

Government of Ontario



Government of Ontario IT Standard (GO-ITS)

Number 56.1

Defining Programs and Services in the OPS

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Prepared for the Information Technology Standards Council (ITSC) under the delegated authority of the Management Board of Cabinet

Foreword

Government of Ontario Information Technology Standards (GO-ITS) are the official publications on the guidelines, preferred practices, standards and technical reports adopted by the Information Technology Standards Council (ITSC) under delegated authority of the Management Board of Cabinet (MBC). These publications support the responsibilities of the Ministry of Government Services (MGS) for coordinating standardization of Information & Information Technology (I&IT) in the Government of Ontario. Publications that set new or revised standards provide enterprise architecture guidance, policy guidance and administrative information for their implementation. In particular, GO-ITS describe where the application of a standard is mandatory and specify any qualifications governing the implementation of standards.

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1. Introduction

1.1 Background

Defining Programs and Services is an integral part of Business and Enterprise Architecture in the OPS. To that end the OPS has developed a handbook entitled Defining Programs and Services in the OPS (see appendix A) that provides techniques, standards, guidelines and best practices for identifying and describing programs and services for Business Planners, Policy Analysts, Business Analysts, Program Managers, Service Providers and Business Architects.

In 2002 the Business Architecture Domain Working Group (BADWG), under the direction of the Corporate Architecture Core Team (ACT), recognized the need to have a consistent approach for defining programs and services within the Ontario Government. A consistent definition and approach facilitates opportunities for integration, reuse and information sharing, and extends knowledge sharing between the business and the IT communities.

The document was further elaborated upon in 2005. With the endorsement of the Corporate Architecture Core Team, BADWG published the Version 2 of Defining Programs and Service in the OPS (see Appendix A) in May 2005.

The document remains methodology and tool independent.

1.2 Scope

Defining Programs and Services in the OPS must be followed by all OPS I&IT projects when defining programs and services.

1.3 Applicability Statements

Government of Ontario IT Standards and Enterprise Solutions and Services apply (are mandatory) for use by all ministries/clusters and to all former Schedule I and IV provincial government agencies under their present classification (Advisory, Regulatory, Adjudicative, Operational Service, Operational Enterprise, Trust or Crown Foundation) according to the current agency classification system.

Additionally, this applies to any other new or existing agencies designated by Management Board of Cabinet as being subject to such publications, i.e. the GO-ITS publications and enterprise solutions and services - and particularly applies to Advisory, Regulatory, and Adjudicative Agencies (see also procurement link, OPS paragraph). Further included is any agency which, under the terms of its Memorandum of Understanding with its responsible Minister, is required to satisfy the mandatory requirements set out in any of the Management Board of Cabinet Directives (*cf.* Operational Service, Operational Enterprise, Trust, or Crown Foundation Agencies).

As new GO-IT standards are approved, they are deemed mandatory on a go-forward basis (Go-forward basis means at the next available project development or procurement opportunity).

When implementing or adopting any Government of Ontario IT standards or IT standards updates, ministries and I&IT Cluster must follow their organization's pre-approved policies and practices for ensuring that adequate change control, change management and risk mitigation mechanisms are in place and employed.

For the purposes of this document, any reference to ministries or the Government includes applicable agencies.

1.4 Requirements Levels

Within this document, certain wording conventions are followed. There are precise requirements and obligations associated with the following terms:

Must	This word, or the terms "REQUIRED" or "SHALL", means that the statement is an absolute requirement.
Should	This word, or the adjective "RECOMMENDED", means that there may exist valid reasons in particular circumstances to ignore the recommendation, but the full implications (e.g., business functionality, security, cost) must be understood and carefully weighed before

1.5 Recommended Versioning and/or Change Management

Modifications during the life of the standard must be approved by the organizational owners of the document.

The organizational owners of this standard are:

Corporate Architecture Branch,
Office of the Corporate Chief Technology Officer,
Ministry of Government Services

Ministry of Government Services will follow the Gating Process (approval process) as described in the Government of Ontario I&IT Directive, and submit proposed revisions to the Information Technology Standards Council (ITSC) and the Architecture Review Board (ARB) for approval and publication.

1.6 Publication Details

All approved Government of Ontario IT Standards (GO-ITS) are published on the ITSC Intranet web site. Please indicate with a checkmark below if this standard is also to be published on the public, GO-ITS Internet Site.

Standard to be published on both the OPS Intranet and the GO-ITS Internet web site (available to the public, vendors etc.)	<input checked="" type="checkbox"/>
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2. Technical Standards and Specifications

2.1 Purpose of Defining Programs and Services in the OPS (see Appendix A)

Defining Programs and Services in the OPS (see Appendix A) provides standards, guidelines and best practices for identifying and describing programs and services. Guidelines and best practices should be followed and standards must be applied in order to properly identify programs and services. The document is a mix of standards, guidelines and best practices. The standard is the templates for defining programs and services (i.e. when defining a program or service the standard template must be used and all fields must be completed). The rest of the document contains guidelines and best practices for filling in the template, along with explanatory text and examples.

The Ontario Government has adopted the Enterprise Architecture as a way to document and reuse knowledge. IT projects incorporate business perspectives (knowledge) as they develop applications to meet the business requirements.

The Business Architecture Domain Working Group (BADWG), under the direction of the Corporate Architecture Core Team (ACT), recognized the need to have a consistent approach for defining programs and services within the Ontario Government. A consistent definition and approach facilitates opportunities for integration, reuse and information sharing, and extends knowledge sharing between the business and the IT communities.

2.2 Focus

Defining Programs and Services in the OPS focuses on program and service concepts within the business domain.

What is covered?

- Public Service Reference Model
- Program and Service concepts
- Defining Programs
- Defining Services
- Aligning and Integrating Services
- Managing Programs and Services
- Improving service Delivery

What is not covered?

- Delivery Processes
- Resources Used
- Business architecture artifacts not related to programs and services
- Methodology templates or artifact descriptions

2.3 Public Service Reference Model

Ontario Public Service is in the business of providing services; it creates programs and delivers services to achieve the desired goals of government. When designing and managing a public sector enterprise, programs and services should drive organizational, process and resource planning and design, rather than vice versa. The Public Service Reference Model shows the relationships among jurisdictions, programs, services, organizations, processes and resources in a public sector enterprise.

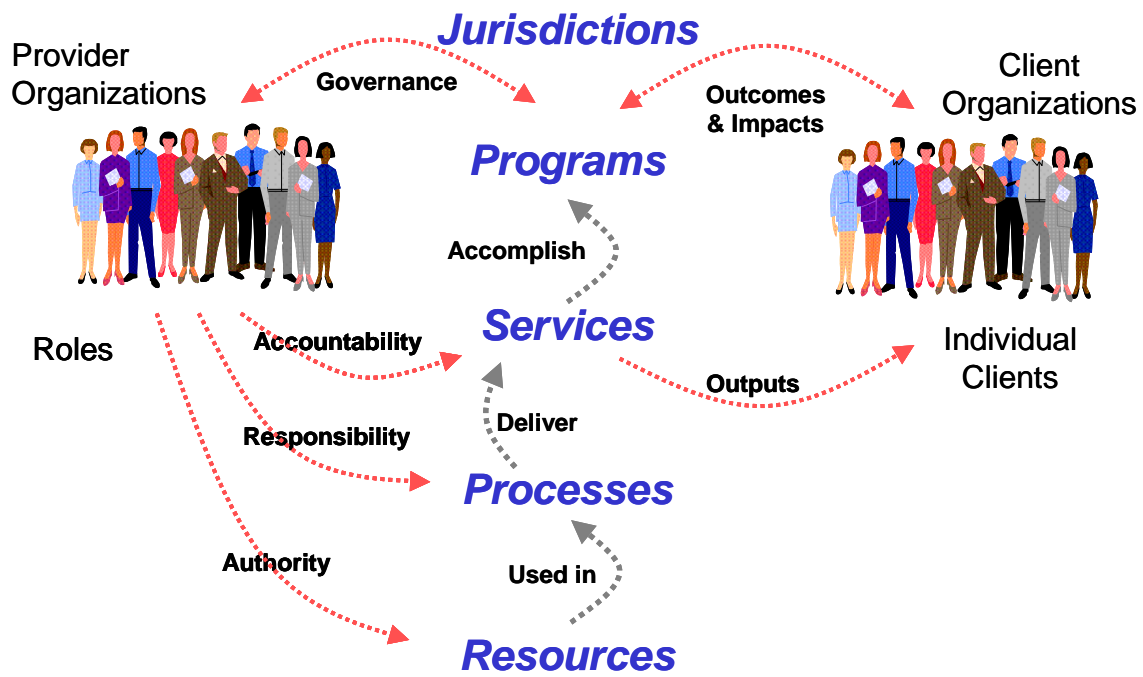


Figure 1: Public Service Reference Model

2.4 Elements of a Program

A program has a structure dominated by management concepts used to support planning, direction and control. The governors of a public sector enterprise delegate responsibility for achieving a program's outcomes to the program manager. Figure 2 illustrates the key concepts related to a program

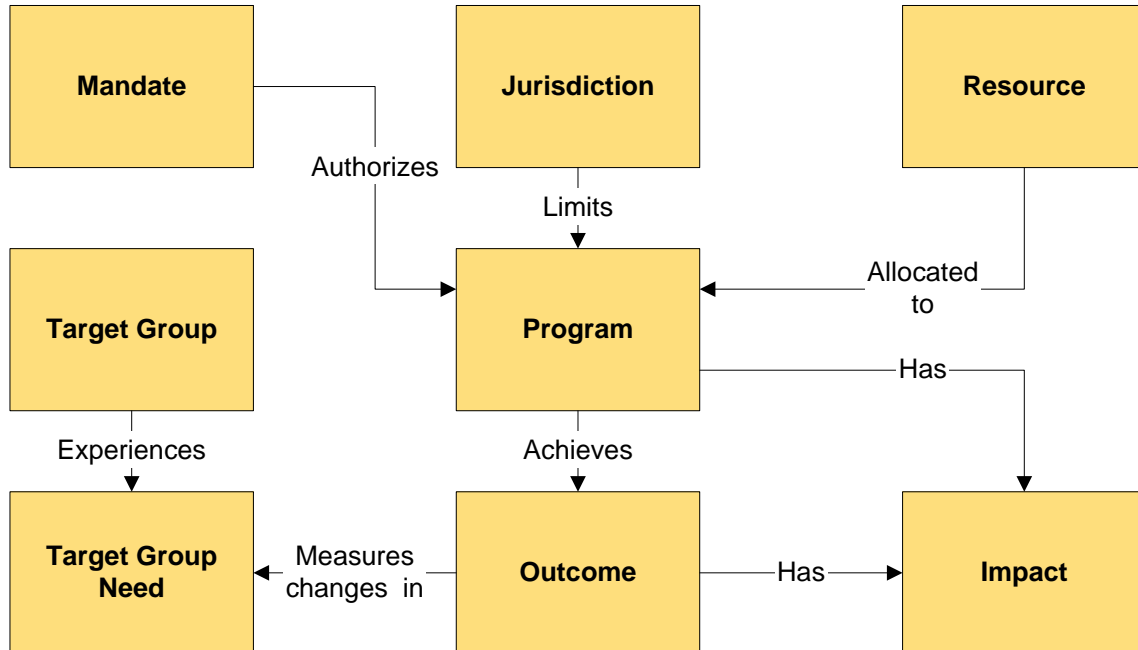


Figure 2: Elements of a Program

2.5 Elements of a Service

The service is defined by its final valued output received by the client. A service provider is accountable for the output of the service. The reach of the service is limited by the jurisdiction of the program. And finally, the client experiences the value of the service output. Figure 3 illustrates the key concepts related to a Service

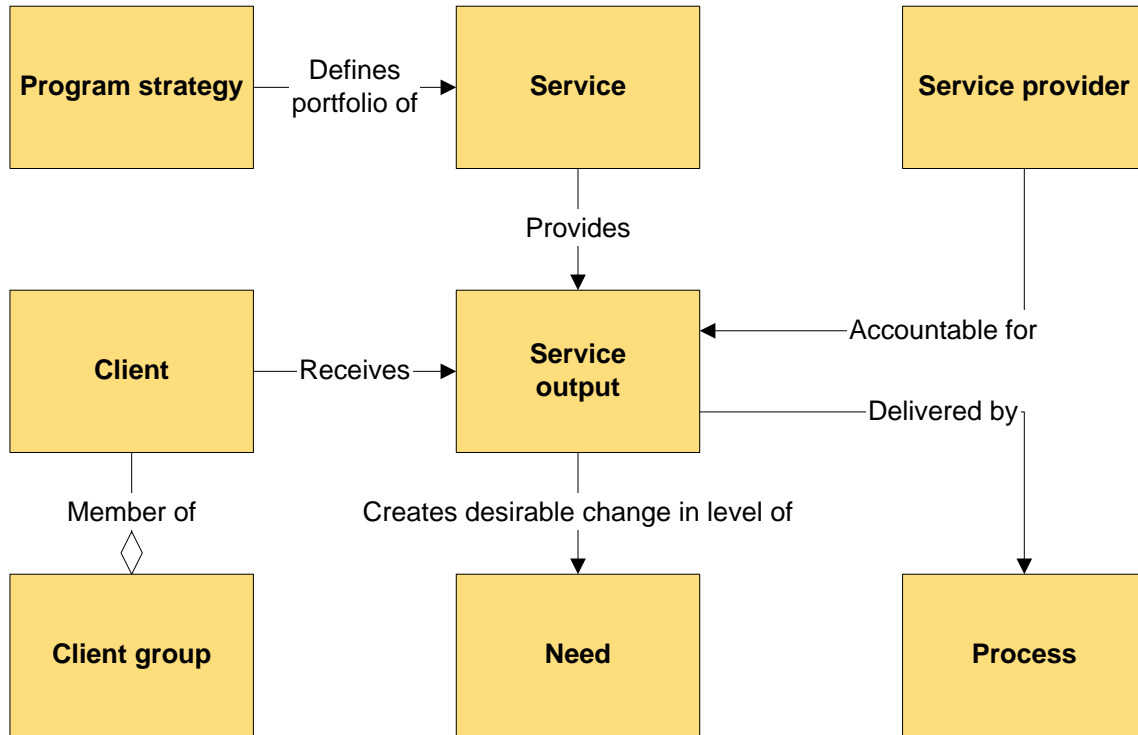


Figure-3 Elements of a service

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5. Document History

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- Approved by IT Standards Council (ITSC)

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- Approved by Architecture Review Board (ARB)

Updated: 2008-05-30

- The following changes to the appendices are based on ARB approval of latest enterprise Business Architecture (BA) reference artifacts, i.e. ARB approval date: May 1, 2008
 - Appendix
 - Section 1.2 – Enterprise Context Model
Revised diagram to show updated enterprise views
 - Section 2.5 – Completing a Program Profile
Program Profile template revised as per Checklist Guidebook v3.5
 - Section 3.3 – Service Definition Conventions
New wording added to clarify the term service offering
 - Section 3.5 – Service Identification Method
New wording added to clarify the term service offering
 - Section 3.6 – Completing a Service Profile
Service Profile template revised as per Checklist Guidebook v3.5
 - Section 6.1 and 6.2
New wording added to clarify Service Delivery Value Chain (Section 6.3 eliminated)
 - Appendix A1 – Glossary Terms
 - New glossary of terms provided to align with EA Consolidated Glossary
 - Appendix A5
 - New Road User Safety case study to align with program and service profile templates
 - Service Profile for support service added as additional example

Updated: 2009-05-25

- Appendix
 - Section 1.2 – Inside the Enterprise - An Internal View of Service Delivery
Revised definitions
 - Section 2.5 - Completing a Program Profile
Program Delivery Strategy - Replaced the word Enhanced Capacity with Enhance Capability

- Section 6.2 – Service Delivery Process
Revised definition

- Document Version number set to 1.2

Updated: 2010-05-13

- Appendix A
 - Section 3.6 – Completing a Service Profile
 - Replaced Service Profile template
 - Added explanation for Business Level Performance Requirements
 - Appendix A5 – Road User Safety Case Study
 - Replace Public Service Example using new Service Profile
 - Replace Support Service Example using new Service Profile

Updated: 2010-07-21

- Foreword
 - Changed Ministry of Government and Consumer Services to Ministry of Government Services
- Appendix A
 - Regenerated Figures list
- Document Version number set to 1.3

6. Copyright Information

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