

**Management's Response to the Auditor General's Review of the
Governance and Management of City Computer Software Needs Improvement**

<u>Rec No</u>	<u>Recommendation</u>	Agree (X)	Disagree (X)	<u>Management Comments:</u> <i>(Comments are required only for recommendations where there is disagreement.)</i>	<u>Action Plan/ Time Frame</u>
1.	The City Manager provide clarification to City divisional management regarding the role and responsibility of the Chief Information Officer as the single point of authority for managing City-wide and division-specific software.	X			City Manager's Office to have a memo issued designating the CIO as the single point of oversight for managing City-wide and division specific software standards by Q2 of 2011.
2.	The City Manager, in consultation with the Chief Information Officer and the City's Agencies, Boards, Commissions and Corporations, review the need for the development of closer coordination in the acquisition and management of software. Closer coordination with the Agencies, Boards, Commissions and Corporations has the potential for significant cost savings.	X			The City Manager, in consultation with the Chief Information Officer and the City's Agencies, Boards, Commissions and Corporations, will review the need for the development of closer coordination in the acquisition and management of software by Q4 of 2011.

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3.	The Chief Information Officer prepare a Software Asset Management Plan. Such plan to address the role of information technology governance committees, accountability, policies, procedures, practices and divisional coordination related to managing software.	X			Technology Infrastructure Services section of the I&T Division has drafted a Software Asset Management plan which addresses both governance and operational aspects. The plan will be expanded to include all the specific items raised in this recommendation. The plan, which will include an implementation schedule; to be completed by Quarter 4 of 2011.
4.	The Chief Information Officer ensure the City Information Technology Risk Management Program includes a periodic risk assessment to identify, assess and implement processes to address software related risk.	X			A robust Information Technology Risk Management Program will be incorporated into the Software Asset Management Plan noted in the response to Recommendation 2.

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5.	The Chief Information Officer review existing City information technology related policies, procedures and software asset management best practices. Additional policies, procedures and processes should be implemented where needed, to ensure City software is managed in a consistent, cost-effective and controlled manner.	X			Risk Management & Information Security will work with Technology Infrastructure Services to review existing City policies and procedures. Creation/implementation of additional necessary policies and procedures will be factored into the scope of the Software Asset Management Plan noted in the response to Recommendation 2.
6.	The Chief Information Officer determine resources and processes necessary to update and maintain the Information Technology Asset Management System prior to implementation.	X			An analysis of the necessary resources has been done and initial short term resources have been secured. Long term resources have been identified and will be recruited subject to budget approval. The costs to implement the ITAM replacement are an incremental investment as part of the approved Enterprise Systems Management implementation.

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7.	The Chief Information Officer ensure project goals, benefits and expectations for the Information Technology Asset Management System are clear, measurable and documented.	X			A project charter which articulates goals, approach, deliverables and timelines of the Software Asset Management Plan is underway and will be completed by Q3, 2011.
8.	The Chief Information Officer provide regular reports to the Business Advisory Panel on project progress.	X			Regular status reports will be provided to the BAP throughout the project implementation.
9.	The Chief Information Officer review current practices followed by divisions and take steps to standardize management controls to ensure effective processes are in place to track, reconcile and monitor City-wide software compliance.	X			Current practices by divisions will be reviewed towards standardized management controls. This deliverable is dependent upon the direction taken by the City Manager's Office in response to Recommendation 1. To be completed by Q4, 2011.

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10.	<p>The City Manager:</p> <p>a. communicate to staff regarding the need to comply with the 2007 directive to summarize software license agreement terms and conditions; and</p> <p>b. instruct divisional management to provide contract summaries to the Corporate Information and Technology Division.</p>	X			<p>The City Manager will issue a communication to staff reinforcing the requirements of the 2007 directive to summarize contract terms and conditions and provide clarification regarding the applicability of the directive to software agreements. To be completed by Q2, 2011.</p>
11.	<p>The Chief Information Officer develop a plan for the Finance and Administration Unit to effectively promote good contract management practices for software license agreements.</p>	X			<p>Approval for the new Supervisor of Procurement and Accounting position was obtained in January 2011. Once the new Supervisor is in place and has assumed their duties, the CIO will direct this resource to fulfill the actions outlined in this recommendation.</p>

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12.	The Chief Information Officer include software management service level expectations in formal service level agreements between operating divisions and the Information and Technology Division.	X			Service Level Agreements will be reviewed and where necessary, amended to more clearly define I&T and Divisional roles and responsibilities for IT Asset Management.
13.	The Chief Information Officer clarify the respective roles and responsibilities of divisional and corporate staff responsible for managing compliance with software agreement provisions.	X			<p>Clarification of the suggested roles and responsibilities of divisional and corporate staff in managing software compliance constitutes part of the Software Asset Management Plan noted in the response to Recommendation 2.</p> <p>A legal review of the value, cost and applicability of contract provisions pertaining to the escrow of source code is recommended.</p> <p>This deliverable is dependent upon the direction taken by the City Manager’s Office in response to Recommendation 1. To be completed in Q4, 2011.</p>

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14.	<p>The Chief Information Officer implement:</p> <p>a. a formal City-wide process for granting system administrative rights and privileges; and</p> <p>b. formalize a system for reviewing system administrative access rights and privileges on a periodic basis.</p>	X			<p>There is currently a formal process in place to review and grant administrative rights. This process is tied to the employment duties of the requestor. The process will be reviewed with the affected divisions, with a view towards ensuring alignment to prevailing Corporate and Information Security best practice. To be completed by Q3, 2011.</p> <p>A more rigorous process to review access rights on a periodic basis is currently being developed and will be completed by Q3, 2011.</p>