

Outsourcing IT

Anne Craig

WCO – IT Conference
May 2011



Outsourcing IT

- ❖ CBSA mandate
- ❖ Sourcing Strategy
- ❖ CBSA what we do
- ❖ Outsourcing – some things to consider
- ❖ Keys to Success

CBSA Mandate

- ❖ The CBSA mandate is to protect Canada's borders while facilitating the flow of legitimate trade and travel. Execution of this mandate is increasingly dependent on information technology, especially in the areas of risk assessment and revenue collection.
- ❖ The CBSA also provides services at the border for other government departments and agencies. This unique role introduces higher complexity, since our information management practices must support not only our own legislated mandate, but that of other departments and agencies through advanced information sharing protocols.
- ❖ CBSA develops and maintains its own line of business applications to support this mandate. Currently, we have in excess of 120 nationally and internationally deployed IT systems. Of these applications, 47 are considered 'mission critical'.

Canadian Federal Government – Sourcing Strategy

- ❖ In the Canadian Federal Government, most departments and agencies have their own IT organization. The strategy in the last few years has been to develop a centralized IT Shared Services organization that would provide certain IT services to all of government.
- ❖ Those services were defined as common services and represented potential benefits in cost savings as well as providing centralized management of services allowing departments to focus on their more specialized needs.
- ❖ These services are primarily “outsourced” and managed through contracts that were competitively sourced. These type of services are traditional IT services such as network and data centre services.

CBSA – what do we do?

- ❖ We build, we buy, and we share.
- ❖ When the CBSA was created in 2003, previously part of the Canada Customs and Revenue Agency, a decision was made to continue to have the Canada Revenue Agency provide a number of IT services to the CBSA. This includes Data Centre Services, Distributed Computing Services, Infrastructure Management Services, and Telecommunication Services. We review that decision every couple of years and continue to believe this an effective model for us.
- ❖ With our tight business linkages with other Federal departments in Canada and abroad, we also receive, provide, or share IT services with our partners.
- ❖ We also have outsourced IT arrangements with private sector experts for specific business application capabilities. Examples are the receipt of API/PNR data, the NEXUS Air Kiosk solution using biometrics, and the license plate reader solution used at land border crossings.
- ❖ The information CBSA receives from its clients is provided under legislative and privacy frameworks. Appropriate measures must be taken to safeguard and utilize any data for the purposes it was intended.

Outsourcing – what to consider

- ❖ Is it mission critical to your business?
- ❖ Do you have the capabilities internally?
- ❖ How quickly do you need the capability?
- ❖ How much do you know about what you are outsourcing? How will the service or technology withstand change?
- ❖ Do you have the capabilities/experience to manage an outsourced arrangement?
- ❖ How do you ensure your accountability?

Keys to Success

- ❖ Develop and maintain a relationship with your service provider.
- ❖ Managing sourced arrangements requires extra different skill sets than normally found when managing your own IT organization.
- ❖ When developing an outsourcing plan consider the entire life cycle as you would any other IT asset.
- ❖ Keep your sourcing strategy ever green. Consider it as a part of your overall IT strategy.