

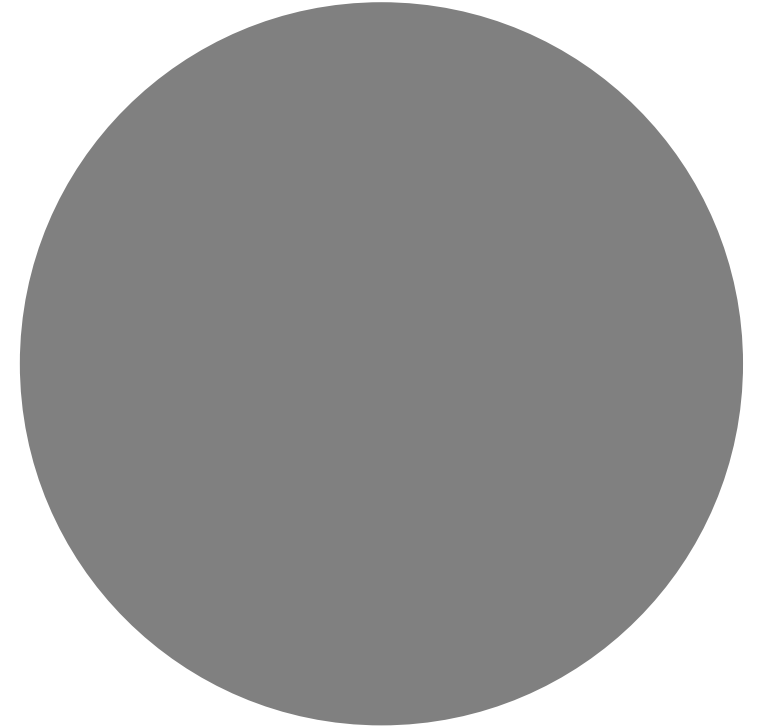
# Joint Councils Policy/Strategy

February Joint Councils In-Person Meeting –

Feb 27 Gatineau-Ottawa

Natasha Clarke

Cathy Kealey



# Agenda

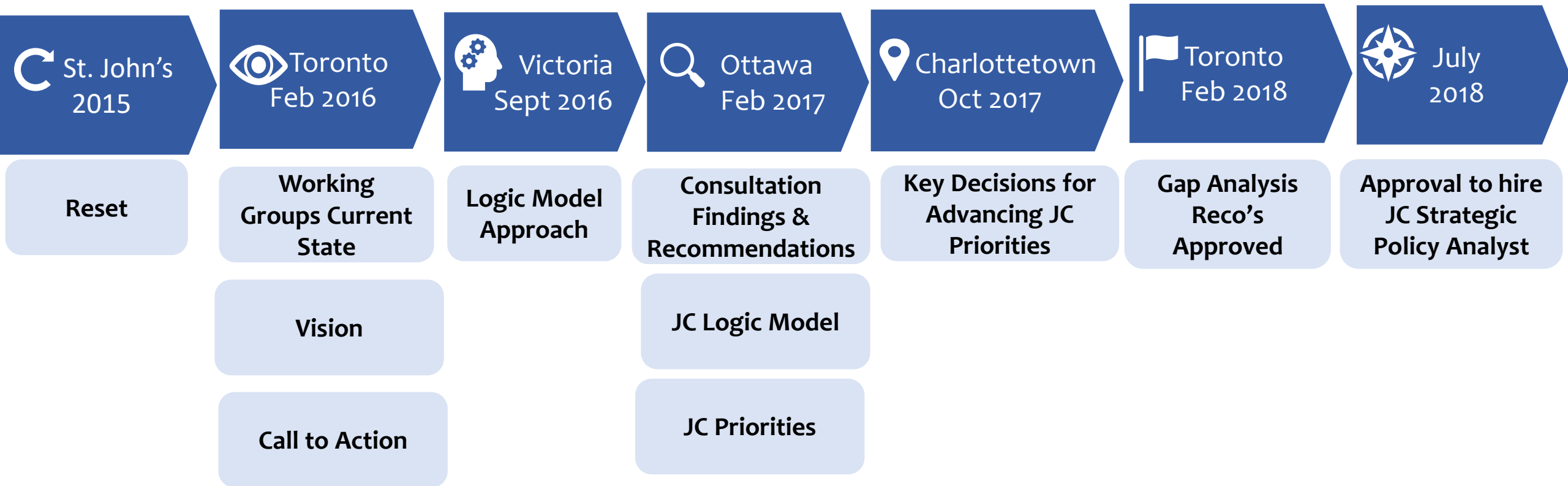
## **Natasha Clarke**

Introduce Joint Councils Strategy Analyst  
Framework Working Group -Logic Model Recap

## **Cathy Kealey**

Background  
Updated Logic Model  
Early Observations  
Workplan

# Background – How did we get here?



**VISION** Enabling World Class Public Services  
Through Co-creation and Collaboration

**CALL TO ACTION** Focus & Acceleration to  
Enable Digital Government for Canadians

**OBJECTIVE** Focused Collaboration to Exceed  
Client Expectations

### JOINT COUNCILS PRINCIPLES

#### **Client-Centric**

Ensuring the customer is at the center of everything government does through co-creation.

#### **Trusted and Secure**

Ensuring services are designed to be privacy respecting and citizens are able to trust their information is secure.

#### **Digital by Design**

Building for digital first, so that all channels can leverage the digital solution.

#### **Collaboration**

Fostering an environment across levels of government and jurisdictions to enable multidisciplinary teams to deliver client centered services and benefit from the collective experience and knowledge.

#### **Measurable & Managed**

Defining outcomes early and using research and measurement to create the right solutions and enable process improvement.

### JOINT COUNCILS LONG TERM GOALS

#### **Enabling Government Without Borders**



Providing simple, seamless and convenient access to government information and services to Canadians regardless of where someone lives or does business.

#### **Enabling Digital Society**



Providing Canadians with the public sector services, supports and data that they need to live and do business in today's society.

#### **Enabling a Modern & Innovative Government**



Leveraging data and research to inform policy development, service design and service delivery while being open, transparent and efficient.

### JOINT COUNCILS SHORT TERM GOALS

**Governance & Service  
Delivery Model**

**Modernized Policies,  
Regulations & Legislation**

**Transformed Client  
Centered Services**

**Digital Culture /  
Capacity**

**Improved Results**  
(Measurement & Reporting)

**Foundational  
Digital Enablers**

**Empowerment Through  
Open Government**

Activities to be developed as part of next steps

# A Bit About Me



Royal Bank



Hamilton



## Updated Logic Model

- Based on Framework Working Group - Gap Analysis and Recommendations
- Early Observations

See Appendix: Framework Working Group Gap Analysis

Revised from Systemscope  
Approach - JC Strategist

Draft Working Group and Sub-Committee Gap Analysis – Current State and Alignment - Jan 10, 2019

[illegible]



**VISION** Enabling World Class Public Services  
Through Co-creation and Collaboration

**CALL TO ACTION** Focus & Acceleration to  
Enable Digital Government for Canadians

**OBJECTIVE** Focused Collaboration to Exceed  
Client Expectations

### JOINT COUNCILS PRINCIPLES

#### Client-Centric

Ensuring the customer is at the center of everything government does through co-creation.

#### Trusted and Secure

Ensuring services are designed to be privacy respecting and citizens are able to trust their information is secure.

#### Digital by Design

Building for digital first, so that all channels can leverage the digital solution.

#### Collaboration

Fostering an environment across levels of government and jurisdictions to enable multidisciplinary teams to deliver client centered services and benefit from the collective experience and knowledge.

#### Measurable & Managed

Defining outcomes early and using research and measurement to create the right solutions and enable process improvement.

Joint Council Priorities: Client-Centred Services, Digital Strategy, Digital Identity (PCTF)

### JOINT COUNCILS LONG TERM GOALS

#### Enabling Government Without Borders



Providing simple, seamless and convenient access to government information and services to Canadians regardless of where someone lives or does business.

#### Enabling Digital Society



Providing Canadians with the public sector services, supports and data that they need to live and do business in today's society.

#### Enabling a Modern & Innovative Government



Leveraging data and research to inform policy development, service design and service delivery while being open, transparent and efficient.

### JOINT COUNCILS SHORT TERM GOALS

#### Governance & Service Delivery Model

Service to Business

Service Network  
Collaboration

#### Modernized Policies, Regulations & Legislation

#### Transformed Client Centered Services

Death Notification

Digital Identity

Client Centric Services

Service to Business

Service Network  
Collaboration

Cloud

#### Digital Culture / Capacity

Canada Open  
Government

#### Improved Results (Measurement & Reporting)

Death Notification

Digital Identity

Canada Open  
Government

Client Centric Services

#### Foundational Digital Enablers

Digital Identity

Cloud

#### Empowerment Through Open Government

Canada Open  
Government

#### Legend:

- Joint Councils
- PSCIOC
- PSSDC

#### TBD:

- Data Driven Intelligence
- Client Centered Services
- Digital Strategy

#### COP's Supports/Enablers?

- NSCIP
- Research
- Privacy
- Etc.



# Joint Councils

(\*=Priority, no TOR, no workplan)

Terms of Reference

Workplan

Digital Strategy

Client Centric

Digital Identity

JC Priorities

Governance & Service  
Delivery Model

Modernized Policies,  
Regulations & Legislation

Transformed Client Centered  
Services

Digital Culture / Capacity

Improved Results  
(Measurement & Reporting)

Foundational Digital  
Enablers

Empowerment Through  
Open Government

Death Notification  
Working Group

Research Committee

Privacy-Committee  
GDPR Subcommittee

\*Digital Identity Priority  
Working Group (5  
streams of work)

\*Identity Management Sub-  
Committee (IMSC)  
(CDI)

Canada's Open Government  
Working group

\*Client Centric Priority  
Working Group

\*Digital Strategy Priority  
Working Group



Oversight



(GDPR)



(Roadmap)



# PSCIOC

\*=Priority, no TOR no workplan)

\*PSCIOC National CIO Sub-Committee on Information Protection NCSIP

PSCIOC Information Management Working Group (inactive)

\*PSCIOC IT Procurement Working Group

\*PSCIOC Cloud Working Group + Microsoft 0365 Working Group

PSCIOC ICT Policy Community of Practice

\*Identity Management



Terms of Reference

Workplan

Digital Strategy

Client Centric

Digital Identity

PSCIOC Priorities



Governance & Service Delivery Model

Modernized Policies, Regulations & Legislation

Transformed Client Centered Services

Digital Culture / Capacity

Improved Results  
(Measurement & Reporting)

Foundational Digital Enablers

Empowerment Through Open Government



# PSSDC

\*=Priority  
(TOR, no workplan)

*PSSDC Service to Business Working Group)	*PSSDC Service Network Collaboration Working Group	PSSDC Data Driven Intelligence Working Group
---	--	--

\*Client Centric Services

Terms of Reference



Workplan



Digital Strategy



Client Centric



Digital Identity

PSSDC Priorities



Governance & Service Delivery Model



Modernized Policies, Regulations & Legislation

Transformed Client Centered Services



Digital Culture / Capacity

Improved Results  
(Measurement & Reporting)

Foundational Digital Enablers

Empowerment Through Open Government

New (post- FWG)

**\*=Priority  
(of respective  
council)**

Joint Councils

PSSDC

PSCIOC

Death Notification Working Group	*Digital Identity Priority (5 streams of work)	*Identity Management Sub-Committee (IMSC)	Canada's Open Government Working group	*Client Centric Priority Working Group	*Digital Strategy Priority Working Group	*PSSDC Service to Business Working Group)	*PSSDC Service Network Collaboration Working Group	PSSDC Data Driven Intelligence Working Group	*PSCIOC Cloud Working Group + Microsoft 0365 Working Group
----------------------------------	--	---	--	--	--	---	--	--	--

Digital Strategy
Client Centric
Digital Identity



New (post- FWG)

Governance & Service Delivery Model



Modernized Policies, Regulations & Legislation

Transformed Client Centered Services



Digital Culture / Capacity



Improved Results (Measurement & Reporting)



Foundational Digital Enablers



Empowerment Through Open Government



# Gaps and observations – I'll be delving into with you...



Degree of alignment sufficient to 'making progress on the vision'



Ladders up to success defining how success is measured



Accurately reflects working groups communities of practice and committees



Consistent understanding of definitions goals and priorities



Identify gaps and ways to address them

# Workplan - 30 Days



Meet with JC Co-Chairs understand priorities, goals observations and questions re: governance



Broadly define measures of success and frequency of contact



Confirm direction and priorities. Adapt workplan Document, summarize and share back



Attend all WG meetings. Observe and understand work, outputs, look for linkages and gaps.



Discuss at Joint Councils meeting for approval

# Workplan -

## 60 Days



Develop questionnaire to meet with members, working group co-chairs re: workplans alignment and gaps



Schedule and meet with Members and Working Group Co-Chairs



Develop and share revised workplan template to include alignment to the priorities and goals.



Further define Short Term Goals, Priorities and Measures



Summarize and share with JC Co-Chairs (report at telecon)



# Workplan - 90 Days



Workplans / Terms of Reference



Review and align work to Logic Model  
Highlight gaps and process to address



Begin to develop JC roadmap with timelines  
and define measures and tracking methods



Develop Communications Tools

Thank-you

**Cathy Kealey**

Joint Councils Strategic Policy Analyst

Institute for Citizen-Centred Services

[cathy.kealey@iccs-isac.org](mailto:cathy.kealey@iccs-isac.org)

# Appendices

- Framework Working Group – Initial Scope
- Position Description – Joint Councils Strategic Policy Analyst
- JC Strategic Policy Analyst Workplan, Activities and Deliverables

# Framework Working Group - Scope

- Identify gaps/challenges and opportunities to further leverage the work of all working groups for better alignment and support to the Joint Councils' priorities.
- To develop a strategic "framework" (visual map) linking all the work of the 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.
- to bring focus, direction and alignment to the work of the Councils; setting of 'national vision' on current and emerging priorities going forward.
- 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.
- to help identify areas for better collaboration between the Councils and to assist in the sequencing of current and future priorities.
- to include both a macro' view (the 'what') and a "micro" view (the "how") of all the work and priorities of the Councils
- 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
- to be a 'living document' that is updated on ongoing basis and to be reviewed at every in-person Joint Councils meeting.

# Joint Councils Strategic Policy Analyst

- Provides strategic advice and assists in the development and implementation of the Joint Councils' short and long-term goals and strategic objectives (Logic Model).
- Identifies, analyzes, and monitors issues that affects the priorities of the Joint Councils. Responsible for recommending strategic alternatives and maintaining alignment of work plans and Logic Model.
- Provides ongoing maintenance of Joint Councils Logic Model and undertake research and environmental scans to support the vision and Logic Model maintenance.
- Leads the development and implementation of Joint Councils work plans.
- Provides accurate, timely and appropriate responses to manage the changes needed to advance the Joint Councils Logic Model and work plans.
- Works collaboratively with all Councils' working groups co-chairs (enhanced liaison) to leverage opportunities within the Joint Councils and its working groups.
- Reports and follows-up on key discussions with Joint Councils, Working Groups co-chairs, and ICCS team.
- Implements the Gap Analysis recommendations, including new group structures and governance guidelines.
- Provides performance management monitoring and reporting against key objectives.
- Participates in all Joint Councils, PSSDC, PSCIOC and Working Group Meetings
- Works under the direction of ICCS Executive Director and Manager of the National Councils.

# The full readable printout included in appendix

Revised from Systemscope  
Approach - JC Strategist

## Draft Working Group and Sub-Committee Gap Analysis – Current State and Alignment - Jan 10, 2019

Legend *Priority of respective council. Light color designated as CDP. White is WG.	Public Sector CIO Committee (TOR, No Workplan)					Public Sector Service Delivery Council (TOR, No Workplan)			Joint Councils (No TOR, No Workplan) 3 Priorities (Intergov platform to pursue)					
	*PSOIC National CIO Sub-Committee on Information Protection NCSIP	PSOIC Information Management Working Group (inactive)	*PSOIC IT Procurement Working Group	*PSOIC Cloud Working Group + Microsoft 0365 WG	PSOIC ICT Policy Working Group	*PSSDC Service to Business Working Group	PSSDC Data Driven Intelligence Working Group	*PSSDC Service Network Collaboration Working Group	PSSDC Death Notification Working Group	Joint Councils Research Committee	Joint Councils Privacy-Committee + GDPR Subcommittee	*Joint Councils Digital Identity Priority (this priority has 5 streams of work)	*Joint Councils Identity Management Sub-Committee (IMSC) (reports to dig id priority leads)	Joint Councils Canada's Digital Interchange (no longer, has folded into IMSC as the same group)
<b>TOR?</b>	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	Yes	No (Provides Oversight)	Yes	Yes
<b>Workplan</b>	Yes (NCSIP)	No	No	No	No	No	No	Yes	No	No (requested Jan 2)	No (Requested Jan 2) Yes - GDPR	Roadmap	Yes	No
<b>FWG Recons</b>	This is a very active group and not a CoP. Issue a call to get missing Provinces and MiSA instances to the table. (2017) JC to task group with activities to support 3 Priorities.	Has been inactive for some time, requires (as per action item) a discussion with PSOIC members for future direction on this group. Continue as Community Of Practice if interest. Exists Survey to determine interest.	Does not meet Priorities or Short Term Goals, nor PSOIC priorities. PSOIC to task this group to support Procurement as a priority of its Council. Transition to CDP or sunset if no interest. Currently looking to support discussion on Joint procurement by PSOIC (Ottawa 2019 agenda)	Meets JC Priorities, Short Term Goals and PSOIC Priorities. Need to redefine mandate and TOR to reflect new priorities and develop pan can criteria: privacy, security and terms for contracting cloud services. Move past info sharing develop common criteria privacy security and terms when contracting cloud services. Work with Privacy.	Currently in discussion with PSOIC to steer this group into actions or move to CoP. Continue as Community Of Practice	Meets JC Priorities, Short Term Goals and PSSDC Priorities Governance & Service Delivery Model and Transformed Client Centered Services. Continue developing BN playbook (engagement strategy as playbook is completed). Advance Ebus Startup.	It aims to meet the priorities of the councils on using data to improve service delivery. Client centric services	Meets JC Priorities, Short Term Goals and PSSDC Priorities Also direct supports Service Network Collaboration and Service to Business Priority. Continue: exploring future areas for collaboration to share expertise, avoid duplication. Develop Partnership Guide and Operationalize Pan Can Points of Svs Mapping Tool and explore options for public facing version.	Meets JC Priorities, Short Term Goals. Continue with Journey Map and Death Bundle Prototype	Meets JC Priorities, but NOT Short Term Goals, look for opportunities to support working groups and advancement of current priorities. Continue with e-reports. Currently the WG members are not really active. A consultant provides the work on the daily newsletter, monthly reports and the public repository.	This is a committee that does operate like a CoP but are now being engaged by JC to do more. Leverage to advance 3 priorities. Council should consider taking activities that support. If continue	Continue to advance pilot. Strengthen Business Case by expanding benefit realization with Provinces.	Listed but Not completed by FWG	Meets JC Priorities, Short Term Goals, Contributes to Digital Identity Priority. Continue to advance pilots. Strengthen business case expanding benefits realization with Provinces.
<b>Governance and Service Delivery Model</b>						FWG says meets this goal		FWG says meets this goal						
<b>Foundational Digital Enablers</b>				FWG says meets this goal									FWG says meets this goal	FWG says meets this goal
<b>Modernized Policies Regulations and Legislation</b>														
<b>Transformed Client Centered Services</b>				FWG says meets this goal		FWG says meets this goal		FWG says meets this goal	FWG says meets this goal					FWG says meets this goal
<b>Digital Culture/Capacity</b>														

Logic Model Short Term Goals

FI

## 30 Days

### Actions:

- Schedule meetings with JC Co-Chairs
- Prepare questionnaire / meeting protocol and share in advance
- Hold meetings and document
- Share summary back with JC Co-Chairs with recommended adaptation of workplan
- Discuss at JC Call and obtain feedback.
- Invited to; and attending all working group, COP and Committee meetings

### Deliverables:

- Summarized document with revised workplan shared with JC-Co-Chairs.



Meet with JC Co-Chairs understand priorities, goals observations and questions re: governance



Broadly define measures of success and frequency of contact



Confirm direction and priorities. Adapt workplan Document, summarize and share back



Attend all WG meetings. Observe and understand work, outputs, look for linkages and gaps.



Discuss at Joint Councils meeting for approval



## 60 Days

### Actions:

- Develop and share revised workplan template
- Develop meeting questionnaire/ protocol
- Schedule and meet Working Group Co-Chairs and members
- Further define and discuss measures for priorities and goals
- Discuss at JC meeting for approval and direction

### Deliverables:

- Questionnaire prepared for meeting with Members/Co-Chairs
- Documented meeting summarized and synthesized with recommendations



Develop questionnaire to meet with members, working group co-chairs re: workplans alignment and gaps



Schedule and meet with Members and Working Group Co-Chairs



Develop and share revised workplan template to include alignment to the priorities and goals.



Further define Short Term Goals, Priorities and Measures



Summarize and share with JC Co-Chairs (report at telecon)

## 90 Days

### Actions:

- Review terms of reference and revised workplans as needed
- Adapt the Logic Model as work aligns, highlighting gaps and opportunities
- Develop roadmap with timelines and measures
- Discuss at JC meetings for approval and feedback

### Deliverables:

- Documented meeting summarized and synthesized with recommendations
- Revised TORs and Workplans
- Adapted Logic Model
- Roadmap of Work
- Communication Tool



Workplans / Terms of Reference



Review and align work to Logic Model  
Highlight gaps and process to address



Begin to develop JC roadmap with timelines  
and define measures and tracking methods



Develop Communications Tools