



Canadian Digital Service
Service numérique canadien



Exploring Conditions for Digital Service Delivery

February 2, 2021

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Agenda

1 Why Exploration?

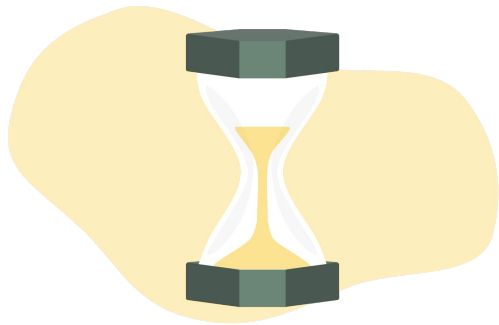
2 What we've done

3 What we've learned

4 What we're planning to do

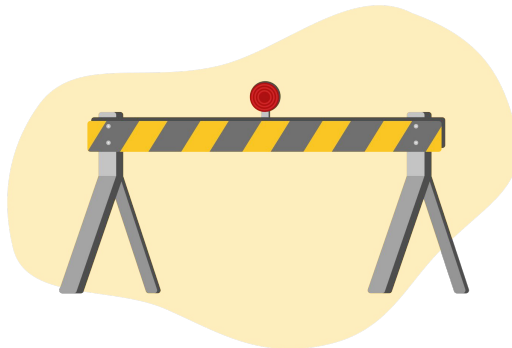
Why Explorations?

The problem: partnership challenges



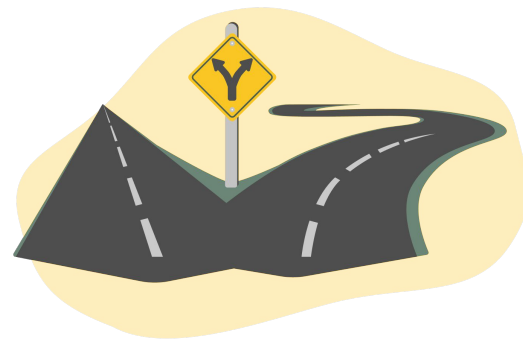
Time snags

- ◆ Learning about partner orgs
- ◆ Creating awareness within the partner orgs
- ◆ Addressing unease
- ◆ Navigating barriers



Obstacles to delivery

- ◆ Fuzzy problem statements
- ◆ Difficulty accessing users or infrastructure
- ◆ Low digital awareness and readiness
- ◆ Lengthy and slow approvals
- ◆ Service continuation post partnership



Misaligned visions

- ◆ Mismatched expectations
- ◆ Differing priorities
- ◆ Misunderstanding how CDS works
- ◆ Not meeting depts where they are
- ◆ Being treated like a vendor, not a partner
- ◆ Need for service maintenance not recognized

Alpha goals

- **Goal 1:** Explore the partner's capabilities and readiness to deliver a digital service and provide practical actions to improve.
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- **Goal 2:** Determine CDS' level of involvement.
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-
- **Goal 3:** Understand the government landscape and learn about patterns and trends.

Ways we work with departments

Knowledge & content sharing

CDS shares our learnings and resources in the open and directly with other departments, such as information on hiring.

Consulting & coaching

CDS provides advice and guidance to departments.

Platform integration

A CDS team builds digital service components that can be integrated into departments' services.

Product partnerships

A delivery team (comprised of CDS and department representatives) develops a service that the department maintains and continuously improves.

How we developed it

Path to now

Conducted background research

- ♦ Primary research: collecting needs from all delivery communities
- ♦ Secondary research: other frameworks (maturity models)
- ♦ Peer feedback: ODS, GDS & C4C
- ♦ Global lens: Public Digital & Harvard Kennedy School consultations

Developed Theory of Change

- ♦ Informed evaluation & monitoring plan

Prototyped a framework

- ♦ Built Framework
- ♦ Assessment criteria & questions
- ♦ Developed processes & artifacts to support a service

Created intake model

- ♦ Centralized Intake: reach, readiness & replicability
- ♦ Mapped & connected CDS business units

Piloted with 2 departments

- ♦ Temporary Foreign Worker Program
- ♦ NRCan CanmetENERGY
- ♦ Framework & service iterations between Explorations

April 2020

Naming the service: what's in a name?

Assessment

described part of service

- ♦ 1 side assessing: more knowledgeable/powerful
- ♦ 1 side being assessed: awaits results/consequences
- ♦ Evaluative
- ♦ Involves scrutiny

Pre-Discovery

described larger part of service

- ♦ Conceptual
- ♦ Sense of preparing for what's to come, anticipates, what's next?
- ♦ Implies succession: will we make it to the next phase, to Discovery?

Exploration

captured broader service activities

- ♦ Meaning relates to 3 service goals
- ♦ Adapting to a different environment
- ♦ Failures are expected
- ♦ Documenting learnings & findings
- ♦ Charting a path for future Explorations
- ♦ Building larger view of landscape
- ♦ Possibilities: Discovery or small discoveries
- ♦ Intrinsic value

What is an Exploration?

Exploring enabling conditions

To what extent do digital roles and structures exist?

Leadership & coherent direction

(coherent policy direction, service priorities and champions)

Enabling capacity & infrastructure

(modern IT infrastructure, legal, comms and privacy guidance and support)

Delivery capability

(talent and teams with digital skills, tactics and tools)

Enabling conditions and practices to deliver a digital product or service

To what extent do digital practices exist?

Shifting to a product delivery model

Cultivating a culture of collaboration

Working in the open

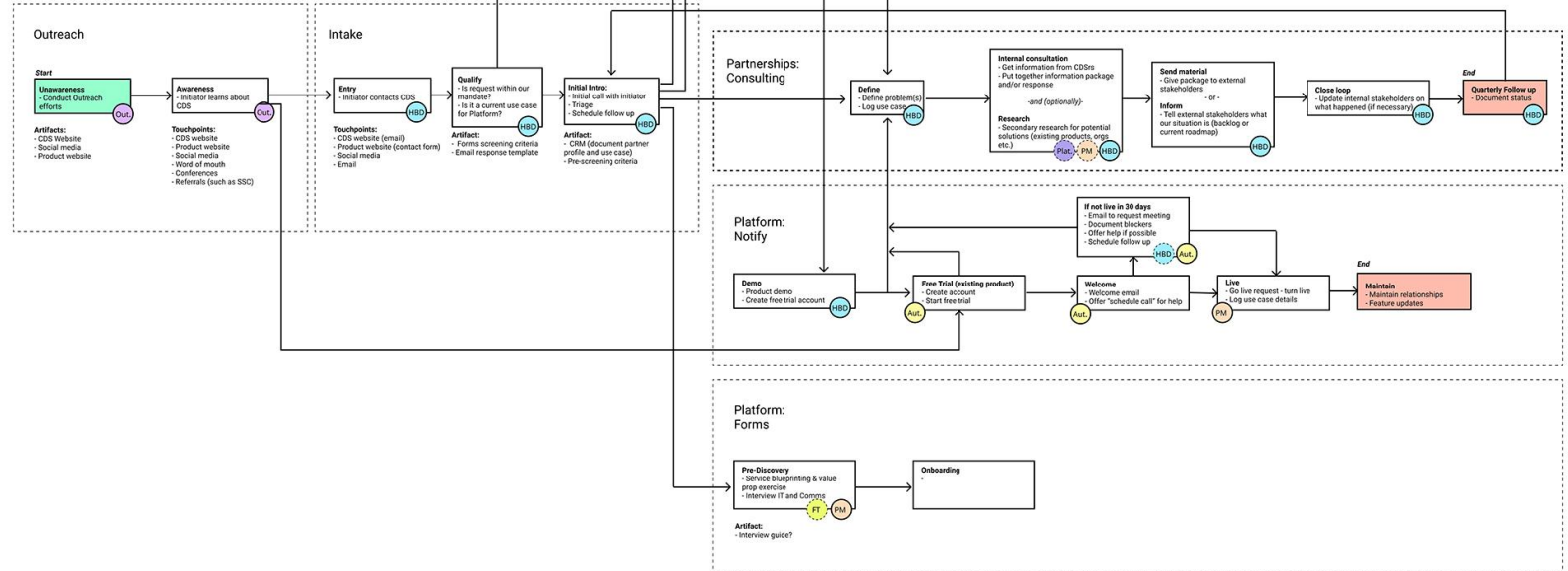
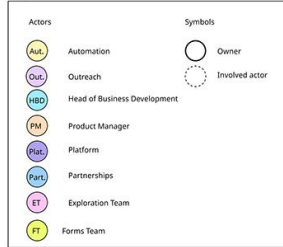
Establishing and empowering multidisciplinary teams

Conducting user research

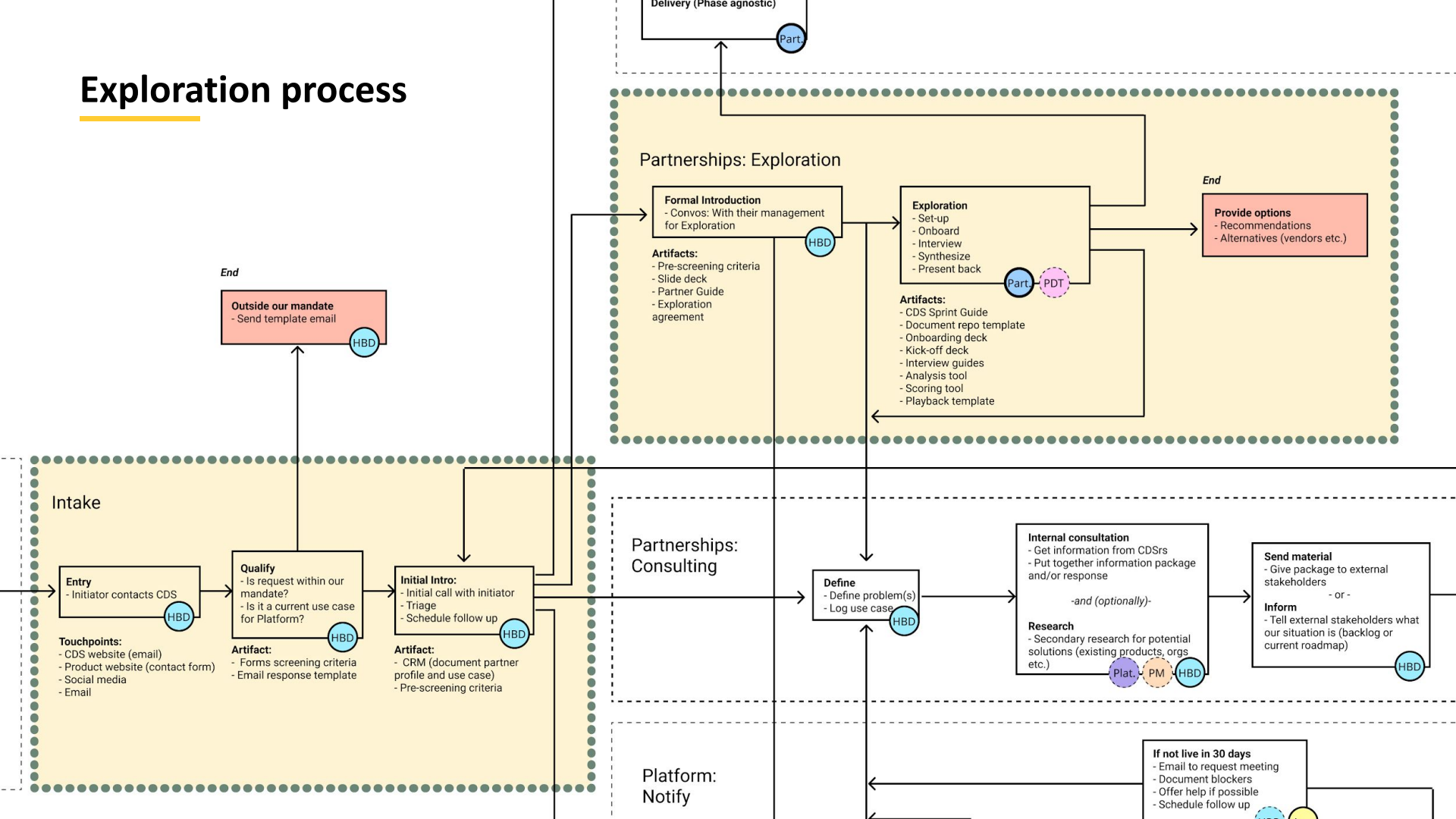
Practicing continuous improvement

Business unit service map

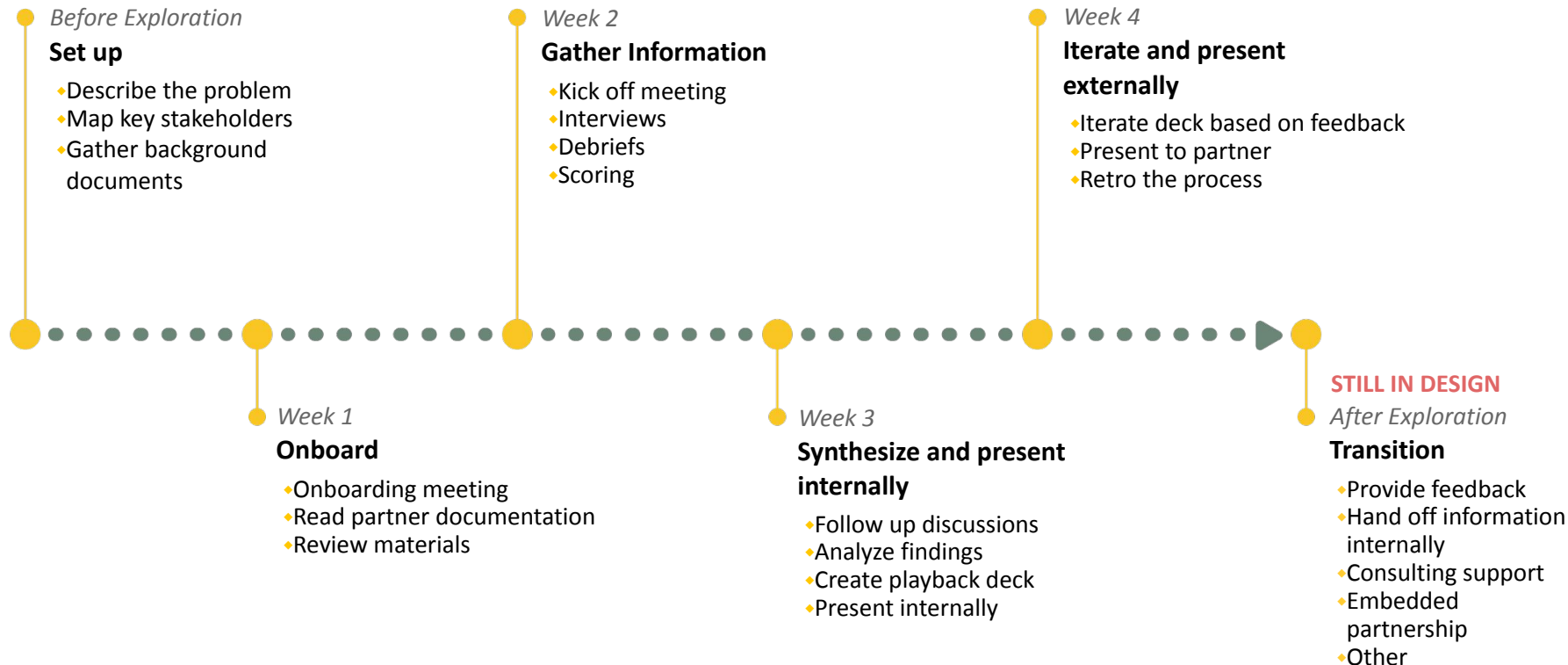
Legend



Exploration process



Exploration process



Conducted two Explorations



Alpha one

Temporary Foreign Worker Program

What did the Temporary Foreign Worker Program need?

- ♦ Some of these workers are exposed to abuse, including unsafe working conditions, such as COVID-19 outbreaks in various farms and greenhouses.
- ♦ The Program offers support services for these workers and a tip line for reporting abuses and fraud.

In Canada, **40-50k temporary foreign workers** are employed by over 20k businesses

Their team wanted help with modernizing the temporary foreign worker tip line for reporting abuses and fraud, and improve how tips are received, assessed and acted upon....Too much help as it turned out.

What we heard and learned

Temporary Foreign Worker Program team is **not ready to build a service**
– they wanted CDS to build a stand alone “solution”

Valuable takeaways:

- ♦ Process informative to participants
- ♦ Could act on learnings (reworked funding proposal)

We needed to upgrade our interview guides and rethink how to triage such a group faster.

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ATTENDED
KICKOFF

9

FUNCTIONAL GROUPS
TARGETED

11

INTERVIEWS
CONDUCTED



Alpha two



NRCan CanmetENERGY and the LEEP Team

What did the Local Energy Efficiency Partnerships Team need?

- ♦ NRCAN's Local Energy Efficiency Partnerships (LEEP) is a small technology accelerator that bridges energy efficiency research, development, and deployment (RD&D) with program delivery.
- ♦ They work closely with industry to increase capacity to deliver cost effective, net-zero new and retrofit homes.

Buildings, including homes, account for **17% of Canada's greenhouse gas emissions**

Their team wanted help to upgrade a decision aid they built in Excel to a widely accessible modern service. The service draws from a complex data set to provide costs and incentives for energy efficient home building products.

They are also interested in improving digital service delivery in general.



What we heard and learned

“CDS is like a fairy godmother coming in to help us”

- ♦ Eagerness to iterate on an (impressive) Excel tool to make it a two-way data exchange, widely accessible, and user friendly
- ♦ Scalable and impactful: could be the first of many similar services to reduce Canada’s carbon footprint
- ♦ Still some logistical hurdles to overcome:
 - ♦ Time to build needed capacity in house
 - ♦ Determine who would maintain the tool long term

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STAKEHOLDERS
INVOLVED

11


INTERVIEWS
CONDUCTED

Learnings

Learnings to date: the government landscape

- 1 **Updates to the enabling conditions.** Literature and interviews surfaced relevance of **culture**. **Funding limitations and hiring practices emerged** as topics to be taken into account early as they determine feasibility and also the timeline.
- 2 **Small amount of outcome data but indicators of impact.** Partners revising plans based on Explorations. We can make them more efficient and design for providing this impact.
- 3 **Explorations inform partnerships and partnerships inform Explorations.** And, as we define our offerings, we can better manage expectations. Naming, context, and conversation to help the process.

We don't have enough data yet to see trends, but we have seen two very different examples that show the contrast, the **landscape**.



What's next

Next steps

January 25, 2021

NRCan Flood Mapping

Test Alpha version 3:

- ♦ New co-design activity
- ♦ Interview changes
- ♦ Team model

Approx. March 22, 2021

IRCC Refugee Resettlement

Test Alpha version 4:

- ♦ New Exploration methods
- ♦ Co-design sessions
- ♦ Other iterations (TBD)

February 22, 2021

Iteration (4 weeks)

- ♦ Iterations informed by Alpha 3 insights
- ♦ Revisit criteria and rating scale
- ♦ Document use cases for Exploration
- ♦ Update evaluation metrics
- ♦ Project documentation

Experiment with:

- ♦ Running co-design sessions with the partner

April 9, 2021

Team shuffle

- ♦ Current team has option to roll off
- ♦ Bring new team members on for fresh perspectives

Beta

Naming feedback

| Feedback form

Questions?

| Reach out to the team on Slack [#exploration-framework](#)



Thank you!

Merci!