



Digital Strategy Working Group Results from 'Pain Points' Survey - Proposed Next Steps

Co-Chairs:

Guy Gordon

Mark Burns

Sean McLeish

Joint Councils – September 2019
Winnipeg, Manitoba

Agenda



Background and Direction from Joint Councils, February 2019



Survey Themes – Jurisdictions
Survey Themes – Joint Councils



Recommendations & Approval



Appendix
Survey Questions/Responses

Digital Strategy Working Group - Direction

At the February 2019 In-Person meeting, the Joint Councils actioned the Digital Strategy Working Group to identify 'Pain Points' related to advancing Digital Strategy.



Survey Details and Participation

Survey fielded between July 11 and Aug 9

Jurisdictions invited to comment on:

- 1) Challenges advancing Digital Strategy within their jurisdiction, and
- 2) Challenges advancing Digital Strategy with Joint Councils (e.g. Identity, Death Notification, Service to Business)

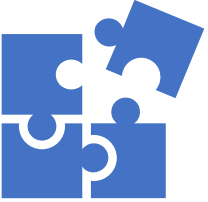
Responses:

- 2 Federal – (PSSDC)
- 10 Provincial – (2 PSSDC, 4 PSCIOC, 3 “Both”, 1 Unknown)
- 1 Municipal (PSSDC)

Common Challenges Advancing Digital Strategies



Technology/Legacy (Integration)



Governance Issues



Skills/Expertise



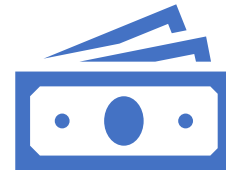
Process/Methodology (Agile)



Organizational Culture/Change



Managing Complexity



Funding/Budget



Leadership

Pain Point Challenges from Survey – Within Jurisdictions



Org Culture/Change

Shifting Culture, Lack of Direction/Political Interest, Competing Priorities, Vision Unclear, Competing for Resources, Leadership needed to support change



Skills/Expertise

Current/future skill gaps, Gaps Leading Digital Strategy and Change. Challenges attracting talent due to HR Classifications and wages. Competition for talent public and private sector.



Funding/Budget

Focus is on debt reduction. Total Cost of Ownership embedded in program budgets. Budget process constrains digital; reinforces legacy. Demographics (e.g. pensions) cause operational focus = lost momentum on digital transformation.



Managing Complexity

Broad mandate/complex ecosystem, no clear roles/ownership, Systematic constraints E.g. approvals processes.



Pain Points In Jurisdictions



Process/Methodology (Agile)

Lack maturity in (agile, DevOps, cloud). Agile layered on waterfall increases risk of failure. Waterfall is the norm. More work needed on governance, policies and tools for agile.



Governance Issues

No clear lead, multiple areas directing IT, lack capacity defining outcomes; measuring results. Need leaders at political levels. Challenges articulating benefits.



Leadership

No/low political will. Servant leadership a challenge. Low comfort to empower; command/control. Turnover in senior ranks. Tone-from-the-top about collaboration & agility, but leadership limited by traditional structures.



Technology/Legacy (Integration)

Legacy too valuable & complex to rip /replace, inability to integrate; lack of willingness to adopt open/API's maintenance on existing vs. adoption to newer efficient/cost effective (DevOps).

Pain Points Challenges From Survey – Within Joint Councils



Org Culture/Change

To be successful need:

- Leadership buy-in to work differently (including extensive user research)
- A dedicated team, sufficiently resourced and preferably co-located
- Governance, agile to the needs of the team, not traditional governance.
- Focus on clearing barriers, providing advice and mobilizing resources.
- Decision making, with a Delivery manager who has sufficient authority.



Managing Complexity

Too many working groups and turnover - same conversations over and over. Lack of understanding re: jurisdictional legislative frameworks/differences. Competing expectations from multiple stakeholders.



Governance Issues

Examine governance for priority work; leverage existing WGs strategically. E.g. IMSC requires stronger mandate with authority to make decisions on behalf of public sector reps it services. IMSC has no authority.



Skills/Expertise

A key challenge for JC is to re-allocate digitally savvy resources with domain knowledge /expertise from their Ministry/Jurisdictional commitments priority work. Unless work of the Councils is directly related to primary job, JC work will suffer needing expertise (ie. both digitally savvy and with domain expertise).



Pain Points - Joint Councils



Leadership

Changes in working group co-chair leadership can delay progress advancing initiatives because work is on hold during transition. Opportunity to create inventory of potential successors.



Funding/Budget

Modernization initiatives e.g. Death Notification, Digital identity requires significant funding commitment from jurisdictions to maximize innovation and improvement in service delivery. Lack of funds can delay advancement of priorities.



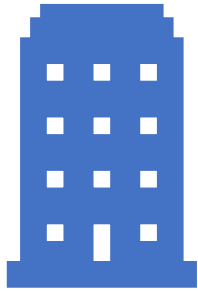
Process/Methodology (Agile)

Focus on traditional. Lack maturity in (agile, devops, cloud. Agile layered on departmental processes to ensure discipline in “waterfall” processes, creates redundant project and program risks = less agile and increasing project failure risks.



Technology/Legacy (Integration)

Successful implementation (e.g., Death Notification, digital identity solutions) rely on the readiness of each jurisdiction, varies widely across the country. Technologies in jurisdictions adds complexity. Could Councils facilitate sharing of API libraries?



Recommendation

Jurisdictional Pain Points

Pain points addressed within the jurisdiction, dependent on maturity, leadership etc. Addressing pain points described are largely **outside of the purview of the Joint Councils.**

Joint Councils Pain Points

Although complex pain points and issues are identified, addressing them **is within the purview of the Joint Councils.**

Recommendation: Address Pain Points related to the Joint Councils. Develop plan for approval.



Joint Council Pain Points

Organizational Culture/Change

Governance Issues

Managing Complexity

Skills/Expertise

Funding/Budget

Leadership

Process/Methodology (Agile)

Legacy/Technology (Integration)

Pain Point Challenges from Survey – Specific to Joint Councils (1)



Governance Issues

Grass roots governance not working for Identity. Need formalization in how Identity for Canada will be governed (e.g. regulated industry, etc.) Challenges re: the governance of the PCTF. interdependencies for identity – governance workshop provide clarity: o VSO; o Driver's Licence; o IRCC; o Etc.

Working Groups- need to look at governance for priority work; could be existing WG to ensure alignment and leverage existing Governance strategically.

Projects have unique governance challenges. Digital identity; examining governance model. Private sector in (PCTF) via the (DIACC) brings complexity. Public sector experts in identity space don't feel empowered to speak on behalf of their own jurisdiction let alone in a broader setting (private sector.) IMSC requires stronger mandate with authority to make decisions on behalf of public sector reps it services. IMSC has no authority, other than to shepherd the working group towards common goals and objectives. Same level of authority is required for public sector representatives at the DIACC Board.



Skills/Expertise

A key challenge for the Joint Councils is to re-allocate digitally savvy resources with domain knowledge and expertise from their Ministry/Jurisdictional commitments to joint council priority work. Unless the work from the Joint Councils is directly related to primary job, JC work will suffer not having access to such expertise (ie. both digitally savvy and with domain expertise).

Ensure Joint Councils has exposure to emerging technology, trends, skillsets, etc.

Pain Point Challenges from Survey – Specific to Joint Councils (2)



Organizational Culture

Collaboration/capacity issues advancing priorities. Perception federally that a single person can represent a Province. Need to bring stakeholders provincially together to ensure respective areas have representation (e.g. Vital Stats, Digital Identity, Registry of Motor Vehicles, etc.) Need to rely on data from authoritative source, change management (reengineering) and cultural shift. Municipally, Identity will help with i.e. applying for housing, OW, child care online. Need authorities in place from federal / provincial partners.

Projects such as Digital Identity and others within the Joint Councils, to be successful need:

- Leadership buy-in to work differently and take digital approaches (including extensive user research)
- A dedicated team, sufficiently resourced and preferably co-located
- Governance that is more agile to the needs of the team, not traditional governance.
- Focus on clearing barriers, providing advice and mobilizing resources.
- Decision making, should be with a Delivery manager who has been given sufficient authority.



Managing Complexity

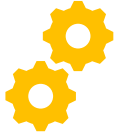
Too many working groups and turnover - same conversations over and over again. Lack of understanding re: jurisdictional legislative frameworks and differences. E.g. jurisdictions own foundational digital identities which precludes the possibility of a single, national identity program. Competing expectations from multiple stakeholders.

Pain Point Challenges from Survey – Specific to Joint Councils (3)



Funding/Budget

Modernization initiatives e.g. Death Notification, Digital identity requires significant funding commitment from jurisdictions to maximize innovation and improvement in service delivery. Lack of funds can delay advancement of priorities.



Process/Methodology (Agile)

Focus on traditional. Lack maturity in (agile, devops, cloud. Agile layered on departmental processes to ensure discipline in “waterfall” processes, creates redundant project and program risks = less agile and increasing project failure risks.



Leadership

Changes in working group co-chair leadership can delay progress advancing initiatives because work is on hold during transition. Opportunity to create inventory of potential successors.

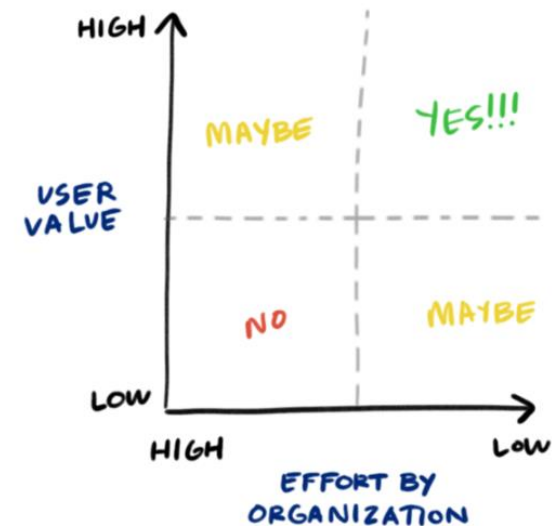


Technology/Legacy

Successful implementation of solutions (e.g., Death Notification, digital identity) rely on the readiness of each jurisdiction, varies widely across the country. Various technologies used in jurisdictions adds complexity. Could Councils facilitate sharing of API libraries?

Decision today....do you approve?

- Tasking the Digital Strategy Working Group to prioritize and assess Joint Council pain points for potential and bring forward a plan for approval?



Pain Point Item	Options: How might we address pain points	<i>Ranking Attribute:</i> Impact on effectiveness of councils	<i>Ranking Attribute:</i> Time to impact	<i>Ranking Attribute:</i> Likelihood of success / Risk	Priority Ranking
Org Culture/Change					
Governance Issues					
Skills/Expertise					
Funding/Budget					
Leadership					
Process/Methodology (Agile)					
Legacy/Technology (Integration)					

Budget Request:

Appendix



Survey Questions



Summarized Survey
Responses

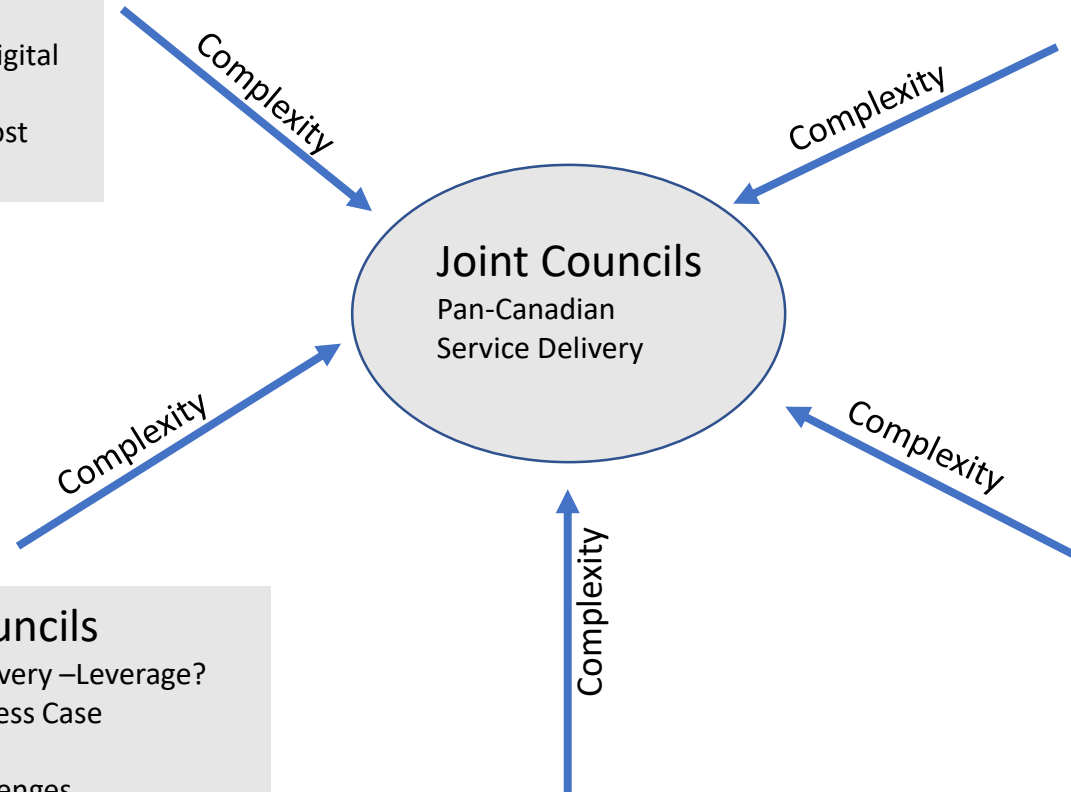
Additional Pressures - Increasing Complexity On The Joint Councils

Political Pressures

- Austerity Agendas
- Statutory and Legislative Overhaul (Ontario)
- Lack of Constituent Interest in Digital
- Lack of Understanding Tech Investment Can Contribute to Cost Savings

Partnerships – Public & Private

- CIO Strategy Council
- Standards Council of Canada
- DIACC
- Open Government Partnership
- Vital Statistics
- CCMTA
- Etc.



Joint Councils

Pan-Canadian
Service Delivery

Governing the Joint Councils

- FPT/DMs Table on Service Delivery –Leverage? Are Barriers/Challenges/Business Case Understood?
- Turnover and Succession Challenges
- Leadership/Funding

Disruptive Technology

- Artificial Intelligence
- Machine Learning
- Government as a Platform
- Blockchain
- Etc.

New Roles / Skill Gaps

Chief Digital Officer
Competition for Talent

Pain Point Challenges – Specific to Jurisdiction (1)



Organizational Culture

Shifting Culture, Lack of Direction/Political Interest, Competing Priorities, Vision Unclear, Competing for Resources, Leadership needed to support change to agile from traditional

Smaller pieces of work to be delivered in short, iterative time frames. Empowered focussed team impeded by institutional barriers. E.g, procurement, reviews, security assessments, hiring practices. Leadership is required to set the conditions for digital teams to flourish, skilled teams can move quickly but require leadership to be successful.



Managing Complexity

Broad mandate/complex ecosystem, no clear roles/ownership, lack common shared vision, competing priorities. Systematic constraints E.g. approvals processes (procurement, budgeting, technology) not adapted for agile. Approvals complex and designed for multi-year projects. 18F's recent agile budgeting guide, shows we can modernize.



Governance Issues

No clear lead, multiple areas directing IT, lack capacity defining outcomes; measuring results. Need leaders at political levels. Challenges articulating benefits, governance changes and org complexity. Requires different governance; empowered teams - \ strong leadership. comfort with iterative (discovery and pivoting).. accountability could be consolidated vs. diffused across organization.

Self governing teams respond to business challenges, vs waterfall (resistant to change and risk averse).

Pain Point Challenges – Specific to Jurisdiction (1)



Skills/Expertise

Gaps: UX, user research & testing, UX designers, mobile dev, product management, full stack dev, back-end (API) integrators, agile coaches, data literacy & scientists, simplifying complexity (visually) AI/ML Data Scientists. Rapid delivery and product iterations/deployments, - requires skills in agile, product management, communications and interpersonal skills. User research discipline requires development.

Senior Leadership: Digital Strategy and Change.

Challenges attracting; HR classifications, competition for talent (private & public sectors)

Engaging with clients/citizens requires communication, organization and facilitation skills. User research is starting point for product teams. Rapid change in technology in areas such as AI, Machine Learning, Data Science, Blockchain, quantum computing, mobile computing, cyber security means keeping abreast. Training through stable funding needed to keep pace.



Funding/Budget

Reducing size of gov - Eliminating debt. Challenge convincing politicians, constituents not asking for digital. Projects not what envisioned. Not addressing TCO (embedded in program budgets).

Budget process constrains digital initiatives. Annual cycle reinforces legacy mindset, costing entire project before work done - forces teams to scope, timeframes, team and costs upfront locks into delivery no opportunity to adjust. Increases risk and probability for failure. Requires a new mindset; smaller amounts of funding over longer periods, smaller deliverables iterated over time = high value deliverables with sustained funding over a longer time Demographics (e.g. pensions) leads to operational focus = loss of momentum in digital transformation.

Pain Point Challenges – Specific to Jurisdiction (2)



Process/Methodology (Agile)

Focus on traditional. Lack maturity in (agile, devops, cloud). Agile layered on departmental processes to ensure discipline in “waterfall” processes, creates redundant project and program risks = less agile and increasing project failure risks. Waterfall methodologies the norm, some progress to agile and lean (Lean Delivery Office) agile guidelines under Digital Service Standards). More work to be done on governance, policies and tools to allow for agile approaches.



Leadership

No political will = no interest at DM level. ADMs take cues from above. Servant leadership is a challenge. Low comfort in how to empower, historically command/control. Turnover in senior ranks; tone-from-the-top about collaboration and agility, but leadership limited by traditional structures of gov as basic as Westminster governance; impedes ability to pursue horizontal. Agile/iterative requires executive leadership to succeed, top down support, with bottom up enablement.

Pain Point Challenges – Specific to Jurisdiction (2)



Technology/Legacy (Integration)

Legacy systems; inability to integrate; lack of willingness to adopt open/APIs, maintenance on existing vs. adoption to newer efficient/cost effective (DevOps). Even when open-source to integrate with legacy there are challenges (performance, scalability, re-usability, and maintenance).

Monolithic solutions e.g. /HR/payroll - driver licensing, health cards, etc. will continue, too valuable & complex, to rip /replace. Advancements allow exposing functions and data in new ways through alternative platforms. Integration not a barrier; expertise of business logic, work flow and business processes need to be understood, within context used (e.g. new service offerings)

Government as a Platform (GaaP) strategy including data and business functions through API's. GaaP is a recognition that governments can create conditions for internal and third parties to collaborate but requires a new level of org maturity and governance. E.g., API's, may be relied upon by partners; require lifecycle management. Changes could adversely affect partners with a reliance on e.g. API used in a different business context.

Other/Open

Keeping pace with technology; balancing integrity, security, good stewardship. Struggle with large change. Complexity of organization and scale of transformation. Different needs; difficult to design services for numerous segments. Teams spread across locations; bring together to enhance collaboration? Relationships with post-secondary sector to attract into public service.

'Pain Point' Survey Questions

Digital Strategy "Pain Points" Survey

At the February in-person meeting of the Joint Councils, the Digital Strategy Working Group was actioned to understand 'Pain Points' related to advancing a Digital Strategy.

Please provide a brief description of the issues/challenges that you are faced with in delivering/developing your Jurisdictional Digital Strategy •and if applicable; advancing digital work on the Joint Councils (e.g. Death Notification, Digital Identity, Service to Business etc.)

Feel free to use the prompts commonly cited as challenges advancing Digital Strategy or provide your own descriptions using 'next' to get to open ended text boxes. There will be time dedicated for discussion at the September meeting.

The following are common pain points:

1. Organization Change/Culture
2. Managing Complexity
3. Governance Issues
4. Skills/Expertise
5. Technology (Legacy, Integration etc.
6. Lack of Budget/Funding
7. Lack of Process/Methodology (Agile)
8. Leadership
9. Other (Open Ended)
10. Recommendations to the Joint Councils to address issue/issues

Please provide the following information:

***Your Jurisdiction:** (Answer required) __Federal __Provincial __Territory __Municipal

***Council You Serve:** (Answer required) __PSCIOC __PSSDC __Other: (please specify)

Organization Culture / Change

Organizations cite challenges with respect to organization change and people factors (vs. technology)
Describe your challenges if applicable in your jurisdiction here.

Within Your Jurisdiction
(Maximum 1500 characters)

Within the Joint Councils E.g. Digital Identity, Death Notification etc. (if applicable)
(Maximum 1500 characters)

Managing Complexity

Organizations cite challenges with respect to organization complexity. Describe your challenges if applicable in your jurisdiction here.

Within Your Jurisdiction
(Maximum 1500 characters)

Within the Joint Councils E.g. Digital Identity, Death Notification etc. (if applicable)
(Maximum 1500 characters)

Governance Issues

Organizations cite challenges with respect to Governance Issues. Describe your challenges if applicable in your jurisdiction here.

Within Your Jurisdiction
(Maximum 1500 characters)

Within the Joint Councils E.g. Digital Identity, Death Notification etc. (if applicable)
(Maximum 1500 characters)

Skills / Expertise

Organizations cite challenges with respect to Skills / Expertise. Describe your challenges if applicable in your jurisdiction here.

Within Your Jurisdiction
(Maximum 1500 characters)

Within the Joint Councils E.g. Digital Identity, Death Notification etc. (if applicable)
(Maximum 1500 characters)

Technology (Legacy, Integration etc.)

Organizations cite challenges with respect to Technology (legacy, Integration etc.). Describe your challenges if applicable in your jurisdiction here.

Within Your Jurisdiction
(Maximum 1500 characters)

Within the Joint Councils E.g. Digital Identity, Death Notification etc. (if applicable)
(Maximum 1500 characters)

Lack of Budget / Funding

Organizations cite challenges with respect to Lack of Budget / Funding. Describe your challenges if applicable in your jurisdiction here.

Within Your Jurisdiction
(Maximum 1500 characters)

Within the Joint Councils E.g. Digital Identity, Death Notification etc. (if applicable)
(Maximum 1500 characters)

Lack of Process / Methodology (Agile)

Organizations cite challenges with respect to Lack of Process / Methodology (Agile). Describe your challenges if applicable in your jurisdiction here.

Within Your Jurisdiction
(Maximum 1500 characters)

Within the Joint Councils E.g. Digital Identity, Death Notification etc. (if applicable)
(Maximum 1500 characters)

Leadership

Organizations cite challenges with respect to Leadership. Describe your challenges if applicable in your jurisdiction here.

Within Your Jurisdiction
(Maximum 1500 characters)

Within the Joint Councils E.g. Digital Identity, Death Notification etc. (if applicable)
(Maximum 1500 characters)

Other:

Any short term or immediate suggestions to address the issue/challenge you have identified?