



TAKE THE TRANSFORMATION QUEST

BEYOND TRANSFORMATION 101

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TRANSFORMATION 101

What is Transformation?
Why do we need Transformation?



WHAT IS TRANSFORMATION?

Transformation is an ongoing, department-wide, collaborative effort to modernize and optimize the way we work.

More and more people want to come to Canada to live, visit, study or work, causing an unprecedented surge of applications, and our backlogs are growing.

WHY DO WE NEED TRANSFORMATION?

Our department needs to transform how we operate to get ahead of the curve.



LEADER IN MIGRATION

Transformation means building on the work we have undertaken, seizing the opportunity to make our country a world leader in migration, and maximize our programs for clients and for Canadians.



SHIFT TO DIGITAL

In the last year, Transformation has become a bigger priority, especially in our current remote-work setting. In the midst of the COVID-19 pandemic, we have witnessed the risks and potential benefits of shifting our work to digital.



ADAPT DIGITAL

We have an opportunity to apply lessons learned and build on the momentum of rapidly launching transformation initiatives and building an organization that is prepared for the reality of digital transformation.

NEXT | STEP INTO OUR OFFICES

transformation

STEP INTO OUR OFFICES

Transformation Office (TO) &
Transformation Engagement and Sustainability (TES)

MEET THE TEAMS



TRANSFORMATION OFFICE (TO)

What do we do?

Owner of the integrated strategic roadmap, creating the link between business case, lever deliverables and outputs, to programme benefits and risks.

TRANSFORMATION ENGAGEMENT AND SUSTAINABILITY (TES)

What do we do?

Responsible for the communications, engagement and change management of the Digital Transformation Programme.



OUR PROGRAM ORGANIZATION

We support all 5 Transformation Levers to achieve our Transformation goals by working to remove roadblocks, increasing engagement and communications and to make sure that, overall, the Transformation levers move in unison.

HOW OUR PROGRAMME ORGANIZATION IS DELIVERING ON THE TRANSFORMATION MANDATE

Transformation Programme Office

Transformation Office

Transformation Engagement and Sustainability

Transformation Programme Office Roles

- Programme Planning and Transformation Roadmap
- Benefits Management
- Reporting
- Risks and Issues
- Financial Accounting
- Quality and Assurance
- Change Control
- Project Dependencies
- Resource and Talent Management
- Governance
- Engagement
- Communications
- Information Management
- Change Management



Lean COE



Digital Journey Labs

DPM Project Office Roles

- Project Management
- Project Risk Management
- Stakeholder Management
- Delivery
- Quality Management
- Procurement Planning
- Business Case Development
- Time and Cost Estimation
- Implementation Planning
- Value Realisation Planning
- Communication Delivery
- Solution Architecture
- Business Process Analysis



Digital Platform Modernization



Digital Industry Partnerships

PMO

NEXT | TALK ABOUT LEVERS



TALK ABOUT LEVERS

Meet the 5 Levers:
Who we are and what we do!

WHAT ARE LEVERS

A tool that helps to move a heavy or firmly fixed load. In this context, Transformation levers will help us move towards our goals, of digitizing, modernizing and providing **improved client experience** through digital services, reduced wait times and simpler and clearer processes.



Give me a place to stand, and a lever long enough, and I will move the world.

- Archimedes of Syracuse, Engineer Extraordinaire

HOW THE LEVERS WORK TOGETHER



Ralph Bishop
DG, Transformation



Omar Subhani
DG, Digital Strategy



Digital Platform Modernization (DPM)

De-risk existing foundational technology and transition to an enterprise-wide digital platform.



Digital Journey Labs

Re- design a sustainable program delivery model in an agile, iterative and cross-functional environment to improve client experience, increase operational efficiency and maintain program integrity.



Digital Industry Partnership

Leveraging industry innovation and solutions to accelerate Digital.

*Previously DSB – name changed to reflect Transformation move to report in a Program Management capacity.



Transformation Change Management Office (TCMO)

Build upon current organizational strengths and engage employees in embracing the mindsets and behaviours required for transformation



Lean Management (ILT)

Efficiency finding using Lean principles to adapt tools, processes and management systems to optimize operations and enable digital transformation.

Currently, each Programme Lever has a different level of maturity and project approach.

NEXT | WHAT WE HAVE ACHIEVED SO FAR



WINNER WINNER CHICKEN DINNER

What we have achieved so far

WE HAVE BEEN BUSY OVER THE LAST FEW MONTHS, AND HAVE ACHIEVED THE FOLLOWING WINS:

Digital Industry Partnership

Completed prototype design for Online Citizenship Exam and PR digital Intake Prototype, providing access to clients/applicants with access to IRCC services digitally.

Transformation Change Management Office (TCMO)

Established a focused team that sets the pace, integrates core components, measures impact and drives change across the department.

Digital Journey Labs

Client Team

The Application for single tourist adult visa (or, the Apply MVP) went live July 20, 2020. This application is hosted in the Cloud.

Officer Team

TRV Lab pivoted with COVID-19 to align with departmental prioritization of essential business lines, reducing administrative tasks for officers in support of immediate departmental priorities.

Lean Management (ILT)

Launched First Lean Wave Pilot in New Delhi, India (Sept 2019-March 2020) completed.

Digital Platform Modernization (DPM)

IRCC has received \$93.4M initial funding approval for stabilize and standardize phases. This will result in a stabilized platform that serves as a foundation to build a new digital organization

NEXT | WHAT'S NEXT FOR TRANSFORMATION



BACK TO THE FUTURE

What's NEXT for Transformation

WHAT'S AROUND THE CORNER?

1

The Transformation Office is hard at work enabling alignment across our Digital Transformation initiatives, **roadmapping** for the future, and making sure that our **Transformation benefits** you, our clients, and Canadians.

2

The Transformation Engagement and Sustainability is planning a wide variety of **blog post, interviews** and **articles** to keep you informed and updated about the Transformation Levers. We know there is a need for more communication and are prepared to deliver.

3

After consultation and TransCom approval, the next DJL to launch in Fall 2020 is **Family Class-Spousal**. The DJL will build on the success of the Temporary Resident Visa and Citizenship DJL, leveraging a proven Agile approach, and deliver new solutions to the Family Class-Spousal line of business.

4

ILT will begin hosting Lean Leaders Bootcamps, bringing together employees from the Citizenship line of business to receive training on Lean and **Change Management** methodologies. They will brainstorm root causes to identify areas of opportunity for each **Kaizen project**.

5

TCMO will develop **strategic change management approach** for Digital Journey Lab. Additionally, TCMO will create a change **management framework to support** the overall Transformation Programme.

6

DPM will continue to complete key planning activities including **developing strategies, scoping, resource planning** and **project prioritization**. Four early stabilization projects have also been identified and will be completed over the next year to help stabilize GCMS and ensure a smooth transition to the new platform in the future.

transformation

Innovation Fair 2020 Cast

Featuring

Executive Producer

Gabrielle Ring, Kevin Harrison

Directors

Ashema Allen, Marilou Moles

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Supporting Cast

Mathieu Nadeau-Lemyre, Valery Brennan, Joseph Cleyn

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