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JURISDICTION: Government of Canada, Treasury Board of Canada Secretariat (TBS), Chief Information Officer Branch (CIOB)	Contact
<p>1. Accomplishments: Briefly highlight major IT/IM accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6 months.</p> <p><u>Service Policy</u> The Policy on Service, which establishes a strategic and coherent approach to the design and delivery of Government of Canada (GC) internal enterprise and external services, came into effect on October 1, 2014 when two of its ten requirements were phased in. Six additional requirements came into effect in October 2015. To support implementation of the Policy, five modules of the Guideline on Service Management have been published, and additional draft guidance addressing the new requirements is available to federal employees on GCpedia. To increase overall GC efficiency and compliance with privacy policy requirements, TBS has finalized a draft Standardized Privacy Impact Assessment (PIA) on Common Uses of Official Social Media Accounts, which assesses privacy risks from an enterprise perspective and identifies mitigation strategies to address those risks. A repository of best practices and tools has been created to support the implementation of the Standard on Social Media Account Management by sharing departmental best practices and lessons learned. Guidance on the use of social media for official, professional and personal purposes in the GC was developed as an awareness tool for public servants across government.</p> <p><u>Information Technology</u></p> <ul style="list-style-type: none">Initiated a Government of Canada Enterprise Architecture Working Group with all of the Shared Services Canada partner departments on December 22nd. The working group is focused on deliverables to help increase departmental alignment and to further competencies and maturity of Enterprise Architecture across the GC.	<p>Nicholas Wise nicholas.wise@tbs-sct.gc.ca 613-369-9656</p> <p>Wade Daley Wade.daley@tbs-sct.gc.ca 613-369-9651</p>



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<p>2. Priorities: Briefly describe what your organization sees as its top IT/IM priorities/initiatives over the next 12 to 36 months.</p>	<p><u>Service and GC 2.0 Policy and Community Enablement Policy</u></p> <p>To support departmental implementation of the Policy on Service, new modules are being added to the Guideline on Service Management. The Service community of practice is being developed through outreach and engagement activities, such as the launch of the Service Summit.</p> <p><u>Information Technology</u></p> <ul style="list-style-type: none"> • Development of a GC Cloud Adoption Strategy • Implementation of an application Interoperability Platform and API store. • Development of the GC Integrated IT Plan 2016-17. <p>Operationalizing the Committees on Enterprise Priorities and Planning to establish Government of Canada-wide alignment of IT-enabled projects to business priorities.</p> <p><u>Access to Information and Privacy (ATIP) Policy</u> 30-day guarantee policy for personal information requests Bring forward 30-day guarantee policy for personal information requests: should a request take longer than 30 days to fulfill, the Government will provide a written explanation for the delay to the applicant and to the Privacy Commissioner</p> <p><u>Privacy Breach Reporting</u> The requirements to report material privacy breach have been in place since May 2014. An analysis of the breaches that occurred will be undertaken in order to detect any systemic issue that should be addressed through TBS various tools, directives and policies.</p> <p><u>Information Management – Policy and Performance</u> CIOB is undergoing a review of all mandatory instruments in the IM Policy suite. This is part of a TBS-wide Policy Reset exercise that will streamline and consolidate more than 4000 requirements, including 1800 in the IM and IT policy centres. With a new IM Policy architecture guided by the new GC IM Strategy,</p>	<p>Nicholas Wise nicholas.wise@tbs-sct.gc.ca 613-369-9656</p> <p>Wade Daley Wade.daley@tbs-sct.gc.ca 613-369-9651</p> <p>Ruth Naylor ruth.naylor@tbs-sct.gc.ca 613-369-9644</p> <p>Stephen Walker Stephen.Walker@tbs-sct.gc.ca 613-369-9698</p>
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CIOB is continuing to provide comprehensive guidance on managing GC's information assets and making them open by default.

Other CIOB priorities for IM Policy and performance include:

- Continuing to monitor GC institutions' work towards compliance to the [Directive on Recordkeeping](#);
- Supporting the implementation of the [Directive on Open Government](#) with additional tools and resources; and
- Organizing a minimum of three events for the IM community, targeting both the executive layer and the IM functional specialists.

Security

The GC initiated the review of the Government Security Policy suite, which ensures that deputy heads effectively manage security activities within departments and contribute to effective government-wide security. Draft security policy instruments have been shared with the security community and key consultations are being completed with the GC security governance. Completion of this policy work is a priority for fiscal year 2016-17.

Cybersecurity

Plans underway include:

- Developing executive exercises to test the GC Cyber Security Event Management Plan
- Continuing development of the ESA strategy and planning documents such as Secure Enterprise Application Delivery Concept of Operations to meet the GC ESA vision.
- Maintaining oversight for the pilot of a new Security Assessment and Authorization process for IT Enterprise Services. From the lessons learned, the process will be improved and will better align with the enterprise context of GC service delivery.
- Coordinating the Enterprise Credential Transformation to create a single unique credential for all GC Workers.
- Leading the GC ICAM Strategy and Plan towards an enterprise-wide

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	<p>federated ICAM service including credential evolution.</p> <ul style="list-style-type: none"> • Supporting GC transformation initiatives by providing cybersecurity architectural support. • Providing outreach and enablement to the GC community including integration in the CS community outreach and fostering dialogue within the security community. • Providing oversight and evaluation by leading cybersecurity program management and governance in support of ESA program objectives. • Collaborating on the creation the GC Cloud Strategy 	
<p>3. Issues and Needs: Briefly describe any issues you would like to share with the Council and what assistance you might be seeking from PSCIOC.</p>	<p><u>Service</u></p> <ul style="list-style-type: none"> • Better and more comprehensive information on citizens' expectations on government/private sector roles to help citizens protect their digital identity as we move to digital services and more transacting online. • The TBS Chief Information Officer Branch will continue to work towards seamless services across both the Government of Canada and other Canadian jurisdictions. • Through the Policy on Service, the TBS Chief Information Officer Branch will continue to improve the quantity and quality of e-services available to Canadians and businesses. <p><u>Information Technology</u></p> <ul style="list-style-type: none"> • The GC Interoperability Platform will have the ability to provide services to additional tenants. Developing a governance strategy that fits multiple uses will be key. • A common information model for use by governments of Canada would be a significant achievement for government to government, government to business and government to citizen interoperability. It would enhance a national API store and allow the development of business processes that cross all domains. A significant national achievement. <p>PSCIOC partners are invited to share their governance models, processes and successes related to jurisdiction-wide IT project prioritization.</p>	<p>Nicholas Wise nicholas.wise@tbs-sct.gc.ca 613-369-9656</p> <p>Annik Casey annik.casey@tbs-sct.gc.ca 613-369-9656</p> <p>Wade Daley Wade.daley@tbs-sct.gc.ca 613-369-9651</p>



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	<p><u>Access to Information and Privacy</u></p> <ul style="list-style-type: none"> • Ongoing work around privacy breach reporting and management will benefit from multijurisdictional collaboration • Working towards <i>Access to Information Act</i> reform as per mandated commitment 	<p>Ruth Naylor ruth.naylor@tbs-sct.gc.ca 613-369-9644</p>
<p>Annex: CIOB information reported at the Joint Councils and PSCIOC meeting held September 15-17, 2015. <u>For reference only.</u></p>	<p><u>Service and GC 2.0 Policy and Community Enablement</u></p> <p>Policy To support departmental implementation of the Policy on Service, new modules are being added to the Guideline on Service Management. The Service community of practice is being developed through outreach and engagement activities, such as the launch of the Service Summit.</p> <p>Collaboration Tools</p> <ul style="list-style-type: none"> • Migration to new server infrastructure to meet increased usage (70,000+ registered users, 7000+/day) • Building a Micro-missions platform to facilitate short-term, task-focused lean HR opportunities across the GC • Upgrading to latest version of Elgg FOSS and WET4 template to improve accessibility, usability and mobile performance • Exploratory work on recommendation engines, social network analysis and determining ROI on digital collaboration <p>Community Enablement CIO organizations in the GC are undergoing significant transformation, moving from a primarily service function to a strategic business partner role.</p> <p>TBS is providing support through the development and dissemination of information products and strategic workforce planning tools to enable CIO Executive Talent Management, Workforce Planning, and IM/IT Career Development.</p> <p>Canada's Digital Interchange Over the coming months, the CDI Task Force will continue to work with federal</p>	<p>Nicholas Wise nicholas.wise@tbs-sct.gc.ca 613-369-9656</p>



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and provincial partners to develop the business case for CDI, including a detailed analysis of costs related to onboarding, ongoing maintenance, and related changes to business processes within departments.

Security

Over the Fall 2015, TBS CIOB continued to pilot a new Security Assessment and Authorization process for IT Enterprise Services. The pilot has enabled CIOB to identify lessons learned and further improve the proposed SA&A process, which will replace the Certification and Accreditation. It is anticipated that the new SA & A process will better align with the current enterprise context.

TBS CIOB continues to work with lead security agencies and departments to implement the Standard on Security Screening. A privacy assessment related to the Standard has been completed and will be submitted to the Office of the Privacy Commissioner of Canada. The pilot of the Position Analysis Tool (PAT) has been completed and TBS is working with key departments on a progressive implementation strategy.

The Pan-Canadian Trusted Identity Forum was held in Ottawa in November 2015. The IMSC is finalizing a Memorandum of Understanding with DIACC to coordinate efforts to develop the Pan-Canadian Identity Trust Framework. A draft Pan-Canadian Trust Framework Charter has been developed. The IMSC working group is now focusing developing conformance criteria for Pan-Canadian Identity Trust Framework components.

The Guideline on Identity Assurance was approved in December 2015 and will be published shortly on the Government of Canada web site. This Guideline supports implementation of the minimum requirements to establish an identity assurance level for an individual, and is a companion to the Guideline on Defining Authentication Requirements and the Standard on Identity and Credential Assurance.

The cyber authentication service was implemented in 2012 and enables clients of Government of Canada online services to securely sign in using their online banking credential (e.g. username & password) from several Canadian financial

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institutions or using the GC-branded credential called GCKey. Currently, there are a total of six (6) financial institutions engaged as Sign-In Partners, with Desjardins scheduled to onboard in early February. Planning and requirements gathering has been initiated to procure an “evolved” service and to ensure service continuity, as current contracts are set to expire in 2019.

Cybersecurity

The GC manages a comprehensive Enterprise Security Architecture program under the leadership of TBS CIOB in collaboration with Communications Security Establishment and Shared Services Canada. The ESA Program provides a standardized approach for developing secure IT architecture by ensuring that basic security building blocks are implemented across the enterprise as the infrastructure is renewed.

In August 2015, the GC Cyber Security Event Management Plan replaced the GC IT Incident Management Plan, which included updated roles and responsibilities. GC departments will have better tools and templates to implement patch management strategies and conduct incident triage.

A Security Policy Implementation Notice was issued in December 2015, which identified Priority IT Security Actions that departments are asked to undertake and report on progress in the next six months. There are three security management actions from the CSE Top 10 list that need to be reinforced: patching of operating systems (OSs) and applications; enforcing the management of administrative privileges; and hardening of information systems

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GC Web Renewal

With the various Web Renewal procurements completed, attention turns to implementing the GC’s renewed web publishing model enabled by an integrated suite of new outsourced services.

In the short term, technical teams from TBS, Principal Publisher (Service Canada) and vendors are working to configure the managed web publishing

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service (MWS) for initial launch in Fall 2015. This will allow the current Canada.ca website, hosted on a Service Canada managed interim solution, to be migrated to the MWS. Further configuration of the MWS will take place using an agile methodology to deliver functionality and features to support the onboarding of the GC's more than 1,500 websites to the MWS over the next year and a half and achieve the project's commitment of having all active Web content on the MWS by December 2016.

To help institutions plan and execute this migration and onboarding, training will be made available to GC personnel to support a distributed publishing model.

Continued refinements of existing tools, such as the Canada.ca Web Content Style Guide, and Content and Information Architecture Specification, will occur for use by departmental web publishing resources.

Migrating content into the MWS will result in institutions making information easier to find by optimizing existing web content and removing redundant and outdated information. This will result in an exponentially better user experience for Canadians through the consolidated Canada.ca prior to finally decommissioning obsolete websites. Discussions with Library and Archives Canada are taking place to define the information management strategy for archiving GC web content.

Once migrated to Canada.ca, institutions will also take advantage of the industry leading web analytics service offered by Adobe and rolled into the MWS. This will allow them and the GC enterprise to constantly refine and enhance its web presence using real-time data and evidence-based approaches.

Finally, TBS and Principal Publisher (Service Canada) are working on transitioning accountability for various components of the Web Renewal Initiative from TBS-CIOB, where the project was incubated, to the Principal Publisher, who will operate Canada.ca.



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Access to Information and Privacy (ATIP) Policy

As of April 1, 2015, institutions are required to post their summaries of completed access to information requests on the Government of Canada Open Government Portal (<http://open.canada.ca/en/search/ati>) so that users can search these summaries and make requests for copies of the previously released records. TBS will continue to provide training to institutions to support the effective use of the new site to maximize Canadians' access to previously-released information.

May 2015 marked one year of mandatory privacy breach reporting by government institutions. The GC CIO, in conjunction with the OPC, will consider how to improve the reporting process and supporting tools, and continue outreach and training for government institutions to improve reporting. Work will also be done to analyse and address recurring causes of breaches.

Work is ongoing on the Privacy Manual and Privacy Protocol since March 2015. These are TBS non-mandatory policy instruments which support the application of the *Privacy Act*, Privacy Regulations and related policies. They are expected to be completed in 2015-2016. In addition, expert advice is provided to a number of TBS policy areas on their priority projects and initiatives such as Canada's Digital Interchange, MyGCHR, use of Official Social Media Accounts, GC 2.0 Tools and security.

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Information Technology – Policy and Planning

- Developing the first GC Integrated IT Plan, leveraging the GC IT Management Model IT Plan process and information.
- Operationalizing the newly established Committees on Enterprise Priorities and Planning.
- Leading the *Back Office Transformation Interoperability Project* to create a GC enterprise-wide interoperability platform which will be leveraged to improve the execution of business process and create a modern and reliable way to exchange data across systems.
- Enabling the adoption of Commercial Cloud Services, providing access to

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a secure Pan-Canadian Cloud Marketplace of accredited service providers for infrastructure, platform and software services to enable departments and agencies to deliver more efficient and innovative services.

- Continuing to support the evolution and maturity of the discipline of IT management in the federal government by completing another annual cycle of IT Plan, APM, and IT Expenditure survey.

Information Management – Enterprise Solutions and Strategies

The development of the new GC Enterprise Information Management Strategy will continue to take place over the next 6 months.

On the integrated IM solutions front, the priority is supporting the deployment of the Enterprise EDRMS (GCDOCS) across the GC and implementing components of the Information Management Common Core (IMCC).

CIOB will also continue to support the information management requirements for the Email Transformation Initiative as more departments are onboarded to the new solution over the next 12 months.

Open Government

Implementing the Directive on Open Government

CIOB will assist GC institutions with the implementation of the newly published *Directive on Open Government*.

- Continuing the ongoing release of high-value open data, federal departments and agencies will be focusing on the development and publication of open government implementation plans by December 2015.
- Developing a full inventory of data and information holdings, as well as a planned schedule for publishing holdings on open.canada.ca.
- Developing a set of supporting tools and resources, including an implementation plan template, a data inventory template, a release guide, a release criteria checklist, and an awareness package.

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Open Data Canada

Under the Action Plan on Open Government's Open Data Canada initiative, the federal government will continue to work with provinces, territories, and municipalities to break down barriers to integrated, pan-Canadian open data services. This initiative will be supported by the Pan-Canadian Open Data and Information Working Group established jointly by PSCIOC and PSSDC. Work over the next 2-3 years will focus on:

- Establishing a charter of common open data principles for adoption across jurisdictions;
- Facilitating the adoption of a common or compatible open government licence by all Canadian governments;
- Establishing or identifying common open data standards (e.g., metadata, data formats) that align with existing international standards for adoption by governments across Canada;
- Developing a federated open data search service with provinces and municipalities; and
- Organizing joint national open data events, consultations, and outreach activities.

Open Science

In its Action Plan on Open Government, the Government of Canada has committed to maximizing open access to federally funded scientific research, and encouraging greater collaboration and engagement with the scientific community, the private sector, and the public. Working in collaboration with science-based departments/agencies and granting councils, a government-wide Open Science Implementation Plan is being developed to promote the adoption of open science standards in Canada.