

## PSCIOC Information-Sharing Template – September 2019

*Information Sharing is collected for the purpose of the PSCIOC Meeting of September 2019.*

*Information contained in this document cannot be shared without the approval of the member jurisdiction (author).*

JURISDICTION: Treasury Board of Canada Secretariat, Government of Canada (GC)		Contact
<b>1. <u>Accomplishments:</u></b> Briefly highlight major IT/IM accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6 - 12 months.	<b>Open Government</b> <ul style="list-style-type: none"> <li>• Successfully hosted the 2019 Open Government Partnership (OGP) Global Summit in May 2019 with over 2,600 participants from 115 countries in attendance. The Summit featured approximately 14 sessions related to the topics of digital and service delivery. The scope of these ranged from AI to the application of blockchain in the public service. Side events such as the Innovation Solutions Showcase, Hackathon on Open Data and Open Source Software and Civic Tech Salon were largely focus on govtech solutions.</li> <li>• Increased the number of datasets on the open.canada.ca portal to over 80,000 and released an update to the portal's landing page (including updating the open data and information search catalogue) to improve the look and feel of searches, as well as the "discoverability" of data and information on the <a href="https://open.canada.ca">open.canada.ca</a> website.</li> <li>• The <a href="#">Access to Information and Privacy (ATIP) Online Request Service</a> was launched on October 2018 after four rounds of user testing with Canadians. This testing allowed Canadians to provide input into the design of the service. Artificial Intelligence search and recommendation engines were added before the launch following feedback received from Canadians, which make it easier for Canadians to find what they are looking for while encouraging them to first search for existing requests before putting in a new request. The service was launched with 8 small institutions and over 150 institutions have now been onboarded.</li> </ul>	Melanie Robert <a href="mailto:Melanie.Robert@tbs-sct.gc.ca">Melanie.Robert@tbs-sct.gc.ca</a>
	<b>Digital Policy</b> <ul style="list-style-type: none"> <li>• Following the open and collaborative development on the policy language with various stakeholders, the new TBS <a href="#">Policy on Service and Digital</a> was approved by Treasury Board in July 2019 and will take effect April 1, 2020. It will replace the Policy Framework on Information and Technology, the Policy on Management of Information Technology, the Policy on Information Management, the Policy on Service, and the Policy on Acceptable Network and Device Use. The Directive on Service and Digital will take effect on April 1, 2020. It will replace the Directive on Management of Information Technology, the Directive on Information Management Roles and Responsibilities, and the Directive on Recordkeeping. This new set of rules seeks to:               <ul style="list-style-type: none"> <li>○ enhance integrated governance, planning and reporting for an enterprise approach,</li> </ul> </li> </ul>	Sonya Read <a href="mailto:Sonya.Read@tbs-sct.gc.ca">Sonya.Read@tbs-sct.gc.ca</a>

- increase the focus on the client and digital enablement across all services and channels,
- strengthen management of information
- better manage and protect systems and information and improve interoperability
- support the workforce capacity and capability
- The new TBS Policy on Service and Digital will be supported by a Digital Performance Measurement Framework (DPMF), which is under development. The DPMF will be designed to develop the capacity of departments to work digitally. By developing the connections between IM, IT and Service, the DPMF will ensure that digital maturity is a key driver of a department's business value.
- Integration of IM, IT and Services performance assessment under the [Management Accountability Framework](#) was completed in 2019. This new methodology integrates the 3 separate Areas of Management (AoM) under a single unified AoM, aligned with the TBS [Policy on Service and Digital](#).

#### **Digital Investments**

- The [Mandatory Procedures for Concept Cases for Digital Projects](#) came into effect on April 1, 2018, and now form Appendix C of the [Policy on the Planning and Management of Investments](#). This first year of implementation was focused on raising awareness and supporting departments in meeting the requirements. 31 concept cases have been submitted for review in the past 14 months.
- The new Treasury Board [Directive on the Management of Projects and Programs](#) was approved on April 11, 2019, outlining the responsibilities of the Chief Information Officer of Canada (GC CIO).
- In 2019 TBS Digital Investment Oversight Division established the Delivery Confidence Assessment approach, which reflects the professional judgement of the project oversight team of the likelihood that the project or programme will achieve its intended business outcomes, based on evidence gathered during the ongoing oversight process and considerations of key project management success factors. The DCA process was originally developed by the Infrastructure and Projects Authority (IPA) in UK.

#### **Information and Privacy Policy**

- [Bill C-58](#), an Act to amend the Access to Information Act and the Privacy Act, came into force on June 21, 2019. The bill provides the Information Commissioner with the power to make binding orders to government institutions and puts into practice the principle of "open by default" in the digital age by making key information available proactively, without the need to make a request.
- Published the [Privacy Breach Action Plan](#) and a detailed Privacy Breach Workplan to the Canada.ca domain on July 4, 2019.

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- In January 2019, engaged the ATIP community to develop and share best practices and tools on privacy breach management.
- Developed new content on privacy for the Canada School of Public Service Security Awareness course (A230).
- In March 2019, worked one-on-one with federal institutions to ensure more consistent reporting on privacy breaches in Annual Reports to Parliament.

#### **Security Policy**

- Approval of the updated [Treasury Board Policy on Government Security](#) (PGS) and the [Directive on Security Management](#). The updated Policy took effect on July 1, 2019. The Directive includes:
  - Appendix B: Mandatory Procedures for Information Technology Security Control;
  - Appendix E: Mandatory Procedures for Information Management Security Control; and
  - Appendix J: Standard on Security Categorization.

#### **Talent Management and Development**

- Historically, annual talent management discussions focused exclusively on limited CIO positions (43 CIOC member organizations). In 2018-19, TBS expanded the scope of talent management to look beyond CIO positions to include subordinate and peer-level IM/IT executives (EX-01/03s). In 2019-20, TBS expanded further into IM/IT EX-equivalent and Manager roles. Part of the increased scope goes beyond looking merely at performance ratings (e.g., candidates with ratings of 4 or 5 out of 5) for promotional opportunities to include candidates that could benefit from at-level career mobility.
- Draft Digital Competencies were developed to complement and operationalize the [Government of Canada Digital Standards](#) to help instill the required competencies (e.g., knowledge, skills, abilities and other (KSAO) attributes like traits) to foster a more digital government.

#### **Digital Change**

- As part of its work to better socialize and reinforce the importance of digital government, TBS created of a dedicated section on Canada.ca for [Digital government](#).
- In September 2018, the Minister of Digital Government announced the [Government of Canada Digital Standards](#). These Standards establish how all public servants must work differently in the digital age, including ensuring that users and their needs are at the heart of services, programs and operations, and that the GC leverages digital technologies and methods to deliver the high-quality services Canadians expect. The

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Standards were integrated as part of the new TBS [Policy on Service and Digital](#) suite of policy instruments and are reflected in TBS's [2018-2022 Digital Operations Strategic Plan](#) (December 2018), the third iteration of the plan which sets and provides insight into the government's digital direction.

- The GC launched Canada's Digital Academy at the Canada School of Public Service to equip public servants with the skills they need to work in a digitally-enabled environment. Open by default and collaborative in nature, the Academy is bringing together contributors from various levels of government, the private sector, and the non-profit sector to advance government-wide understanding of digital. The Digital Academy has run pilot courses on AI and machine learning that included practical experience in developing and using algorithms to learn from and make predictions or decisions based on data. The 60 learners invested roughly 80 hours in in-class training and instruction and workshops hosted by guest instructors from all levels of government, the private sector, and academia.

#### **Enterprise Strategic Planning**

- Shared Services Canada made public cloud services available to the GC in 2017 by awarding contracts to major cloud providers. Since that time, over 60 departments have started using public cloud services as part of their IT service delivery, with usage growing from websites and scientific research to program delivery such as border clearances and the future of payroll. In 2018, two departments committed to migrating their applications residing in aging, at-risk data center facilities to public cloud services. This migration will not only allow legacy data centers to be decommissioned, but also reduce costly asset management and ever-greening in the future.
- In 2019, the GC committed to migrating its legacy email system to a modern, public cloud-based digital communications suite that also includes teleconferencing, videoconferencing, instant messaging, file sharing, and more to support a mobile, connected public service.
- Public Service and Procurement Canada's new e-procurement platform will leverage a cloud-based solution, while the Canada Border Services Agency Assessment and Revenue Management (CARM) project is moving the GC's second largest source of revenue to a fully digital revenue management paradigm by implementing industry standard enterprise systems inside a GC cloud. This cloud-based Software as-a-Service enterprise solution is an enterprise first for the GC.

#### **Cyber Security**

- The Identity Management Sub-Committee (IMSC), with representation from all Canadian jurisdictions, has achieved consensus on the first version of the Pan-Canadian Trust Framework (PCTF), the rules framework that will underpin this digital

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	<p>identity ecosystem, and the GC continues to collaborate with the Digital ID and Authentication Council of Canada to further align public and private sector perspectives into a single rules Framework.</p> <p><b>Canada in the Digital 9 (D9)</b></p> <ul style="list-style-type: none"> <li>Within the <a href="#">D9</a>, Canada led the development of <a href="#">AI guiding principles</a>, which were adopted by all members of the group in November 2018 and are supported by the efforts of a working group struck to create a toolkit with open resources on adopting responsible, ethical AI. These principles and supporting materials provide an ethical framework for the use of AI by governments, an approach that is reflected in the GC's <a href="#">Directive on Automated Decision Making</a>.</li> <li>Several D9 member countries, including Uruguay and Mexico, have adopted Canada's Algorithmic Impact Assessment (AIA) and integrating the tool in their local contexts.</li> </ul> <p><b>Digital Recruitment</b></p> <ul style="list-style-type: none"> <li>In fall 2018, the GC launched a world-first, grassroots pilot, <a href="#">Talent Cloud</a>, which strives to ease the process for hiring talent for project-based opportunities. The platform is currently being used to hire term-based employees with benefits for positions in digital, technology, and user experience design. The project's goal is to ultimately reduce the time-to-hire to 30 days, from job advertisement to letter of offer.</li> </ul> <p><b>Next Generation (NextGen) HR &amp; Pay</b></p> <ul style="list-style-type: none"> <li>The NextGen team is holding iterative conversations with industry and stakeholders to understand public servants' needs as well as the available course-correcting solutions to the Phoenix pay system. All solutions under exploration must meet the GC Digital Standards. The NextGen team has engaged over 3,000 public servants to date, and committed to working in the open to the extent possible. This openness has been made possible by developing a <a href="#">public website</a> to share key milestones and important updates, by posting documents publicly, and by leveraging social media and GC platforms like Twitter and GCPedia to create an open dialogue with public servants, bargaining agents and Canadians on the future of HR and pay in the GC.</li> </ul>	<p>Mark Levene <a href="mailto:Mark.Levene@tbs-sct.gc.ca">Mark.Levene@tbs-sct.gc.ca</a></p> <p>Lauren Hunter <a href="mailto:Lauren.Hunter@tbs-sct.gc.ca">Lauren.Hunter@tbs-sct.gc.ca</a></p> <p>Jacquie Manchovsky <a href="mailto:Jacquie.Manchovsky@tbs-sct.gc.ca">Jacquie.Manchovsky@tbs-sct.gc.ca</a></p>
<p><b>2. Priorities:</b> Briefly describe what your organization sees as its <b>top IT/IM priorities/initiatives</b></p>	<p><b>Open Government</b></p> <ul style="list-style-type: none"> <li>Add visualizations to high-value datasets. Building on tools like <a href="#">Open Maps</a> and <a href="#">GC InfoBase</a>, we will be highlighting a visualization tool created by the Public Service Commission.</li> <li>Improve the <a href="#">Suggest a Dataset</a> page on open.canada.ca to highlight actions taken by organizations around requested datasets.</li> </ul>	<p>Melanie Robert <a href="mailto:Melanie.Robert@tbs-sct.gc.ca">Melanie.Robert@tbs-sct.gc.ca</a></p>

**over the next 12 to 36 months.**

*The PSCIOC is particularly interested in jurisdictional information in the following areas:*

- **Digital Government**
- **Cyber Security**
- **Talent Management**

- Implement commitments in Canada's 2018-2020 National Action Plan on Open Government (including those on user-friendly open government, digital government and services).
- Work with provinces and territories (through the Canada Open Government Working Group) to standardize high-value datasets intended for priority release across jurisdictions
- Expand current federated open data service to include two provinces and two municipalities.
- Undertake a Request for Information and Request for Proposal to establish a contracting vehicle for access to information and personal information request processing software; this contracting vehicle would be available for Provinces and Territories to leverage. Target is Spring 2020.

#### **Talent Management and Development**

- Continue to leverage enterprise data on executives to identify potential candidates for succession planning and career mobility opportunities, based on a number of factors such as Talent Map placement, performance management ratings, and potential and readiness for movement.
- Work is ongoing in partnership with the Canada School of Public Service Digital Academy and others (e.g., [uOttawa CIO Institute](#)) to try and ensure a Competency-Based Learning (CBL) lens is applied in learning and development initiatives and materials.

#### **Cyber Security**

- Exploring partnership with other federal government organizations to co-develop a Cyber Security Development Program.
- TBS, in collaboration with Identity Management Sub Committee (IMSC) will continue with the development and adoption of the Public Sector Profile of the PCTF. This includes formalizing the assessment process, communications, and engagement (i.e. infographics). TBS will maintain a collaborative relationship with Digital Identity Authentication Council of Canada according to the terms of the Letter of Intent (LOI) signed in 2016. Next steps are the following:
  - Incorporate the verified organisation and verified relationship into the overall PCTF model.
  - Continue the PCTF assessment process with Provinces and Territories.
  - Leveraging research on emerging open source technologies and standards that may complement or influence the development of the PCTF. These include standards bodies and foundations such as W3C, Hyperledger and Decentralized Identity Foundation.

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- Continue to foster international engagement and interest in the PCTF and the Canadian approach to digital identity (UNHCR, World Bank and D9).

#### **Digital Policy**

- Implementation of the TBS [Policy on Service and Digital](#) and piloting the DPMF with select departments.
- Complete the legislature review exercise underway to **identify** impediments to integrated, seamless, online end to end service delivery.

#### **Digital Enablement**

- The Government of Canada supports an omni-channel service vision, OneGov, where citizens can access any government service digitally, on any platform, using any device, and through any partner. Efforts are being made to advance the enabling technologies within government to achieve this vision as well as secure partnerships with industry that demonstrate this vision in practice.

#### **Digital Investment**

- Improved problem analysis through the use of concept cases to identify problems or opportunities that are looking to be solved by GC departments.
- Continue the evolution of the Deliver Confidence Assessments process. Utilize the data collected through the oversight function of digital projects to identify trends and inform decision making.
- Increase awareness of the new role of the Chief Information Officer of Canada (GC CIO) where Independent Reviews are commissioned or project cancellation is recommended by the GC CIO

#### **Information and Privacy Policy**

- Full review of the Access to Information Act: Bill C-58 commits the Government to begin a full review by June 2020.
- Update the Access to Information policy suite and provide guidance to reflect amendments made to the Access to Information Act and the Privacy Act as a result of C-58.
- Support work towards renewed privacy legislation for the digital age.
- Develop and publish tools and guidance to support consistent application of the Privacy Act, Regulations and related policies across the federal government.

#### **Enterprise Strategic Planning**

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	<ul style="list-style-type: none"> <li>The <a href="#">Digital Operations Strategic Plan (DOSP)</a> was published December 2018. This fall, the Strategic Actions in Appendix A will be updated to align with current progress and direction.</li> </ul>	<a href="mailto:Natalie.McGee@tbs-sct.gc.ca">Natalie.McGee@tbs-sct.gc.ca</a>
<p><b>3. Issues and Needs:</b> Briefly describe any issues you would like to share with the Council and what assistance you might be seeking from PSCIOC.</p>	<p><b>Open Government</b></p> <ul style="list-style-type: none"> <li>TBS is seeking the assistance of the PSCIOC to promote capacity building and collaboration for scaling the federated open data search pilot.</li> <li>TBS is seeking the assistance of the PSCIOC to advance engagement with jurisdictions in the development of a new and more sustainable OGP Local Program to advance open government innovations and reforms at the local level.</li> </ul> <p><b>Talent Management and Development</b></p> <ul style="list-style-type: none"> <li>TBS would like to share challenges and issues and obtain best practices in recruiting and retaining specific, in-demand work streams functions (e.g. Cybersecurity, Enterprise Architecture, and AI).</li> <li>TBS is interested in learning what are other jurisdictions doing in terms of Digital Talent Development. For instance, what Competency Models exist and how they are being leveraged – for learning and development initially, followed by recruiting and performance management.</li> </ul> <p><b>Digital Policy</b></p> <ul style="list-style-type: none"> <li>TBS would like to receive information on how other jurisdictions are assessing “digital” performance.</li> <li>TBS is seeking information from other jurisdictions in respect of impact and costs related to implementation of <a href="#">WCAG 2.1</a> or <a href="#">EN301-549 standard</a></li> </ul> <p><b>Digital Enablement</b></p> <ul style="list-style-type: none"> <li>TBS is seeking examples of innovative service solutions at the provincial and territorial level that have the potential to be scaled, particularly services that are using modern integration approaches, e.g. APIs (Application Programming Interfaces).</li> </ul> <p><b>Cyber Security</b></p> <ul style="list-style-type: none"> <li>TBS is seeking partners to advance piloting E-signatures, for which guidance was recently issues and approved through GC Enterprise Architecture Review Board.</li> <li>TBS will continue to evolve the existing Sign In Canada authentication solution to enable the use of trusted digital identities which conform to the public sector profile of the PCTF. TBS is currently building a core acceptance platform to prove out</li> </ul>	<p>Melanie Robert <a href="mailto:Melanie.Robert@tbs-sct.gc.ca">Melanie.Robert@tbs-sct.gc.ca</a></p> <p>David Cramm <a href="mailto:david.cramm@tbs-sct.gc.ca">david.cramm@tbs-sct.gc.ca</a></p> <p>Sonya Read <a href="mailto:Sonya.Read@tbs-sct.gc.ca">Sonya.Read@tbs-sct.gc.ca</a></p> <p>Owen Teo <a href="mailto:Owen.Teo@tbs-sct.gc.ca">Owen.Teo@tbs-sct.gc.ca</a></p> <p>Imraan Bashir <a href="mailto:Imraan.Bashir@tbs-sct.gc.ca">Imraan.Bashir@tbs-sct.gc.ca</a></p>



functionality and welcomes the support of interested jurisdictions to integrate with the acceptance platform to provide their clients with seamless access to federal services.

- TBS will continue to develop tools and templates to establish a secure foundation within cloud service provider environments, and would welcome any thoughts should members wish to participate.
- TBS would like to share the following resources:
  - [GitHub repository for Pan-Canadian Trust Framework](#).
  - GitHub repository for GC Accelerators to support and enable secure cloud deployments, applying an infrastructure as code approach.
    - [GC Accelerator for AWS](#)
    - [GC Accelerator for Azure](#)
- The [Security Playbook for Information System Solutions](#), which proposes a set of security tasks and considerations for building security in and when designing and implementing GC information system solutions in cloud environments

#### **Digital Investments:**

- TBS is seeking best practices in regards to performing good problem analysis that has resulted in long term benefits for solving them from an enterprise perspective.
- TBS is also seeking examples of unique ways of overseeing digital project investments at the Provincial level, particularly oversight functions that include the use of predictive project analytics (PPA) tools.

#### **Information and Privacy Policy:**

- TBS would like to continue sharing information on legislative initiatives to modernize the Access to Information Act.
- TBS would like to work with the PSCIOC/PSSDC Privacy Sub-Committee and the Office of the Privacy Commissioner to identify opportunities to streamline Privacy Impact Assessments.

#### **Enterprise Strategic Planning**

- A whitepaper describing the Enterprise Architecture direction needed for the Government of Canada to achieve the digital strategy and modernize its information technology environment is being drafted. TBS would appreciate comments from PSCIOC on the whitepaper.
- Updates to the GC Architectural standards will include refinements to the current information and addition of new standards to include items like Open Source, tell us once, green IT, accessibility, AI, privacy, security, and gender X. TBS is currently in the Collection Phase until end of September 2019. TBS would appreciate comments

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	from PSCIOC on the changes that have been gathered thus far ( <a href="#">available here</a> ).	
<b>4. <u>Topics of Interest:</u></b>  Please <b>identify topics of interest</b> to your jurisdiction for future PSCIOC meetings /teleconferences.	<p><b>Open Government</b></p> <ul style="list-style-type: none"> <li>• Sustaining progress in open government at all levels of Government in the face of political transition.</li> <li>• How governments are working to include the voices of marginalized or under-represented communities in policy development and decision-making processes.</li> </ul> <p><b>Talent Management and Development</b></p> <ul style="list-style-type: none"> <li>• TBS is interested in exploring the use of data analytics in terms of Strategic HR Management (SHRM) for recruitment and other purposes.</li> </ul> <p><b>Digital Policy</b></p> <ul style="list-style-type: none"> <li>• TBS would be happy to discuss its Digital Performance Measurement Framework at a future meeting.</li> </ul>	<p>Melanie Robert  <a href="mailto:Melanie.Robert@tbs-s">Melanie.Robert@tbs-s</a></p> <p>David Cramm  <a href="mailto:david.cramm@tbs-sct.gc.ca">david.cramm@tbs-sct.gc.ca</a> <a href="mailto:ct.gc.ca">ct.gc.ca</a></p> <p>Sonya Read  <a href="mailto:Sonya.Read@tbs-sct.gc.ca">Sonya.Read@tbs-sct.gc.ca</a></p>