



Treasury Board of Canada
Secretariat

Secrétariat du Conseil du Trésor
du Canada

Canada

Digital Operations Strategic Plan 2021-24

Presentation to the Chief Information Officer Strategy
Council (CIOSC)

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Presentation Objective

- Discussion on the Government of Canada priorities for 2021-2024 to modernize service delivery and advance the transition to a more digital government.

DOSP Context and Alignment with Priorities

Context

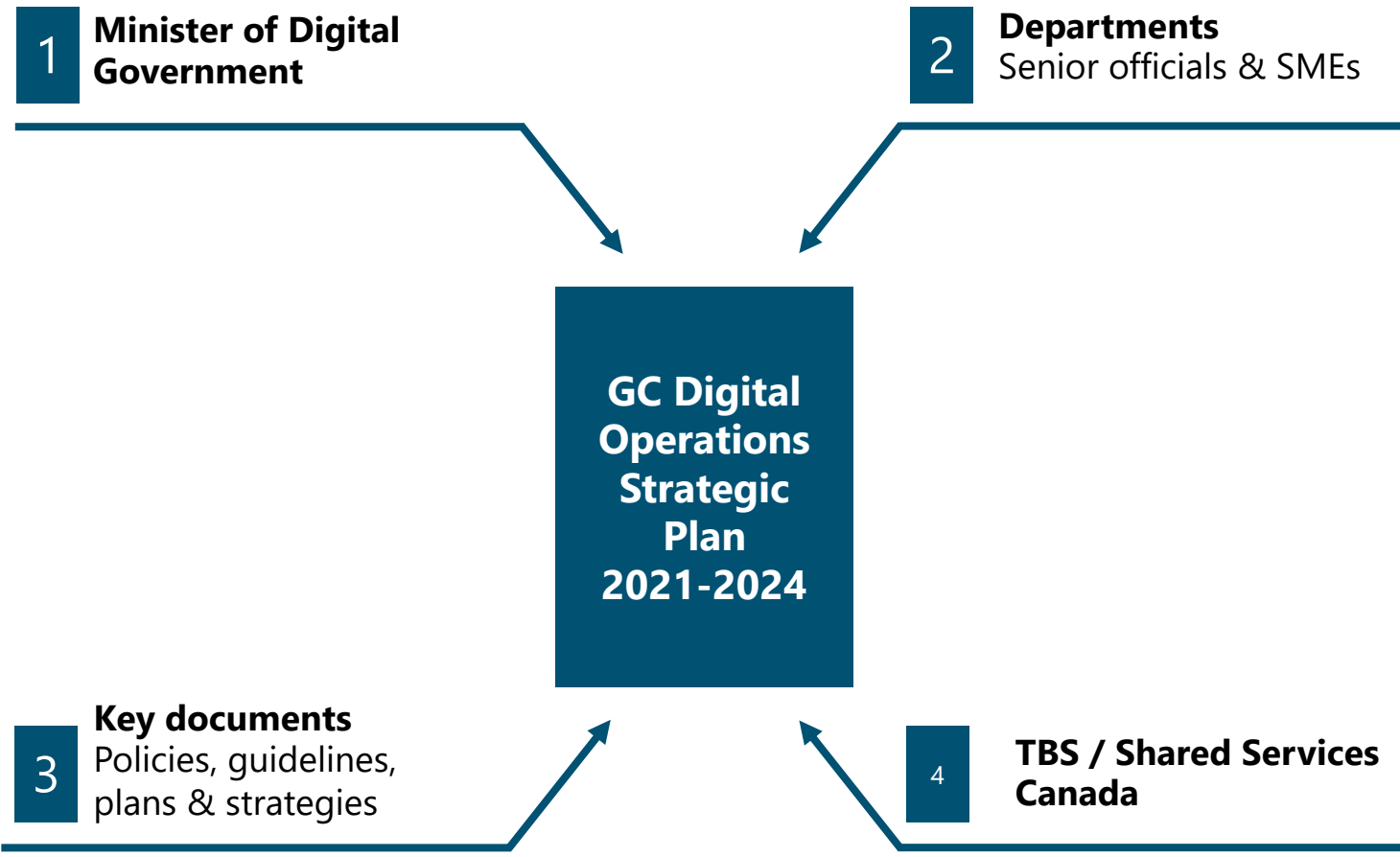
- The Digital Operations Strategic Plan (DOSP) fulfills the responsibility of the CIO of Canada, set out in the ***Policy on Service and Digital***, to establish an annual, forward-looking 3-year strategic plan.
- It **sets the direction for departments and internal shared service providers** on the priorities and actions required for the integrated management of service, information, data, IT and cyber security, and the achievement of the digital government vision.

Alignment with Priorities

The Digital Operations Strategic Plan (DOSP) supports:

- TBS core responsibility for administrative leadership for *Service Delivery Policies and Initiatives* and *Digital Technology and Security Policies and Initiatives*
- Canada's Digital Government Strategy, led by the Minister of Digital Government.

Inputs and Consultations



DOSP Pillars and Priorities for 2021-2024

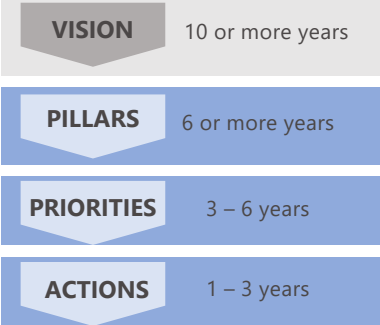
The Government of Canada is an open and service-oriented organization that operates and delivers programs and services to people and businesses in simple, modern and effective ways that are optimized for digital and available anytime, anywhere and from any device.

Digitally, the Government of Canada must operate as one to benefit all Canadians.

PILLARS	Modernize Legacy IT Systems	Improve Services	Implement Enterprise	Transform the Institution
	<p>Strengthen the overall health of the government’s application portfolio</p> <p>Provide modern, reliable and secure networks and infrastructure</p>	<p>Improve the service experience of all clients</p> <p>Maximize public value of data and information</p> <p>Build and use secure common solutions for digital service delivery</p>	<p>Manage and use data and information as strategic assets</p> <p>Plan and govern for the sustainable and integrated management of service, information, data, IT, and cyber security</p> <p>Deploy modern and accessible workplace tools and devices</p>	<p>Support fully digital delivery by managing a government-wide culture shift</p> <p>Build a workforce for digital-first delivery</p>
PRIORITIES				

GC DIGITAL STANDARDS

Design with users / Iterate and improve frequently / Work in the open by default / Use open standards and solutions / Address security and privacy risks / Build in accessibility from the start / Empower staff to deliver better services / Be good data stewards / Design ethical services / Collaborate widely



DOSP Pillars, Priorities, Actions

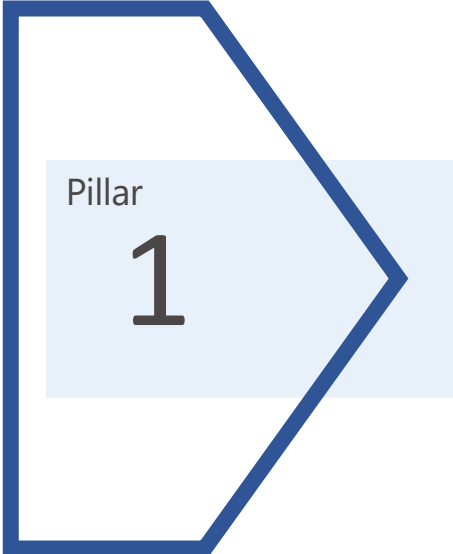
MODERNIZE LEGACY IT SYSTEMS

1.1 Strengthen the overall health of the government’s application portfolio

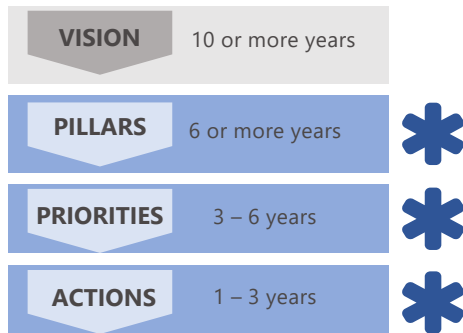
- Assessing the health of the departmental application portfolio.
- Devising and executing a strategy to rationalize and modernize applications using cloud first and common solutions as much as possible.
- Investing to sustain the application portfolio health and manage technical debt.

1.2 Provide modern, reliable and secure networks and infrastructure

- Transitioning to a single, modern, end-to-end enterprise class network that users can access anytime, anywhere.
- Increasing network security.



DOSP Pillars, Priorities, Actions



IMPROVE SERVICES

2.1 Improve the service experience of all clients

- Using client feedback and user engagement in designing and continuously improving services.
- Increasing the availability and security of end-to-end online services.
- Making service dashboards public to inform clients of expected wait times and other service delivery metrics.

2.2 Maximize public value of data and information

- Developing and implementing enterprise standards for data and information accessibility, exchange and reuse, while protecting privacy and personal information.
- Enabling the secure, seamless and real-time exchange of data across government services and with external partners and trusted institutions.
- Increasing the maturity of open government practices.
- Identifying ways to improve access to information and personal information request response times.

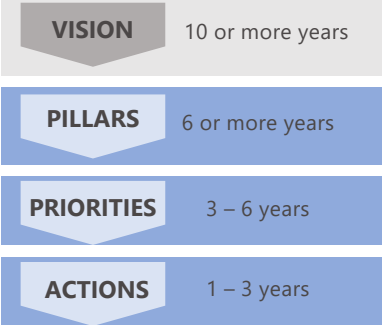
2.3 Build and use secure common solutions for digital service delivery

- Establishing the OneGC platform, a single window on Canada.ca to access integrated GC services using any device.
- Implementing a common and secure approach for digital identity
- Using a single trusted sign-in experience to authenticate and verify the identity of individuals and businesses that access government services online.
- Replacing thousands of government PDFs and paper processes with online forms and making sure people can get updates quickly and easily by email or text message through an opt-in notification service.
- Embracing emerging and leading practices, including reusing data and using common solutions and components where appropriate, to enable interoperability across services.

Pillar

2

DOSP Pillars, Priorities, Actions



IMPLEMENT ENTERPRISE

3.1 Manage and use data and information as strategic assets

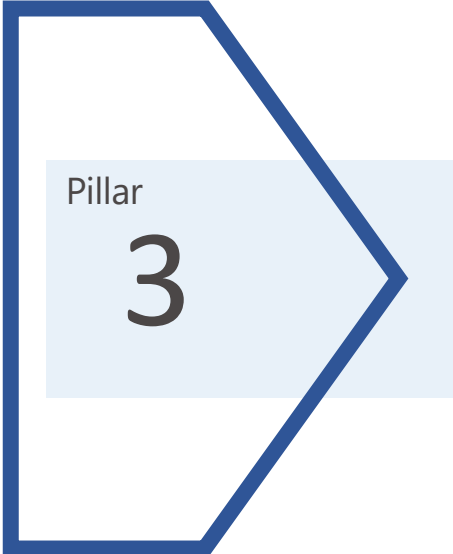
- Creating effective governance structures, roles and responsibilities.
- Building and using a common data reference model and an inventory of government data assets.
- Defining a government data quality framework.

3.2 Plan and govern for the sustainable and integrated management of service, information, data, IT, and cybersecurity

- Implementing a target-state enterprise architecture GC-wide for the digital enablement of services.
- Providing decision-makers with horizontal visibility for the integrated management of service, information, data, IT, and cybersecurity GC-wide.

3.3 Deploy modern and accessible workplace tools and devices

- Providing a suite of accessible, modern and secure, cloud-based tools for enhanced productivity, collaboration, videoconferencing and email.
- Equipping the GC workforce with modern workspaces and secure workplace devices.
- Establishing enterprise standards for back-office tools and solutions.



DOSP Pillars, Priorities, Actions

VISION 10 or more years

PILLARS 6 or more years



PRIORITIES 3 – 6 years



ACTIONS 1 – 3 years



TRANSFORM THE INSTITUTION

4.1 Support fully digital delivery by managing a government-wide culture shift

- Developing guidance and tools to help departments adopt the GC digital standards.
- Building an agile management framework and adopting product-management approaches in order to manage funding, procurement and governance.
- Working with the CSPS's Digital Academy to make sure deputy heads, executive sponsors for projects and programs, and all public servants have the change management expertise they need.

4.2 Build a workforce for digital first delivery

- Developing skills for digital delivery, data literacy and cybersecurity.
- Attracting and retaining talent for a digital-first workforce.

Pillar

4

Discussion

- Opportunities to create strategic partnerships and leverage innovative solutions to accelerate the delivery on shared digital priorities.
 - Enablement of secure, seamless and real-time exchange of data and acceptance of trusted digital credentials across government departments and with external partners and trusted institutions.
 - Acceleration of cloud adoption.
 - Improved monitoring and management of technical debt.
- Join forces to help shape the future of work and the shift in resources skills to enable a successful Digital Government.

ANNEX