

## PUBLIC SECTOR CHIEF INFORMATION OFFICER COUNCIL (PSCI OC) MEETING

### February 24, 2021

## Record of Decision v1

### Attendance

#### PSCI OC Co-Chairs

Denis Skinner	Treasury Board of Canada Secretariat
Tracy Wood	Prince Edward Island

#### PSCI OC Members

Jan Bradley	MISA East (City of Calgary)
Stephen Bull	Alberta
Vinay Chandramohan	Saskatchewan
Natasha Clarke	Nova Scotia
Gerry Fairweather	New Brunswick
Dave Heffernan	Newfoundland and Labrador
Sean McLeish	Yukon
CJ Ritchie	British Columbia
Pierre E. Rodrigue	Québec
Kush Sharma	MISA Central (City of Toronto)
Rick Wind	Northwest Territories

#### PSCI OC Observers

Estelle Ah-Kiow	Treasury Board of Canada Secretariat
Atiq Ahmad	Saskatchewan
Tareq Al-Shumari	Ontario
Jennifer Block	Saskatchewan
Guillaume Charest	Employment and Social Development Canada
Burt Crépeault	Québec
Harpreet Dhillon	MISA, City of Calgary
Keith Douglass	New Brunswick
Tracy Fiander-Trask	Nova Scotia
Natasha Flory	Saskatchewan
Elky Hanlon	Nova Scotia

Mark Healy Mark Levene Robert Loughlin Dawn Pilgrim Dean Sutton Bianca Tomazeli Arlene Williams Dan Batista Sophia Jesow	Newfoundland and Labrador Treasury Board of Canada Secretariat New Brunswick Ontario British Columbia City of Montreal Nova Scotia Executive Director, ICCS JC Research Analyst, ICCS
<b>ICCS Secretariat</b>	
Maria Luisa Stefania Silisteanu	Director, National Councils (PSSDC & PSCIOC) Coordinator, National Councils (PSSDC & PSCIOC)

Item	Topic / Discussion	Decision / Action
1.	<b>Administrative Matters</b>  <b>A) Approval of Record of Decision from September 23, 2020 in-person meeting in Toronto.</b> Record of Decision of PSCIOC meeting of September 23, 2020 adopted without changes.  <b>B) Approval of the February 24, 2021 PSCIOC meeting agenda.</b> PSCIOC meeting agenda of February 24, 2021 approved.	<b><u>Decision #1:</u></b> Record of Decision of September 23, 2020 PSCIOC meeting approved without changes.  <b><u>Decision #2:</u></b> Agenda of February 24, 2021 PSCIOC meeting has been approved.
2.	<b>BC's DevOps Lab (TAB 2)</b>  CJ Ritchie (BC) stated that Lord Maude (former UK Minister of State for Trade and Investment) has noted the key prerequisites for a digital government: political cover, credible technical leadership, and a strong mandate from the top. She noted that the British Columbia has the technical leadership. They do well in BC by focusing on people, they build teams, not apps, they cultivate community, iterate, celebrate, learn from their failures, and keep going. They have an unwavering and inexhaustible pursuit of modernization in terms of the tools to serve citizens and have a laser focus on the citizens service experience. They aim for modernization and to modernize leaders that support this work whether is policy or the IMT invested in and they are building a legion of digital supporters along the way. They started small and built success after success.  Hayden Lansdell, ADM of Digital Platforms and Data Division provided a presentation on the BC's DevOps Lab. Hayden acknowledged and thanked Peter Watkins, Digital ID Program Executive for starting up the lab.  CJ Ritchie noted that Call with Us and Sprint with Us are great innovative procurement programs that they developed in BC. Call with Us is about the developers and code. Sprint with Us is a procurement mechanism that allows the BC Government to procure Agile software development teams. These programs are very efficient and nimble. With the Sprint with Us, the BC government goes out with an opportunity to up to 2 million dollars from a chance to contract sign and put a team in the lab, working average about 17 days comparing with 90 days through regular procurement process.	<b><u>Action Item #1:</u></b> Hayden Lansdell to share with PSCIOC members at an upcoming meeting: <ul style="list-style-type: none"> <li>information on the technical skills of the open shift container platform that BC has or how they propagated greater code sharing across government</li> <li>information on Call with Us and Sprint with Us procurement programs</li> <li>the governance model changes related to the transition from waterfall to agile model.</li> </ul>

These programs are very successful and if PSCIOC members want to learn more, BC is happy to share information at an upcoming meeting.

### **Lessons Learned**

- This isn't about ceremonies, sprints and jargon
- It's a substantial change in mindset, process, and org design
- It takes time – more than you want
- Start small. Fail small. Iterate. Learn
- Build teams, not apps
- Give those teams top cover & get out of the way
- Support experimentation
- Work in the open
- Cultivate community, celebrate success
- Recognize the interconnected requirements for change – not least policy, procurement, financial model

### **Next Steps:**

- Keep working on removing institutional challenges, driven by next iteration of Digital Framework
- Continuing to measure and share successes and openly share learnings
- Enhancing rigor and consistency around “agile” practices – see: “AINO: agile in name only”
- Continuing to train the Public Service, reducing our dependency on contractors
- Networking the success of the Exchange Lab into a hub-and-spoke delivery network across government
- Expanding collaboration beyond core government – including being intentional about cultivating Pan-Canadian public and external ecosystems

Hayden Lansdell noted that if the PSCIOC members want information on the technical skills of the open shift container platform that BC has or how they propagated greater code sharing across government, he would be happy to share via the ICCS Secretariat.

CJ Ritchie added that since BC is already on its journey and has the DevOps Lab, they were able to respond to COVID rapidly. They created apps in a few days for the Canadians returning home and they developed the chatbot to help respond in early days of the pandemic, rolling out teams across government. What is supposed to be completed in an 18 months implementation timeframe was completed in 4 weeks and they've done the necessary network updates to support the employees working remotely. A lot of the pre-work they've done in the Lab, coupled with work in other places, allowed them to respond fast. The lab is needed in the business of applying Digital ID and verifiable credentials to other models across government and there is need of the lab that does continuous proofing in innovation in the future. BC is on a good path and she is pleased where they are going, modernizing any area that supports IMT from legislation, policy, IMT investment, HR policy, etc. The way in which people experience the lab and the work that happens there is ubiquitous in IMT across government.

### **Members' Discussion**

- Burt Crépeault (QC) inquired if it was a hard sell in the development teams in the beginning and if there was anything different, they would do in retrospect in bringing them to the right culture and mindset to get it started?

CJ Ritchie (BC) responded that in early days, when Peter Watkins started with a small group, before the lab took shape, they had a coalition of the willing. It wasn't a hard sell, they told people that there are two options: they could follow the traditional ways and wait for few years to build business requirements, or they could try an agile approach with the lab. Then they re-iterated and built success over success. Teams in the lab built a system that was searchable for people to find reports online and in a couple of years they changed the entire system around policies and regulations for mining in BC. Those success stories became very well known across government and it is not hard to imagine when the demand would outstrip their capacity.

Hayden Lansdell (BC) added that one of the things that Peter Watkins did effectively was to ensure that there is executive support for the team coming in. It was a coalition of the willing, but also assuring that the Assistant Deputy Minister in charge of the group signed off on service agreement to certify that the group has the top cover. At that time, most of Deputies when they heard the term agile translated into anarchy. There is no perfect model. He recommended to invest in people, so members end up getting what they need.

- Rick Wind (NWT) inquired on how to adapt to a small government as the NWT? What did BC have to do to adapt traditional government model within government to support agile rapid decision making, getting the right people around the room to prioritize and agree to what the team needs to get the work done, getting from the point when they were scaling to the point of addressing those issues?

CJ Ritchie responded that in the beginning, there were bilateral conversations, either Peter or CJ talking with the ADM or Deputy and ensure that there is an area of understanding. They also had a delegated authority from Treasury Board around the IMT capital envelope. Through her office, she has a Deputy Minister Committee on digital investment called IMT Capital Board and they delegated authority for a big amount of money (110 million dollars) which represents their IMT Capital spend on an annual basis. Anybody who has an IMT opportunity that is less than 10 million spent in less than one year or less than 25 million dollars overall must come through that committee before. They look at investments which are aligned with the Digital Principles and whether they are using agile methodology, or they are concerning themselves with the citizen centric experience that offers the key criteria on whether they get funding. They were able to slowly pivot and turn toward less traditional IMT waterfalls to more agile methodology or more about the success metrics and small components-based skills and come to prove their metrics before they get to the funding. They seen improvements over time. When she took over this position 3 years ago, she asked them to look at the IMT Capital portfolio and cut it by big companies and inform her on how many transformational projects were in that portfolio of under 100 million dollars. It was about 8%, but a year later, they were at 19%. It is something that they keep track of and if they don't measure they cannot manage. She recommended to start small, know what your baseline is, keep going and take the small steps towards those governance changes.

Hayden Lansdell added that, in terms of the product itself, the governance, they had experimented over time and the model focuses on the IT and the business area from decision making. Shifting around product owners and things like that, not slowing down delivery. Show don't tell to ensure that they are inspired by the success stories across the country from ministers that started being involved to see the apps and not see a green and yellow chart. It is a lot for them to push governance as a key driver and a different governance model. He offered to share the BC governance model.

- Guillaume Charest (Open Source WG Co-Chair, ESDC/Service Canada) had two questions:

1) Hayden mentioned 10x faster delivery of value but what would he say to people who think it comes at the expense of higher costs in long term maintenance?

2) Hayden mentioned in lessons learned: change in mindset, process, and org design. This last point, org design, seems very hard and not necessarily possible from the IT side alone of the organizations. Outside critical political pressure, any thoughts or lessons learned on how we can get the ball rolling into large organizations?

CJ Ritchie responded that from a cost comparative, they have very good examples. Recently, they built a component or app for a business unit in government at a reasonable price and for whatever reason, at the last minute deputies were convinced by a vendor that they can do it for better, cheaper or safer measure, and deputies chose that vendor. The vendor built something similar at 10x cost, so through that journey there were few similar examples. They started in the lab, pivoted and they had very good cost comparison. They can build things in the lab more efficiently. The government owns it and it is not proprietary to a vendor to maintain it. Through their Digital Investment Board, they have numerous examples where a ministry would go out and purchase something and another ministry would purchase the same thing. They would have purchased the same thing few times. It is not very hard to pull out some of those keys through the metrics, to have a real conversation in terms of what the cost is and whether that is the best use of public funds. They embarked their Treasury Board Secretariat colleagues in those conversations, and it was a collective care of efficiency and use of funds that they were able to convince some deputies to pivot and try something different.

Hayden Lansdell added that they completely outsourced everything in the beginning and then they needed to completely insource everything. In the lab they look at what is in front of them and start to acknowledge what are the good things that they should be using COTS for and then where they would focus the teams they have on custom built. They are very intent. The Government of Canada has notified those common IT building blocks that the BC is using rather than building them repeatedly.

- Natasha Clarke (NS) noted that in Nova Scotia there are general recommendations that they are committed to, but there is an old way of thinking and doing things, so they are in a transition. Further to that transition and culture change it's also with the organizations as the Auditor General, they are coming and auditing her department. She inquired about experiences of thought about trust that they might avoid or "don't do that" system?

CJ Ritchie responded that they had the education awareness campaign and that started with deputies and it continues. One of the things that they will start rolling in the spring is beginning with executives and the Digital Academy to raise the digital dexterity of all the public service employees. They should not have deputies that sit at the Digital Investment Board wondering what the difference between agile and waterfall is. Anybody who has a role in government, related to delivery of services to citizens, should have a basic understanding of what modern service delivery entails, because digital government is about being good at the business of serving in 2021. They have a responsibility to raise the digital dexterity of all the public service employees, starting with executives. In the beginning it starts with them meeting with people and going on a whole scale educational awareness campaign for their Treasury Board colleagues or the Auditor General that they meet quarterly, with the deputies and anybody who would listen about why that matters.

Hayden Lansdell recommended three things:

1) They are in a place that the model is suggesting the model that doesn't work. It comes back to what is the task of the case. The Auditor General suggested that the stage gate should be when they finished the product, so they get

<p>the remaining money rather than coming back and saying that they built and tested it with the user, it works effectively and get fund for the next round of things.</p> <p>2) Don't use the word "agile" and talk about the key things that need to be done like testing with users, those things resonate more than a methodology.</p> <p>3) The show, they had so many people coming to the lab, walk through, spent money with consultant back on a tool and after a period they were at the start. Then they put that health team in the lab, and they developed the product that British Columbia is using. The cost was very competitive compared to the other one.</p> <ul style="list-style-type: none"> <li>Sean McLeish (YT) noted that in Yukon they started to test some agile at a small scale. He inquired of what is BC experience with local vendors. In his case, there are some very interested and want to work that way and, they see some looking for the waterfall model. He would appreciate any comments from the BC experience with their local vendors and how that transition worked with them. From a procurement angle, once it commenced that type of approach, they started with a certain amount of dollars and how they do individual procurements?</li> </ul> <p>CJ Ritchie responded that, in terms of vendor relationships, and turning their attention away from the preferred waterfall methods in BC they have long standing partnerships with their vendor community large and small, on the back of the innovative procurement programs as a result of COVID. They also have a procurement concierge, if someone has an unsolicited proposal that they want to issue to government they can do that through the procurement concierge. The initial efforts in that space were around under the backdoor policy and the Government CIO and someone in her office would have an education awareness campaign with the vendor community, showing them what it would look like to be a strategic partner with the government. As they matured in their lifecycle and the model evolved, they are going to issue the next version of the Digital Plan in spring. They have enough maturity and they will go out with a much formal vendor engagement to show to vendors on how to engage in the relationship.</p> <p>Hayden Lansdell recommended to differentiate between vendors. The procurement instrument is important. Having the ability to Sprint with Us and bring small tech companies to go through few pages of requirements was beneficial. He added that Sprint with Us is a great tool and they need to continuously improve it. They pushed people to treat their applications as products instead of projects. There is a longer timeline and Sprint with Us has a limited timeline. They are working on how to maintain some of the productization with the vendor over a longer period.</p> <ul style="list-style-type: none"> <li>Atiq Ahmad (SK) inquired about the journey on the operating model. As per the discussion, the transition happened in BC 15 years ago and there were some adjustments happened in the operating model over time. What role is DevOps playing when it comes to the private sector in the current situation? If it was limited at the time, do they see this as a tool that would support workflow management, knowledge management and the retention of the code over a period?</li> </ul> <p>Hayden Lansdell responded that the BC involvement with the private sector has evolved because they started to grow up their capabilities and as a result, they had mature conversations with vendors. They still have work to do around enterprise applications that involve people. Those types are deep inside the ministries, they don't have the profile that the ministers care about them. That was the open model that the BC has more to work on. That is an area where they haven't spent too much on it, but they will delve more into that. There is an enterprise cash flow application which will kick the tires of the DevOps environment considering that they might not continue to work with the large vendors on that, however, they are at the beginning of that discussion.</p>	
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	<ul style="list-style-type: none"> <li>• Harpreet Dhillon (IT Procurement CoP Chair, City of Calgary) inquired on how's the experience with open source platform from total cost of ownership, often it's not free and can have similar support &amp; maintenance, training/skill set costs.</li> <li>• Hayden Lansdell responded that they built up communities around these things. If there's open source or a tool that they can use, they try to build up teams around it. It is not free, and it is not support model necessary, they need to build up that into their system itself. They see it as not concentrating all common IT building blocks necessarily in the hub, acknowledging that there are capabilities in teams across the government, but it requires those communities of practice around those pieces. Total cost of ownership is something that they are still learning about in the Open Source space as far as the support model, training, and skill sets. Most of those are to be driven in the community of practice, which was successful for them, learning from one another and seeing the skills amongst those teams.</li> <li>• Harpreet Dhillon stated that there is really great information on the procurement innovation piece and inquired around the experience. He is pleased to see how BC is promoting small companies with the small thresholds and timelines and some of the ideas go to the next level becoming enterprise and corporate wide and there is value for the vendors. There were some examples that BC has done, how is the transition from something small to something big with multimillion dollars on multiple years, how is that experience?</li> <li>• Hayden Lansdell responded that BC brings the companies into a small environment where they are working on mission focused applications. Whether they are taking the IP and go sell it to other people, there is no support model for that, they are part of the development, they get the support as a team to be the support model for that. Taking DevOps into larger application space and some of the back-office submission focused application in government is in their plan to work on.</li> </ul> <p>Denis Skinner (PSCIOC Co-Chair, TBS) thanked CJ Ritchie and Hayden Lansdell for their time on this great presentation on DevOps.</p>	
3.	<p><b>JURISDICTIONAL INFORMATION SHARING (TAB 3A &amp; 3B)</b></p> <p><b>A) <u>New PSCIOC Information Sharing Format and Information Sharing Analysis</u></b></p> <p>Sophia Jesow, Joint Council's Research Analyst, presented the new format of the PSCIOC information sharing that was developed. She advised that the excel format was chosen from several options considering that members had requested for the format to be user friendly, easy to access and read, searchable document and ability to filter by jurisdiction. She advised that the information is the same as was provided by the jurisdictions, no editing was done. Sophia Jesow gave an overview of the analysis of the PSCIOC information sharing.</p> <p>Maria Luisa Willan, Director of National Councils, ICCS, noted that the information sharing is collected from members twice a year, in January for the February meeting and in August for the September meeting however given the additional work to gather all information into one document and also for Sophia to do information analysis for both PSCIOC and PSSDC, the information will be collected sooner, in July for September meeting and in December for February meeting to allow time to complete this work. Maria Luisa recommended making the document password protected as some of the information sharing content may be sensitive and it is not intended for distribution outside of the Councils.</p> <p>Tracy Wood (PSCIOC Co-Chair, PEI) was pleased with the new information sharing format. Having the analysis presented before their jurisdictional information sharing roundtable was a different approach, seeing all the common</p>	<p><b>Action Item #2:</b> Information Sharing: ICCS Secretariat to develop a list of topics identified by members during the jurisdictional roundtable. Secretariat to share list with PSCIOC members to help prioritize items for upcoming agendas. Secretariat to add items to the PSCIOC BF agenda.</p>

<p>themes together, the opportunity to have the discussion is very important and leads to a very rich conversation with members.</p> <p>Natasha Clarke (NS) thanked Sophia Jesow, commenting that there is a vulnerability to presenting something that is new to a large group of people and she congratulated Sophia for a great job. She added that it is an interesting tool that we will continue to iterate on. She saw the value of sharing it with her team in Nova Scotia Digital Service, as they are an integrative delivery team, seeing what other jurisdictions accomplished, may have the same questions and being able to distribute it in a easy to use format is beneficial.</p> <p>Overall, the new format of the PSCIOC information sharing has been well received by the members. Sophia advised members to send her any other comments or feedback.</p> <p>Maria Luisa Willan suggested that both PSCIOC and PSSDC information sharing analysis be presented at the Joint Councils so both Councils can review common areas of focus and collaboration in the future. This discussion also helps the secretariat to build meeting agendas.</p> <p>Tracy Wood noted that it is an excellent idea to share both PSCIOC and PSSDC information sharing analysis at the Joint Councils.</p> <p><b>B) <u>Jurisdictional Information Sharing Roundtable</u></b></p> <p>Jurisdictions provided a summary of their key priorities and activities in their respective jurisdictions. Members can refer to the jurisdictional information sharing documents provided in the meeting binder for details.</p> <p><b><i>Please note that, as per current practice, due to the sensitive nature of this discussion only action items arising from jurisdictional information sharing roundtable are included in the Record of Decision.</i></b></p> <p><u>Jurisdictions that provided an update:</u></p> <ul style="list-style-type: none"> <li>• Yukon</li> <li>• Saskatchewan</li> <li>• Québec</li> <li>• Prince Edward Island</li> <li>• Nova Scotia</li> <li>• Northwest Territories</li> <li>• Newfoundland and Labrador</li> <li>• New Brunswick</li> <li>• British Columbia</li> <li>• Alberta</li> <li>• Treasury Board of Canada</li> <li>• MISA East</li> </ul>	
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**Topics of interest identified by members during the roundtable:**

- **Cybersecurity:**
  - Operations side: increasing threats and how to manage
  - Cyber talent management (cyber skills shortage and retaining/finding qualified staff)
  - Cyber intelligence - improving cyber posture across jurisdictions
  - Alberta's Cyber Apprenticeship Program
  - City of Toronto strategy on Cyber modernization and other Cyber security strategies around the country
- **Access to internet/broadband:**
  - What are jurisdictions doing to increase access, strategies in this area
  - No incentive for private sector to build infrastructure and how to prioritize this vs other objectives
  - Connecting BC Program (to matchmake btw private sector and federal funding opportunities).
- **Governance:**
  - looking at corporate and horizontal governance
  - lessons learned on what has worked and what has not across jurisdictions
  - prioritization process: how to meet demands of the organization, what are high priority items balanced with limited resources
  - discussion on supply and demand management
  - What are the experiences across jurisdictions regarding building strategic, operational, and business plans during the COVID-19 pandemic? Jurisdictions are seeking insights around how public sector information technology (IT) organizations are: adapting to major disruption to government planning cycles and developing IT plans in the context of changing circumstances where priorities are constantly shifting.
- **Talent management:**
  - finding and retaining qualified staff
  - access to qualified staff in different jurisdictions and range of cloud expertise
  - future of remote work (managing cloud-based solutions. Procurement for cloud infrastructure services is a priority for many jurisdictions).
  - Due to the focus on digital services delivery and the need to deliver solutions, how are jurisdictions attracting and retaining top talent? What are the challenges and best practices to recruit and retain in-demand work streams and functions (e.g. Cybersecurity, Enterprise Architecture, Artificial Intelligence (AI), and Product Management)?
- **IT Renewal** (modernizing IT): more business focus and citizen-centric, better procurement, less prescriptive RFPs, better project management, becoming more strategic, investment in infrastructure, bolster IT sector, managing IT vision and leadership, mainframe modernization
- **IT Investments:** pivoting way to manage investment CapEx vs OpEx, subscription-based platforms, how to fund initiatives within gov, risk management and performance management, IT investment and demand planning with funding related to capital pieces, Cost recovery model for infrastructure technology

	<ul style="list-style-type: none"> <li>• <b>Cloud Enablement:</b> Jurisdictions are implementing cloud-based solutions by moving data, applications, and other business elements to a cloud computing environment. How are organizations improving capabilities to monitor how information and data assets are used in the cloud, by whom, and when? What mechanism are in place to fast-track the approval and procurement of cybersecurity controls and tools in the event of active cyber-attacks or cyber threats?</li> <li>• <b>Collaboration on BC Digital Marketplace</b> – need to learn more about how to leverage or scale and lessons learned. (BC offered to present on the pattern that can be replicable.)</li> <li>• <b>Technology for vaccination:</b> What are jurisdictions using?</li> <li>• <b>Privacy:</b> NB developed a privacy maturity-baseline assessment done with departments to develop work plans. Work on alignment with judiciary.</li> <li>• <b>Information Sharing:</b> Focused discussions on the 6 topics identified from PSCIOC information sharing: 1. Digital Identity, 2. Digital Experience, 3. Chatbot Technology Enablement, 4. Cloud Migration, 5. Talent Management and Development, 6. Planning during COVID and Beyond.</li> </ul>	
4.	<p><b>Other Business</b></p> <ul style="list-style-type: none"> <li>• Due to the lack of time, it was a decision to move the PSCIOC Treasurer's Report to the next PSCIOC meeting of March 31<sup>st</sup>.</li> <li>• Tracy Wood (PSCIOC Co-Chair, PEI) advised members that the next PSCIOC meeting is on March 31<sup>st</sup>. The co-chairs will work with the secretariat to prioritize the topics identified during the meeting.</li> </ul> <p><i>The PSCIOC meeting adjourned at 3:05 p.m. EST.</i></p>	<p><b>Action Item #3:</b> The PSCIOC Treasurer's report to be presented at the next PSCIOC meeting of March 31<sup>st</sup>.</p>