

Seeking feedback on the direction for a new Digital Policy

Please submit your reactions by September 11, 2018 to the Digital-Numérique group at [GCCollab.ca](https://gccollab.ca) or directly to Digital.Numerique@tbs-sct.gc.ca.

A new policy for the digital era

To support the transition into the digital era, integrated policy guidance must enable the Government of Canada:

1. To make services available anytime, anywhere, through a multi-platform, multi-channel, multi-device ecosystem
2. To take advantage of and adopt new technologies in the support of operational effectiveness and service delivery
3. To engage with multiple levels of government, business, individuals and others to support the production of and access to quality services, data and content

Towards transformation

Our approach to policy evolution:

- Develop in the open and include the public
- Be bold in the consideration of ideas
- Respect the [Treasury Board Policy Suite Reset](#) - aiming for a streamlined set of rules that have clear accountabilities, are easy to find and easy to apply

The process so far

We asked you for your ideas:

- Approximately 800 public servants, businesses and private citizens engaged online and in-person
- Over 200 pages of feedback has been received
 - Feedback has been summarized in a “[What We Heard](#)” report
- A line-by-line review of more than thirty policy documents with over 400 rules for service, information technology, information management and cyber-security

Key findings

- There are a lot of rules and they are difficult to navigate - Some are months old, most date back a few years to decades
- Many of the basic principles remain relevant, but requirements need to be simplified, updated and better integrated
- The policy needs to better support innovation and collaboration within and across government organizations
- Digital is an enabler, but should not be the driver
- Going digital should not leave citizens or public servants behind

Initial proposals for change

1) Begin with a focus on the user

- Consider user needs and feedback in the design and the regular review and improvement of all business processes and services
- Provide clear direction for establishing service standards for all services
- Facilitate a tell-us-once approach to improve service delivery

Initial proposals for change

2) Recognize information/data as a strategic asset

- Modernize information management practices and set government-wide standards to support access, sharing, use and safeguarding of information/data for better service design and delivery, operations, and improved decision-making
- Strengthen information management governance in support of government-wide approaches
- Reconcile the rules for the treatment of paper-based versus digital information and data curation
- Advance government-wide Open Government practices

Initial proposals for change

3) Support the evolution of government practices

- Ensure accessibility, openness, privacy and security are addressed at the design stage
- Strengthen privacy and security by establishing an effective risk management program and foundational security services, including identity and access management
- Empower departments to innovate and experiment (e.g., Policy Sandbox, risk-based approaches)
- Provide guidance to support the early consideration of data requirements and how technology can be leveraged to improve outcomes
- Enable integration of business process, information and technology planning
- Provide guidance to support ethical adoption and application of technologies (i.e., machine learning and artificial intelligence)
- Provide guidance and tools tailored to the needs and activities of users. Support functional community development and change management
- Consolidate and clarify governance and roles in support of empowered leadership and collaborative, strategic decision-making within organizations and across the government
- Support the evolution of the role of departmental Chief Information Officers to play a role throughout the entire lifecycle of program delivery, supporting continuous and iterative improvement to meet user needs

Expected results

The proposed new policy will:

- Be user-centric, with fewer and smarter rules, and better guidance and tools for government officials to improve operations and service delivery
- Allow for iteration of requirements to support continuous improvement
- Improve focus on the user in the design of services to support access to Government of Canada services
- Enable the Government of Canada to take advantage of and adopt new approaches, including technologies, in support of operational effectiveness and service delivery
- Enhance governance and government-wide standardization to enable government systems to work better together and to improve information sharing for better service design and delivery, operations, and improved decision-making
- Increase accountability for government officials to manage risks while delivering services and government operations

Looking ahead

- Development of the new policy will be an iterative process
- The detailed and specific technical requirements will be developed pending feedback on these proposals
- The drafting process will emphasize the following:
 - Reduction, elimination or consolidation of existing requirements where possible
 - Clarity of language and consistent terminology
 - Streamlining reporting requirements and focusing on results
 - Consideration of existing, applicable interjurisdictional and industry standards
 - Alignment with existing policies outside of scope (e.g. security and privacy)

So what do you think?

- *How would you see these proposals improve your life in using Government of Canada services?*
- *How would you see these proposals contributing to meaningful improvement in government operations and the delivery of government services?*
- *If these proposals were adopted, what are the key considerations and challenges for implementation?*
- *Noting that the rules would continue to be developed and evolve over time, are there immediate, critical gaps with these current proposals?*
- We welcome any other thoughts.

Continue the discussion with the Digital-Numérique group at [GCCollab.ca](https://gccollab.ca). Need a Gccollab invite or send ideas direct: Digital.Numerique@tbs-sct.gc.ca.

Background: The collaborative journey

Phase 1 (COMPLETED)

- Engage and generate **IDEAS** in consultation with stakeholders – spring to summer 2018

Phase 2 (WE ARE HERE)

- Develop and engage on proposed **POLICY REQUIREMENTS** with stakeholders – summer to fall 2018
- Seek endorsement of Deputy Ministers – fall 2018

Phase 3

- Develop and socialize technical **POLICY LANGUAGE** with stakeholders – winter 2018-19
- Seek endorsement of Deputy Ministers – spring 2019
- Seek approval of Treasury Board Ministers

Background: Key Related Treasury Board Policies

Policy on Service <http://www.tbs-sct.gc.ca/pol/doc-eng>

The objective of this policy is to establish a strategic and coherent approach to the design and delivery of Government of Canada external and internal enterprise services that is client-centric, realizes operational efficiencies and promotes a culture of service management excellence.

Policy on the Management of Information Technology <http://www.tbs-sct.gc.ca/pol/doc-eng>

The objective of this policy is to strengthen the governance and oversight of Information Technology investments and management in the Government of Canada; information technology services are responsive to Government of Canada priorities, program delivery and business needs; and, information technology services address barriers to engagement with Canadians while meeting their changing needs.

Policy on Information Management <http://www.tbs-sct.gc.ca/pol/doc-eng>

The objective of this policy is to achieve efficient and effective information management to support program and service delivery; foster informed decision making; facilitate accountability, transparency, and collaboration; and preserve and ensure access to information and records for the benefit of present and future generations.