digital Strategy.</p> <p><b>Shared Services Enablement:</b></p> <p>CTS will continue to focus on infrastructure rationalization and a cross-sector support model. Larger initiatives associated with this include a consolidation of former district health authority domains, infrastructure</p>	<p>Marc LeBlanc  <a href="mailto:Marc.LebLANC@novascotia.ca">Marc.LebLANC@novascotia.ca</a>  Cindy Aucoin  <a href="mailto:Cindy.aucoin@novascotia.ca">Cindy.aucoin@novascotia.ca</a>  Michelle Studley  <a href="mailto:Michelle.studley@novascotia.ca">Michelle.studley@novascotia.ca</a></p> <p>Cindy Aucoin  <a href="mailto:Cindy.aucoin@novascotia.ca">Cindy.aucoin@novascotia.ca</a>  Michelle Studley</p>

	standardization across the former DHAs and 2OS (second operating service).	<a href="mailto:Michelle.studley@novascotia.ca">Michelle.studley@novascotia.ca</a>
<b>3. <u>Issues and Needs:</u></b> Briefly describe <b>any issues you would like to share with the Council</b> and what assistance you might be seeking from PSCIOC.	Enterprise Service Management: Has anyone successfully designed and deployed a Configuration Management Database? Has there been successful examples of process integration based on Configuration items?  End User Compute: Is anyone evaluating Desktop/Device as a Service as part of your hardware contract?  End User Compute: Is anyone successfully supporting corporately owned Android devices?	Carolyn McKenzie <a href="mailto:Carolyn.McKenzie@novascotia.ca">Carolyn.McKenzie@novascotia.ca</a>
	<b>Cybersecurity and/or Digital Safety Legislation</b>  How can we collaborate from an FPT perspective to pursue and implement cybersecurity / cyber safety / digital safety legislation and regulation? Has the federal government consultations on cybersecurity resulted in a findings document that can be shared and what can we collectively move forward with as a result? Are jurisdictions moving independently on this?	Robert Samuel <a href="mailto:Robert.Samuel@novascotia.ca">Robert.Samuel@novascotia.ca</a>
<b>4. <u>Topics of Interest:</u></b> Please identify topics of interest to your jurisdiction for future PSCIOC meetings/teleconferences.	Cybersecurity talent gap, competing demand for finite resources and a need to standardize job descriptions, new classifications as a Pan-Canadian approach.	Robert Samuel <a href="mailto:Robert.Samuel@novascotia.ca">Robert.Samuel@novascotia.ca</a>
	<b><u>PNS / IBM SAP Partnership Agreement</u></b>  The PNS / IBM contract is now at its midpoint (5 years of the 10-year contract) – PNS is reassessing its internal processes and organization structures that support the contract with a view to improving its effectiveness and efficiency. This reassessment will also consider changes brought on by the journey to and adoption of the new SAP S/4 architecture.  <b><u>PNS and IBM Partnership for the Innovation Garage</u></b>  PNS and IBM are jointly launching the Innovation Garage in Halifax. The Innovation Garage will provide a platform where innovative ideas,	Kevin Briand <a href="mailto:Kevin.briand@novascotia.ca">Kevin.briand@novascotia.ca</a> and Stephen Graham <a href="mailto:Stephen.graham@novascotia.ca">Stephen.graham@novascotia.ca</a>  Kevin Briand <a href="mailto:Kevin.briand@novascotia.ca">Kevin.briand@novascotia.ca</a> and Shawn Porter

	processes and technologies will be brought together in support of public sector focused proof of concept opportunities.	<a href="mailto:Shawn.porter@novascotia.ca">Shawn.porter@novascotia.ca</a>
	<p>Change management – lessons learned from other jurisdictions in managing change, both people and technical, in a shared services environment.</p> <p>Working horizontally in a vertical organization – best practices and lessons learned.</p>	<p>Cindy Aucoin  <a href="mailto:Cindy.aucoin@novascotia.ca">Cindy.aucoin@novascotia.ca</a>  Michelle Studley  <a href="mailto:Michelle.studley@novascotia.ca">Michelle.studley@novascotia.ca</a></p>