# Public Safety Digital Strategy

## Executive Summary

The digital strategy underpins ACME's modernization efforts. ACME is focused on upgrading its Information Technology systems in order to keep pace with the rapid evolving technology landscape in which it operates.

ACME's digital strategy is focused on ensuring ACME can leverage new and emerging technology, add business value and modernization processes, enhance digital services and user experience, and explore new ways to deliver on ACME's mandate. The strategy enables ACME to effectively address the emerging challenges posed by disruptive technology and the constantly shifting global intelligence priorities.

The digital strategy defines strategic objectives to ensure the business modernization efforts are build on strong digital processes, principles and platforms.

The objectives are:

1. Digital Service: Human centered digital services.
2. Digital Workforce: Providing our people with the knowledge, skills and competencies to work effectively in a digital environment. Enable a digital culture through tools, skills and behavioural change.
3. Digital Workplace: Improve service delivery through simplified processes & technology
4. Digital Foundation: Build a resilient secure technology infrastructure.

The digital strategy is expected to have significant impact on the business leading to several key outcomes.

* Improved employee, partner and client experience
* New, digitally enabled services and products
* New business models (partner sharing, new information sources - OSINT partnerships, shared-services partnerships CSE, ...)

## Vision

"Enabling trusted intelligence and advice through digital technologies."

~~"A safe, secure and prosperous Canada, through trusted intelligence and advice enabled by digital technologies."~~

## Drivers

Technology has revolutionized every aspect of our society including the way ACME delivers on its mandate. The digital strategy defines ACME's ambitions to transform digital products, services and technology and attract and retain digital talent. Digital and data are the foundations for a leading intelligence organization. Adapting to new challenges, effective decision-making and meeting client expectations is only feasible with skilled digital experts, modern digital technology, leveraging quality data in a culture supporting innovation. The changing digital landscape has created many drives necessitating the need for a digital strategy. These drivers can be grouped into operationing landscape changes and chronic pain points:

### Operating Landscape Challenges

* **Disruptive Technology**: Rapid advancements in technology like artificial intelligence, cloud adoption, ~~cyber threats~~, internet of things (IoT) and edge computing are transforming the intelligence landscape. The digital strategy aims to leverage these technologies to improve data collection, analysis, and security.
* **State Actors and Global Connectivity**: The internet has connected the world digitally. Threats and adversaries can operate across borders more easily. The digital strategy establishes collaboration with international partners to share information more effectively.
* **Employee Experience / Changing Expectations**: Rapid changes in technology and the dramatic shift-to-digital during the pandemic have changes how Canadians do business. Employees expect and deserve similar experiences in the workplace. Employee expectations include digital tools to streamline their work processes, engaging communication and collaboration platforms, workplace flexibility. The prevalence of technology, and cyber threats have also increased employees need to trust in the security and privacy of their personal information. Modern solutions are required to attract and retain the talented workers required to fulfil our mandate.
* **Public Trust and Accountability**: There is growing expectations for ACME to be transparent and account. The digital strategy guidance to modernize intelligence sharing, dissemination and disclosure to help foster trust by Canadian's in ACME.
* **Competitive Advantage**: ACME needs to leverage digital technology to stay ahead of the threats. The digital strategy provides a completive advantage by enabling innovative approaches to intelligence lifecycle with case management and compliance solutions.
* **Core Drivers / GC Digital Imperative**: The Government of Canada digital imperative, the GC Digital Ambition, necessitates that ACME modernize and provide secure and digital services. ACME's programs and services are expected to be optimized for digital and available anytime, anywhere and from any device.

### Chronic Business Pain Points

The following persistent pain points have impeded business efficiency and effectiveness. The Digital Strategy strives to improve by using automation and adopting enterprise digital standard solutions.

* **Significant Technology Debt**: Many of our aging systems are unable to meet our business user's expectations. The ongoing costs to support and manage aging technology and impact on employee morale impedes ACME's ability to acquire digital talent and invest resources on more capable technology solutions.
* **Manual Inefficient Processes**: The majority of business processes are complex and require significant attention and effort. Following modern process practices reduces the cognitive load XXXLKJLKJD

“...a wealth of information creates a poverty of attention...”  
― Herbert A. Simon Nobel Laureate

"Time in an attention economy is the only scarce commodity." — Satya Nadella, CEO Microsoft

* **Service Desk Frustration**: The high-rate of calls to the Service Desk reduces its ability to respond timely. Account password resets continues to consume significant call centre resources due to a lack of password management capabilities which would enable the user to self-manage their passwords.
* **Risk aversion**. TODO: The culture of change is averse to accepting risk. The ability to identify hybrid approaches to risk acceptance and management is needed. A desire to manage risk, but the inability of risk to be transferred and accepted by business owners. Governance, including risk management, should align with the complexity of the solution enabling rapid, adaptable solutions. ( IS owns risk and risk management )
* **Others** ???
  + Not Using Our Data: Cannot Fully Leverage Data
  + Isolated Systems: Disconnected / Siloed Information and Knowledge
  + Dated Communication: Our employee engagement platforms do not have the capabilties to engage employees in modern, meaningful methods.
  + Inability to Work from Home: Very few of our business processes and information can be conducted without physically being at the office.
  + No common understanding of technical capability catalog (application catalog)
  + ?? Lacking mobile worker concerns - mobile ops, @stations/posts, @doe??
* TODO: Consider simplifying: **GAC is more simple : 4 drivers:**
  + Need for Agility, GC Digital Direction, Changing Expectations, Cyber Security (tech debt / ATO)

TODO:

TODO: Deputy CIO : Enterprise solutions enforcement (check CSPS discussion notes)

Jackey: laundry list of specific pain points (encrypted email?, )

## Digital Strategy Objective

The digital strategy objective is:

Use new and emerging digital technologies to add business value, improve user experience, operational excellence, and enable innovation to adjust within a changing digital environment.

## Strategic Objectives & Initiatives

copying GAC's - these capture the Services/Programs, People - skills, training, empowerment, People- Experience, Technology Excellence\* better than others.. )

### Digital Service

The digital service objective embraces Government of Canada Standards to improve the quality of service delivery.

| Strategic Initiative | Goals[[1]](#footnote-26) |
| --- | --- |
| Dedicate resources to enable co-designed digital service |  |
| Shift to product management operating model for programmes | Develop solutions using agile product concepts |

### Digital Workforce

| Strategic Initiative | Goals |
| --- | --- |
| Invest in digital & data competencies |  |
| Promote and communicate digital adoption |  |
| Evolve digital policy and governance with a focus on enablement. |  |

### Digital Workplace

| Strategic Initiative |
| --- |
| Provide secure solutions to enable more workplace flexiblity |
| Provide Collaboration |
| Provide engaging digital experience platform. |

### Digital Foundation

| Strategic Initiative |
| --- |
| Implement Enterprise Architecture |
| Hybrid Governance: Governance matches Complexity of Solution (Dave's Chart) |
| Product Aligned Operating Model (\*FINTRAC\*\*)- Shift to Product Management |

Strategic Initiatives (LIST 10 before NIGHTIME)

Digital Architecture

### FINTRAC: TO BE DELETED

Establish Digital Foundations

* Build digital capacity and processes
* Establish foundational digital architecture
* Continuous Security
* Upgrade and build core infrastructure and migrate technology assets

Automating Core Business

* Address current and future legislative and regulatory priorities
* Enhance and automate intelligence core business
* Enhance and automate compliance core business
* Enhance and expand data analytics program

Building a Digital Office

* Enable greater productivity and collaboration form the office or from home
* Effectively manage human and financial resources

## Principles

Prioritization: Prioritization is key to help achieve ACME's digital ambition.

Business-Led, Technology-Enabled: TODO: Define (Should there be an initiative / action to guide this change in roles and responsibilities?? - since the Digital Strategy to help drive organizational change)

## GC Digital Ambition Alignment

TODO: complete table once more solid Strategic Objective / Strategic Initiative list is available.

| GC Digital Ambition Strategic Theme | ACME Digital Strategy Alignment |
| --- | --- |
| Excellence in technology and operations | link to Strategic Initiatives : portfolio health, digital services, cloud |
| Data-enabled digital services and programs maximize public value of data and information | link to Strategic Initiatives : common solutions / enterprise standards (minimize data silos), integrated systems |
| Action-ready digital policy and strategy | link to Strategic Initiatives : ? governance (read ambition) |
| Structural evolution in funding, talent, and culture | link to Strategic Initiatives : culture, hybrid governance, |

# Checklist

The following checklist identifies key-points from stakeholders and other sources. The purpose is to validate and discuss whether these are important in to consider in the strategy.

## Gartner | Sylvie

* ☐ Does Digital Strategy focus on culture, operating model, organization structure and talent? Recommend to focus on not focus on projects. Also focusing on "compliance" does not work.
* ☐ Timelines & Roadmap: Should the strategy lay-out near-term / long-term roadmap?

## Jackey

* ☐ Driver: Future of HUMINT. We need to decide what we need to be good at. What we can outsource and partner with. How do we enable the business as a technology team?
* ☐ What Do We Need. The dependencies Jackey identified in the "Food For Thought" slide deck. Where does this belong in the strategy? In the strategy or in the departmental plan?

## Dave B

* ☐ Why Digital Strategy? Prevalence of technology. We have to be where the action is. We need to extend operations to the cloud. We need to be efficient in technology. The tools (technology) needs to be fit-for-purpose.
* ☐ Business-Led: Does the Digital Strategy need to define, guide on business led and identify this as a strategic objective? What would be strategic-objective ➡️ strategic initiative ➡️ goals?
* ☐ Goal: Hybrid Development / Citizen Developer: Different governance based on complexity of solution. Changing governance, roles & responsibilities based on the complexity.
* ☐ ? Establish EA practice, services, governance (policies, standards, reference architectures supporting, critical business processes, ...)
* ☐ Other Considerations
  + ☐ Gartner Recommendations from #1 / #2
  + ☐ Org Changes : Cap. Hub, ...
  + ☐ Shared Infrast...
  + ☐ Why will this succeed vs past? Lessons learned adopted/ applied/consultaitons - Leadership
  + ☐ Personas - Future of Work - DDA
  + ☒ 3-5years key-factors affecting us (air-gap safe solutions, digital talent, retention, change threat/tech, debt, ...) - are these not the "drivers"?

## GAC

* ☐ Keys to Success: Their DPSP identifies Keys to Success: Requirements to Support Digital Transformation: Invest in Digital, Focus on Talent, Increase Digital and Data Literacy and Evolve our IM/IT Operating Model. Where does this belong in the "Digital Strategy"? In the "Measure" section?

## General

* ☐ Mindset and Culture: Learning mindset, growth mindset (versus fixed mindset) - learning from opportunities.
* ☐ People: Equipping people with the organizational knowledge, skills and adaptability to be effective in a digital environment (TODO: reword)
* ☐ Business: Capabilities & Services: We are lacking an endorsed business capabilities and service-catalog lists. Services can be GC-services and/or internal-services (both operational and adminsitrative)

# Glossary

Agile Product Management: Agile product management is a modern methodology for building and enhancing products. Instead of following a fixed plan, it emphasizes collaboration among cross-functional teams, rapid development, and constant feedback. Products are developed in small, manageable increments, which enables teams to respond to changing market conditions and customer needs effectively. It's a customer-centric approach that promotes innovation and delivers value quickly, making it a valuable strategy in today's dynamic business environment.

Digitally Native: A digitally native employee, often referred to as a "digital native," is an individual who has grown up in an environment where digital technology and the internet have been pervasive from a young age. This term is often associated with generational cohorts such as Millennials (born approximately 1981-1996) and Generation Z (born approximately 1997 and later) but can apply to anyone who has had extensive exposure to digital technology from childhood. The characteristics of digital native employees are; tech-savvy, digital communication skills, adaptable, quick-learners, online collaborators, digitally creative, information gathering, mobile technology reliance, data privacy awareness, connectivity expectations, social media engaged, digital native mindset.

Experience: Today people expect a seamless and easy experience when booking holidays, ordering groceries and doing their banking. This same experience is expected in the work environment.

IT: Information Technology

# References

[CSIS Public Report 2020](https://www.canada.ca/en/security-intelligence-service/corporate/publications/2020-public-report.html)

[CSIS Public Report 2022](https://www.canada.ca/en/security-intelligence-service/corporate/publications/csis-public-report-2022.html)

# FINTRAC

~~FINTRACs Strategic Objectives~~

1. ~~Establish Digital Foundations~~
2. ~~Automating Core Business~~
3. ~~Building a Digital Office~~

~~FINTRAC~~

1. ~~establish a digital foundation,~~
2. ~~automate core business and~~
3. ~~build a digital office.~~

1. Goals are not included as a list of projects or actions currently. This level of granularity is lacking in GAC. FINTRAC includes this detail, but it seems project/workplan/monster-spreadsheet wishlist in nature. [↑](#footnote-ref-26)