Service Standards Reflection

This guide is designed to help teams and assessors create services that embody the Government of Canada’s Digital Standards. The Standards “form the foundation of the government’s shift to becoming more agile, open, and user-focused. They will guide teams in designing digital services in a way that best serves Canadians” ([GC Digital Standards Playbook](https://www.canada.ca/en/government/system/digital-government/government-canada-digital-standards.html)).

The Digital Standards are:

1. Design with users
2. Iterate and improve frequently
3. Work in the open by default
4. Use open standards and solutions
5. Address security and privacy risks
6. Build in accessibility from the start
7. Empower staff to deliver better services
8. Be good data stewards
9. Design ethical services
10. Collaborate widely

The criteria outline how a service should be built to align with the Digital Standards throughout the Service Design Life Cycle. The phases in the Service Design Life Cycle include Discovery, Alpha, Beta (Build), Beta (Private or Public), and Live:

* **Discovery** means understanding the existing service landscape, the problem, and who is affected. By the end of Discovery, a team should understand the problem and have hypotheses to test in Alpha.
* **Alpha** means testing hypotheses by quickly sketching, prototyping, and testing ideas. By the end of Alpha, a team should have a vision for what to build in beta and wireframes (low or high fidelity).
* **Beta (Build)** means turning your best prototype into a live, working service at scale. By the end of Beta (Build), a team should have a functioning service that has met compliance standards.
* **Beta (Private or Public)** means testing the product by doing user testing, analyzing real data, and validating our operating model. By the end of Beta (Private or Public), a team should have a functioning and stable service that addresses the users’ needs at scale.
* **Live** means that the product is available to all users. In Live, a team should have a prioritized backlog of future improvements and develop a plan to monitor the service’s performance.

This guide is not meant to be a checklist; it is meant to provide some examples of how products or services can align with each standard.

# Evaluation Criteria

## #1 Design with users

**Why it matters**

Your service is designed to address a problem for specific people. Instead of making assumptions about the problem and people you’re designing for, do research with users to understand their needs and the problems we need to solve. Since user needs evolve over time, make sure to do ongoing testing with users to guide design and development overtime.

**“Design with users” in practice**

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| **Discovery** | **A clear problem statement.**  To pass this assessment, you usually need to:   * Research the problem space (technology, policy, stakeholders, other attempts at addressing problems) using quantitative and qualitative data * Identify the users and their needs * Engage with primary users to understand their needs and pain points * Identify language that is familiar to the user and easy to understand * Understand the value that addressing the problem will bring to both the organization and users * Do usability testing on current solution * Gather and analyze client experience data on current solution * Work with all team members to develop the problem statement based on research |
| **Alpha** | **Multiple ideas and/or prototypes have been tested. One solution has been selected for Beta development.**  To pass this assessment, you usually need to:   * Research with current and/or potential users with varying needs and diverse backgrounds using quantitative and qualitative data * Understand how users interact with the service, optimizing the experience for online and offline interactions * Do user research with prototypes * Test and use language that is familiar to the user and easy to understand * Demonstrate how research findings influence decision-making and improve the design of the product * Test hypotheses against the problem statement * Include all team members in user research (participating, observing or reviewing research findings) |
| **Beta (Build)** | **Ongoing user research to understand how the solution is addressing the problem.**  To pass this assessment, you usually need to:   * Research with current and/or potential users with varying needs and diverse backgrounds using quantitative and qualitative data * Demonstrate how research findings influence decision-making and improve the design of the service * Create a plan for gathering continuous user feedback when the service is live * Map how users find and use your service * Test and use language that is familiar to the user and easy to understand * Errors have been thought out and the service is designed to fail gracefully (state what went wrong and next steps) * Gather and analyze analytics data of the product * Work with all team members to make changes to the service based on user research findings * Ensure any copy and documents are available in both official languages |
| **Live** | **Performs regular user research to inform service changes.**  To pass this assessment, you usually need to:   * Maintain user research feedback loops (e.g. tools and processes for recruiting participants, creating studies, undergoing research, analyzing findings, developing new insights) * Continue to develop content using language that is familiar to the user and easy to understand * Regularly measure how well the service is meeting user needs at each step of the service and for the end-to-end experience * Ensure all team members understand and are involved in developing key user metrics |

## #2 Iterate and improve frequently

**Why it matters**

In the context of developing a service, agile means improving your solution based on new information. Instead of building a solution based on a set of requirements at the beginning of a product development, develop services using agile, iterative and user-centered methods.

**Across all phases**: Continuously seek feedback from peers, stakeholders and users. There are processes in place for prioritizing feedback.

**“Iterate and improve frequently” in practice**

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| **Discovery** | **Share the evolution of research.**  To pass this assessment, you usually need to:   * Ensure the team can shift the focus of research given new findings * Embrace new digital skills, approaches and tools to incorporate into daily work * Set a "north star” to define a clear direction, and start iterating towards the goal * Identify clear goals and decision points for agile service governance * Define metrics that will help you understand that you’re solving the problem * Develop, measure and meet key results for each phase |
| **Alpha** | **Share the evolution of testing hypotheses and prototypes.**  To pass this assessment, you usually need to:   * Ensure team can change prototype development given new research or feedback * Explain how user research and feedback reflects the team's design decisions * Explain processes for continuously seeking and prioritizing feedback * Establish agile practices, like team retrospectives, reviews, showcases, product backlog, etc. * Develop a plan for tracking key performance metrics to measure the success of the prototype * Ensure access to environments and resources to enable rapid prototyping |
| **Beta (Build)** | **Implement user feedback and continue to improve the service.**  To pass this assessment, you usually need to:   * Ensure team can change service features given new research or feedback * Explain how user research and feedback reflects the team's design and development decisions * Explain processes for continuously seeking and prioritizing feedback * Maintain agile practices, like team retrospectives, reviews, showcases, product backlog, etc. * Explore options for your solution and explain why some are discarded * Develop a plan for tracking key performance metrics to understand progress and where the prototype needs improving * Establish a plan for test-driven development and select testing tools |
| **Live** | **Review the service regularly and iterate when required.**  To pass this assessment, you usually need to:   * Understand the minimum requirements for the system to be of value to users * Review key performance metrics to see where the service might need improving * Automate processes to deliver value to users faster * Explain processes for continuously seeking and prioritizing feedback * Make sure the team is big enough and has the right skillsets to improve and maintain the service * Develop, measure and meet key results for Live |

## Across all phases:

* Performance measurement (measuring metrics that matter)
* Agile practices are in place, agile service governance

## #3 Work in the open by default

**Why it matters**

By working in the open, we can increase collaboration within and external to government, increase transparency of services, and help other product teams learn from each other’s work. The research, evidence, and our lessons learned from one team can help expedite development for other teams so we can collectively build on each other’s progress and avoid making the same mistakes twice.

**“Work in the open by default” in practice**

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| **Discovery to Beta (Build)** | **Share prototypes and user research findings with partners and stakeholders.**  To pass this assessment, you usually need to:   * Scan for services offered to the public to identify similar work to learn from and build on * Document and share the team’s work including research consulted, research plans, prototypes and code * Share research findings and evidence to support design decisions * Showcase problem statements, prototypes, etc. to partners and stakeholders * Share open status updates for peers who are interested in the work * Draft an internal/external communications plan |
| **Live** | **Share lessons learned, track performance metrics in the open and provide a channel for feedback.**  To pass this assessment, you usually need to:   * Share lessons learned while building the service * Openly share the metrics used to measure success * Document where and how the team is getting data for key metrics on the service * When appropriate, use creative commons licenses to share work * Contribute code, patterns or components back to public projects |

## #4 Use open standards and solutions

**Why it matters**

“Leverage open standards and embrace leading practices, including the use of open source software where appropriate. Design for services and platforms that are seamless for Canadians to use no matter what device or channel they are using.” (Government of Canada Digital Standards Playbook)

**Across all phases**: Consider best practices based on similar initiatives within the department, across the GC or in other jurisdictions.

**“Use open standards and solutions” in practice**

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| **Discovery** | **A good understanding of existing services and best practices.**  To pass this assessment, you usually need to:   * Prioritize solutions and tools that are open source and use open standards to build the service * Use services and common platforms that are interoperable with other teams * Explore open source platforms for building code and documenting learnings |
| **Alpha** | **Evaluate existing services and choose the most appropriate option to develop the MVP.**  To pass this assessment, you usually need to:   * Determine whether you need to use an alternative platform or technology * Develop a plan to test compatibility across platforms and devices * Consider how to integrate the service with legacy systems * Use Canada.ca and/or Digital Centre design system components for prototyping * Use Canada.ca content style guide * Use language and design consistently throughout the service, including online and offline touchpoints * Understand what third-party APIs the service will need to integrate with * Consider how an existing solution might be altered to meet user needs |
| **Beta (Build)** | **Test the service across different platforms, devices and browsers.**  To pass this assessment, you usually need to:   * Use open standards and common platforms to avoid getting locked into contracts * Understand the capabilities and limitations of any open source tools * Develop the MVP using open source software and/or open standards when available (avoid proprietary solutions that lock you in to a specific vendor) * Ensure that the service is aligned with the Government of Canada Standard on APIs * Use Canada.ca and/or Digital Centre design system components for prototyping * Use Canada.ca content style guide * Use language and design consistently throughout the service, including online and offline touchpoints * Consider how to future-proof the service * Integrate with legacy systems * Identify common user needs your service meets and what you reuse from across government to help meet those user needs * Ensure content and functionality is optimized for a wide range of devices, including mobile devices and voice assistants, enabling users to be successful with their device of choice * Use design system components and patterns that have already been developed to build the service * Build services that are API-centric, which execute most, if not all, functionality through API calls (e.g. connecting frontend to backend through an API) * Design APIs to be intuitive so that a semi-experienced user can be successful with minimal assistance from the documentation and programmers can easily understand code that uses the API |
| **Live** | **Continue to monitor digital trends and ensure that the service aligns with the changing needs of users.**  To pass this assessment, you usually need to:   * Ensure the service can be used on any device, from anywhere, at any time * Establish version management for the service * Use common platforms for the service (e.g. canada.ca) * Ensure the team can support the service without the help of external consultants or closed source software * Identify common user needs your service meet and what you can reuse from across government to help meet those user needs * Actively contribute back to the open source community |

## #5 Address security and privacy risks

**Why it matters**

Take a balanced approach to managing risk by implementing appropriate privacy and security measures. Make security measures frictionless so that they do not place a burden on users. (Government of Canada Digital Standards Playbook)

**Across all phases**: Ensure that user information is secure and respond to security and privacy risks quickly. Consider privacy, security and enterprise architecture.

**“Address security and privacy risks” in practice**

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| **Discovery** | **Identify potential security or privacy challenges to address.**  To pass this assessment, you usually need to:   * Understand what data needs to be collected to design and support the service * Understand rules on obtaining consent for user research * Consider privacy and security controls and how this might impact the service’s quality and efficiency for users * Explore existing research on how potential users feel about privacy and security and how to prevent harm |
| **Alpha** | **Develop a plan to understand potential threats and how to address them.**  To pass this assessment, you usually need to:   * Ensure that user research participants understand what information they are sharing and provide informed consent * Prepare for any required privacy reviews * Engage with subject matter experts to start considering security and privacy protection plans * Document how the service manages information and records to ensure confidentiality, integrity, and availability of the data * Consider relevant legislation and risk associated with the data required to design and support the service * Identify possible threats to your service and test ways of reducing them |
| **Beta (Build)** | **Ensure there is a process in place to address privacy breaches or incidents.**  To pass this assessment, you usually need to:   * Actively identify security and privacy threats to the service, and have a robust, proportionate approach to securing information and managing fraud risks * Automate security or privacy checks * Establish a data access audit process (or role-based access) to assure users that their data has not been accessed in an unauthorized manner * Establish ongoing engagement with privacy management and information security teams * Understand where and how data is being collected, transmitted and stored * Address any outstanding concerns and implement recommendations from privacy and security experts * Integrate a security advisor into the delivery team to support IT security risk management throughout the full delivery of the service * Document the protective measures implemented to enable the secure processing and sharing of data and information across government * Where collecting personal information, inform users about privacy rights and protections, and about their right to access and correct their own personal information * Establish terms of services to ensure users understand how their data will be used and how it will be accessed * Provide users adequate information (*Terms and Conditions / Privacy Agreement*) to ensure they fully understand the authority they are providing to third-party services * Use appropriate de-identification strategies to minimize the risk of disclosing personal information * Incorporate privacy safeguards into partnership and data sharing agreements * Ensure that privacy breach protocol is implemented and understood. Federal institutions are required to notify the Office of the Privacy Commissioner of Canada (OPC) and the Treasury Board of Canada Secretariat (TBS) of all material privacy breaches and of the mitigation measures being implemented, if the breach involves sensitive personal information and could reasonably be expected to cause serious injury to the individual. * Ensure your service has properly documented event management processes, in the event of a data breach or compromise of the integrity of your systems * Develop a process for understanding and evaluating new or ongoing threats * Present your cookie and privacy policy and explain how you arrived at it * Explain possible threats to your service and how you are reducing them |
| **Live** | **Continue to monitor and improve security and privacy controls.**  To pass this assessment, you usually need to:   * Ensure there is a process in place to address new or ongoing security/privacy threats * Monitor the continuous improvement of security and privacy controls for the backend (processes) and frontend (user interface and content related to privacy and security) * Any required privacy assessments have been completed * Establish a process to maintain, update and patch new releases of software for the service * Establish a cycle of re-evaluation to ensure you are protecting what you need to and make improvements based on lessons learned * Establish agreements with third parties who may benefit from receiving data from your service in accordance with guidance such as the TBS Guidance on Preparing Information Sharing Agreements Involving Personal Information, to ensure they will treat your data with appropriate care * Provide a way for users to report any potential security or privacy threats |

## #6 Build in accessibility from the start

**Why it matters**

Services should meet or exceed accessibility standards. Users with distinct needs should be engaged from the outset to ensure what is delivered will work for everyone. (Government of Canada Digital Standards Playbook)

**“Build in accessibility from the start” in practice (accessibility)**

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| **Discovery** | **Research user needs from people with diverse backgrounds and experiences.**  To pass this assessment, you usually need to:   * Identify how different people use the service * Consider non-digital channels and how they operate alongside digital channels * Explore multiple solutions, channels of delivery and formats to meet accessibility needs * Identify accessible features that the team will need to include for the service |
| **Alpha** | **Test prototypes with a variety of users with accessibility needs.**  To pass this assessment, you usually need to:   * Understand how to make services accessible (refer to *Canadian Human Rights Act*, Standard on Web Accessibility, WCAG, *Accessible Canada Act,* etc.) * Consider the lowest levels of digital skill, confidence and access when designing prototypes * Conduct ongoing research with users with low-level digital literacy, people with disabilities, and people from different cultural and linguistic backgrounds * Engage with accessibility experts to get feedback on prototypes * When possible, design your service to be inclusive of those who can't access the digital channel for various reasons (consider the digital divide and adoption rates among diverse communities) * Consider non-digital channels and be able to speak to how and why those are being supported or not * Apply accessibility principles to content (by using the [Digital Accessibility Toolkit](https://a11y.canada.ca/en/guides/design-accessible-services/)) * At a minimum, ensure prototypes meet WCAG 2.0 conformance requirements |
| **Beta (Build)** | **Accessibility best practices are incorporated into the service.**  To pass this assessment, you usually need to:   * Conduct ongoing research with users with low-level digital literacy, people with disabilities, and people from different cultural and linguistic backgrounds * Implement feedback from accessibility experts and user research findings * Ensure the service supports multiple channels of delivery and alternate formats * Test and report on the service’s compliance level with accessibility standards. At a minimum, it must meet WCAG 2.0 conformance requirements * Implement automated accessibility checks * Apply accessibility principles to content (by using the [Digital Accessibility Toolkit](https://a11y.canada.ca/en/guides/design-accessible-services/)) * Use plain language that is appropriate and easy to understand for the audience |
| **Live** | **Ensure that the service stays accessible as new features are added.**  To pass this assessment, you usually need to:   * Service can be used by people of all abilities no matter how, where or when they access it * Ensure that any new features are thoroughly tested for accessibility * Make it easy for all users to provide feedback, address problems, and request support for using the service * Establish a plan to capture and quickly act on feedback related to accessibility * The team has access to expertise to ensure the service stays accessible as new features are added * Use ongoing research, testing and analytics to continually assess and improve the accessibility of the service * Ensure support resources are trained to assist persons with disabilities with completing tasks and accessing information |

## #7 Empower staff to deliver better services

**Why it matters**

Make sure that staff have access to the tools, training and technologies they need. Empower the team to make decisions throughout the design, build and operation of the service. (Government of Canada Digital Standards Playbook)

Team members should feel safe to openly discuss challenges and present solutions that challenge the status quo.

**“Empower staff to deliver better services” in practice**

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| **Discovery** | **Identify skills, tools, training and technologies needed to support the service.**  To pass this assessment, you usually need to:   * Establish a team with key skillsets required to build the service (e.g. Product Manager, UX Researcher, Content Designer, etc.) * Allow team members to participate in knowledge-sharing across the government and ensure they receive the training they require * Develop and maintain a core set of principles that prioritize commitment to users * Have clear objectives and milestones * Establish clear decision-making and approval processes, support practices (e.g. peer reviews) and working practices (e.g. standups) * Ensure the team has access to professional development opportunities, technical tools, and environment to fulfill their roles effectively * Encourage learning (as well as mistakes made through learning) * Allow employees to grow into personal roles, and avoid the limits of hierarchy within team member/manager dynamics * Discuss impediments as a team and when necessary, raise them to management * Ensure that team members feel comfortable self-assigning tasks |
| **Alpha** | **Team has access to environments to experiment with new approaches, tooling or solutions.**  To pass this assessment, you usually need to:   * Work with developers to determine technical choices and programming tools to develop Beta Build * Check for risks or restrictions associated with the tools and avoid any contracts that will prevent you from changing/improving your service * Consider content planning, content reuse, and content management when deciding on a tool or technology * Ensure all members of the team are actively weighing in on prototype design, regardless of their discipline * Ensure team members can articulate how their work contributes to the organization’s outcomes |
| **Beta (Build)** | **Team chooses the tools they use to deliver the service.**  To pass this assessment, you usually need to:   * Ensure that the system you build will be both sustainable and easily maintainable once the service is live * Document tech stacks and development tool changes made and why * Seek opportunities to connect and integrate with relevant existing services to simplify the experience for users and clients * Determine how you will manage limits placed on the service * Ensure that the budget includes research activities * Establish baseline performance metrics and collect data so teams can act based on evidence/research |
| **Live** | **Teams are continually empowered to support and improve the service.**  To pass this assessment, you usually need to:   * Ensure there is a dedicated team that continually supports the service * Be prepared to adapt to a frequently changing digital environment that is consistently evolving (e.g. emerging tech, emerging threats/security concerns, increased use of artificial intelligence, etc.), and act accordingly * Document how you are continuing to get value for money, how you will check the health of the service, support arrangements that have been set up, and the specifics and reasons behind outsourced decisions * Continue monitoring performance metrics so teams can improve the service based on evidence/research |

## #8 Be good data stewards

**Why it matters**

Collect data from users only once and reuse wherever possible. Ensure that data is collected and held in a secure way so that it can easily be reused by others to provide services. Good stewardship supports the sharing and reuse of data throughout the Government of Canada and promotes data use for innovative new solutions within the private sector. (Government of Canada Digital Standards Playbook)

This applies to both data related to the service and information captured during its development, including personal information collected for user research interviews.

**Across all phases**: The team has reasonable justification for collecting each piece of information, especially if the data is required for using the service. When possible, the team should publish data and information on the open government portal.

**“Be good data stewards” in practice (data)**

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| **Discovery** | **Map out data that the team will need to build the service.**  To pass this assessment, you usually need to:   * Collect and analyze legacy data to understand current state * Collect and analyze baseline data (by channel) to understand current state * Obtain consent from user research participants prior to participation in user research activities * Ensure information collected from user research is anonymized and securely stored * Understand and be able to explain how data will be collected, used and stored * Use open data for research |
| **Alpha** | **The team knows what data will be collected and the standards that apply for using it.**  To pass this assessment, you usually need to:   * Use open data for research * Prioritize what data should be collected and validate the need for each data element in scope * Justify why personal data needs to be collected to use the service * Tell users where and how their data will be used * Engage with data experts to develop a plan for protecting data * Identify and remove barriers to data sharing and release * Document data flows * Collect and analyze baseline data (by channel) to inform prototype development |
| **Beta (Build)** | **The MVP has a clear notice or privacy statement for any data collected.**  To pass this assessment, you usually need to:   * Validate need for collecting data, personal or otherwise * Identify the essential information that the service will collect * Work with users to define what data is or isn’t collected and explore how to ask for information in a way that’s clear and easy-to-understand * Work with other departments within the GC to identify data-sharing opportunities * Ensure there are clear notices (e.g. privacy statements) if the service collects data * Share data within the department so it can be reused * Ensure data collected is machine-readable and a format which can be easily understood by users * Develop a plan of prioritizing publication of high value data that includes a timeline * Ensure there are processes in place for determining the classification of data and information * Be aware of what information and data have business value and prioritize their management * Identify what data is needed to support decision-making, operations or service delivery, and reuse existing data wherever possible before acquiring new data * Identify other instances where a service within the organization is gathering the same or similar data and make connections |
| **Live** | **The service has processes in place to ensure proper management of information and data before they are collected, used, disclosed, retained, disposed of, or declassified.**  To pass this assessment, you usually need to:   * Add data being collected to an inventory of data assets so it can be reused * Ensure that information and data of business value are saved in systems where they can be properly managed * Clearly define team roles, responsibilities and accountabilities for data and information management and use * Ensure data that is collected and released has the appropriate licensing or follows open data standards * Ensure that users can make corrections to their personal information * Ensure data is well-structured, intuitive and in a format that is easy to integrate and reuse by others * Ensure users are asked to provide consent again if new data is being collected * Consider ways to implement “tell-me-once" and get consent for data sharing across services so the user only has to sign in once to access multiple services * Establish processes to regularly assess, maintain and improve data quality * Ensure data is published in plain language and machine-readable formats * Capture appropriate metadata to provide context for the information and data we create and capture, which enables their discovery and reuse by others |

## #9 Design ethical services

**Why it matters**

Make sure that everyone receives fair treatment. Comply with ethical guidelines in the design and use of systems which automate decision making, such as the use of artificial intelligence. (Government of Canada Digital Standards Playbook)

**“Design ethical services” in practice**

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| **Discovery** | **Understand how the design or use of the service may cause harm and how to protect users.**  To pass this assessment, you usually need to:   * Research around the problem space and identify ways to avoid reinforcing bias when building the service * Understand where people go for support to complete the service and what kinds of difficulties they encounter * Try to understand the root cause of the problem you are trying to solve * Consider the lived experiences of those who will be benefiting from the service * Ensure the team receives training to learn about the problem space and potential impacts of the service they are building * Consider relevant legislation (e.g. related to ethics and equity) when designing the service * Consider how to manage and protect public funds while designing this service |
| **Alpha** | **Identify indicators of bias and ways to eliminate unintended consequences to the user when testing prototypes.**  To pass this assessment, you usually need to:   * Recruit a wide range of users for testing * Be aware of and seek out indicators of bias when selecting people for user research * Try to anticipate and mitigate barriers to accessing the service * Identify ways to provide additional support to the users who need it * Analyze the service to understand its outcomes and consequences on its users * Develop a plan to address cultural, linguistic, geographical, accessibility, technological, socioeconomic, or other access barriers that may prevent people from using the service * Develop a plan to acknowledge, account for and mitigate possible biases in the data and algorithms for automated decision-making * Consider how users will be able to appeal automated decisions * Consider how to manage and protect public funds while designing this service |
| **Beta (Build)** | **Understand the impact of decisions for the user. The MVP is designed to reduce negative outcomes.**  To pass this assessment, you usually need to:   * Analyze the service to understand its outcomes and consequences on its users * Consider cultural, linguistic, geographical, accessibility, technological, socioeconomic, or other access barriers to uptake when developing the service * Seek feedback for the service from users with diverse backgrounds and experiences * Engage with communities within the GC with expertise on ethics and equity * Ensure that interactions where user data is collected or used are transparent to users * Ensure that data is used in a manner that's consistent with the purpose of its collection * If collecting sex and gender-related information, follow the [Policy Direction to Modernize the Government of Canada’s Sex and Gender Information Practices](https://www.canada.ca/en/treasury-board-secretariat/corporate/reports/summary-modernizing-info-sex-gender.html#p-ss3-1) * Ensure the prototype meets [TBS Directive on Automated Decision-Making](https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32592) * Complete an algorithmic impact assessment |
| **Live** | **Continue to monitor the outcomes of the service to identify implicit bias.**  To pass this assessment, you usually need to:   * Ensure that data is used in a manner consistent with the purpose of its collection * Continue to engage with users and provide multiple channels for feedback * Be open about the use of automated decision systems and explain how the systems make decisions * Ensure that the service is confidential * Ensure users can access their information that has been collected * Make time for reflection to evaluate design decisions |

## #10 Collaborate widely

**Why it matters**

Create multidisciplinary teams with the range of skills needed to deliver a common goal. Share and collaborate in the open. Identify and create partnerships which help deliver value to users. (Government of Canada Digital Standards Playbook)

**Across all phases**: Share solutions with other organizations across the GC. Build on the work and lessons learned from others to reduce redundant work.

**“Collaborate widely” in practice**

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| **Discovery to Beta (Build)** | **Collaborate with stakeholders that have built similar services. Find ways to reuse existing solutions.**  To pass this assessment, you usually need to:   * Consult and collaborate with stakeholders who work on other channels (in-person channel, phone channel, etc.) * Establish partnerships with peers, users, and stakeholders across the department, GC and/or other levels of government that are building similar services * Engage with front line employees and gather user feedback on existing solutions * Join communities of practice, events or groups that pertain to the areas of expertise of team members * Ensure the purpose of any collaboration (scope of work, timelines, accountability, etc.) is clear * Develop a plan to transfer knowledge and skills to new team members (or from contractors to permanent staff) * Reuse testing tools, technologies and guidance that other teams have used (user research interview templates, data patterns, etc.) * Link to the work of others |
| **Live** | **Continue to improve the service based on changing needs and share solutions or insights.**  To pass this assessment, you usually need to:   * Document any APIs for the service using common protocols and standards and provide examples to others for their use * Share any new insights or ways that the team has approached the problem differently * Develop a plan to transfer knowledge and skills to new team members (or from contractors to permanent staff) * Offer users a way to report bugs and issues and be responsive to these reports * Make sure all stakeholders are actively involved in promoting or supporting digital delivery of the new service |