

PROPOSED LOGIC MODEL

Systemscope

VISION Providing Best in Class Public Services		CALL TO ACTION Creating Best in Class Digital Government for Canadians									
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									
ULTIMATE (10–15 years)		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									
INTERMEDIATE (5-7 years)		<div><div>Global Leadership</div><div>Digital Government Foundation (Federated)</div><div>Policy / Legislation Enablement</div><div>Empowerment through Open Government (Internal & External)</div><div>Digital Culture / Capacity</div><div>Benefits Reporting and Realignment</div></div>									
		<div><div>Unified Leadership/ Governance</div><div>Digital Government Jurisdiction Alignment</div><div>Proven concepts through exploration and experimentation</div><div>Foundational Digital Policy & Legislative Enablement</div><div>Collaboration through Open Dialogue</div><div>Identified digital government competencies</div><div>Dedicated resources and enablers (FTEs, Funding, procurement)</div><div>Common digital government results and measures</div></div>									
IMMEDIATE (3 years)											
AREAS OF FOCUS		ORCHESTRATION									
Proposed Initiatives to Achieve Digital Government		Digital Governance	Jurisdictional Alignment	Program Structure	Measurement and Reporting	Digital Enablement	Policy & Legislation Modernization	Digital Competencies	Strategic Partnerships	Client Experience	Client Engagement
		<ul style="list-style-type: none">Identify digital governance structure and processSupport Pan-Canadian Digital Government Office	<ul style="list-style-type: none">Digital Government Architecture ModelReference Models	<ul style="list-style-type: none">Program Framework & Activity ArchitectureResource ModelProcurement Streamlining	<ul style="list-style-type: none">Digital Government Measurement FrameworkExpansion of Common Measurement ToolCommon DashboardAnnual Report Template	<ul style="list-style-type: none">idMCloudSecurityCRMCase ManagementCDIOpen Source	<ul style="list-style-type: none">Identify inventory of candidate policies and legislation for modernizationSupport development of modernization framework	<ul style="list-style-type: none">Digital competency frameworkSkills paths and learning treesRecruitment strategiesTours of Duty	<ul style="list-style-type: none">Alternative Service Delivery ModelsP3 Advisory BoardIdentify digital pilots with partnersDigital Mentorship Model	<ul style="list-style-type: none">Neutral innovation labInnovation process and method (eg, selection, onboarding, funding, business model)Research & Journey MapsPrototyping	<ul style="list-style-type: none">Engagement tools and methodsStakeholder MappingCrowdsourcingHackathon
ACTIVITY											
Organizational Specific											

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CURRENT STATE SWOT ANALYSIS

Networking: Inter-jurisdictional relationship building
Support: ICCS coordination and secretariat helping move forward on certain initiatives
Commitment: Progress being made based on 'side of the desk' availability
Openness: Amenable to realignment based on Call-to-Action
Expertise: Excellent group of subject matter experts and strategic thinkers

Direction: Some WGs focusing only on information sharing (default in lieu of clear priorities)
Engagement: Limited sharing and understanding of work between WGs
Purpose: Difficult for WGs to ensure deliverables provide value/impact
Feedback: Difficult to keep momentum between in-person sessions (6 month intervals)
Backing: Difficult to progress work without executive and political-level support



<ul style="list-style-type: none">• Leverage external knowledge (ie digitalgovernance.ca, academic private partnership org.)• Existing momentum at DM Table and Clerks and Cabinet Secretary groups
<ul style="list-style-type: none">• Leverage individual progress, ID best practices, standardize/consolidate where applicable• Develop incentives to elicit action
<ul style="list-style-type: none">• Identify and adopt best practices from individual jurisdictions• Involve private sector using business cases and ROI evaluations
<ul style="list-style-type: none">• Expand knowledge through academics, organizations and international experiences (innovative examples from abroad)
<ul style="list-style-type: none">• Develop network to coordinate efforts and share knowledge between individual organizations with 'Innovation Labs'
<ul style="list-style-type: none">• Involved clients in strategy and service development (examples of external engagement successes abroad)
<ul style="list-style-type: none">• Leverage international examples: UK's digital curriculum, and US Tour of Duty Model• Opportunity to identify a stakeholder responsible for this work
<ul style="list-style-type: none">• Procurement streamlining has had significant impact on Digital Government successes abroad
<ul style="list-style-type: none">• Utilization of P3 for major initiatives• Examples of subsidiaries and alternative delivery models• New announcements – GC Service Strategy and Ontario MP for Digital Service
<ul style="list-style-type: none">• Leverage successful examples, like EU dashboard whereby member states report against the same indicators

Digital Governance
Jurisdictional Alignment
Digital Enablement
Policy and Legislation Modernization
Client Experience
Client Engagement
Digital Competencies
Program Structure
Strategic Partnerships
Measuring and Reporting

<ul style="list-style-type: none">• Requires ongoing financing and sustainment• No Champion
<ul style="list-style-type: none">• FPTM adoption of Councils work• Difficult to align existing systems/work/programs/legislation
<ul style="list-style-type: none">• Potentially recreate work that has been done in individual jurisdictions• Private sector progress outpacing government rate of change• Invest in obsolete technologies
<ul style="list-style-type: none">• Speed of legislation modernization (very slow process, could become out-of-sync with progress in other areas)
<ul style="list-style-type: none">• Design of services that don't support e-client processing• Onboarding and retention, as traditional delivery may be more trusted
<ul style="list-style-type: none">• Balancing client priorities against government priorities• Conducting client engagement but not utilizing inputs
<ul style="list-style-type: none">• Ability to attract talent accustom to agile environment and overcoming technical and cultural change internally
<ul style="list-style-type: none">• Balance of investment (back-end infrastructure vs. front-end value)• Lack of available expertise/resources and/or resources to secure/develop expertise
<ul style="list-style-type: none">• New territory for working relationships• Risk to public trust if partnerships fail
<ul style="list-style-type: none">• Checking the box exercises vs. true measuring and reporting

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CURRENT STATE 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	Death Notification Working Group	Channel 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	
Digital Government Areas of Focus	Digital Governance		IM Roles and Responsibilities															Review and analyze current groups and structures for better alignment with Call-to-Action	Minimal efforts in this area of focus
	Jurisdictional Alignment	Info sharing, jurisdictional scan (Admin Privileges), coordination with MISA	Best practices for cross-jurisdictional IM and info-sharing		Cloud reference architecture, common security profiles	Master list of all policy instruments, info sharing	Pan-Canadian BN adoption and expansion. Expedited Business Start research and process mapping.	Info sharing focus	Death notification processes (streamlining)	Service design playbook	Identifying collaboration potential between jurisdictions		Info sharing, shared document library	Pan-Canadian standards model for digital enterprise architecture (not yet started), LGInform (UK) model as idea (not yet proposed)	Pan-Canadian Trust Model	Canada's Digital Interchange	Common principles, licensing, and standards for Open Data		Good coverage in this area; however, this should be a component of each working group
	Digital Enablement	Cyber Security info sharing between jurisdictions on protection from threats, incidence response and risk assessment		Centralized procurement methods. Jurisdictions ability to use SSC/ PWGSC procurement instruments (ie standing offers)	Common terms and conditions for procurement of Cloud services		Pan-Canadian BN adoption and expansion. Expedited Business Start research and process mapping.		Process improvement work (death notification blueprint), as proof of concept of Trust Framework.		Collaboration playbook			Pan-Canadian Architecture Model	Pan-Canadian Trust Model		MOU to allow Government of Canada Open Data portal to show Alberta results.		Good coverage in this area; however, activities may not fully align to requirements of vision / call to action
	Policy and Legislation Modernization		Cross-jurisdictional IM Policy		Legislation, regulation, policy change requirements. Legal risk analysis. (planned discussion stage)	Info sharing focus							Info sharing on policy/leg development initiatives						Some coverage. Likely room for better integration or dedicated team in this area.
	Client Experience									Service design perspective and info sharing	Collaboration analysis and playbook								Two working groups providing good coverage. Work in this area could expand to additional activities.
	Client Engagement									Design thinking promotion through service design playbook									Very little coverage in this area. Room for improvement.
	Digital Competencies		IM Maturity Levels (survey a few years ago)		Common requirements and learning for Cloud implementation					Design thinking promotion through service design playbook									Some coverage, mostly WG/activity specific. Not being covered from a strategic or "enabling" digital gov perspective.
	Program Structure																		No coverage for this area of focus.
	Strategic Partnerships										Service collaboration playbook								Small amount of coverage for this focus area.
	Measuring and Reporting		IM Performance Indicators										Identify common metrics for privacy-related activities/ actions. Develop common metrics						Some coverage, mostly WG/activity specific. Not being covered from a strategic or "enabling" digital government perspective.
CURRENT STATE Assessment by Working Group and Sub-Committee		Work touches on two areas of focus, but has limited impact.	Work touches on five areas of focus, but has limited impact.	Work specializes in one area of focus. There is potential to have a more significant impact.	A highly engaged group with areas of high impact.	Some coverage for areas of focus, but limited impact. Potential for additional value.	Work has broad impact on two areas of focus. Could provide additional value through better integration with other groups	Not very engaged group with unclear priorities.	Highly engaged group. Coverage on single area of focus but potential for high impact.	Work touches on four areas of focus, with opportunities for strong impact through in-progress work.	Group is highly engaged. Opportunity for impacts. Potential for additional value.	Group currently in a planning phase. Could provide value to a number of areas of focus, pending direction of research activities.	Highly engaged group. High value from info-sharing. Strong impact in one area of focus.	Previously active group, transitioning to standards-focused.	Work touches on two areas of focus. Engaged group with high impact.	Important activities in one area of focus.	Highly engaged group with coverage in two areas of focus.	Engaged group with potential to impact any/all areas of focus with WG-level re-framing.	
FUTURE STATE Considerations		Overlap with other groups (Privacy, Identity Management, etc). Info sharing aspects highly valuable.	Active group with links with many areas of focus. May require more detailed alignment at the mandate/ terms of reference level.	Important activities in leveraging federal procurement vehicles. Will be opportunities to provide more impact	Group appears to be maximizing impact within this topic area. Will be additional work to move this forward, which could align to additional areas of focus.	May be opportunities to re-frame this group, or distribute their focus amongst others.	Opportunity to ensure alignment of digital hubs with current work and to help to shape future aligned activities.	Current work is ad hoc. May be better to re-frame this work around channel shifting -focused specific deliverables.	Group utilizing expertise from multiple areas. Could be categorized as a task-team.	Providing good value despite fairly narrow focus for current activities. Opportunities here to expand their work.	Group will continue to provide value based on their existing direction. Could expand scope of inventory work to accommodate more digital-focused aspects.	Opportunity to define reserach required around Digital Government and support work of other groups.	Overlap with other groups (Info Protection Identity Mngmt, etc). Info sharing aspects highly valuable.	Motivated team but lack of buy-in for this work. Will be important as part of new call-to-action. May look to re-frame to reinvigorate work.	Key work piece will be important to advance call-to-action. May need to re-frame as task team , or look for additional opportunities.	Key work piece will be important to advance call-to-action. Already framed as task team.	Represents important work for call-to-action. May look to implement task-teams in conjunction with this group to progress key initiatives (common license, etc). Should this be linked to FPT DM table work on Data Driven Intelligence.	Future state role could provide to support to WGs to ensure ongoing alignment to call-to-action. Will depend on future state requirements and new structure recommendations. Group could also be disbanded following review and analysis work.	

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ACTIVITY ROADMAP

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

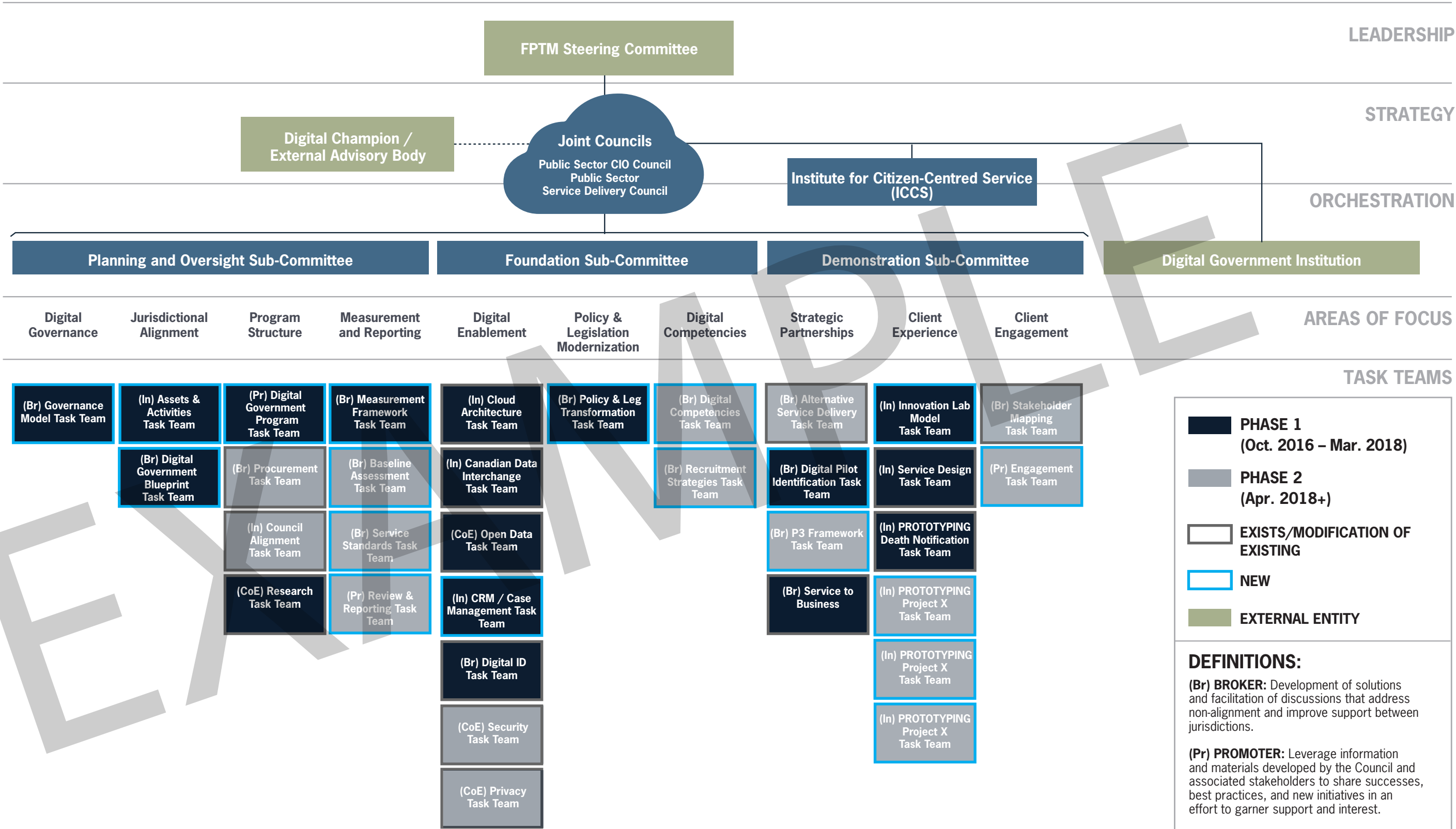
Vision: Providing Best in Class Public Services
Call to Action: Creating Best in Class Digital Government for Canadians

CoE Pr Br In	Role	Status
	Centre of Expertise	<div></div> New Activities <div></div> In-Progress Activities
	Promoter	
	Broker Incubator	

	Areas of Focus	PERIOD 1		PERIOD 2		PERIOD 3	
Planning	Program Structure	(Pr) Pan-Canadian Digital Government Proposal		(Br) Build Digital Government Strategy and Business Case			
		(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) Build TOR for Pan-Canadian Digital Governance Structure				
		(Br) Membership, TOR and Governance Process for New Council 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		
Foundation	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					
	Policy and Legislation Modernization		(Br) Digital Policy and Legislation Transformation Framework and Roadmap				
	Digital Competencies						
Demonstration	Strategic Partnerships			(Br) Public-Private Partnership Framework			
			(Br) Digital Government Pilot Program and Candidate Prioritization Criteria				
	Client Experience	(In) Service Design Playbook		(In) Pilot A: Digital Identity Pilot (real world reference architecture)			
		(In) Death Notification Pilot		(In) Pilot B: TBD			
				(In) Pilot C: TBD			
		(In) Digital Government Innovation Lab Model					
	Client Engagement						

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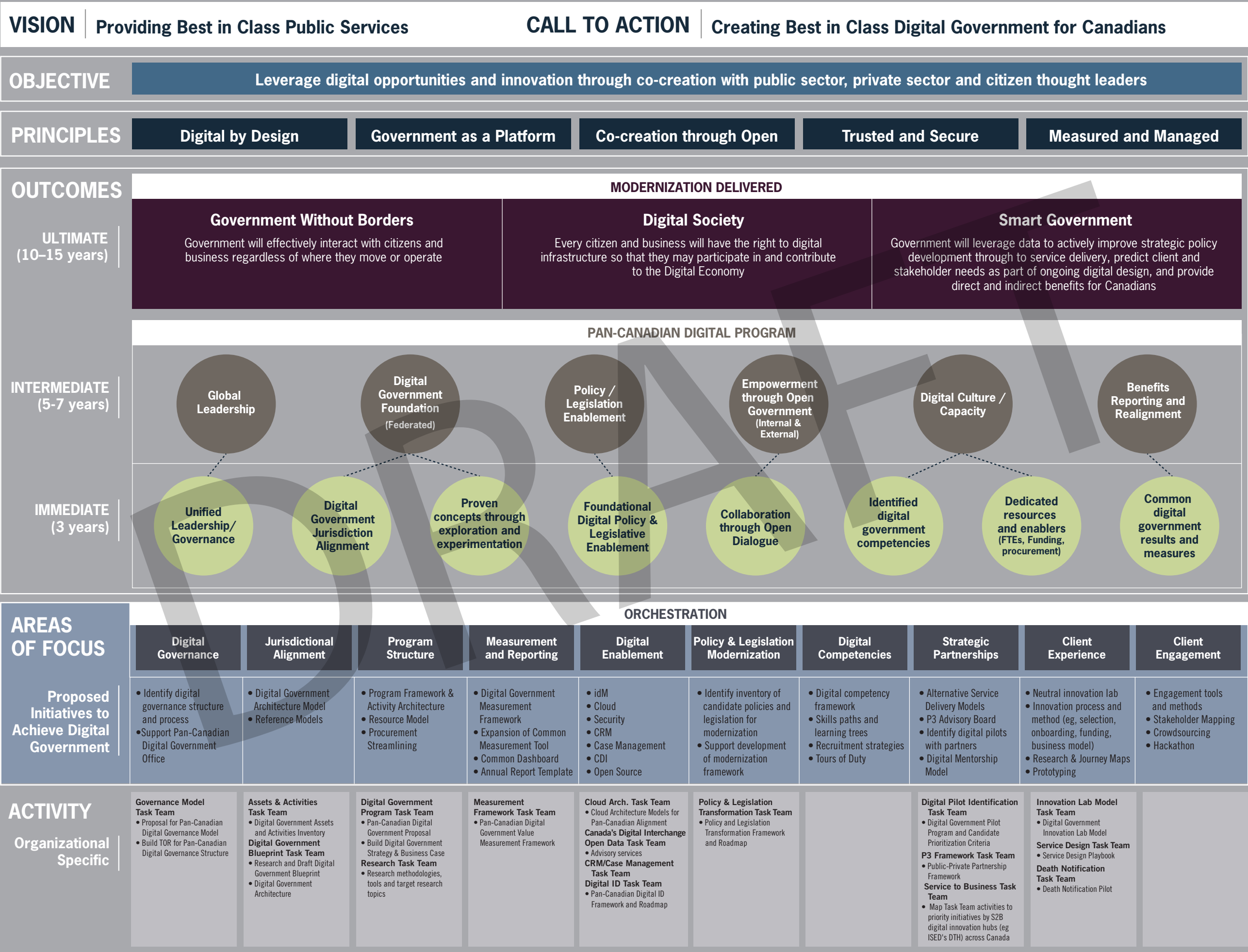
FUTURE STATE FRAMEWORK



Current Working Groups and Sub-Committees	Proposed FutureState				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



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Vision: Providing Best in Class Public Services
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	Promoter	
	Broker Incubator	

	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		(Br) Build Digital Government Strategy and Business Case			
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				(In) Pilot C: TBD			
		(In) Digital Government Innovation Lab Model					
	Client Engagement						

Agile Software Development

Collaborative software development method carried out by cross-functional teams with an emphasis on early delivery, continuous improvement, and rapid and flexible response to change.

Alternative Service Delivery (ASD) Model

A means of continuing to provide some services or products, which have been provided traditionally by the Public Service, through, or in partnership with, organizations outside the Public Service. These products or services may be provided either to the public or to users within the government.

Canada’s Digital Interchange (CDI)

A strategic initiative for enabling cost-effective ways to securely confirm an individual’s identity information.

Case Management

The coordination of services for a client who may be considered a case. It is a collaborative process that assesses, plans, implements, coordinates, monitors and evaluates the options and services required to meet the client’s services needs. It is characterized by advocacy, communication, and resource management and promotes quality and cost-effective interventions and outcomes.

Cloud

Storing and accessing data and programs over the Internet instead of your computer's hard drive.

Co-Creation

Bringing external stakeholders, usually customers or suppliers, into an organization’s creative process.

Competency

The ability to do something successfully or efficiently – to meet complex demands, by drawing on resources (including skills and attitudes) in a particular context.

Crowd Sourcing

The practice of obtaining needed services, ideas, or content by soliciting contributions from a large group of people, especially from the online community, rather than from traditional employees or suppliers.

Customer Relationship Management (CRM)

A strategy for understanding your customers and their

needs in order to optimize your interactions with them. This philosophy leverages technology to create stronger relationships with former, current and prospective customers while maximizing your marketing and customer service capabilities.

Digital Design

The application of design thinking in solving digital problems and developing new or improved digital services and products.

Digital Economy

The network of suppliers and users of digital content and technologies that enable businesses to be innovative and productive; help governments to provide services; and allow citizens to interact, to transmit, and to share information and knowledge.

Digital Government

The use of digital technologies, as an integrated part of governments’ modernisation strategies, to create public value. It relies on a digital government ecosystem comprised of government actors, non-governmental organisations, businesses, citizens’ associations and individuals which supports the production of and access to data, services and content through interactions with the government.

Digital Mentorship Model

Connecting digital government leaders with emerging talent, creating an exchange of strategic, business, and technical information to ensure the long-term sustainability of the culture and capacity within the Pan-Canadian Digital Government context.

Digital Sandbox

The environment and tools through which digital innovation, planning, and implementation occur. The Digital Sandbox provides the right atmosphere to foster ideas and incorporate design thinking into creative solutions.

Federated

The organization of multiple related (but separate) entities around common objectives or outcomes. Allows for alignment between working relationships, and facilitating information exchange towards a shared output, while taking into consideration the discrete requirements and nuances required for each entity.

Governance

Determines who has power, who makes decisions, how other players make their voice heard and how accountability is rendered.

Hackathon (a.k.a hackfest, codefest)

People from various backgrounds come together, form teams, share ideas, and help each other build innovative projects.

IdM (Identity Management)

The task of controlling information about users on computers. Such information includes information that authenticates the identity of a user, and information that describes information and actions they are authorized to access and/or perform. It also includes the management of descriptive information about the user and how and by whom that information can be accessed and modified. Managed entities typically include users, hardware and network resources and even applications.

Journey Mapping

Provides a vivid but structured visualization of a service user’s experience. The touchpoints on how users interact with the service are often used in order to construct a “journey” – an engaging story that details their service interactions and accompanying emotions in a highly accessible manner.

Open Dialogue

The ability to communicate and engage in a way that is open to the public to hear and participate in conversations.

Open Source

Something that can be modified because its design is publicly accessible. The term originated in the context of computer software development, but today designates a set of values. Open source projects, products, or initiatives are those that embrace and celebrate open exchange, collaborative participation, rapid prototyping, transparency, meritocracy, and community development.

P3 (Public-Private Partnerships)

A legally-binding contract between government and business for the provision of assets and the delivery of services that allocates responsibilities and business risks among the various partners. In a P3 arrangement,

government remains actively involved throughout the project’s life cycle. The private sector is responsible for the more commercial functions such as project design, construction, finance and operations.

Public value

Various benefits for society that may vary according to the perspective or the actors, including the following : 1) goods or services that satisfy the desires of citizens and clients; 2) production choices that meet citizen expectations of justice, fairness, efficiency and effectiveness; 3) properly ordered and productive public institutions that reflect citizens’ desires and preferences; 4) fairness and efficiency of distribution; 5) legitimate use of resources to accomplish public purposes; and 6) innovation and adaptability to changing preferences and demands.

Security (relating to digital enablement)

The protection of information and systems from unauthorized access, disclosure, modification, destruction or disruption. The three objectives of information security are: Confidentiality; Integrity; Availability.

Service Delivery

The conveyance of services from one party (government) to another (society) through prescribed channels (in-person, digital, etc). Service Delivery includes the planned resources, support network and information architecture needed to provide the intended outcome to the intended party.

Tour of Duty (Digital)

The recruitment and retention of talented resources for term-based assignments. An approach utilized by the US Digital Service to “provide tech talent with the opportunity to serve their country for a time limited term.”