

Joint Councils Framework Working Group

Joint Councils Meeting - Toronto

February, 2016

Section A – Update on Work (Context Setting)

Background – How did we get here?

- The main objective of the September Joint Councils workshop was for the Joint Councils to discuss better alignment of their priorities (for better synergy between the Joint Councils) AND to identify a common priority that they could work on collaboratively.
- At the meeting of the Joint Councils in September 2015 it was clear better alignment of priorities was needed.
- The result of the workshop in September was a symptom of a larger challenge.

The Challenge

- There has been limited discussion at the Joint Councils about the holistic vision of where we are going.
- There are a lot of underlying pieces, but the Joint Councils have been missing the larger strategic context to help guide our work.
- The Joint Councils have struggled because there hasn't been a clear and shared common vision (or one that is articulated in a way that we can all get behind).

The Opportunity

- This challenge has created the opportunity for the Joint Councils to get really focused and collaborate on something together.
- An action from the September meeting was to create a working group and develop an approach (Framework) that would enable Joint Councils to bring focus and alignment to the work we need to advance together.

The Framework Working Group

The Purpose of the Framework Working Group was to:

- Articulate what working groups we currently have in place;
- What that work is about; and
- Receive endorsement for a shared (FPTM) pan-Canadian vision of where we are going.

Expected Outcomes From Today's Session

- Awareness and clear understanding of the work underway (Current State) and alignment of the work between the Joint Councils
- Endorsement of the Vision and Call to Action
- Scan of where jurisdictions are at in regards to level of readiness for Digital Government
- Roundtable discussion on co-designing digital government
- Approval to proceed with next steps

Framework Working Group Members

Co-Chairs: **Natasha Clarke, NS**
 Sophia Howse, BC

PSSDC Members:

Jackie Stankey, AB

Chris Bookless, YT

Karla Hale, MSDO

Steve Burnett, ON

Paul Pierlot, MB (S2B Task Group Co-Chair)

Chris Laverdure, Industry Canada (S2B Task Group Co-Chair)

Josée Dussault, CRA

Nicholas Wise, TBS

Guy Gordon, MB

Joint Councils Sub-Committees & Working Groups

Fred Pitt and Rita Whittle, IMSC

Annik Casey, Canada Digital Interchange

Annette Vermaeten, ESDC/Service Canada (Strategic Directions WG, Costing WG Co-Chair)

PSCIOC Members:

Rick Ouellette, NB

Harry Turnbull, City of Windsor (MISA East)

Institute for Citizen-Centred Service (ICCS)

Dan Batista, Executive Director

Maria Luisa Willan, National Councils

Our Approach

Current State Review

- Review of the current working groups
- Review of existing documentation

Deliverable: Current State Map

Future State (Vision and Call to Action)

- Brainstorming and discussion on Vision and Call to Action

Deliverable: Proposed Vision & Proposed Call to Action

Recommendations

- Development of recommended next steps
- Discussion with Joint Councils

Deliverable: Proposed Next Steps

Next Steps

- To be discussed at Joint Councils February Meeting

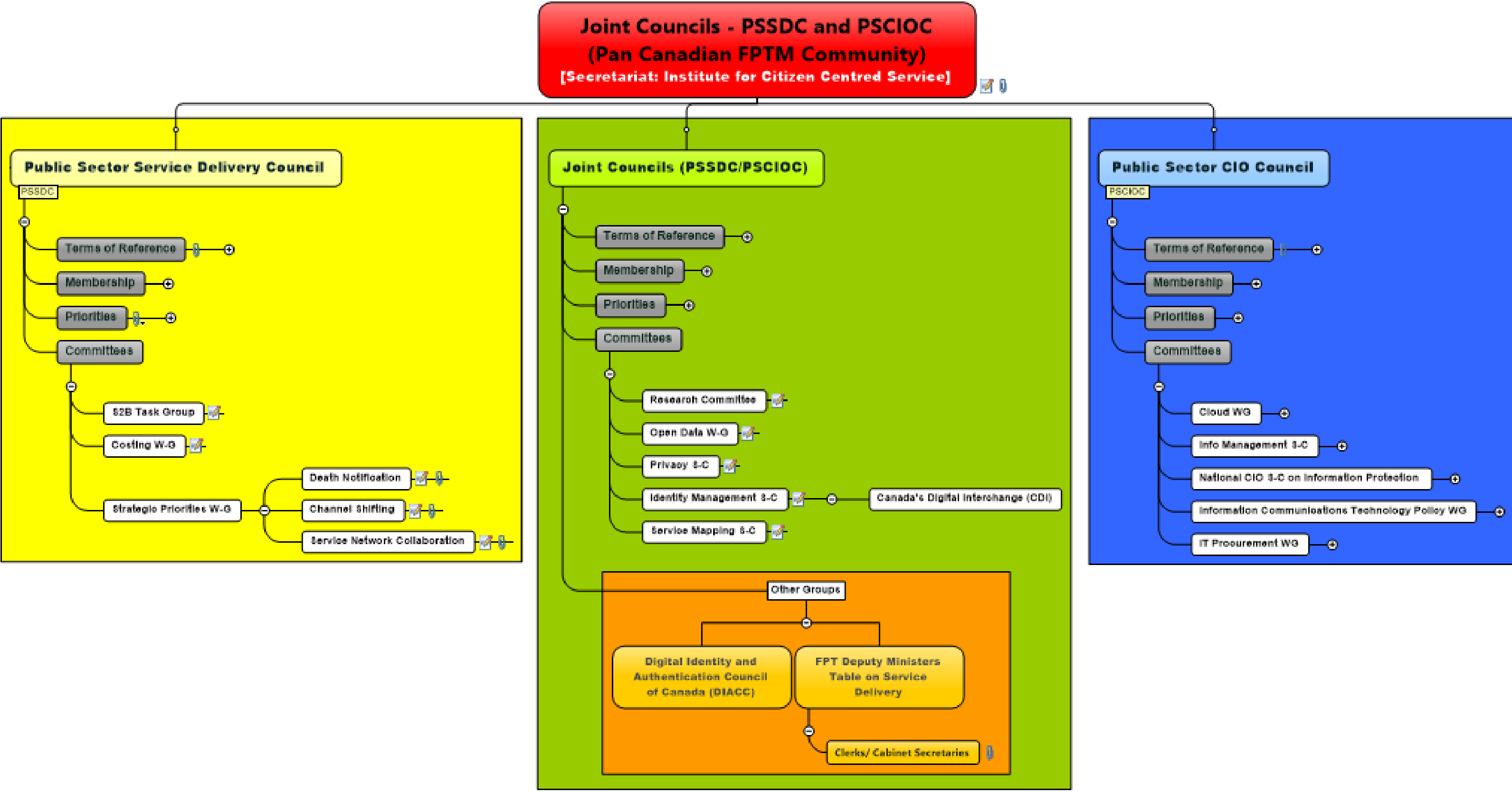
Oct 2015

Feb 2016

Section B –

Visual Map (Current State) &
Briefing on Sub-Committees &
Working Groups

Current State Map



Current State – Current Working Groups Review

{Switch slide decks}

Section C –

Discussion on Proposed Vision &
Call to Action



Vision

Providing Best in Class Public Services



Call to Action

Creating Best in Class

Digital Government for Canadians

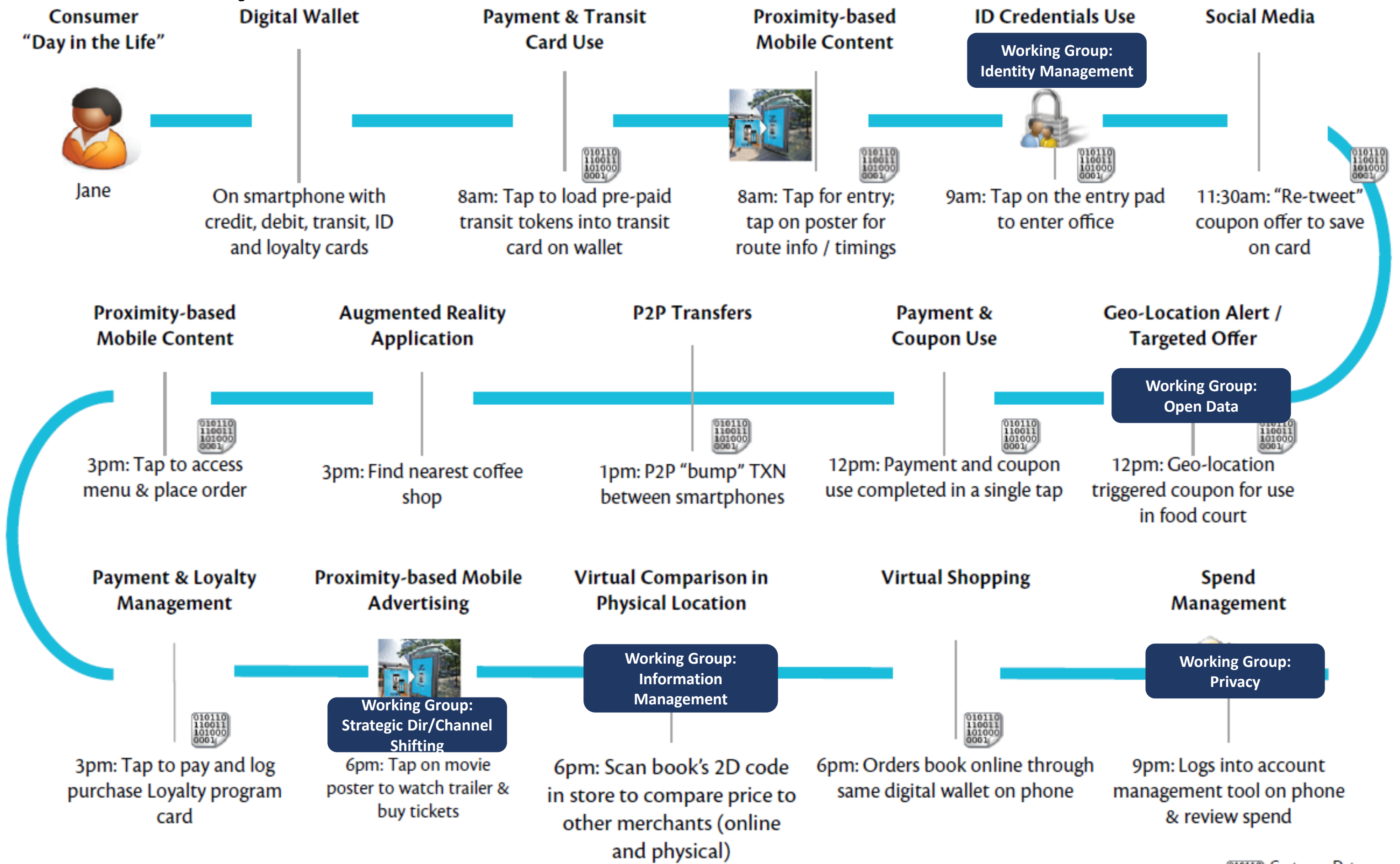
Digital Government Defined

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.

(Recommendation of the Council on Digital Government Strategies - Adopted by the Organization for Economic Co-operation and Development (OECD) Council on 15 July 2014)

The Day in the Life



Digital Government is about providing better service

- Mom, Joan, waiting for her daughter at hockey practice uses her mobile phone to request to have her child abuse registry and criminal records checks completed and sent to her daughter's hockey association and school.
- This is important to Joan as she really wants to volunteer as the manager of the hockey team and attend school field trips with her daughter.



Digital Government is about providing better service

- John, a business man on his way to a meeting, stops in at his government service centre to register his boat.
- A staff person greets him and helps him register the boat using the digital registration service, either on John's electronic device or one at the service centre.
- John didn't have to wait in line, and is able to make his meeting.



Digital Government is about providing better service

- Sam has had some hard luck, so he is currently accessing income assistance support. He has been working closely with his case worker on a plan towards becoming self-sufficient.
- Sam can update his case worker and check his benefits status using his mobile phone.
- Sam also uses his Services Card as his bus pass, just like everyone else that chooses too.

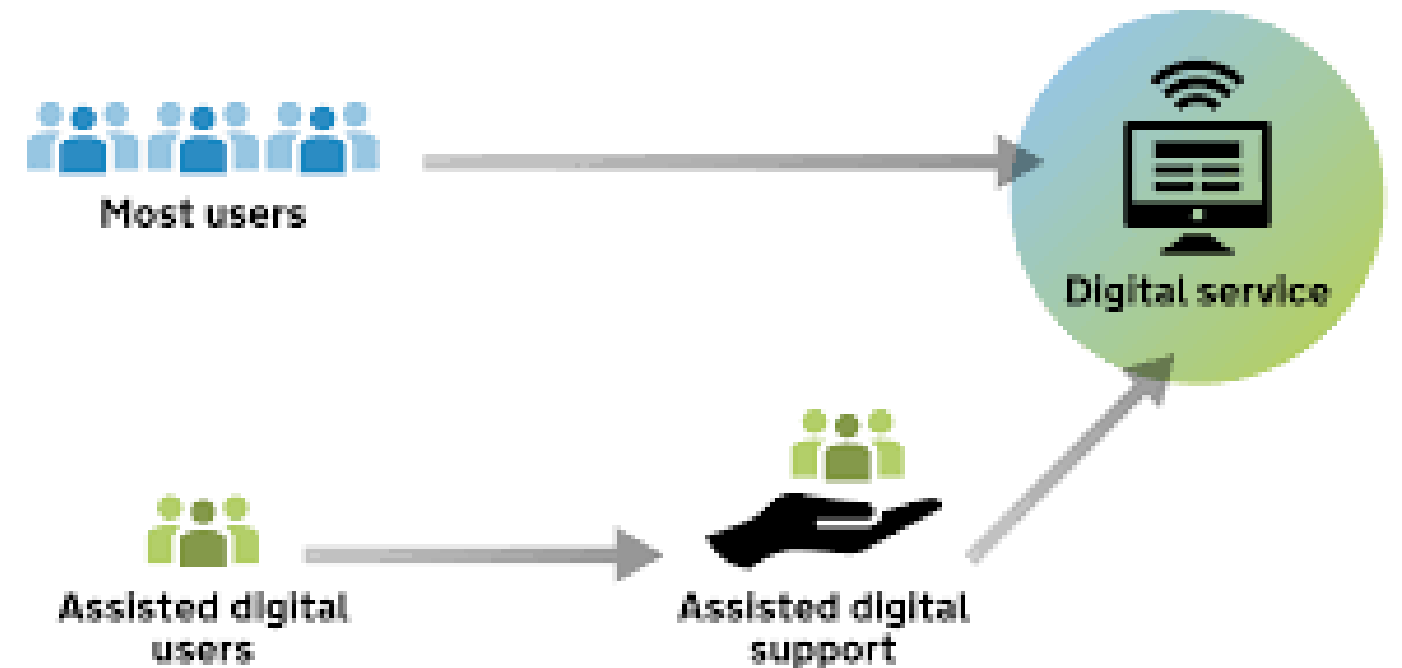


Digital Government is about providing better service

- Hannah who is turning 16 uses her Government App on her mobile phone to access the most recent Drivers Handbook and sample tests to help her prepare for her drivers knowledge test.
- Once she feels ready to do the test, she can book the Knowledge Test online, and show up at her local testing site to complete the test after school.
- Hannah also books her Road Test using her mobile phone. She and her Dad are sent a text reminder the day before the scheduled test.
- When Hannah passes her road test, she is sent a congratulations text and a link to information about additional safety and her new responsibilities as a newly licensed driver.



Digital Government doesn't mean leaving people behind



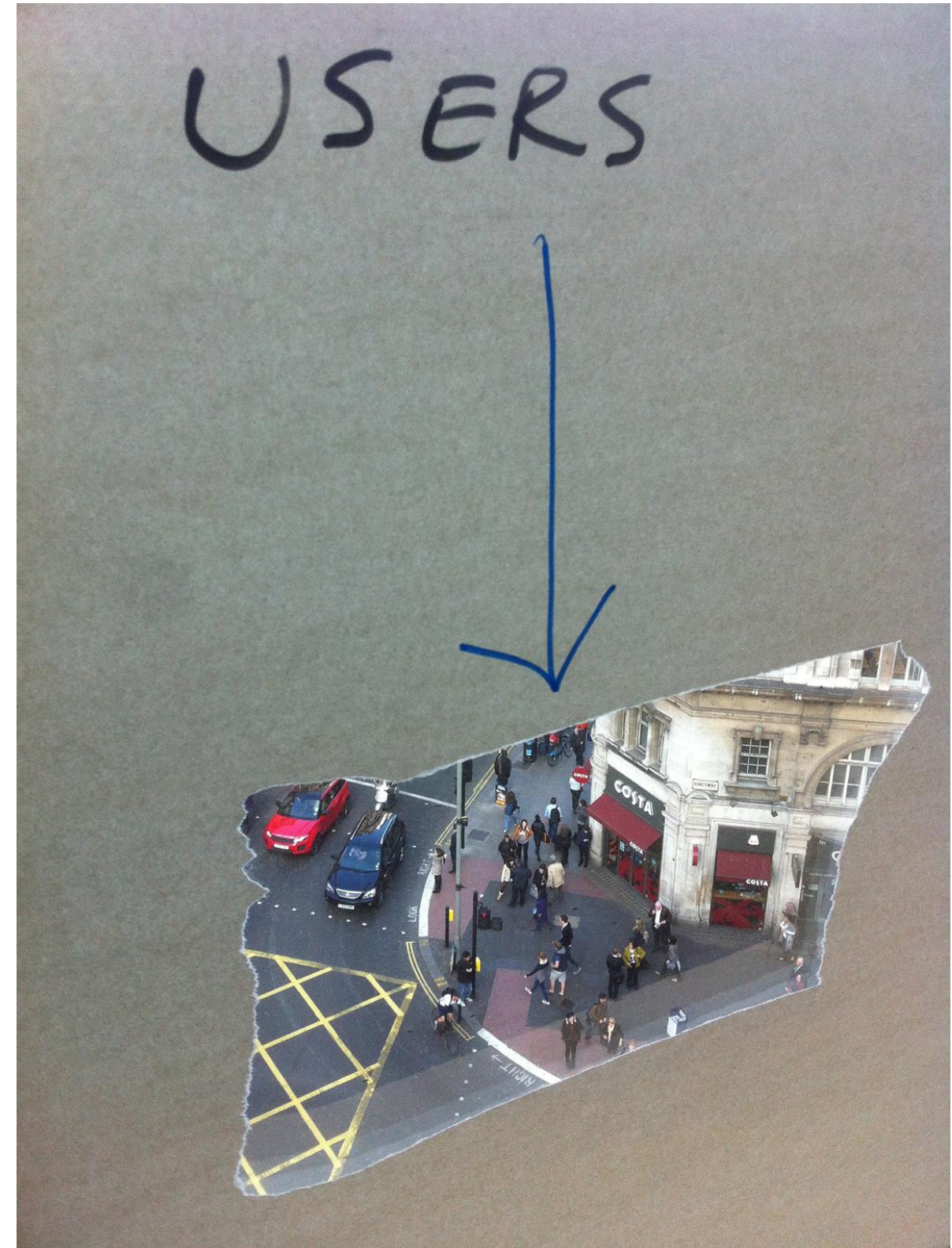
A mandatory part of a comprehensive digital strategy is including an approach for **Assisted Digital**

We know not everyone will be able to use a digital service independently. Assisted digital is support for people who can't use online government services on their own.

The support can be someone guiding a user through the digital service or entering a user's information into the digital service on their behalf.

It can be provided by the private, voluntary or public sectors.

Remember What Janet Told Us



Digital Means Doing Things Differently

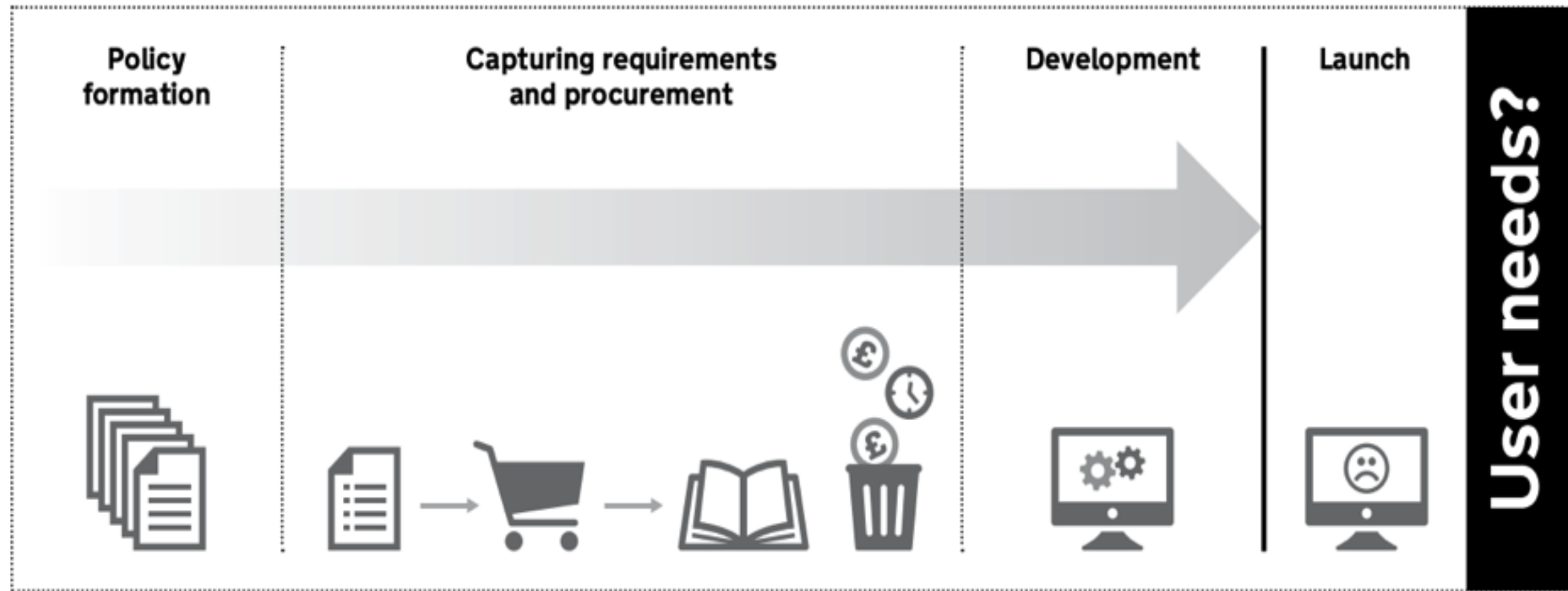
Government Digital Service

Design Principles

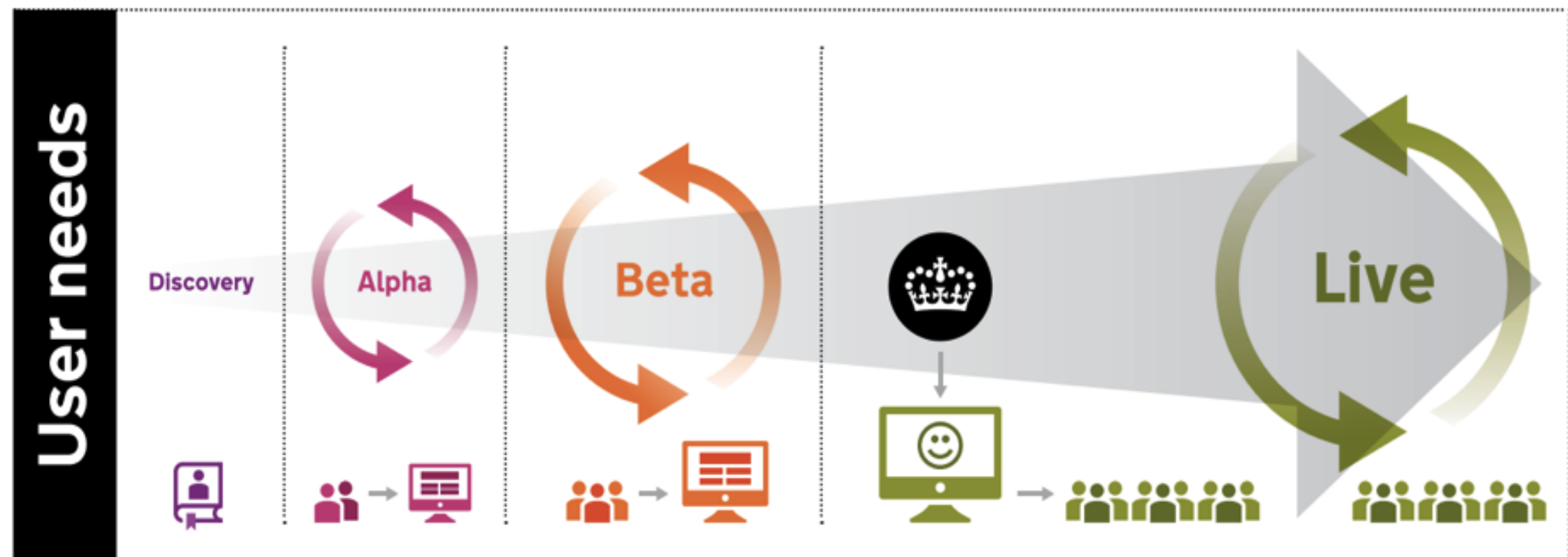
Listed below are our design principles and examples of how we've used them so far. These build on, and add to, our original [7 digital principles](#).

- 1 **Start with needs***
- 2 **Do less**
- 3 **Design with data**
- 4 **Do the hard work to make it simple**
- 5 **Iterate. Then iterate again.**
- 6 **This is for everyone**
- 7 **Understand context**
- 8 **Build digital services, not websites**
- 9 **Be consistent, not uniform**
- 10 **Make things open: it makes things better**

Not:



But:





MINISTER RESPONSIBLE
FOR POLICY AREA



Service manager
for each service

FISHING SERVICE

USER

Services

Platform director
for each platform



PAYMENTS PLATFORM

DIGITAL PROOF PLATFORM



Common
Platforms

Independent
oversight



Trust and Consent

Chief registrar
for each registry



Licence registry

Registers



**“The first nation
to create new
institutions that
make the most of
the internet will
win. And big.”**

-

**Tom Loosemore
(co-founder of
Government
Digital Services -
UK)**

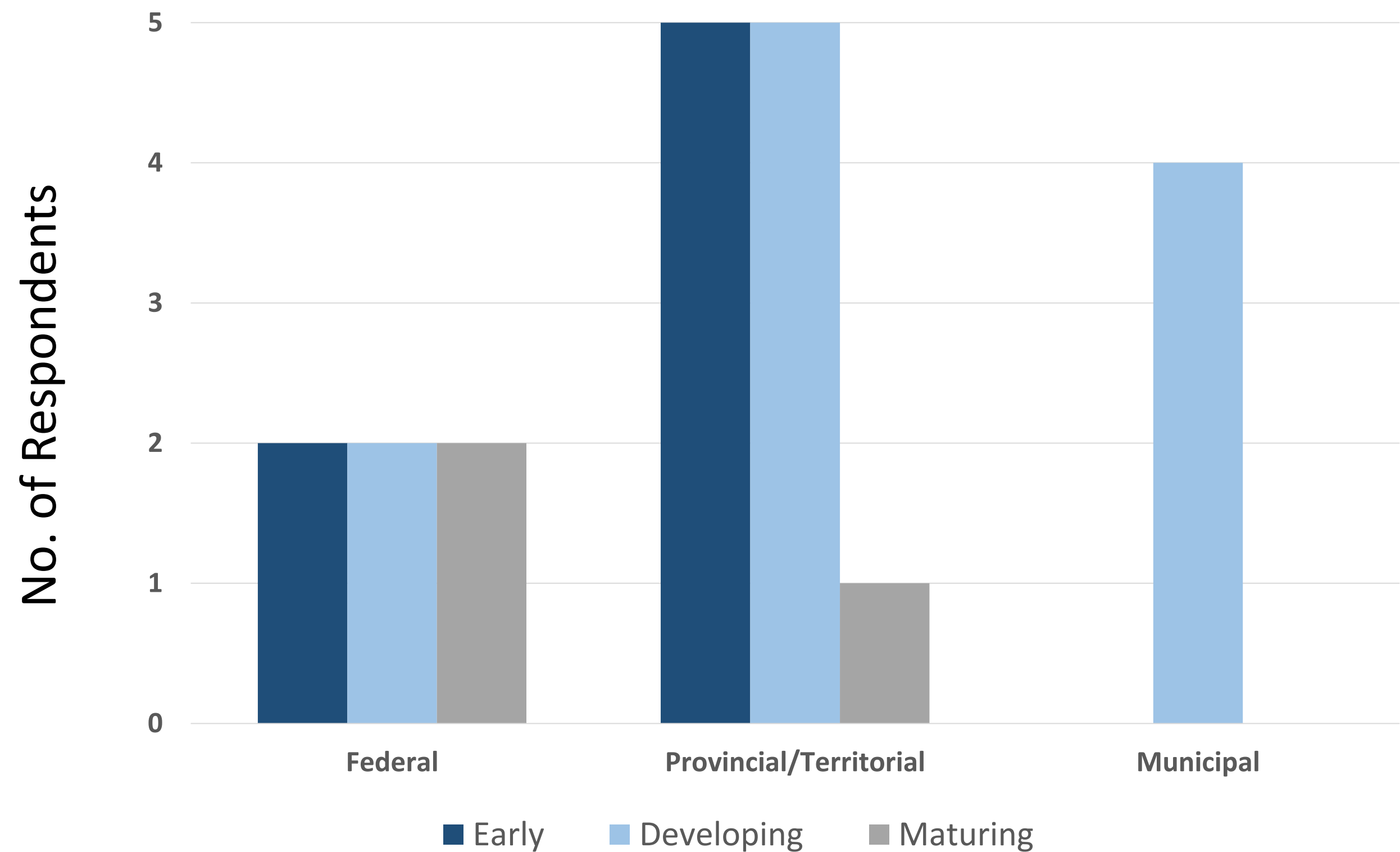
Section D –

Survey Results On Digital
Readiness (FPTM)

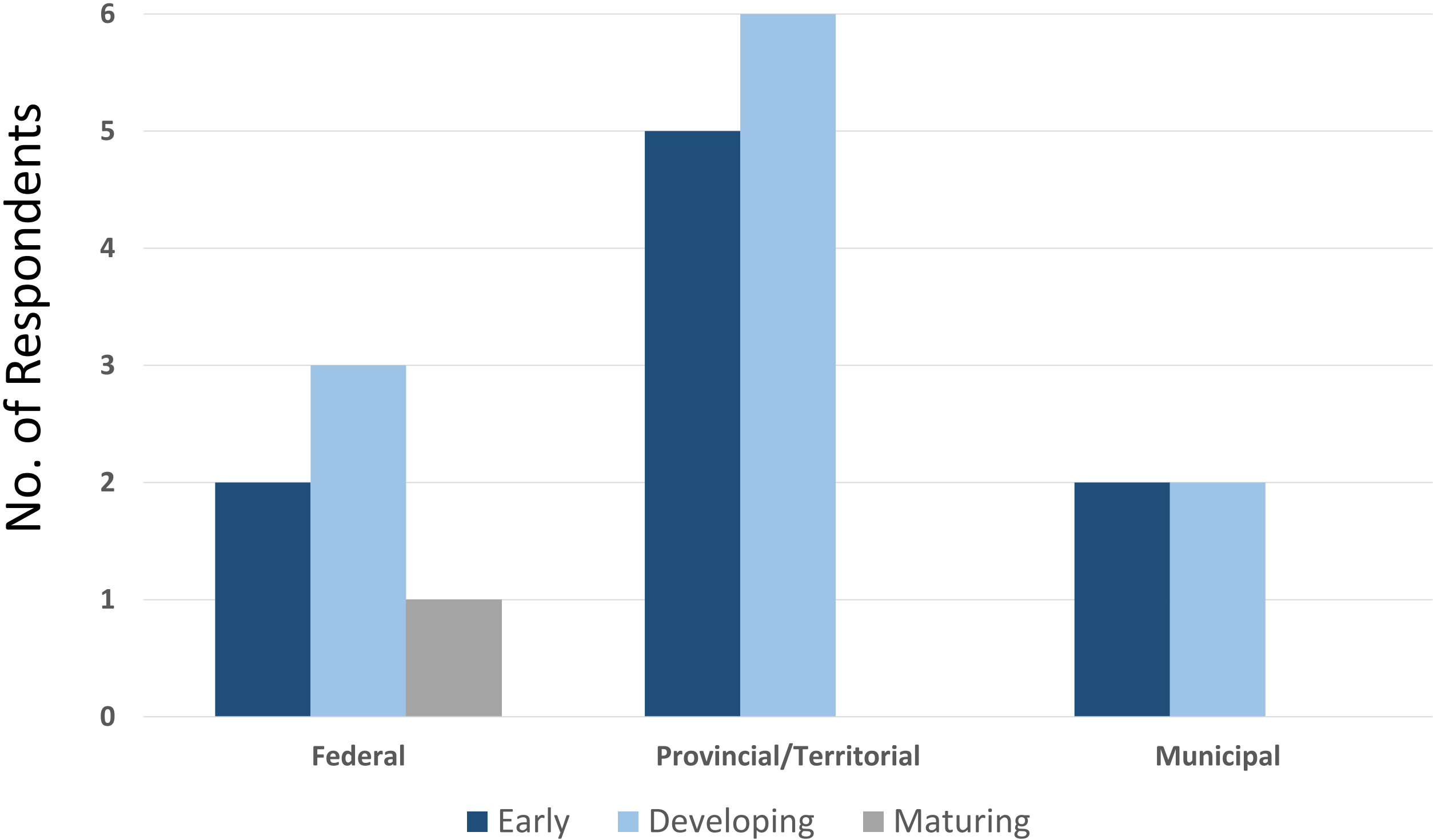
State of Readiness Survey – Responses

Federal (6)	Provincial/Territorial (11)	Municipal (4) (MISA,MSDO)
<ul style="list-style-type: none">• Canada Revenue Agency• Industry Canada• Immigration, Refugees, & Citizenship Canada• Public Works and Government Services Canada• Service Canada• Veterans Affairs Canada	<ul style="list-style-type: none">• Alberta• British Columbia• Manitoba• New Brunswick• Northwest Territories• Nova Scotia• Ontario• Prince Edward Island• Quebec• Saskatchewan• Yukon	<ul style="list-style-type: none">• City of Fredericton• MISA - City of Windsor• MISA - City of St. John's• Region of Peel

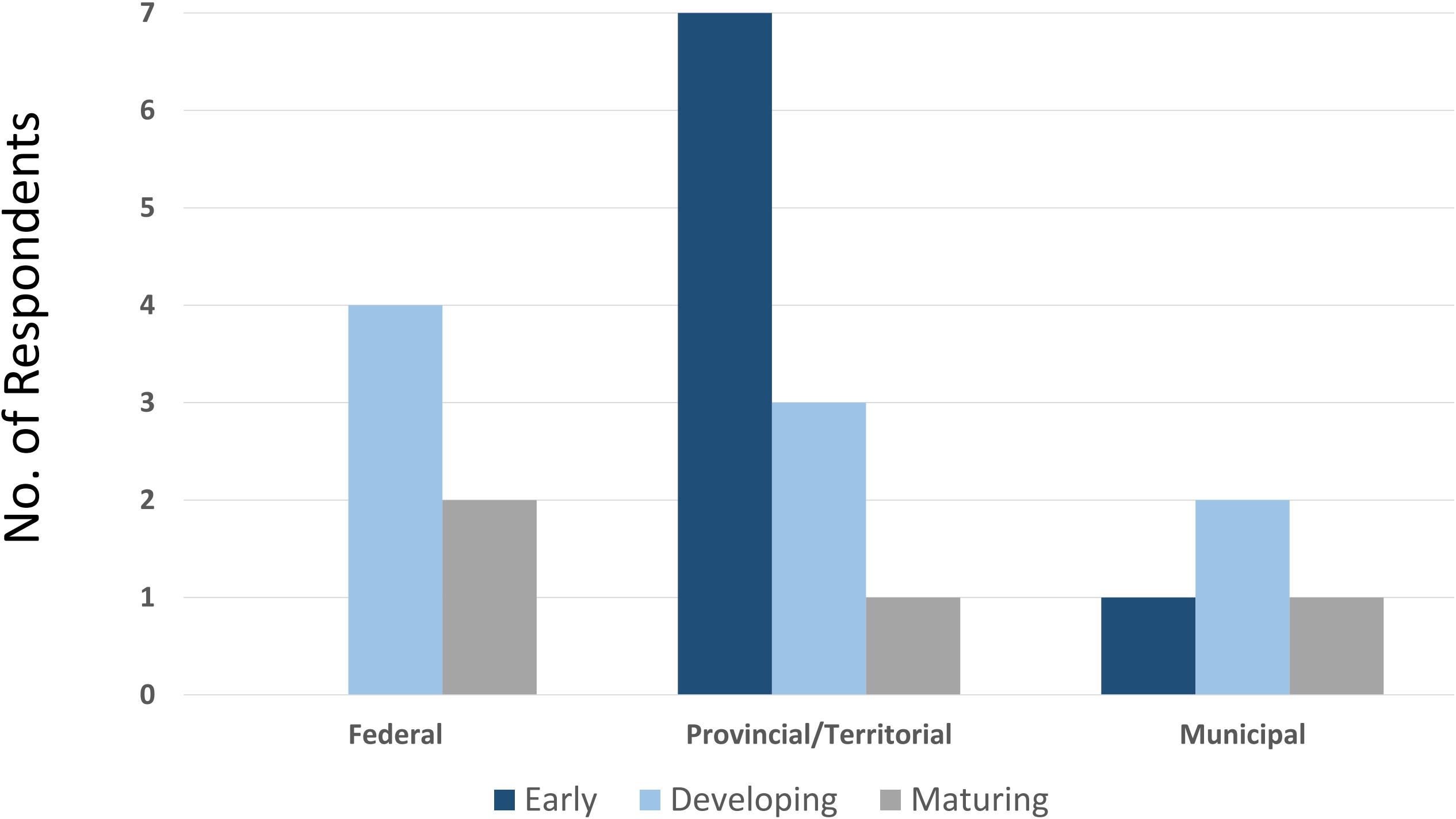
Survey Results Question 1: Clear and Coherent Digital Strategy



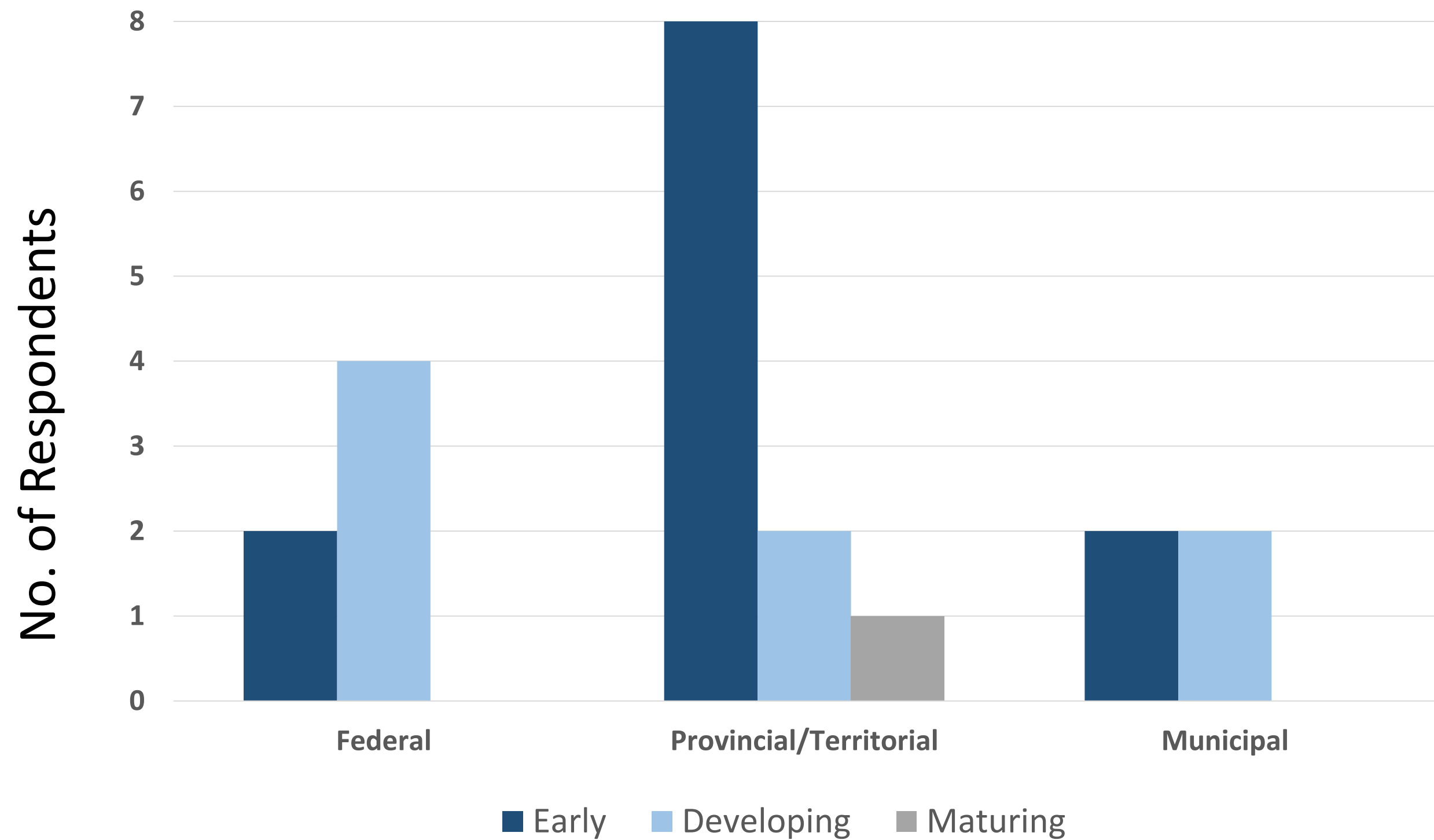
Survey Results Question 2: User Focus



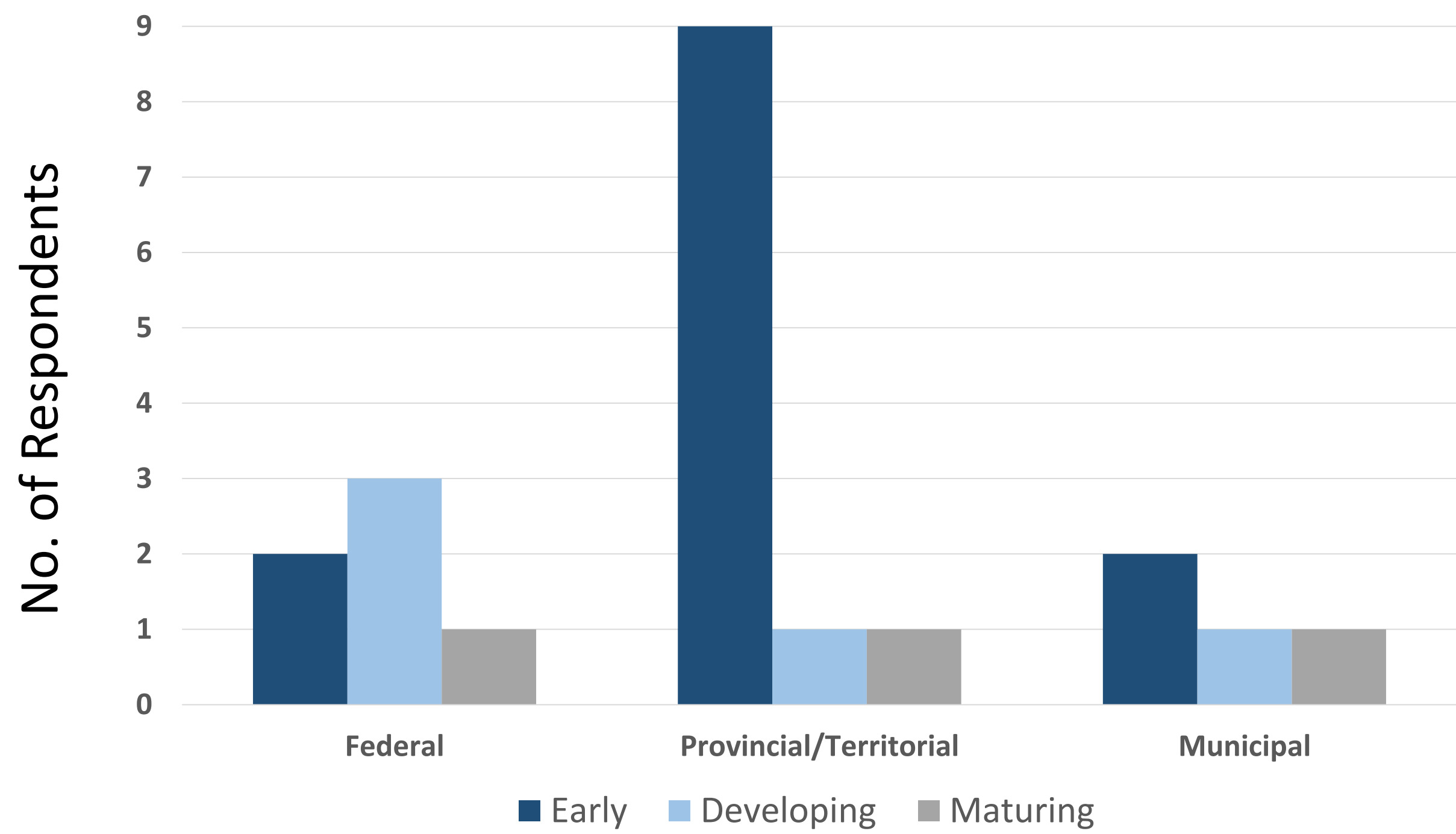
Survey Results Question 3: Innovative and Collaborative Culture



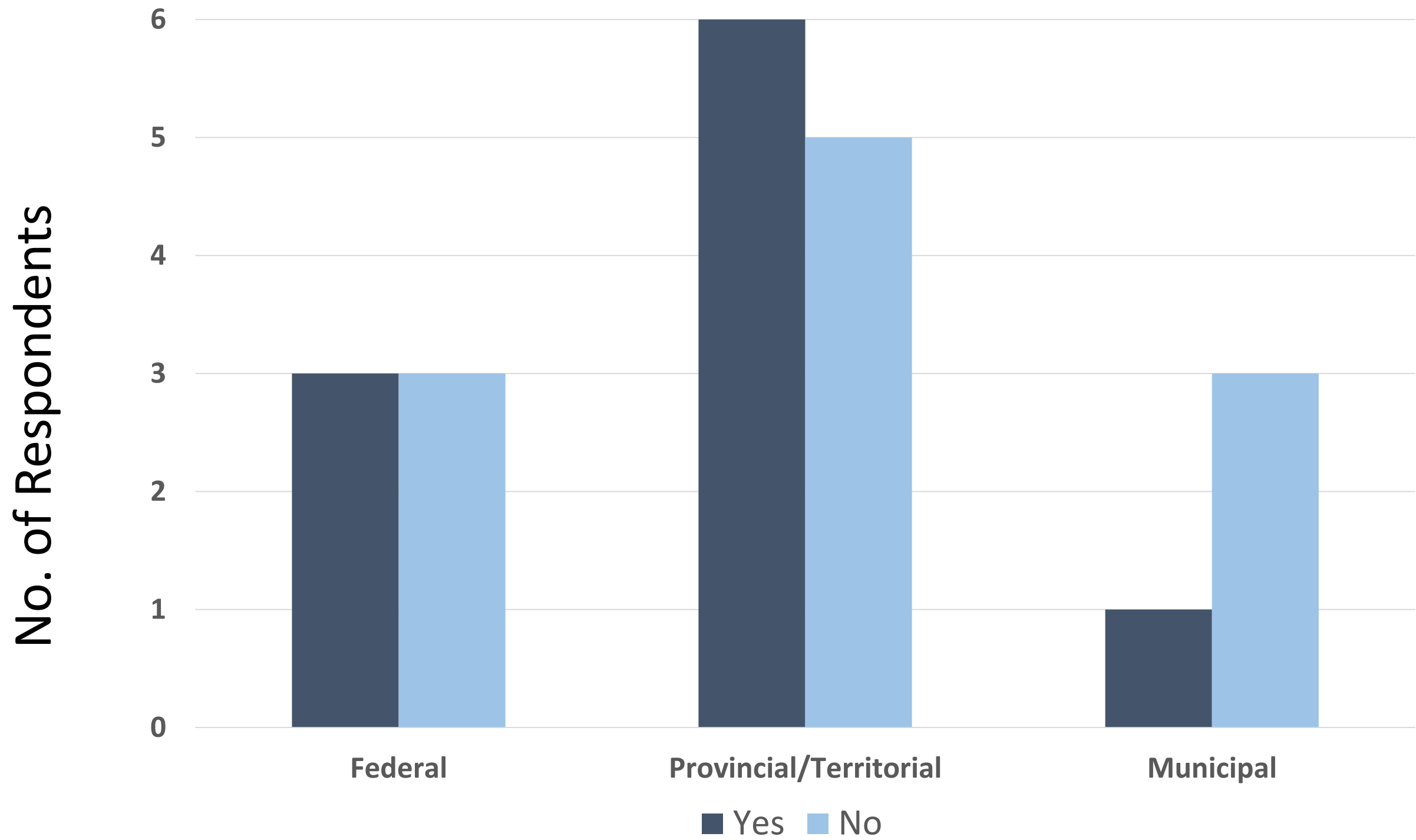
Survey Results Question 4: Workforce Development



Survey Results Question 5: Investment/ Procurement Strategy



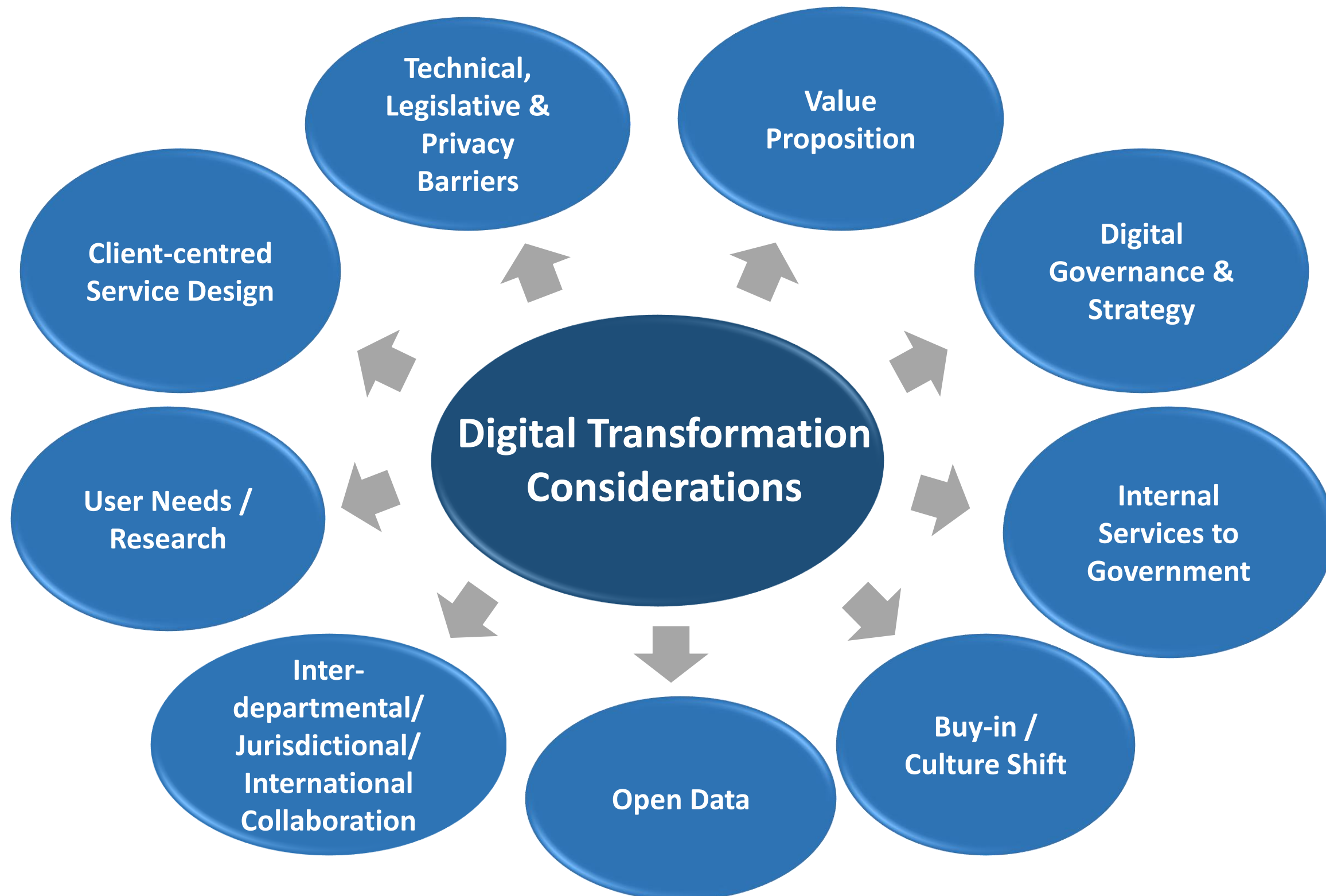
Survey Results Question 6: Jurisdictional Performance Measurement Framework



Survey Results Question 7: Risks in Pursuing Digital Transformation

1. Funding & return on investment	8. No clear authority and/or mandate
2. Culture shift & change management	9. Failing to Improve the client experience
3. Resources (people, technology, expertise)	10. Readiness
4. Competing priorities	11. Keeping up with changing technologies
5. System re-design (technology, policies, procedures)	12. Lack of an integrated service strategy for Government (Silo'd approach)
6. Security of data & privacy concerns	13. Measuring success/outcomes
7. Lack of executive support and/or failure to gain buy-in (management and employees)	14. Risk adverse culture

Survey Results Question 8: Additional Information to Consider in Future Discussions and Work Related to Digital Transformation



Designing Digital Government

Section E –

Advancing the Vision & Call to Action – Roundtable Discussion

Our Approach

Current State Review

- Review of the current working groups
- Review of existing documentation

Deliverable: Current State Map

Future State (Vision and Call to Action)

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Deliverable:
Proposed Next Steps

Next Steps

- To be discussed at Joint Councils February Meeting

Oct 2015

Feb 2016

Discussion

If we want to create best in class digital government for Canadians...

What are the opportunities for Joint Councils to really drive this from a pan-Canadian perspective?

What are the pieces we need to make it happen?/ What are the aspects that link us together?

- Collaboration from both councils on providing citizens with an identity service (Identity Management)
- Citizen Centered Digital Service Design
- Digital Governance
- Procurement
- Skills to Deliver Digital Transformation
- Legal
- Agile Approaches

How do we make things happen/How do we support each other?

Next Steps

- **Maintaining the current state map**

- Determining effort, tools, etc.

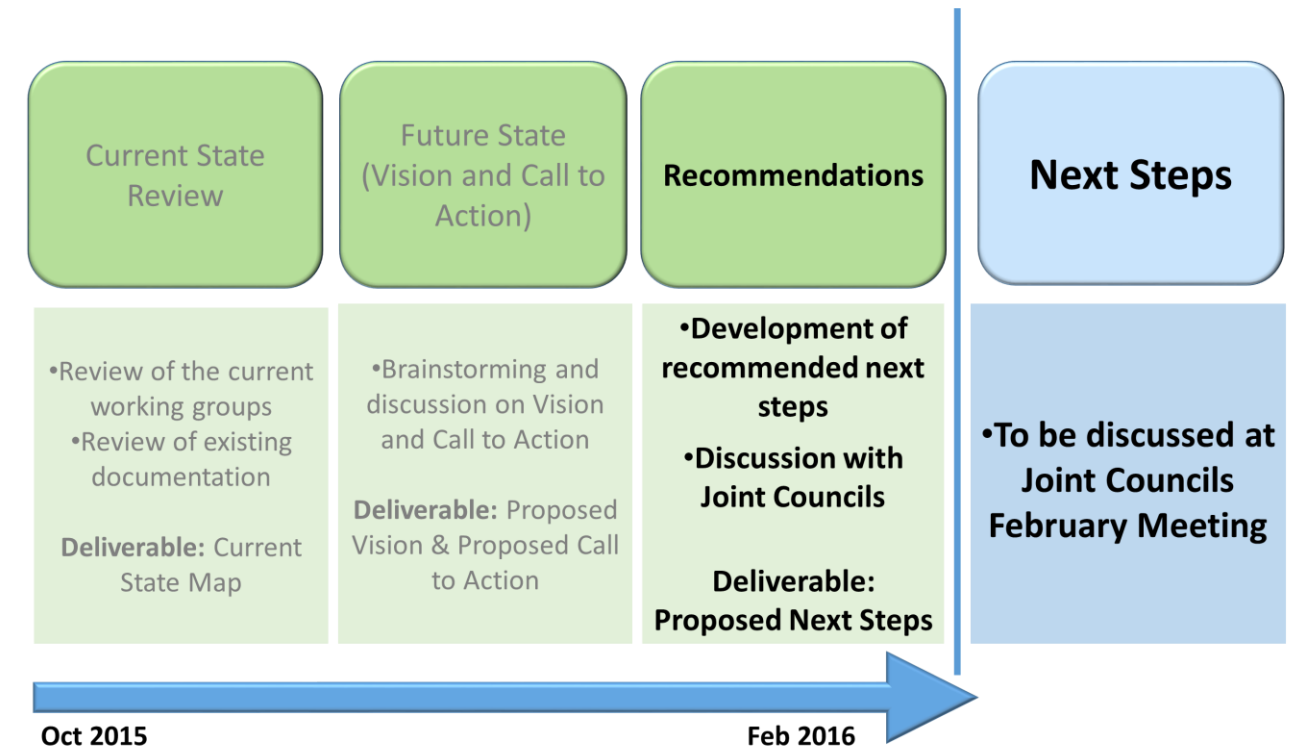
- **Program Evaluation/Review**

- Gap Analysis on existing working groups based on the endorsed call to action
- Includes answering these questions: are they doing work to support the call to action; if not – can they; Can work be coordinated/consolidated

- **Digital Outcomes Work**

- Collaborative work to determine outcomes
- Will help lead to performance measurement

- **Development of the Roadmap (3-5 year)**



The Ask

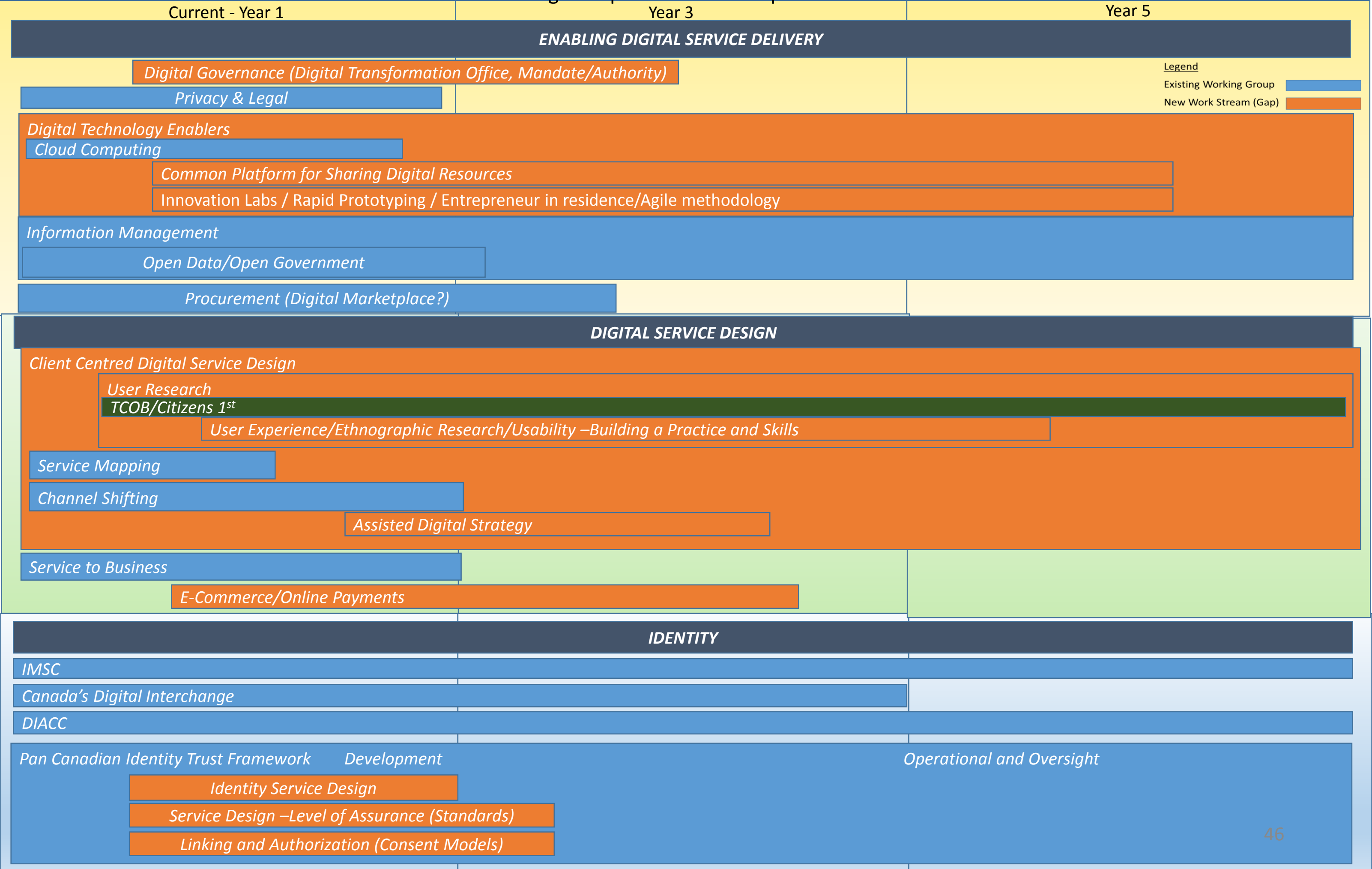
1. Endorsement of vision and call to action
2. Endorsement of Next Steps:
 - Maintaining the current state map
 - Determining effort, tools, etc.
 - Program Evaluation/Review
 - Gap Analysis on existing working groups based on the endorsed call to action
 - Includes answering these questions: are they doing work to support the call to action; if not – can they; Can work be coordinated/consolidated
 - Digital Outcomes Work
 - Collaborative work to determine outcomes
 - Will help lead to performance measurement
 - Development of the Roadmap (3-5 year)
3. Investment will be needed to ensure the success of this priority

Thank-you!

Appendix

Roadmap to Digital Government – SAMPLE

Current Working Groups & Potential Gaps - SAMPLE



Other Questions

Jurisdiction Discussion on:

- Endorsement of the Recommendations
- Readiness of their jurisdiction to participate in advancing this priority
- How do we maintain forward momentum?
 - Endorse using council budget to provide dedicated resources?
 - Need for an overarching working group to move this forward, and to work closely with the other committees and working groups of the Councils linked to this work
 - Is this the Framework Working Group?
- Tracking and Measuring:
 - What is the best approach to keep Joint Councils informed on progress?
 - How do we track progress, to determine our success against our call to action (How will we know we are getting there?); Is there a report card?
- What makes sense for us to advance:
 - As a working group;
 - research item; or
 - have a lead jurisdiction(s) that can advance the topic and share?
- What will be the future role and responsibility of the Framework Working Group? (might not be one, or maybe there is)

Digital Identity: Citizen Journey

DRIVERS

1 | Citizen expectations are driving government to move services on-line and in a manner that is accessible anytime, from any place, in any way.

2 | As a result of changing citizen expectations and increasing volumes, government needs to change how it delivers its services.

3 | Government is looking to ensure they are delivering services to the right person.

PROCESS

- Individual registration at multiple websites
- Provided username and password unique to each website
- Specific programs may verify identity

TODAY

EXPERIENCE

- Multiple passwords and logins
- Inconsistent login processes and on-line experiences
- Limited on-line services available
- Few complex services available on-line
- Very few transactional services available

EXPERIENCE

- Registration once provides access to multiple services
- Not all services centrally available
- Still requires multiple registrations for services not centrally accessed
- Number of on-line services expanded
- More transactional services available
- Fewer passwords and usernames provides better security and convenience
- Services accessible include online transactions conducted through an eCommerce Portal and the registration of Personal Directives

YEAR 1

PROCESS

- In-person verification of identity to access on-line services requiring more security
- Verification through key pieces of ID such as driver's license

PROCESS

- On-line registration at one place
- Provides single on-line username and password to access multiple basic services

YEARS 2-3

EXPERIENCE

- Prevention of confidential information being accessed fraudulently
- Services accessible include personal on-line health or financial related services and information
- Higher level of assurance under Pan-Canadian Identity Management and Authentication Framework
- Enables a higher-level of assurance for government program areas and citizens
- Can be integrated over time with on-line services in other levels of government

PROCESS

- Issuance of unique digital credential, such as a physical card and/or digital wallet
- If in-person verification hasn't been done through the process in Year 2, in-person verification would be done at the same time.

YEAR 3+

EXPERIENCE

- More on-line services accessible
- Unique credential can be used with single username and password to access complex services, such as income support or emergency financial services
- Highest level of security using technology familiar to most people
- Can be used in combination with existing identification as a single source of identification for on-line or in-person services
- Highest level of assurance under the Pan-Canadian Identity Management and Authentication Framework required by the Government of Alberta
- Can be integrated over time with other levels of government to access on-line services

MyAlberta Services Card: Citizen Journey

DRIVERS

1 | Citizen expectations are driving government to move services on-line and in a manner that is accessible anytime, from any place, in any way.

2 | As a result of changing citizen expectations and increasing volumes, government needs to change how it delivers its services.

3 | Government is looking to ensure the right services are provided to the right person.

TODAY

Too many cards

Old and slow technology



Slow service and low efficiency



In-person services a requirement



Many cards



Complete services on some newer technologies in some places



Faster service and better efficiency



In-person services required less



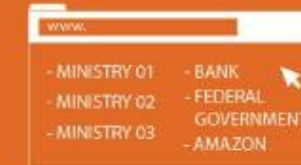
TOMORROW 1-2 YEARS

Can access information and more transactional services with multiple logins and passwords.



FUTURE 2-5 YEARS

Full suite of services accessible with one secure verified login and password



Quick service and high efficiency



Two-way communication and transactions enabled



One card



Access services anytime, any place, any way



In-person services optional and enabling



expanded and personalized service

Digital Services Strategy will facilitate the ongoing move of government services to the digital realm

Digital Government is about providing better service

- Car salesperson, Maria, while completing her companies details involved with the sale of a new car, also registers the vehicle and electronically sends the client all appropriate documentation.
- The client, Michael, can take the vehicle home and does NOT have to visit a government office.



Digital Government is about providing better service

- Jim, a senior, wants to understand what rebates he is eligible to receive. He does a Google search from his tablet and finds a seniors rebate page.
- He uses his Services Card to access his information and with a few clicks can send his request for eligibility to the Senior Property Tax Rebate and the Home Assistance Rebate Programs.
- If Jim is eligible, the rebates are sent to his bank account and he is notified via e-mail.



Global Context



“...if we build that culture of service, then, what I do believe will happen ***is the government as a whole will start thinking about its relationship to citizens differently.***”

And that can be transformative—not only in terms of people getting better service or government being more efficient, ***but in changing people’s attitudes about government.***”

“...Because ultimately our goal is—or should be—***to make "we the people" mean something in a 21st-century context.***”





And I think this is part of that process.”

— Barack Obama, Fast Company Interview
April 30, 2015

Who is leading in the public sector



Snapshot of the Global Landscape

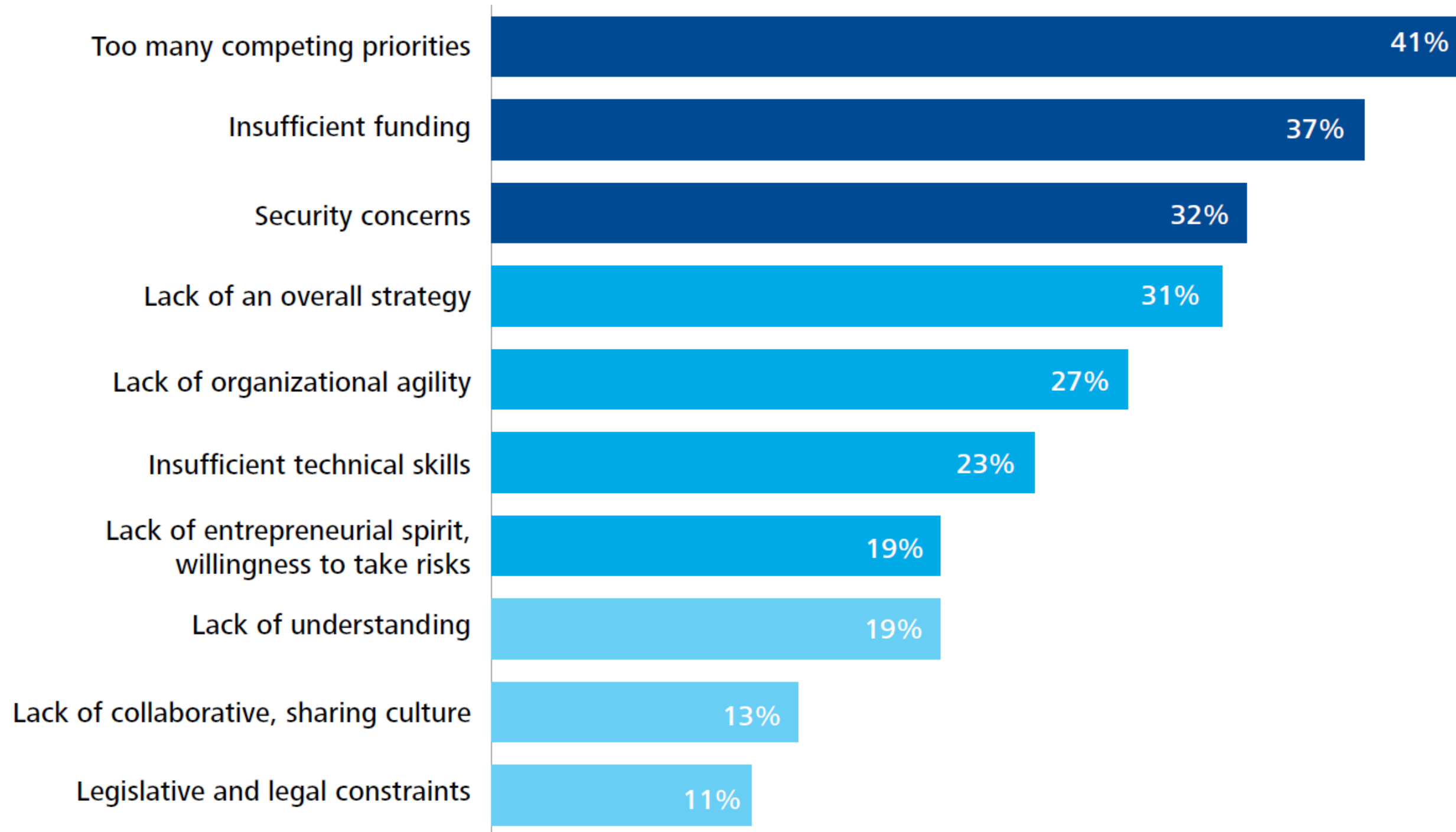
<p>United Kingdom</p>  	<ul style="list-style-type: none"> •Created Government Digital Service; •Central Government Org with authority and mandate to deliver digital transformation 	<ul style="list-style-type: none"> •Saved £1.7bN in 2015 from digital transformation initiatives
<p>Australia</p> 	<ul style="list-style-type: none"> •Created Government Digital Service; •Central Government Org with authority and mandate to deliver digital transformation 	<ul style="list-style-type: none"> •Reports to Prime Minister. •\$254.7M/four years to support the initial implementation. •95.4m to fund the operation of the Digital Transformation Office and stage one projects
<p>United States</p> 	<ul style="list-style-type: none"> •Created USDS (Executive Office of the President) •President Obama has committed to transforming the US gov to better serve citizens in a 21st century context 	<p>The Veteran's Employment Center project was built in 3 months, delivered the functionality of 3 different planned IT systems an entire year early and eliminated about \$14M in planned procurements and contracts.</p>

The Research...

What separates digital leaders from the rest is a clear digital strategy combined with a culture and leadership poised to drive the transformation.

	Early	Developing	Maturing
Strategy	Aimed at cost reduction	Aimed at improving customer experience and decision making	Aimed at fundamental transformation of processes
Leadership	Lacks awareness and skills	Digitally aware	Digitally sophisticated
Workforce development	Insufficient investment	Moderate investment	Adequate investment
User focus	Absent	Gaining traction	“Central” to digital transformation
Culture	Risk averse; disintegrated	Risk tolerant; accommodates innovation and collaboration	Risk receptive; fosters innovation and collaboration

Top Barriers that impede the ability to take advantage of digital trends

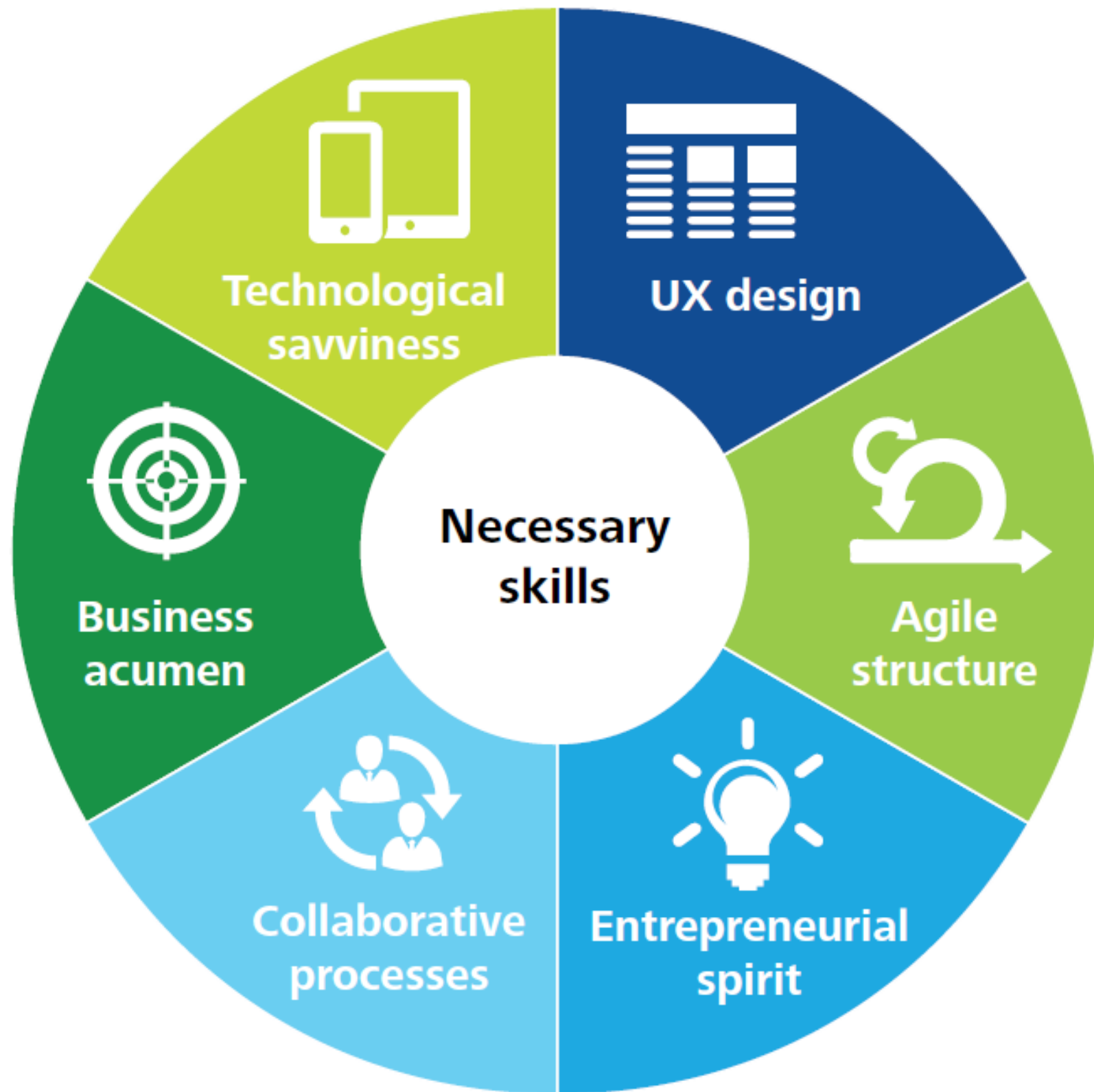


Digital Strategy Maturity

Digital Strategies at early-stage organizations have more of an operational focus, such as increasing efficiency. Only a third cite transforming their business model as an objective

	Early	Developing	Maturing
Increase efficiency	64 percent	88 percent	95 percent
Improve customer/citizen experience and engagement, and transparency	55 percent	89 percent	94 percent
Create or access valuable information or insights for innovation	33 percent	68 percent	85 percent
Create or access valuable information or insights to improve decision making	42 percent	76 percent	83 percent
Fundamentally transform our organization processes and/or organization model	34 percent	66 percent	81 percent

Skills Across the Public Service Necessary For Digital Transformation



The lack of digital workforce skills represents a major obstacle to transformation.

Deloitte survey of public sector leaders finds that:

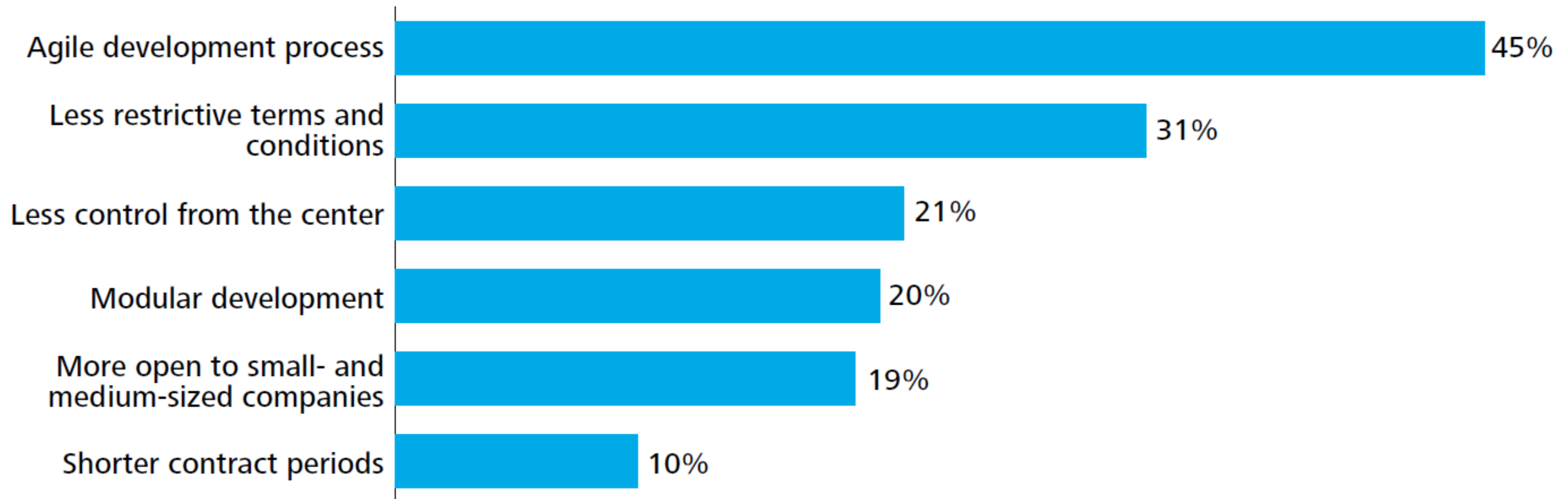
- 90 percent of organizations say that workforce issues are a challenging area to manage in their digital transformation.
- Only 34 percent say their organization has sufficient skills to execute its digital strategy.

This isn't limited to technical skills—it includes skills such as business acumen, willingness to work collaboratively, and an entrepreneurial streak.

- Agility, entrepreneurial spirit, and technological literacy identified as the three skills most lacking in relation to digital transformation.
- Organizations lack key elements of a “digital mindset”—customer focus, open functionality, and agile development

Procurement Processes are a barrier

In what ways does procurement need to change to enable digital transformation



Note: Figures represent the percentage of respondents that chose each option as one of their top two choices.

Some Key Questions ...

No. 1: Strategy. Do we have a clear and coherent digital strategy that addresses the key elements of digital transformation?

No. 2: User focus. How can citizens and service users be part of our digital transformation?

No. 3: Culture. What have we done to strengthen our organization's innovative and collaborative culture?

No. 4: Workforce skills. Have we looked at our talent pool and planned where our skills will come from?

No. 5: Procurement. Are our organization's existing procurement processes suitable to procure digital solutions?

Framework Working Group – Scope

- ▶ The scope of the project is to plan, design, build and implement an overarching “framework” linking all the work and priorities of the Councils (PSSDC, PSCIOC and Joint Councils) as well as the work of its several sub-committees and working groups to ensure a common understanding among members of the “current state” in regards to all the work that is underway. A clearer understanding of the interconnection of the various work and priorities of the Councils would help to improve communication, resource allocation and prioritization of work going forward.
- ▶ By developing a framework (visual map) of both a macro’ view (the ‘what’) and a “micro” view (the “how”) of all the work of the Councils, it would help members/jurisdictions to better leverage its limited resources by establishing project priorities, allocating resources in a more efficient manner and providing strategic direction and oversight as required.
- ▶ While the work of the PSSDC, PSCIOC and Joint Councils involve many levels of complexities, there are also many opportunities to be leveraged and the development of a framework (visual map) would help to visualize and resolve disconnects, redundancies and gaps on current and future priorities.

Framework Working Group – Objectives

- To develop a strategic “framework” (visual map) linking all the work of the Councils (PSSDC, PSCIOC and Joint Councils) as well as the work of its Sub-Committees and Working Groups to better identify the linkages and gaps of all the work that is underway as it relates to the Councils current and emerging priorities.
- The ‘framework’ to bring focus, direction and alignment to the work of the Councils; setting of ‘national vision’ on current and emerging priorities going forward.
- The ‘framework’ to include a list of the several sub-committees and working groups of the Councils in order for the Councils to discuss how these groups are supporting the current work and how they can help to advance new Councils’ priorities.
- The ‘framework’ to help identify areas for better collaboration between the Councils and to assist in the sequencing of current and future priorities.
- The framework to include both a macro’ view (the ‘what’) and a “micro” view (the “how”) of all the work and priorities of the Councils
- The ‘framework’ to include linkages between the work of the FPT Deputies Ministers’ Table and the Joint Councils as well as other FPTM working groups of interest to the Councils.
- **The ‘framework’ to be a ‘living document’ that is updated on ongoing basis and to be reviewed at every in-person Joint Councils meeting.**