

# **Pan-Canadian Digital Government:** Aligning the Councils to the Call to Action

Joint Councils Framework Working Group

September 14, 2016

# Overview

- Scope & Objectives
- Approach & Deliverables
- Key Findings & Impacts
- Proposed Path Forward

# Digital Government Defined

*Digital Government refers to the use of digital technologies, as an integrated part of governments' modernization strategies, to create public value.*

*It relies on a digital government ecosystem comprised of government actors, non-governmental organizations, businesses, citizens' associations and individuals which supports the production of and access to data, services and content through interactions with the government.*

Organization for Economic Co-operation and Development (OECD)

**It's not just online service delivery. Digital Government touches all service delivery channels, and all aspects of public service.**

# Our Scope

## *Vision*

**Provide Best in Class Public Services**

*... is supported by a...*

## *Call to Action*

**Provide Best in Class Digital Government**

## *Scope of Assignment*

**Help advance next steps related to the Call to Action through...**

- Review current state of Council priorities and structure
- Develop a framework in support of the Call to Action
- Recommend future state for the Councils, in order to best support the Call to Action
- Develop a high level roadmap in support of the Call to Action

# Today's Objectives

- **Inform:** Present proposed Framework and associated models to the Councils
- **Agree:** Seek consensus on the proposed direction
- **Commit:** Seek endorsement on proposed next steps, including immediate efforts

## In our time today,

### We will:

- Present our approach and key findings
- Provide an overview of the methodology, design and planning materials
- Answer questions and provide opportunity to comment on materials
- Discuss next steps and roles in continuing forward

### We will not:

- Be discussing deliverables in detail
- Revisit the validity of the agreed-to path forward (aligning with the Call to Action of Creating a Best in Class Digital Government for Canadians)

# Our Goal

**Enable the Joint Councils  
to effectively support  
Canada's next generation  
Digital Government**

# What should be our role moving forward?

- **Centre of Expertise?** Researching and sharing information on best practices in Digital Government
- **Broker?:** Improving inter-jurisdictional alignment through facilitation and collaboration support
- **Promoter?:** Using outputs of Council structure to actively engage jurisdictions to employ common standards, approaches and tools
- **Incubator?:** Development of innovative pilots or proofs of concept that address specific challenges or needs, which can be scaled within a pan-Canadian Digital Government context

# Target Outcomes by September

- **Agreement**

Consensus around a digital government framework

- **Role and Structure**

Articulated role(s) and optimized council and working group structure

- Review and analysis of current and future state
- Recommended subcommittee and working group framework with supporting Terms of Reference
- Action Plan (Roadmap)

- **Collaboration**

Ability to align with other digital government activities domestic and international

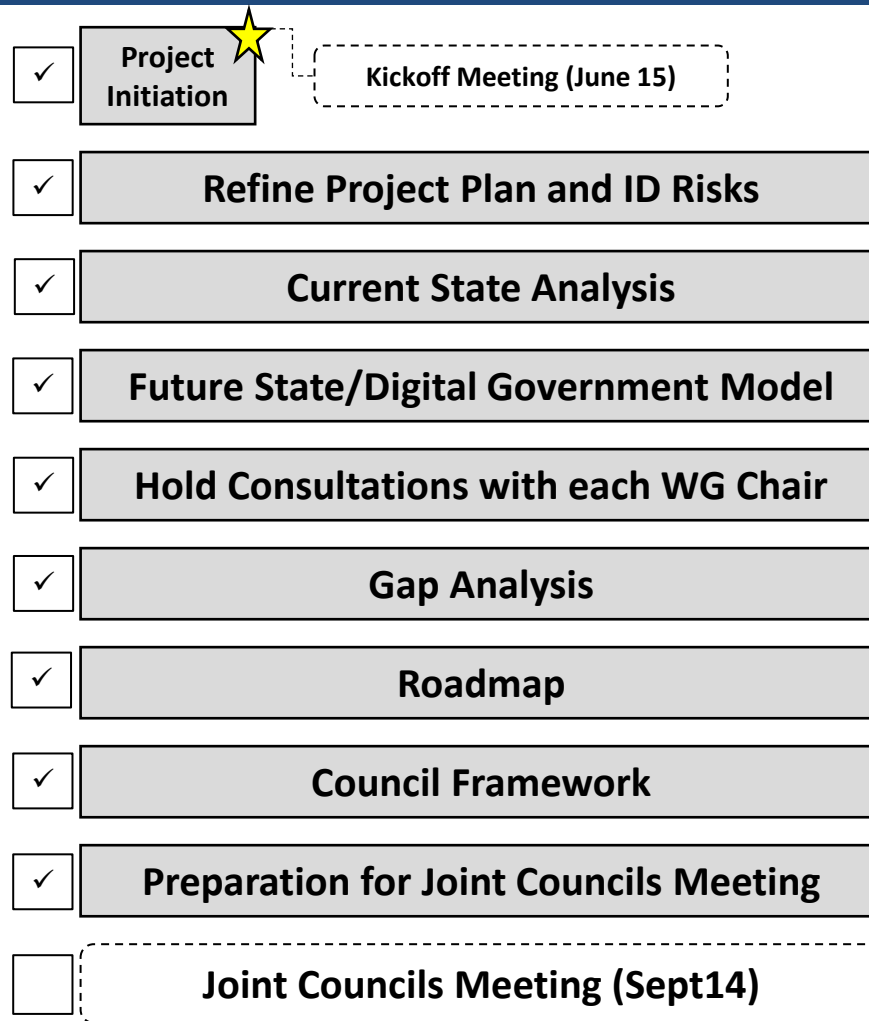


# Connecting The Dots

- A dialogue between TBS, PCO and federal CIOs has been taking place since November 2015 on “The Road Toward a Digital Government Strategy”, in alignment with the GC Service Strategy
- The goal is to identify key champions to lead a Digital Government Strategy at the FPTM levels
- While this conversation is happening across jurisdictions, there is groundwork to be done to bring governments together

We had an opportunity to harmonize efforts by leveraging engagement through related work

# Our Approach and Timeline

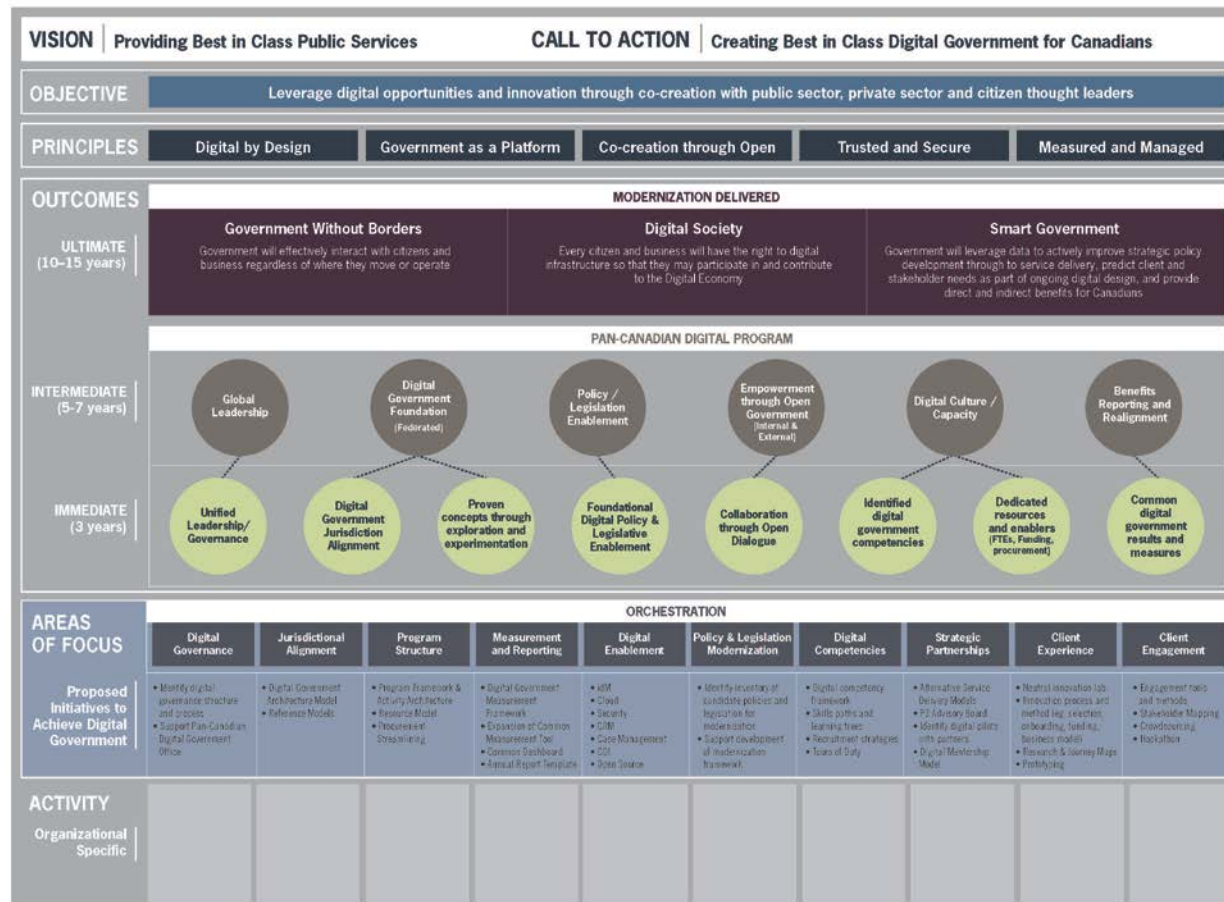


## Key Models

- Digital Government Logic Model
- Current State SWOT Analysis
- Gap Analysis
- Digital Government Council Activity Roadmap
- Digital Government Council Framework

# Proposed Logic Model in support of the Call to Action

(Draft – For Discussion Only)



**OBJECTIVE**

Leverage digital opportunities and innovation through co-creation with public sector, private sector and citizen thought leaders

**PRINCIPLES**

Digital by Design

Government as a Platform

Co-creation through Open

Trusted and Secure

Measured and Managed

**OUTCOMES**

**MODERNIZATION DELIVERED**

**Government Without Borders**

Government will effectively interact with citizens and business regardless of where they move or operate

**Digital Society**

Every citizen and business will have the right to digital infrastructure so that they may participate in and contribute to the Digital Economy

**Smart Government**

Government will leverage data to actively improve strategic policy development through to service delivery, predict client and stakeholder needs as part of ongoing digital design, and provide direct and indirect benefits for Canadians

**PAN-CANADIAN DIGITAL PROGRAM**

Global Leadership

Digital Government Foundation  
(Federated)

Policy / Legislation Enablement

Empowerment through Open Government  
(Internal & External)

Digital Culture / Capacity

Benefits Reporting and Realignment

Unified Leadership/  
Governance

Digital Government Jurisdiction Alignment

Proven concepts through exploration and experimentation

Foundational Digital Policy & Legislative Enablement

Collaboration through Open Dialogue

Identified digital government competencies

Dedicated resources and enablers  
(FTEs, Funding, procurement)

Common digital government results and measures

**IMMEDIATE**  
(3 years)

**INTERMEDIATE**  
(5-7 years)

**AREAS OF FOCUS**

**ORCHESTRATION**

Digital Governance

Jurisdictional Alignment

Program Structure

Measurement and Reporting

Digital Enablement

Policy & Legislation Modernization

Digital Competencies

Strategic Partnerships

Client Experience

Client Engagement

• Identify digital governance structure and process  
• Support Pan-Canadian Digital Government Office

• Digital Government Architecture Model  
• Reference Models

• Program Framework & Activity Architecture  
• Resource Model  
• Procurement Streamlining

• Digital Government Measurement Framework  
• Expansion of Common Measurement Tool  
• Common Dashboard  
• Annual Report Template

• IdM  
• Cloud  
• Security  
• CRM  
• Case Management  
• CDI  
• Open Source

• Identify inventory of candidate policies and legislation for modernization  
• Support development of modernization framework

• Digital competency framework  
• Skills paths and learning trees  
• Recruitment strategies  
• Tours of Duty

• Alternative Service Delivery Models  
• P3 Advisory Board  
• Identify digital pilots with partners  
• Digital Mentorship Model

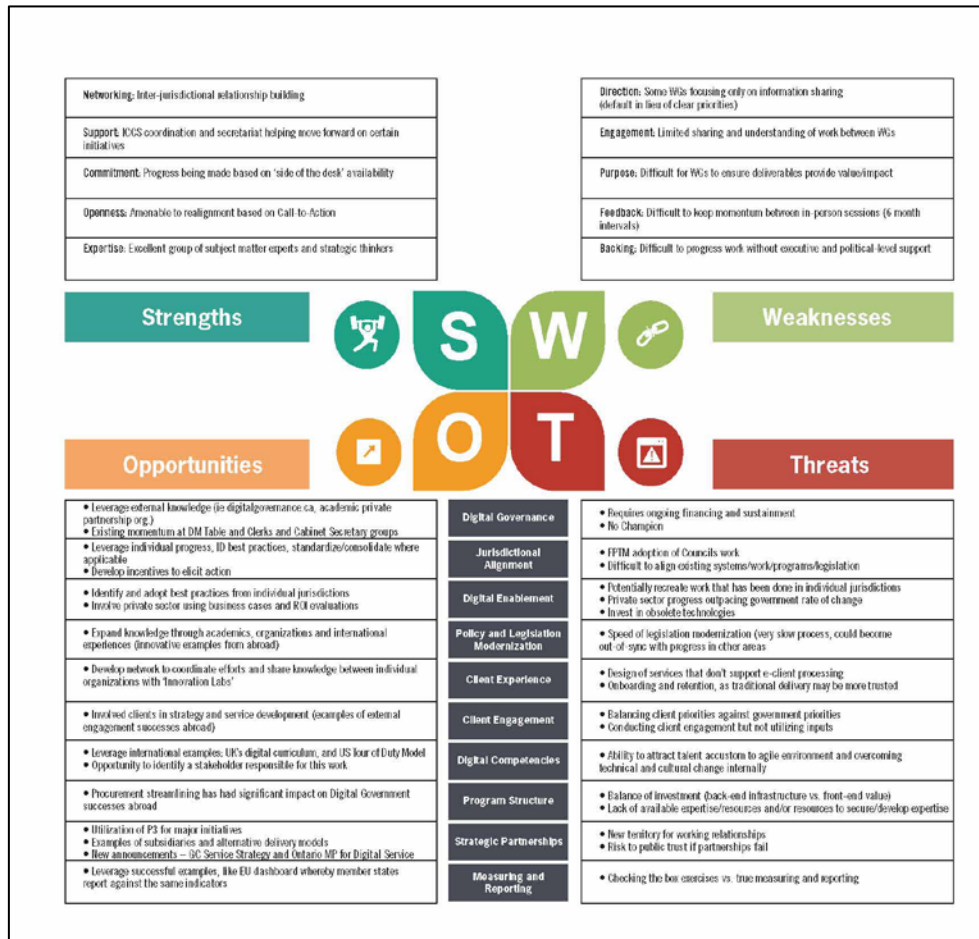
• Neutral innovation lab  
• Innovation process and method (eg. selection, onboarding, funding, business model)  
• Research & Journey Maps  
• Prototyping

• Engagement tools and methods  
• Stakeholder Mapping  
• Crowdsourcing  
• Hackathon

**ACTIVITY**

Organizational Specific

# Key Findings: SWOT Analysis



- Based on consultation findings and research
- Identifies the internal and external factors affecting the performance of the councils (current state)
- Aligns external characteristics (Opportunities and Threats) to the Digital Government *Areas of Focus*.



# Key Findings: Gap Analysis

		Public Sector CIO Council					Public Sector Service Delivery Council					Joint Councils					Assessment by Focus Area		
		National CIO Sub-Committee on Information Protection	Information Management Sub-Committee	IT Procurement Working Group	Cloud Working Group	ICT Policy Working Group	Service to Business Community of Practice	Costing Working Group	Debris Notification Working Group	Chassis Shifting Working Group	Service Network Collaboration Working Group	Research Committee	Privacy Sub-Committee	Service Mapping Sub-Committee	Identity Management Sub-Committee	Canada's Digital Interchange	Open Data and Information Working Group	Framework Working Group	Assessment by Focus Area
Digital Government Areas of Focus	Digital Governance	M. T. and B. G. (2018)																Some and active. Some projects underway to better align with stakeholders.	Minimal efforts in this area of focus.
	Jurisdictional Alignment	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	Good coverage in this area. However, this should be a component of each working group.	
	Digital Enablement	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	Good coverage in this area. However, action items need to fully align to requirements of mission / call to action.	
	Policy and Legislation Modernization	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	M. T. and B. G. (2018)	Some coverage. Likely room for better integration or dedicated focus in this area.	
	Client Experience																	Two working groups providing good coverage. Work in this area could expand to address activities.	
	Client Engagement																	Very little coverage in this area. Requires improvement.	
	Digital Competencies																	Some coverage, mostly Wg activity specific. Not being covered from a strategic or "enabling" digital perspective.	
	Program Structure																	No coverage for this area of focus.	
	Strategic Partnerships																	Small amount of coverage for this focus area.	
	Measuring and Reporting																	Some coverage, mostly Wg activity specific. Not being covered from a strategic or "enabling" digital perspective.	
CURRENT STATE Assessment by Working Group and Sub-Committee		Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	Work focuses on two areas of focus, but has limited impact.	
FUTURE STATE Considerations		Overlap with other groups (Privacy, Identity, etc.) if engagement, etc. into it being experts highly valuable.	Active group with lots of work. More engagement needed. Alignment of the mandate/term of reference.	High level activities in development. More engagement needed. Alignment of the mandate/term of reference.	Group appears to be emerging. More engagement needed. Alignment of the mandate/term of reference.	May be opportunities to explore with other groups, or establish a shared vision. More engagement needed. Alignment of the mandate/term of reference.	Group appears to be emerging. More engagement needed. Alignment of the mandate/term of reference.	May be opportunities to explore with other groups, or establish a shared vision. More engagement needed. Alignment of the mandate/term of reference.	Group appears to be emerging. More engagement needed. Alignment of the mandate/term of reference.	May be opportunities to explore with other groups, or establish a shared vision. More engagement needed. Alignment of the mandate/term of reference.	Group appears to be emerging. More engagement needed. Alignment of the mandate/term of reference.	May be opportunities to explore with other groups, or establish a shared vision. More engagement needed. Alignment of the mandate/term of reference.	Group appears to be emerging. More engagement needed. Alignment of the mandate/term of reference.	May be opportunities to explore with other groups, or establish a shared vision. More engagement needed. Alignment of the mandate/term of reference.	Group appears to be emerging. More engagement needed. Alignment of the mandate/term of reference.	May be opportunities to explore with other groups, or establish a shared vision. More engagement needed. Alignment of the mandate/term of reference.	Group appears to be emerging. More engagement needed. Alignment of the mandate/term of reference.	May be opportunities to explore with other groups, or establish a shared vision. More engagement needed. Alignment of the mandate/term of reference.	

- Based on consultation findings and assessment of the current state
- Analysis on the level of alignment and impact Working Groups and Sub-Committees have towards the new Call to Action.

# Example Activity Roadmap

## (Draft – For Discussion Only)

**“What do we need to do to realize the vision and call to action?”**

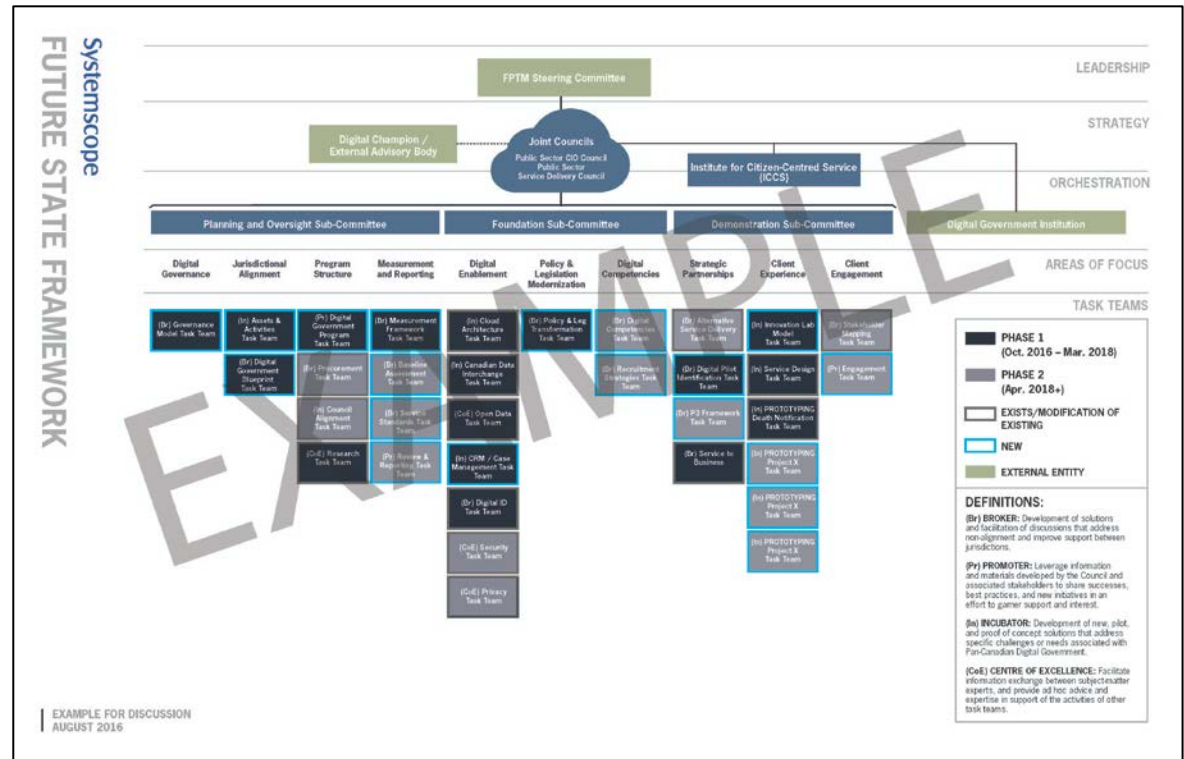
**Vision:** Providing Best in Class Public Services  
**Call to Action:** Creating Best in Class Digital Government for Canadians

Areas of Focus		OCTOBER 2016 – MARCH 2017	APRIL 2017 – SEPTEMBER 2017	OCTOBER 2017 – MARCH 2018
Planning and Oversight Sub-Committee	Program Structure	(Pr) Pan-Canadian Digital Government Proposal (CoE) Research methodologies, tools and target research topics	(Pr) Socialize Digital Government Proposal (Br) Secure Support Resources	
	Digital Governance	(Pr) Proposal for Pan-Canadian Digital Governance Model (Br) Membership, TOR and Governance Process for New Council Structure	(Br) Build TOR for Pan-Canadian Digital Governance Structure (Br) Institute Pan-Canadian Digital Governance	
	Jurisdictional Alignment	(In) Digital Government Assets and Activities Inventory (Br) Research and Draft Digital Government Blueprint– Government as a Platform (possibly procurement task team to support)	(In) Digital Government Architecture	(Br) Initiative Alignment
	Measurement and Reporting		(Br) Pan-Canadian Digital Government Value Measurement Framework (Pr) Socialize Value Measurement Framework	
	Digital Enablement	(Br) Digital Government Foundation Principles for Alignment (Br) Pan-Canadian Digital ID Framework and Roadmap (includes ID Management, Business Number, Trust Framework, and Security) (In) Cloud Architecture (In) Canada's Digital Interchange (CoE) Open Data		
Foundation Sub-Committee	Policy and Legislation Modernization		(Br) Digital Policy and Legislation Transformation Framework and Roadmap	
	Digital Competencies			
Demonstration Sub-Committee	Strategic Partnerships		(Br) Public-Private Partnership Framework (Br) Digital Government Pilot Program and Candidate Prioritization Criteria	
	Client Experience	(In) Service Design Playbook (In) Death Notification Pilot	(In) Pilot A: Digital Identity Pilot (real world reference architecture) (In) Pilot B: TBD (In) Pilot C: TBD	
	Client Engagement	(In) Digital Government Innovation Lab Model		

Role	Status
CoE Centre of Expertise	■ New Activities
Pr Promoter	■ In-Progress Activities
Br Broker	
In Incubator	

- Establishes the actions and priorities to alignment to the Vision and Call to Action
- Identifies which actions and priorities are new and which are already in progress

# Example Future State Framework (Example – For Discussion Only)





# Example Change Analysis

(Example – For Discussion Only)

FRAMEWORK CHANGE ANALYSIS

Systemscope

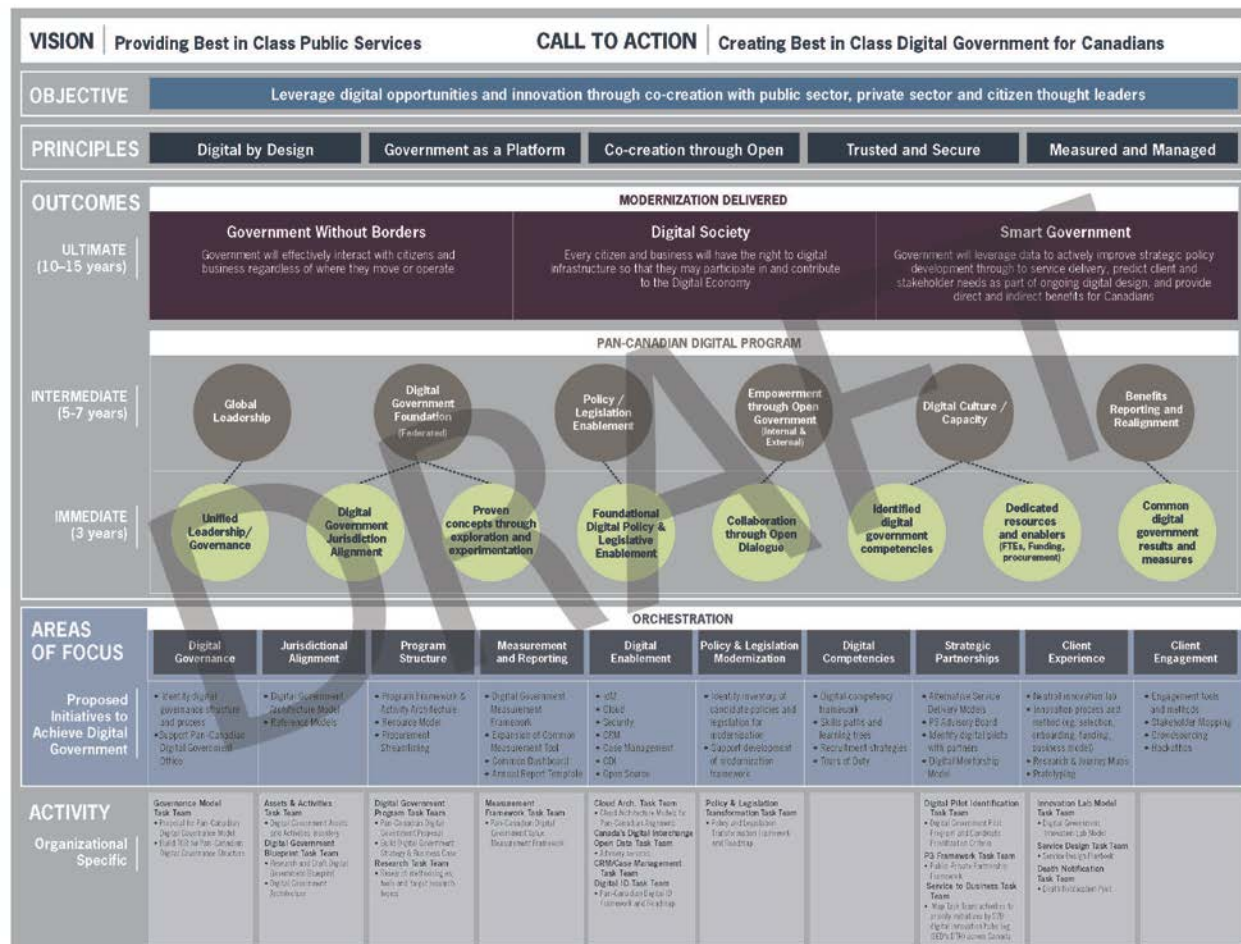
Current Working Groups and Sub-Committees	Proposed Future State				Rationale/Notes
	Phase 1	Phase 2	Continued	Sunset	
Research Committee			X		With direction from the subcommittee, launch targeted research activities. Efforts should align with Digital Government knowledge gaps and support efforts of task teams.
Open Data Working Group	X				Shift focus of group to provide on-demand expertise in Open Data to other Task Teams. Rename as Open Data Task Team.
Privacy Sub-Committee		X			Deferred realignment to Phase 2 implementation. Projected requirement based on work of Digital Enablement task teams (Cloud Architecture, Digital ID, etc) and potential requirement for CoE style advice. Rename as Privacy Task Team.
Identity Management Sub-Committee	X				Combine with National CIO Sub-Committee On Information Protection to form Digital ID Task Team. Opportunity to combine expertise in IdM and Information Protection (security) to help advance this key piece of work.
Canada's Digital Interchange			X		Current work is well aligned and impactful towards the Digital Government Call to Action.
Service Mapping Sub-Committee	X				Combine with Channel Shifting WG to form Service Design Task Team. Current work focusing more on Service Design, which could align well with customer focused service mapping (ie customer experience journey maps).
Service to Business CoE			X		Review mandate and terms of reference to position the group as a broker.
Costing Working Group				X	Discontinue working group. Embed Costing as a contextualized function in appropriate Task Teams.
Death Notification			X		Current work is well aligned and impactful towards the Digital Government Call to Action.
Channel Shifting	X				Combine with Service Mapping Sub-Committee to form Service Design Task Team. Current work focusing on Service Design playbook, which aligns well to Digital Government Call to Action.
Service Network Collaboration	X				Current work focused on creating usable inventories of service collaboration locations, and planning to develop Service Collaboration playbook. This work aligns well with the Assets & Activities Task Team, which would look to develop inventories of services, service delivery assets, and best practice examples across Canada, identifying candidates for collaboration, transformation, etc.
Cloud Working Group	X				Shift focus of this group to work on developing Cloud Architecture model(s) that provides foundation for more efficient uptake of Cloud infrastructure/services. Rename group as Cloud Architecture Task Team.
Info Management Working Group				X	Discontinue working group. Embed IM as a contextualized function in appropriate Task Teams.
National CIO Sub-Committee on Info Protection	X				Combine with Identity Management Sub-Committee to form Digital ID Task Team. Opportunity to combine expertise in IdM and Information Protection (security) to help advance this key piece of work.
ICT Policy Working Group	X				Shift focus of this group to work on developing an inventory/prioritization of policies and legislation within the jurisdictions that create barriers to efficient transformation towards Digital Government. Rename group as Policy and Legislation Transformation Task Team.
IT Procurement Working Group		X			Deferred realignment to Phase 2 implementation. Procurement Task Team.
Framework Working Group			X		Continue existing work on ensuring alignment of the Council(s) to the Call to Action, with focus on implementing structural and activities-based changes. Rename as Council Alignment Task Team.

New Task Teams not reflected in the above analysis include:

- Governance Model Task Team
- Digital Government Blueprint Task Team
- Measurement Framework Task Team
- CRM Case Management Task Team
- Digital Pilot Identification Task Team
- Innovation Lab Model Task Team
- Digital Government Program Task Team

EXAMPLE FOR DISCUSSION  
AUGUST 2016

# Logic Model – Councils View (Draft – For Discussion Only)



# Proposed Path Forward – Short Term

- Fall:
  - Review of the details of the draft models and structure
  - Review and alignment of activities with associated plans and roadmaps
  - Finalize models and structure
  - Re-convene via teleconference
  - Begin structural transitions:
    - Working with existing groups to either re-frame existing work activities, or identify potential contributions towards newly identified activities
    - Establishing criteria, terms of reference and governance for Council, Sub-Committees, and Task Teams
    - Prioritize Task Team initiation for teams responsible for early roadmap activities
  - Initiate early roadmap activities
- Winter:
  - Re-convene at February In-Person Meeting
  - Finalize structural transitions
  - Continue roadmap activities

# What We Ask Of You

1. **Agree:** Based on today's presentation, do you agree with the direction promoted through the storyline and models? Do you see any showstoppers?
2. **Engage:** Work with Council members in a second round of consultations to explore the detail of the recommendations with a view to move toward endorsement.
3. **Endorse:** Members to provide their jurisdictional feedback at a JC teleconference in fall/winter and based on that feedback to have a follow up discussion that is focused and facilitated at the February meeting around next steps.

# Questions