

Joint Council Framework Working Group's Consultations with Jurisdictions Nov/Dec 2016 – Jan 2017

Major & Minor Themes

(January 4, 2017 draft)



The major themes were repeated by jurisdictions and the minor themes were mentioned in more than one response but not emphasized to the same degree as the major themes.

Major themes

1. Logic Model - simplify and clarify

- a. Logic Model is too detailed and broad. Would like a more concise and clearer picture of "real action" that vision and call to action translate into. Clarify principles, objectives, condense outcomes and align areas of focus to the outcomes. Use plain language and include definitions.
- b. How does model help priority setting/future work decision making?
- c. Focus on common cause to collaborate on. Use common vocabulary. Put areas of focus in order of activities roadmap and specify outcomes layers. Situate priorities so jurisdictions can align what they do with others.
- d. Provincial Business Number conference, provincial BizPal steering committee work not reflected. Also, consider adding organizations doing related work – like DIACC under digital enablement – to bottom section in future state framework.
- e. Logic model should reflect the common and unique responsibilities/ capabilities of PSSDC and PSCIOC. Produce one document (perhaps a map) that provides direction to Joint Council (e.g., digital government, cloud and service delivery) which PSSDC and PSCIOC then relate to their focus areas/ points of intersection with PSSDC and PSCIOC work.
- f. Problem statements for each outcome suggested.
- g. Purpose statement suggested.

2. Collaboration

- a. Collaborate and share information inter-jurisdictionally and determine a process for how they will do so. Jurisdictional resource capacities to implement and sustain solutions vary. Given environment and fiscal situation, this not ideal in several provinces - it is challenging to accomplish what has been laid out in roadmap using cross-jurisdictional model.
- b. Start small – prove it – be credible – get to tangible things at in person meetings to drive the digital agenda nationally.
- c. Increase awareness of complementary activities and possibilities for greater collaboration.
- d. Focus on implementation and governance of critical digital enablers, governance, jurisdictional alignment, and policy and legislation modernization.

3. Common standards

- a. Common skills sets or rules regarding digital competencies could help work, and standardize the experience, across jurisdictions, e.g., people could work across jurisdictions as roles and functions would be standard.
- b. Look to national framework to support Pan-Canadian standard.
- c. Create standard definitions of high level KPIs for service delivery to combine and share information. Missing measuring success and benchmarking. Would be helpful to direct people to a world-class benchmark example – to reference and visualize. Use logic model as a tool or

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scorecard to measure progress. How will outcomes be measured? Can CF and TCOB research advance measurement and reporting, etc.?

4. Information sharing / data management

- a. Share information to avoid duplication and craft a better understanding of the framework in which to do so, e.g., need to share digital playbook with everyone.
- b. Data management - data analytics, big data, etc. are missing from areas of focus. Interaction and networking at in person meetings is important. Promote awareness of individual initiatives.
- c. Could leverage procurement opportunities to achieve economies of scale.
- d. Take a 'less is more' approach. For example, a data centre would eliminate need for legislation to be modernized.

5. Culture shift necessary

- a. To be leaders in this field, we will need more of a focus on change management and culture (and the human components of this change, such as training).
- b. Develop digital public service capabilities (talent, legislative levers, and technology foundations). Important to realize digital government capacity of public service to understand, absorb and exploit digital competencies – including use of public policy tools in digital space – to build an evidence base of what IT can do.
- c. Clarify where ICCS, TCOB CF, CMT fit in
- d. Important that Joint Council understand how public consultation requirements are set to change in digital age.
- e. Focus on people – client experience – knowledge of programs and services, website development and upgrades, digital by default, etc. And don't forget that personal relationships are still important.
- f. Need modernization internally (e.g., paper-based processes, improve productivity and ability to serve the public) and externally.
- g. Implement service management practices.

6. Identity Management / Digital

- a. National identity management "service" needs to be on roadmap - sharing identity management best practices from different levels of government would be helpful.
- b. Make identity management real – use cases or customer journey across jurisdictions and make the link between digital and other channels more explicit. Should remain a main priority. Get it right. Solve this first because it's the key to enabling digital transformation. Move faster. Need for real coordination across Canada.
- c. Create identity management subcommittees (technical, technical standards, architectural standards). IMSC?
- d. Focus on data, security on information exchange.
- e. Be mindful not all political, policy and operational goals necessarily served by digital agenda – and that a government's digital agenda is not exclusively focused on issues of service delivery – digital agenda/perspective is over dominant – service dimension not adequately reflected.
- f. Digital initiatives should not be limited to a FPTM partnership but include private partnerships (e.g., DIACC).

7. Governance – alignment, roles and responsibilities

- a. Before we can work together on large scale and transformative change, we need to clarify levels of governance, authority, readiness across jurisdictions and degree of alliance between jurisdictions. Providing more definition to long term outcomes will clarify how aggressive change will be.
- b. Concern about setting up new organizations or oversight bodies. Takes a lot of effort now for some to support the DM's of Service Delivery and Clerks and Cabinets. Would these be replaced? Supplemented?
- c. Clarify how FPT DM's Table, Clerks/Cabinet Secretaries and Joint Council fit together in governance "ecosystem". Does the current structure support these relationships/the work? E.g., Vital Stats is missing – do they need to be at the table to move identity forward?
- d. Need a tool to help jurisdictions assess digital readiness. Clarification of distribution of power needed -- not just PTM but public/private too.
- e. With smaller jurisdictions, same people perform multiple roles – can this reporting structure (hierarchy) be reviewed?
- f. Government-wide dimension of digital - as Council members cannot always represent central government policy and strategy – be mindful where these need to be incorporated.

g. Joint Council – clarity on roles and responsibilities

- i. Is Joint Council task-oriented or COP? Revisit Joint Council teleconference and in person meetings. Concept proofing could be a critical role for Joint Council.
- ii. Need to determine structure, mandate, and governance and role of Joint Council to move forward. Agenda should tie to logic model.
- iii. Joint Council agenda should be more focused on core items – key people like Vital Stats missing at times – make things more project-based / deliverable-based – focused on a few major things – e.g., Would user/person journey be start to tackling identity to figure out what the journey looks like and define identity in different contexts and how trust framework or CDI helps.
- iv. Make in person meetings more workshop-like to be more efficient and effective with - breakouts, facilitated sessions - to advance accomplishing foundational pieces.
- v. Ecommerce could be a gap at Joint Council.
- vi. Remove barriers to better collaboration - to make table relevant, easier and simpler – work on shared online platform/space for inter-jurisdictional collaboration.
- vii. Would be useful if working groups' terms of reference mapped to model.

h. Efforts should be more action oriented

- i. Needs to be more of an emphasis on taking action, proving a concept, tackling a real problem and making tangible change. The approach needs to be agile. Consider using municipalities or a few jurisdictions work together for pilots. Keeping an eye on the next year to 3-5 years and focussing on fewer things to deliver more could help.
- ii. Co-create solutions and user experience – use sessions to validate issues/problems through education.

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8. Working groups / subcommittees / communities of practice (COP)

- a. Identify gaps and opportunities to leverage work across the groups. Consider an asset inventory of what they're doing to achieve priorities. Once you have agreement on Objectives and Outcomes, identify which working groups and committees are required or need to be refocused – what additional working groups are needed to complete project work or act as COP, etc.?
- b. Create a new User Experience working group, e.g., align services across jurisdictions so that user has same experience with government in each jurisdiction.
- c. Set up COP of SMEs – e.g., policy analysts – with rules of engagement, repository of information and tools as resource for groups as required.
- d. Identify disconnects among/between different groups. What is lifespan of groups? Could groups be multi-disciplinary?
- e. Lots of questions around governance prior to understanding and commenting on task teams/work groups.

Minor themes

9. **Sensitivity around committees** – we need to understand alignment between working groups and framework first before refocussing or sun setting working groups. Be sensitive that a lot of hard work and effort has gone into these groups.
10. **Regional Collaboration** - Web signatures and Google Analytics - potential things for Joint Council to workshop and/or regional collaboration – could be projects to modernize and create enabling legislation for digital world. Consider regional workshops on collaboration.
11. **Research** – recommend research committee be identified as horizontal activity as the work touches all areas of focus. Incorporate emerging research agenda activities and work plan (after approval). Coordinate, collaborate and disseminate research – harness/leverage individual resources to support broader shared interests. Think how to take more horizontal approach to research and activities. Survey by research committee got very insightful feedback – priorities were Digital Government, Client Service Centre and Identity Management. Research committee received full support – sets clear area of collective collaboration.