

## **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.*

### **JURISDICTION: Alberta**

#### **1. Accomplishments:**

Briefly highlight **major IT/IM accomplishments, progress, and/or significant milestones** achieved in your jurisdiction over the past 6 - 12 months.

- Developed a Government of Alberta (GoA) Cloud Services Policy and Cloud Broker Management model. Made significant progress in developing an approach to adopt cloud computing services and clarifying GoA's decision making on data residency, contracting, and authority to enter into cloud service agreements.
  - The GoA Cloud Policy was approved in December 2017.
- Significant learnings and progress as GoA transforms its ERP system from in-house to cloud. Released a negotiated Request for Proposal.
- MyAlberta eServices Program (eservices.alberta.ca) – Provides an easy and secure way to pay for government services online such as FOIP requests, fines, Alberta Parks Passes, and various events, permits, and licences.
  - Since its public launch in 2015, fifty-two products and services have been made available, and over 950,000 transactions totaling more than \$150 million have been processed.
- MyAlberta Digital ID Program (id.alberta.ca) – Provides a secure way for citizens to access government services online. Having a single platform for online identity management enables government to provide citizens with a familiar and consistent experience no matter what online service they need.
- Currently, five systems are fully integrated in production, and over twelve departments have ongoing projects.
- MyAlberta Verify is a new addition to the MyAlberta Digital ID program that launched in November 2017. The service enables government to digitally verify the identity and age of citizens, so Albertans can use their verified MyAlberta Digital ID to access services previously considered too sensitive to deliver online such as personal health records and financial support programs.
  - Albertans can verify their digital ID from home because MyAlberta Verify leverages existing in-person processes used to issue driver's licences and identification cards.
  - Alberta is the first jurisdiction to offer an online verified identity that aligns with the Pan-Canadian Trust Framework. A federal pilot opportunity is in progress that will allow Albertans with a verified digital identity to access various federal services online.
- MyAlberta Evacuation Payment System – Alberta has completed the development of a system that leverages MyAlberta Verify to provide a fast and convenient way to receive evacuation payments during a disaster.
  - Online payments reduce stress on affected Albertans by improving accessibility and decreasing lines for those requiring in-person services. Government benefits from reduced reliance on costly pre-paid debit cards and large-scale disbursement centres. The system increases confidence that funds are distributed to the correct citizens, maximizing federal reimbursement.
- Cyber Security Awareness and Training Enhancements –The rolled out of the new cloud-based cyber security awareness program hosted on the corporate Learning Management System is progressing well. Over 50% of GoA staff have taken the training so far this fiscal, and 17 public agencies have enrolled to obtain access to the training (no fees).
- Shifting the GoA Security Posture from Reactive to Proactive – Corporate IT Security Risk Management Framework (including corporate risk register) implementation is progressing well. Over 60 new IT Security risks identified/assessed/treated and documented in the register since February 2017. All new or updated systems since April 2017 have gone through a mandatory Security Threat and Risk Assessment (STRA).

- New Information Security Classification Standard and Data Security in the Cloud Standard implementation is progressing well. About a dozen new or updated systems' data has been classified using the new standard since April 2017 (a pre-requirement to performing the mandatory STRAs). ERP systems data has also been classified in prevision of the upcoming solution selection.
- Successful testing of IT Infrastructure Core Services disaster recovery plan was performed in November (complete shutdown of primary data centre with recovery of services to secondary data centre). Services tested included the data centre controls, domain controllers and communication systems, security monitoring, email services, file services, print services, application hosting services, web services, and many key business application systems.
- Alberta Legislation is accessible through the open government portal ([open.alberta.ca](http://open.alberta.ca)), allowing Albertans to search to for laws, publications, and datasets in a centralized location. Over 13,000 open datasets and government publications are now available.
- The Government of Alberta's Enterprise Data Analytics (EDA) Strategic Plan was endorsed by the DMs' Information Management and Technology Integration Committee in February 2017. The plan lays out a vision that was developed collaboratively across government and a framework for enhancing data capabilities in people, process and technology. The procurement of an enterprise tool for self-serve visualization capabilities has been completed and is being rolled out as the initial technology platform. The Internal Data Discovery Portal (IDDP) - a secure, internal portal designed to promote data and information discovery in the GoA - is a fundamental component of the EDA Strategy and was initially launched in July 2017 to partners in the Integrated Resource Management System, it is now available to everyone with government credentials.
- Completed migration of all ministry utility services to a single, shared IT environment (desktop, file, print, endpoint network, e-mail and authentication services). Launched Android mobile device management platform and fully redundant SharePoint 2016 on-premises production environments.
- Began implementation of the Enterprise IT Environment (EIE) program that consolidates all infrastructure services, data centres and supporting staff into Service Alberta to provide a single enterprise foundation for GoA applications and services. All supporting staff have been transferred to Service Alberta and infrastructure transitions have begun. Planning to complete consolidation of 20 data centres to 3 running in a single logical environment by September 2020. This logical environment will also act as the coordination point for cloud hosted services.
- GoA Application Catalogue – Completed a six-month (January - June, 2017) cross-ministry initiative to capture an inventory of all lines of business applications. We now know what we have and are working through how best to make use of the existing applications and apply enterprise architecture principles: reuse before buy, before build. Insights around things such as trends in technologies, age of applications, technology currency, and application retirement peaks can now be used for planning and decision-making.
- New Financial Model – Through centralization of infrastructure services, the first stage of a new financial model has been developed. Key principles of the new model are stewardship of funds and management of growth and long-term sustainability of the IMT environment through re-investment of savings from economies of scale and/or efficiencies. The second stage will be developed in conjunction with the implementation of the new sector model. Upon completion, the previous consumption model will be retired and ministry budgets transferred to Service Alberta to manage. Telephone Services Upgrade (VoIP Phones) – is a project underway to replace all 37,000 phones within the GoA to VoIP (Voice over Internet Protocol). The project has completed 20% of all phone replacements and will continue for another 12 to 18 months. Included in the move to VOIP, the entire network infrastructure in each of 600+ sites will be upgraded by September 2019. Through the new Telecoms Working

Group, focus has been on the operationalization of the new VOIP service including incident management, change management, billing and issues management.

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- Unified Communications Implementation – Initiated a program to implement unified communications. The program is organized into 4 phases. Planning and design have been underway for the last number of months for Phase 1. Phase 1 is planning to implement and offer voicemail to text, unified messaging (voicemail to audio), single number reach, extension mobility and softphone client services. The next step in Phase 1 is preparing to conduct an operational pilot prior to proceeding with production rollout.
- As part of our ongoing continuous service improvement we have implemented the following:
  - Webchat – is another method of contacting the GoA service desk. It is just like Instant Messaging and enables you to contact a service desk agent in real time. This is a benefit to both the GoA and our service provider as it enables one agent to interact with three clients at the same time.
  - Knowledge Management (KM) – the GoA uses Right Answers to provide employees and service desk agents access to knowledge base articles to enable them to solve common problems. An example would be how to setup “Windows Hello”, which enables your Surface Pro to recognize you and log you into your account.
  - Digital Worker – the GoA is using digital workers to automate certain manual tasks. Digital worker, otherwise known as Robotics Process Automation, is code that can make decisions based on criteria and perform tasks 24/7/365. Examples of digital worker in GoA is sending communications from the IT Service Management tool about updating tickets. An education example is professors are using digital workers to answer about 80 per cent of questions that come into their inbox from students.
- Windows Lifecycle Program for Government Devices
  - Service Alberta is leading the Windows Lifecycle Program for government devices, including desktops, laptops and tablets.
  - As part of the new Microsoft Windows 10 release management model, devices will require more frequent system upgrades, from approximately every five years to every six months, to ensure they are as secure as possible.
  - As of November 2017, Service Alberta successfully completed its first major operating system upgrade remotely of 8,200 government devices.
  - Benefits to government include: Windows upgrades can be deployed to 32,000 workstations in shorter intervals with limited impact to end-users and while saving costs.
- Enterprise Human Resources Organizational Charts (HROC) (Karim) – Provides an easy to use and visual representation of the GoA organization structure with key position, classification, demographics and keystone HR data. Geared towards Human Resources, Executives, Manager and staffing decision makers, HROC is now available to GoA staff to view their own HR information. Benefits to the organization include:
  - elimination of task replication
  - improved data quality (resulting in immediate benefits and also better positioning the GoA for implementation of an Enterprise Resource Planning tool)
  - more accurate/useful data to managers for better operational decisions
  - Allows for reallocation of resources in both human resource (HR) offices and line areas to more value adding activities.

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|  | <ul style="list-style-type: none"> <li>○ From a direct financial perspective, Service Alberta has saved approximately \$25,000 of initial hard costs annually (800 hours of work) on manual organizational chart creation and FTE and workforce reporting. When taking into account the full GoA, savings expectations are conservatively estimated to be well over \$500,000 annually.</li> <li>• Residential Tenancy Dispute Resolution Service Automation - RTDRS is a tribunal that enables landlords and tenants to settle rental disputes in a fast, inexpensive and less-formal way than going through the court system. An RFP has been posted and closed in December 2017. The contract is on track to be awarded mid-February 2018.–</li> <li>• Non-Binary Gender Marker – Began defining and implementing a non-binary marker into the Motor Vehicles and Vital Statistics applications. The introduction of the non-binary marker is targeted for May of 2018.</li> <li>• Motor Vehicles System (MOVES) – As part of the move towards reducing the GoA's dependency on the mainframe platform, a technical initiative to re-platform the MOVES application into a distributed architecture model utilizing the GoA's infrastructure environment began in 2017. This initiative includes the conversion of custom code from COBOL and NATURAL to C# using automation where feasible, converting mainframe database technology to a rational database technology and replacing aged custom-off-the-shelf (COTS) based sub-components. Completion is scheduled for fall of 2018. Concurrently, a new Driver's License/Identification Card (DL/ID) refresh is underway that will introduce additional security features and allow for the introduction of the non-binary gender identifier.</li> <li>• Land Titles – As part of the move towards reducing the GoA's dependency on the mainframe platform, a technical initiative to finish re-platforming the Land Titles application into a distributed architecture model utilizing the GoA's infrastructure environment began in the fall of 2017. This initiative includes the conversion of custom legacy code, converting mainframe database technology to a rational database technology and replacing aged custom-off-the-shelf (COTS) based sub-components. Completion is scheduled for late spring of 2019. A web-based system is being developed to allow external stakeholders the ability to electronically submit and digitally sign legal documents. The system is expected to minimize paper use and lower rejection rates while reducing delivery and processing times. The system is being successfully used by a pilot group of users.</li> <li>• The IMT Governance Model implementation is underway. The GoA is implementing a sector model of service delivery. The first two sectors included in phase one have completed staff transition to Service Alberta. Phase 2 of implementation is scheduled to begin in March 2018.</li> <li>• Implemented the Enterprise IT Environment (EIE) plan to consolidate infrastructure and logical environments from 20 data centres to 3 by 2020. <ul style="list-style-type: none"> <li>○ Approved the business case and transferred staff to Service Alberta.</li> </ul> </li> </ul> |
| <p><b>2. <u>Priorities:</u></b><br/>Briefly describe what your organization sees as its <b>top IT/IM priorities/initiatives over the next 12 to 36 months.</b></p> | <ul style="list-style-type: none"> <li>• Enterprise Content Management (ECM): <ul style="list-style-type: none"> <li>○ ECM has been identified as a key planning initiative of the GoA's 5-year Information Management and Technology (IMT) Strategic Plan. Service Alberta, Information Management Branch, has initiated the ECM Solution Planning Project; a government-wide approach to address the strategies, methods, and tools used to manage our information throughout its lifecycle. The project has three deliverables: <ul style="list-style-type: none"> <li>▪ A current and target state analysis of ECM in the Government of Alberta;</li> <li>▪ Identify the current ECM industry trends and best practices through jurisdictional scanning;</li> <li>▪ Deliver a comprehensive business case with options for a potential government-wide ECM solution.</li> <li>▪ Current status: Current State, Target State, and Gap Analysis sessions have been completed. Drafts of the first two deliverables are complete. The draft of the third deliverable, the business case is expected in mid-February 2018. The planning project will wrap up March 31, 2018. Procurement preparations are planned for Fiscal 2018/19 and implementation to begin in Fiscal 2019/20.</li> </ul> </li> </ul> </li> </ul>  |

- Enterprise Architecture Renewal – Developed reference standards for enterprise architecture framework and new enterprise architecture. Developed a business capability model and enterprise architecture central repository. Used an application catalog to map business capabilities to IT systems supporting application rationalization and identification of reuse opportunities.
- IMT Investment Management – work with Sectors to operationalize standard capital investment and portfolio management processes and templates; progress centralization of Ministry IMT Capital into One IMT Portfolio; identify and action opportunities to optimize value through “better management” of the One IMT Portfolio, including development of Sectors Roadmaps and shaping new Enterprise and Sector initiatives.
- Common Business Number – Multi-year funding committed to adopt the federal Business Number. Letter of Concurrence signed with Canada Revenue Agency (CRA) in March 2017. CRA’s draft Memorandum of Understanding (MOU) has been received and is in review by Legal. Proposed implementation for Search and Retrieval is scheduled for June 2018 and Create and Update is September 2018. Activities are in progress to draft and enable relevant Regulations of the Common Business Number Act by March 2018.
- FOIP Net replacement – FOIP Net is a corporate record tracking system used for FOIP access request case management. It is currently used by ministries of GoA and is becoming obsolete to the point where its functionality is impacted and data integrity is becoming an issue. Phase 1 of the project is to plan for replacement of the legacy system by collecting business requirements from all stakeholders and developing an RFP for procurement (May 2018) while Phase 2 is implementing the new solution within GoA (late 2018).
- Open Data / Analytics (open.alberta.ca) – Alberta’s Open Government Portal was launched in August 2015 to improve access to government information, data, and publications. The portal contains more than 13,000 datasets and digital publications covering a range of topics including health, energy, and natural resources.
- MyAlberta Digital ID Program – Service Alberta is working to onboard more services to the program. Alberta continues to work with federal, provincial, and territorial jurisdictions to ensure that the program enables secure identity information sharing across Canada.
  - Alberta is working with the Government of Canada’s Treasury Board Secretariat to federate our portals which will ensure that visitors to the open data portal of Canada will be able to search and download resources available from both jurisdictions.
  - Alberta is adopting the International Open Data Charter that signals our continued commitment to Open Government and Open Data to Canada and the global community. Adoption of this charter provides a mechanism for inter-governmental coordination with other jurisdictions through the creation and alignment of data and information standards for comparability and interoperability. It brings Alberta into an emerging body of national and sub-national governments committed to sharing government data and information online.
- Alberta is also continuing the implementation of the Enterprise Data Analytics Strategic Plan to better leverage its vast quantities of data and information. Actions to enhance data capabilities in technology, people and processes will allow the discovery, access/sharing, and leveraging of government data to provide insight for policy development and improving service delivery across the enterprise. Key to the strategy is the development of a technology platform designed for current data sharing gaps, dynamic visualizations and the future big data/advanced analytics capabilities. Projects are underway to develop dashboards, interactive visualizations and linked data assets that provide data driven insight for policy and decision-making.
- MyAlberta eServices Program – Service Alberta is working with stakeholders to maximize the number of services offered through the website. A three-year roadmap has been developed to help coordinate projects, onboarding activities and continuous improvement initiatives. Currently, the program is working to automate reconciliation processes to make financial operations more efficient. New features and functions are being developed to increase the types of services available online.

- MyAlberta Digital ID Program – Service Alberta is working to onboard more services to the program. Alberta continues to work with federal, provincial, and territorial jurisdictions to ensure that the program enables secure identity information sharing across Canada.
  - Alberta is working with the Government of Canada to provide the Treasury Board Secretariat with a test integration environment, which will help identify system requirements for the cyber-authentication procurement initiative.
  - MyAlberta Business ID – Alberta is developing an unverified identity for businesses. The service will enable business administrators and delegates to interact with government online on behalf of a company.
  - Alberta is actively working with Pan-Canadian working groups to establish digital identities for businesses, so they have convenient access to digital services.
- On-going rollout of the Corporate IT Security Risk Management Framework – Standards, processes and templates.
- Confirmation of GoA Applications Criticality – Confirm that all GoA applications identified as Critical or Vital are indeed critical, and confirm that disaster recovery plans exist and have been tested for all such systems.
- Facilitation of a safe and secure migration to cloud solutions – Leverage the Information Security Classification and Data Security in the Cloud standards and new IT Security Risk Management processes and register to ensure protection of information assets while migrating to cloud solutions.
- Implementation of Cyber Threat Intelligence services including penetration testing and threat research.
- Encryption of data in the cloud (in transit and at rest) – ensuring security of the data by owning and controlling the encryption keys.
- GoA Application Catalogue – Strengthen the depth of information and planning for expanding application information, such as: measures for application health, application cost and retiring department application repositories.
- Application Portfolio Management – Re-engineer how we approach investing in applications: start from the opportunity and build iteratively. What is the need? Who else has a similar need? What is the value? How can we use what we have to meet the need? Implement a centralized portfolio management approach to applications to justify and measure the financial benefits of each application in comparison to the costs of the application's maintenance and operations.
- IMT Financial Model – Implement a new financial model, including transition of budget and accountability from ministries to Service Alberta and development of new reporting and measurements to inform decision making. Identification of primary areas for efficiency and future savings.
- Development of a path forward approach to integrate existing traditional BI and analytics solutions (e.g. Microsoft Power BI and SAS) with the new Enterprise Data Analytics platform, that incorporates cloud and on premise solutions.
- Microsoft Enterprise Agreement – Complete review of Microsoft service, value, and the current agreement and determine path forward for O365 and the Enterprise Agreement (current agreement expires March 2020).
- Unified Communications Implementation - Implement Unified Communications (UC) services in a phased approach to end users across the GoA Ministries enhancing end user collaboration, productivity and mobility.
- Workplace Communication Services (WCS) –continue upgrading 637 buildings (building by building) across the province to replace all traditional desk phones with VOIP over the next two years. .
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|  | <p>and Create and Update is scheduled for 2018. Activities are in progress to draft and enable relevant Regulations of the Common Business Number Act by February 2018.</p> <ul style="list-style-type: none"> <li>• Motor Vehicles System (MOVES) – As part of the move towards reducing the GoA's dependency on the mainframe platform, a technical initiative to re-platform the MOVES application in to distributed architecture model utilizing GoA infrastructure environment is underway. This initiative includes the conversion of custom code from COBOL and NATURAL to C# using automation where feasible, conversing mainframe DB technology to a rational database technology and replacing aged custom-off-the-shelf (COTS) based sub-components. Completion is scheduled for September 2018.</li> <li>• Workforce Mobility – An initiative is being launched to ensure employees have support (tools, policies) needed to perform their job from the most suitable location to deliver effective results. The initiative will involve development of strategy, roadmap and a deployment plan which will then be followed by implementation.</li> <li>• Non-Binary Gender Marker – Implement a non-binary marker into the Motor Vehicles and Vital Statistics applications by the targeted roll-out of May of 2018.</li> <li>• Motor Vehicles System (MOVES) – As part of the move towards reducing the GoA's dependency on the mainframe platform, a technical initiative to re-platform the MOVES application into a distributed architecture model utilizing the GoA's infrastructure environment is underway. This initiative includes the conversion of custom code using automation where feasible, converting mainframe database technology to a rational database technology and replacing aged custom-off-the-shelf (COTS) based sub-components. Completion is scheduled for fall of 2018. Concurrently, a new Driver's License/Identification Card (DL/ID) refresh is underway that will introduce additional security features and allow for the introduction of a non-binary gender identifier to the MOVES system and the cards themselves.</li> <li>• Land Titles – As part of the move towards reducing the GoA's dependency on the mainframe platform, a technical initiative to re-platform the Land Titles application into a distributed architecture model utilizing the GoA's infrastructure environment is underway. This initiative includes the conversion of custom code using automation where feasible, converting mainframe database technology to a rational database technology and replacing aged custom-off-the-shelf (COTS) based sub-components. Completion is scheduled for late spring of 2019.</li> <li>• Continue implementing the IMT Governance Model with the implementation of phase two completing in 2018.</li> </ul> |
| <p><b>3. <u>Issues and Needs:</u></b><br/>Briefly describe any issues you would like to share with the Council and what assistance you might be seeking from PSCIOC.</p> | <ul style="list-style-type: none"> <li>• Identity Management – Alberta wants to become a trusted identity provider for Government of Canada services. This will enable Albertans with a verified digital identity to access federal programs and services online using the same login information used to access online services provided by the GoA.</li> <li>• Migration to cloud based solution – Resulting in increased cyber security requirements and expertise.</li> <li>• Continuously evolving cyber threat – Every year the number and sophistication of attacks continue to increase and the organization must respond by increasing their investment in cyber security (resources, expertise and arsenal).</li> <li>• Cyber Security Resourcing – Increased cyber security requirements resulting in increased need for qualified cyber security resources, which are difficult to obtain.</li> <li>• Experiences on Windows 10 and Office 365 testing, security/privacy issues, service quality and tools available for enterprise/government organizations in Microsoft's cloud environment</li> <li>• Data centre consolidation tools/application migration approaches – sharing ideas and experiences</li> <li>• Application portfolio management: with the majority of expenses going to manage the existing IT applications, the transparency of the current inventory of applications and resource consumption is a primary goal of application portfolio management. Have other jurisdictions dealt with the following: <ul style="list-style-type: none"> <li>• Identifying and eliminating partially and wholly redundant applications,</li> <li>• Quantifying the condition of applications in terms of stability, quality, and maintainability,</li> </ul> </li> </ul>  |

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|   | <ul style="list-style-type: none"> <li>• Quantifying the business value / impact of applications and the relative importance of each application to the business, and</li> <li>• Calculating Total Cost of Ownership for applications – specifically, what do you generally include as direct and indirect costs to get to the ROI calculation.</li> <li>• Experience with end user profiles for use in the development and enhancement of services</li> <li>• Contact Centre community of interest</li> <li>• Best practices</li> <li>• Operational models</li> <li>• Technology strategy and management</li> <li>• Application modernization programs and strategies may include projects which create new business from existing applications or aligning applications with current business needs. Application Rationalization is a program that is currently being used in the GoA to strategically identify business applications which should be kept, replaced, retired, or consolidated. The goal here is to align with business priorities and needs. Which models have other jurisdictions used for application rationalization?</li> <li>• Application portfolio strategies provide a business driven framework for IT decisions. What sort of strategies have other jurisdictions employed that gives business visibility into how to manage IT that ensures stakeholder advantage and what performance measures were used?</li> </ul>   |
| <p><b>4. <u>Topics of Interest:</u></b><br/>Please <b>identify topics of interest</b> to your jurisdiction for future PSCIOC meetings /teleconferences.</p> | <ul style="list-style-type: none"> <li>• Additional information from other jurisdictions in the following areas would be beneficial:</li> <li>• Data encryption (at rest and in transit) solutions – what will be the GoA strategy regarding the control of our encryption keys;</li> <li>• Blockchain use cases, strategies, and initiatives;</li> <li>• Online/Digital Services strategy and development;</li> <li>• Digital Identity management strategy and development;</li> <li>• Online Payment (eCommerce) or online disbursement strategy and development;</li> <li>• Open Data (data analytics and federated model) strategy and development;</li> <li>• Digital wallet or mobile driver's licences strategy and development.</li> <li>• Classified information in the Cloud.</li> <li>• Leveraging Cloud Procurement Approaches – The acquisition of cloud-based services has proven to be a common problem for all Canadian jurisdictions. How can we leverage each other's work and experiences to eliminate duplication of efforts and provide cheaper, more effective and more secure solutions?</li> <li>• Cyber Security Awareness and Training – How does Canada become a world leader in developing cyber security resources and how will these resources be leveraged to make the Canadian cyber space safe and secure.</li> <li>• Office 365 transition challenges/solutions – a group has already been established to discuss these experiences.</li> <li>• Deployment and use of Configuration Management Database (CMDB) within other organizations.</li> <li>• VOIP deployment learnings.</li> <li>• Remote desktop implementation.</li> </ul> |