



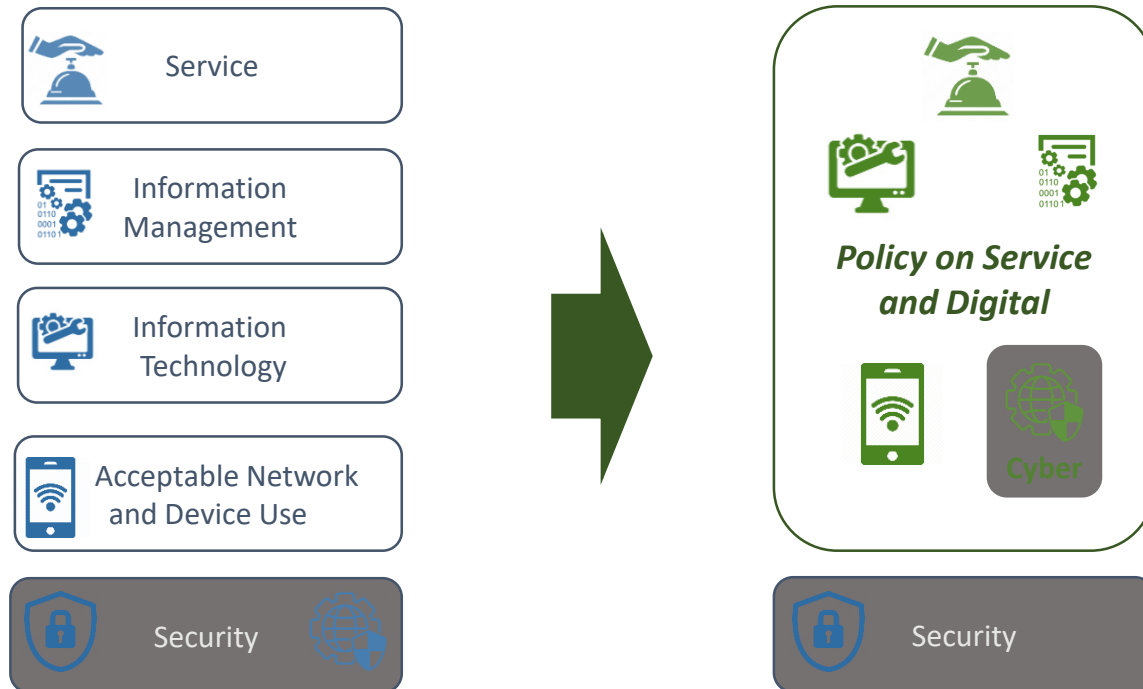
A Collaborative Journey: Developing the *Policy on Service and Digital*

Presentation to the Joint Councils

February 2020



We were asked to evolve a specific set of policy instruments in support of the Government of Canada digital transformation



Measure 2X
Cut 1X
plan plan plan

Timelines are
better derived
through planning

(Re)scoping
can help meet
timelines

And, this was to be done in the **open**, supported by wide **collaboration**, and approved by Ministers within **12 months**.

'Open' required us to re-think our policy development process

What does open
really mean?
And, do we
really mean it?

1. **Balancing** best practices with operational and cultural realities
2. Encouraging broader **public participation** and dialogue by leveraging social media
3. **Identifying** a champion to promote (and be accountable) for the process
4. **Early onboarding** of all stakeholders to influence development rather than react to the developed
5. Establishing a group of senior officials, who are to serve as the **single (integrated) point of contact** for their organization across all functional communities: service, information management, information technology and cyber security



Our approach supported policy ideation, validation and production, purposefully tailoring engagement by phase

1. Policy Ideas

April to August 2018

Public

Government
of Canada



- Social media public consultation
- Stakeholder engagement
- Public online questionnaire
- Publish *What We Heard* report
- Workshops with 30+ departments
- Departmental working group
- ✓ **Formal governance bodies – Input**

2. Policy Directions

August to December 2018



- Social media public consultation
- Publish *What We Heard* report
- Targeted stakeholder engagement
- Targeted departmental dialogue
- Departmental working group
- ✓ **Formal governance bodies – Endorsement**

3. Policy Language

December 2018 to Present



- Social media public updates
- Departmental online questionnaire
- Targeted stakeholder engagement
- Targeted departmental dialogue
- Departmental working group
- ✓ **Formal governance bodies – Approval**

Several megabytes of feedback submitted from over 800+ public servants, businesses, unions, indigenous organisations & private citizens

OMG! This is
a tonne of work!
And, Phase 3
sure is tricky.

Use your
words wisely.

It ain't over
until...

There was *some* 'math' behind our analysis for a new policy

$$\left(\begin{array}{l} \text{Analysis} \\ \text{of ongoing} \\ \text{relevance} \end{array} \right) + \left(\begin{array}{l} \text{Gap analysis} \\ \text{of Digital} \\ \text{Standards,} \\ \text{etc.} \end{array} \right) + \left(\begin{array}{l} \text{Other} \\ \text{research,} \\ \text{e.g., Best} \\ \text{Practices} \end{array} \right) + \left(\begin{array}{l} \text{Feedback} \\ \text{Priorities} \end{array} \right) = \text{NEW POLICY}$$

Key Terms + Line by line review

Words have meanings, and everyone wants to see theirs!

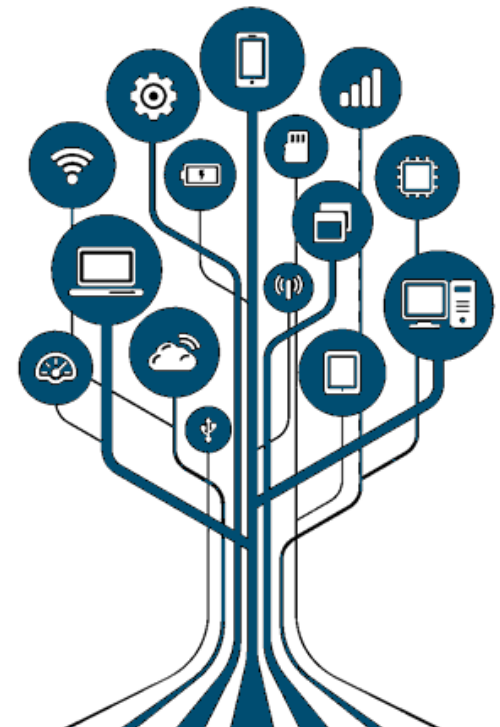
Hyper-documented process is more defensible & trusted

Our analysis and feedback confirmed that current policies - to no surprise – were insufficient

We needed to lay the right foundations in policy, so that the Government of Canada can **function as an enterprise**, operating to benefit all Canadians, and **leverage digital methods and tools** to improve how we operate and design, build, and **deliver client-centric services**.

Our **open and collaborative policy development process** confirmed:

- Rules are many and difficult to navigate
- Basic principles remain relevant, but require simplification, updating and integration
- Ongoing need to balance flexibility and innovation, with a broader move to enterprise approaches
- Departments will need sufficient time to understand, implement and comply with policy requirements
- The culture shift needs to be supported through long-term change management, including employee guidance and training, sharing of best practices, etc.



We developed a policy to enable change: *Policy on Service and Digital*

To understand where you go, you have to know where you were

Simple change can have profound effect

A **Policy** that enables us to focus on:

- The client
- An integrated approach
- A proactive consideration at the design stage



Enhanced integrated governance, planning and reporting for an enterprise approach



Increased the focus on the client and the digital enablement across all services and channels



Strengthened management of information and information resources



Better managed and protection of systems and information and improved interoperability



Support for workforce capacity and capability

This policy will also serve as **the framework** to continue to develop policy instruments.

Integrated, streamlined management of service, information, IT and cyber security to improve government operations and services



Function as an enterprise

Departmental Deputy Heads

- Integrated departmental governance to support the management of these functional areas
- Designated officials to support departmental service and cyber security activities and flexibility to establish other roles, e.g., chief data officers (Official can wear more than one hat)
- A departmental strategic plan to support integrated decision-making, aligning with enterprise direction

Deputy Level Advisory Committee

- An interdepartmental committee, established by the Secretary of the Treasury Board, to provide advice and recommendations on strategic, enterprise direction and prioritization across these functions in support of Government of Canada priorities

Treasury Board Secretariat

- To support an enterprise approach, the CIO of Canada to provide direction on the management of information, IT and cyber security, and as to how these support service design and delivery, including architecture expectations
- To articulate and guide departments in the integrated, enterprise approach for these functional areas, the CIO of Canada to produce a government-wide strategic plan
- In support of streamlined policy development, and innovation and experimentation, use of delegations to issue, amend and rescind directives and standards under the *Policy on Service and Digital*

Key new requirements of the new Policy (2 of 3)



Better serve our clients

Increased focus on the client and the digital enablement across all services and channels

- Designate an official responsible for service with direct access to the Deputy Head
- Consider client needs (e.g., accessibility and inclusivity) and feedback in the design of all services
- Maximize the availability of end-to-end online services to complement all service delivery channels
- Develop service standards, targets, and performance information, including real-time performance information for all services and channels
- Review services for improvement every five years



Better use and sharing of information

Strengthening the management of information resources

- Support key elements of the Data Strategy Roadmap for the Federal Public Service
- Manage information and data as a strategic asset
- Ensure digital systems are the preferred means to create, capture and manage information
- Support sharing and data interoperability, while respecting security and privacy
- Release open information and open data in a client centric manner



Leverage digital technology

Better management and protection of systems and information and improved interoperability

- Designate an official responsible for cyber security
- Ensure operations are digitally enabled
- Plan and apply a risk-based approach to protect information systems and take corrective actions, as required
- Manage IT systems and identity assurance to support interoperability



Strengthen our workforce for the digital era

Supporting the workforce to meet departmental and enterprise service, information, IT and cyber security expectations

- Deputy Heads to ensure awareness, capacity and capabilities and provide employees with digitally enabled tools and IT solutions and equipment are designed to meet requirements for accessibility and official languages
- The CIO of Canada to provide functional leadership of the information and IT communities

We had been planning for change, *before* change happened

To support understanding of the policy intent, purposeful early engagement across a broad range of stakeholders.

To find change champions for integration across functions, leveraging an interdepartmental group of senior officials.

To ensure meaningful support for implementation, early commitment to collaborate with departments to develop guidance tailored to client needs.

The culture shift needs to be supported through long-term change management, including employee guidance and training, sharing of best practices, etc.

Departments will need sufficient time to understand, implement and comply with policy requirements

Plan for implementation from the start!

Team needs to be more than the sum of its parts



As a team, **there were important success factors, including the identification of critical skills sets, including:**

- Knowledge of the machinery of government
- Competency in the development of policy instruments
- Strategic management
- Project management
- Change management

These were complemented by soft skills, including, complete dedication, respect for due diligence, attention to detail, clear and constant communication, trust within the team, and credibility.

Trust

The 'right' team
can be left
to do its thing.

Help Wanted

- Admin
- Comms and
social media
- Open gov't

If you are really keen... there is more... ServiceDigital-ServicesNumerique@tbs-sct.gc.ca



Annex 1: Towards integrated policy instruments

Current Policies and Directives within the Service and Digital Policy Suite

Policy Framework for
Information and Technology

Policy on Management of IT

Directive on Management of IT
(includes API and EARB)

Directive on the Business Number

Directive on Automated Decision-
Making

Policy on Information Management

Directive on IM Roles and Responsibilities

Directive on Open Government

Directive on Recordkeeping

Policy on Service

Policy on Acceptable Network
and Device Use

Enabling Policy Framework

Policy on Service
and Digital

Directive on
Service and Digital

Directive on Open Government

Directive on the Business Number

Directive on Automated
Decision-Making

Standards within the Service and Digital Policy Suite

Standard on Enterprise Resource Planning Systems

TBITS 03

TBITS 05

TBITS 06.11

TBITS 06.9

TBITS 12

TBITS 23

TBITS 25

TBITS 26

TBITS 30

TBITS 36

TBITS 38

Standard on Email Management

Standard on Web Accessibility

Standard on Web Interoperability

Standard on Web Usability

Standard on Optimizing Websites
and Applications for Mobile Devices

Standard on Geospatial Data

Standard on Metadata

Standard for Standard for Electronic Documents
and Records Management Solutions

UPDATING
To Follow

TBITS 6.11, 23, 26
to be rescinded

Annex 2: Our analytical methodology supported by extensive consultation

- **Analysis of the ongoing relevance** of the current policy requirements (400 plus requirements)
- **Gap analysis / crosswalk** ensured policy alignment and coverage
 - Deputy Heads direction, logic model, Digital Operations Strategic Plan, Digital Standards, Data Strategy, feedback from external and internal engagement, review of audits from 2007 to present day, evaluations of policies on information technology and information management, and policy suite reset.
- **Defining key terms / developing a glossary** ensured appropriate application of terminology
 - Other Treasury Board policy suites, Government of Canada legislation, and jurisdictional scan
- **Other research** identified common and best practices
 - Jurisdictional, industry and media scans
- **Departmental, stakeholders, and governance feedback** ensured alignment with Government of Canada directions, input to and validation of policy requirements, understanding unique concerns and considerations
 - Multiple rounds of engagement and feedback through a variety of fora and targeted bilateral discussions
- **Line by line reviews** ensured alignment of policy requirements with intent, plain language understanding of policy requirements, measurability and auditability of policy requirements, and alignment between both official languages.

Annex 5: Our living *Digital Standards* – High-level, guiding principles and best practices

