



Department of Justice
Canada

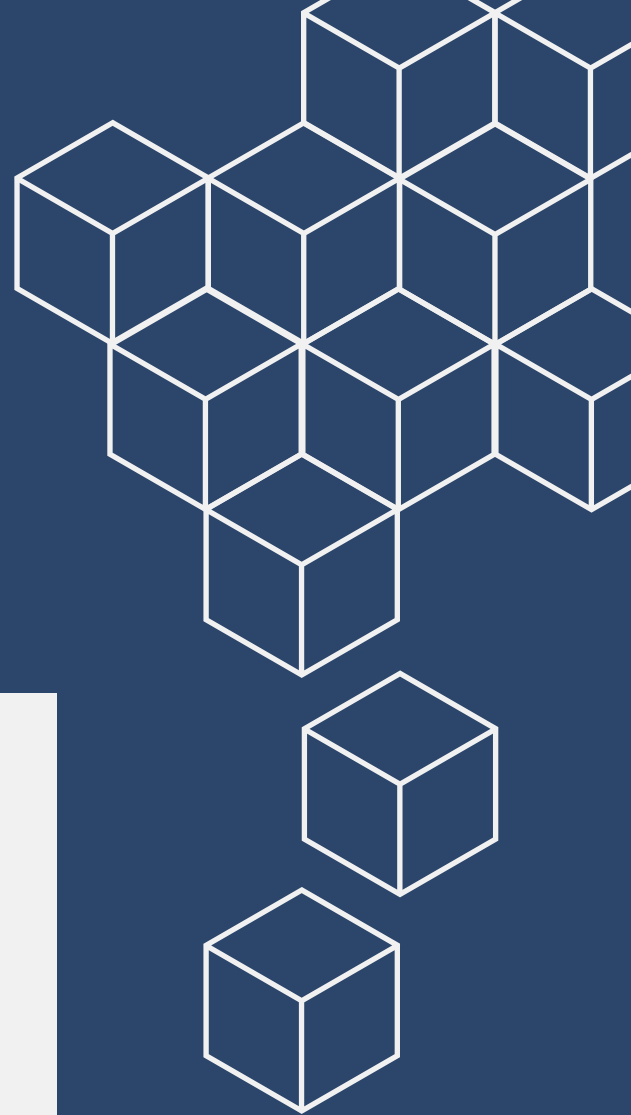
Ministère de la Justice
Canada

Department of Justice Canada

Digital Transformation Strategy

2021-24

***Unleashing the Power
of Our Information***



Canada



FOREWORD

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Digital transformation is about much more than technology: it is primarily about people. Justice Canada’s Digital Transformation Strategy must reflect the many perspectives of the complex organization entrusted to provide legal services to the Government of Canada and to ensure an accessible justice system for all Canadians. We believe that Justice Canada must place its employees and clients at the heart of digital transformation in order to properly capture our business needs and to maximize the value of investments in the digital landscape.

We would like to sincerely thank everyone who provided input into this Digital Transformation Strategy and its supporting Journey Maps. This includes legal professionals at all levels, corporate professionals, digital experts, and communities of practice focusing on innovation, open government and more. It also includes members of a vibrant community of tech-savvy individuals in all areas of the business in both legal and corporate services, who give freely of themselves to guide their peers through digital transformation; we deeply appreciate all of your contributions.

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A. François Daigle

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MESSAGE FROM THE DEPUTY MINISTER

I am very pleased to present the Department of Justice Canada's Digital Transformation Strategy for 2021 to 2024.

The Strategy will guide evolution of our digital services and capabilities and transform how we work together to deliver client-centric services to Canadians, our clients and stakeholders. It outlines the key initiatives, projects and investments the Department will undertake over the next three years to underpin our digital transformation in support of our mandate and the Government's priorities.

I am confident that the Justice Digital Transformation Strategy will support our core responsibilities: to deliver a fair, relevant and accessible justice system and to provide high-quality legal services to the federal government, supporting a broad range of initiatives. Legal work is increasingly complex and crosscutting, and the practice of law is dynamic. To ensure that we deliver results for the Government – and for all Canadians – the Justice Digital Transformation Strategy will use the digital culture, tools and systems necessary to support close collaboration between Justice and its client departments.

In alignment with the Department of Justice Vision, the Government of Canada's [Policy on Service and Digital](#) and the [Digital Operations Strategic Plan for 2021-24](#), the Strategy supports better services for Canadians and clients by employing the best available digital technologies, improving efficiency and effectiveness of operations, and ensuring transparency and accountability.

I extend my sincere thanks to the business, digital, and Information Management and Information Technology specialists in the Department who developed this strategy in consultation with a broad range of stakeholders and external service delivery partners. Through the careful planning and cooperation reflected in this Strategy, I believe we can achieve the transformation necessary for us to work more effectively in a digital world.

A. François Daigle
Deputy Minister of Justice and
Deputy Attorney General of Canada
Gender Pronouns: He/Him



MESSAGE FROM THE CHIEF INFORMATION OFFICER

Developing this Digital Transformation Strategy presented us with an excellent opportunity to engage directly with the broad and deep talent within the Department of Justice Canada. Our stakeholders helped us to better understand their needs and to define what digital transformation could look like. Engaging with both individual employees and key departmental committees resulted in this Strategy, which can be viewed not only as aspirational, but also as achievable in time.

This Strategy builds on the progress we made over the last several years. Our environment is evolving more and more quickly, and our workforce continues to show the will and capacity to adapt. This has been clearly demonstrated throughout the COVID-19 pandemic: digital technology presented new opportunities to think about how we deliver services and the new [Policy on Service and Digital](#) challenged departments to focus on integrated client-centric service and to think digital first.

The Justice Digital Transformation Strategy represents a more strategic view of what was previously included in the Justice IM-IT Plan, which is now incorporated in the Departmental Plan on Service and Digital. Our Strategy aims to create a powerful and flexible digital environment that fosters a culture of innovation and collaboration to support new approaches to providing faster, more convenient, and higher-quality services.

At Justice, our Digital Vision is to *Unleash the Power of Our Information* by providing tools and services that get the right information to the right people at the right time, so they can support Canadians and government clients. This includes being agile in supporting our people with the digital tools and systems they need to deliver client-centric services and helping staff develop the skills they need for a digital world. We leverage information, data and supporting technologies with the ultimate goal of continuously improving legal services to clients and being more innovative and effective in the way we work to produce value for citizens.

We have highlighted the Strategic Priorities that will guide digital transformation of the Department, and its programs and services, as well as the dedicated workforce that will deliver them for the next three to five years. The priorities are high-level and broad enough in scope to address what is required for digital transformation across Justice, but also specific enough to provide the right lens for future activities and investment decisions.

With our partners within Justice, across the federal government, and in the Canadian justice system, I am confident we will meet the challenge of transforming our digital landscape.

Dugald Topshee
Chief Information Officer
Information Solutions Branch Management Sector
Gender Pronouns: He/His



Dugald Topshee



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THE IMPACT OF DIGITAL

Digital transformation is accelerating across the world. People rely on technology more than ever before to connect with others and to access the information they need and the services they want, anytime and anywhere. This connectivity influence the way we live, interact, and conduct our daily work. Citizens and clients expect the same immediacy, convenience, transparency, and personalized experience from government services as they do when planning a trip or ordering products online.

As the Department of Justice Canada continues on its digital journey, it is imperative to build on our successes and experience in digital transformation. This will enable us to provide employees with the services, tools and equipment they need and to help them develop the skills to provide user-centric digital services to clients, stakeholders and Canadians.

WHAT DOES “DIGITAL” MEAN?

“Digital” means applying the culture, practices, processes and evolving technologies that connect us to meet people’s rising expectations for client-centric services.

Digital transformation is about much more than just technology: it is about modernizing government. To digitally transform is to change the way we work and connect with one another and the way we manage, access and share data and information, fostering a culture of openness and collaboration.

Digital is not about losing the human element from service delivery. In fact, it emphasizes people by leveraging technology, information and data appropriately to enhance the service experience of citizens, stakeholders and clients. It is about augmenting the capability of employees to provide client-centric and cost-effective services through the application of digital technology.

A progressively digital Justice Canada will provide the following benefits to clients, employees, and all Canadians:

- 1

INTUITIVE, ACCESSIBLE
and easy-to-find information and services that are tailored to meet client and user needs.
- 2

THE CONVENIENCE OF INTERACTING
seamlessly in a paperless environment, from start to finish, anytime and anywhere.
- 3

THE ABILITY FOR JUSTICE TO SPEAK WITH ONE VOICE
to government as a whole, individual clients, and Canadians, by providing consistent client-centric legal services that make full use of our data, information and knowledge.
- 4

CONFIDENCE
that data and information assets are safe, secure, and reliable and made available within an open, collaborative and accessible Department of Justice.
- 5

A JUSTICE CULTURE
that nurtures the skills and the competencies needed to work in a digital environment and that supports a workforce that is open, diverse, inclusive, collaborative and agile.
- 6

DIGITAL TECHNOLOGY
that is “fit-for-purpose” and aligns with the whole-of-government digital direction, allowing the Department to function seamlessly with other departments and agencies – operating as one.

Digital is not about losing the human element from service delivery. In fact, it emphasizes people by leveraging technology, information and data appropriately to enhance the service experience of citizens, stakeholders and clients.

Emerging Digital Transformation
Around the World

Governments across the world are looking to transform how they deliver services. Canada currently participates in the Digital Nations, a forum of ten of the world’s leading digital governments. Members have a common goal of harnessing digital technology to improve the lives of their citizens. Member countries share world-class digital practices, collaborate to solve common problems, identify improvements to digital services, and support and champion growing digital economies. The Digital Nations are also all members of the Open Government Partnership. All Government of Canada (GC) departments are working to transition to a digital model to improve services and to collectively operate as one to the benefit of all Canadians. Justice Canada can learn from and work with other departments and agencies to contribute its experience and successes toward transformative government.

Emerging Technologies

Emerging digital technologies, rapidly growing amounts of data and augmented processes for generating insight from information are changing the way organizations operate and interact with each other. Technological innovation is transforming government, including the legal services sector in which Justice Canada operates. Rapid advances in big data, artificial / augmented intelligence, machine learning, cloud-based technology, blockchain, business analytics, natural language processing, and other types of automation offer new ways of working and open up substantial opportunities for creating additional value for organizations.

Emerging Skills

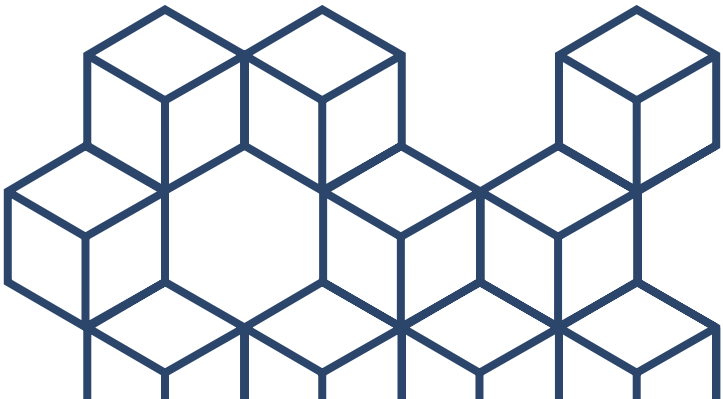
Technology skills are no longer centred in IT sections of organizations. Digital transformation puts “soft skills” at the forefront as essential to enable complex problem solving, rapid cultural change, and the agility required to accelerate change through innovation. These advances mean that employees can adopt new ways of working and learn new digital skills and competencies at all stages of their careers. Digital technology works to augment and enable these skills.

Emerging Trends in Legal Services

As digital technology continues to evolve and assumes a more prominent position during the pandemic and going forward, emerging trends for legal professionals include:

- digital exchange between courts, the private sector and government agencies;
- digital trials and virtual hearings;
- artificial / augmented intelligence to enhance the ability to research, to advise and serve clients, and to predict litigation outcomes;
- improvements to automated document management and search capability;
- increased focus on data and information assets for decision making and legal advice;
- automation of repetitive elements of basic legal administrative work; and
- learning to use the digital tools that we already have.

New digital technologies handle and analyze large amounts of data and information, improve decision making, and enhance management of information to make it more accessible to Canadians, clients and employees.



THE PANDEMIC: ACCELERATING
US TOWARD DIGITAL

With the global COVID-19 pandemic, Canadians have been confronted by the most serious public health crisis in living memory. It has had devastating impacts on the lives of many citizens and has affected public servants, both personally and professionally. At the same time, the pandemic has significantly accelerated the shift to online services and remote work, with the public service pivoting rapidly to digital ways of working to ensure continued operations and service delivery.

Internationally, the World Economic Forum surveyed some 1,200 chief information officers worldwide, cutting across multiple industries¹. The survey revealed that 48.6% of respondents reported an increase in productivity following broad remote deployment and that the number of permanent remote workers was expected to double in 2021 from 16.4% to 34.4%. These trends are likely to continue, with hybrid workforces comprising a greater percentage of remote workers at any given time.

In developing this Digital Transformation Strategy with a view to delivering services that, by design, put users first, Justice interviewed a broad-range of employees, one-on-one and in groups. These interviews revealed considerable convergence in the view that our “digital leap” to ensure that the Department could continue effective operations throughout the pandemic with a predominantly remote workforce was highly successful. Our employees adapted to this new way of working and openly appreciated the rapid rollout of tools, which allowed them to stay in business. They also want more digital capability.

However, it was not just tools that enabled Justice to effectively pivot to a new way of working. It became clear from the interviews that something else was at play: our people. Interviewees shared a broad range of comfort and readiness for working digitally and collaborating virtually. For some, going digital cannot happen quickly enough. For others, it presents a significant challenge. We discovered that those who are digitally savvy and more comfortable in a digital world are prepared to help others adapt, and that they are remarkably patient in doing so. This speaks to a strong foundation for an evolving Justice digital culture. Moreover, our response to the pandemic has had its benefits: with everyone connected while working remotely, those in the regions have said that they now feel they are on an equal footing to employees in the National Capital Region.

COVID-19 has accelerated this progress more quickly than we could have imagined not long ago, and we can take advantage of what we have learned from the experience. We are already seeing changes in how we work with our clients, how we collaborate as a workforce, and how we can collaborate with other participants in the Canadian justice system. As we look to the years ahead, we expect the pandemic response to influence digital and IM-IT investments at Justice, throughout the GC, and around the globe. These investments will be required so we can fully adapt to post-pandemic circumstances and make the necessary adjustments to support the secure and effective delivery of legal services through a digital Department of Justice.

Source: World Economic Forum, <https://www.weforum.org/agenda/2020/10/permanent-remote-workers-pandemic-coronavirus-covid-19-work-home>

CIRNAC Legal Services Unit – Treaties and Aboriginal Government Site

The Challenge

The Crown Indigenous Relations and Northern Affairs Canada (CIRNAC) Legal Services Unit is responsible for providing annotated chapters for legal opinions and recommendations to CIRNAC clients.

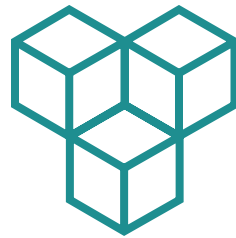
The process for providing legal opinions and recommendations was very problematic; Protected B materials were shared using USBs and CDs, and it was difficult to keep track of who had the latest version of any given file. The process of using physical devices to share materials led to another set of limitations when it came to timeliness to review and secure management of files.

The Solution

To address this issue, the CIRNAC LSU developed a Treaties and Aboriginal Government (TAG) standalone DW site. The TAG site is exclusively for CIRNAC clients, and provides them with all the latest annotated chapters for legal opinions and recommendations in a way that is timely and easy to access.

Business Results

The TAG site is a tremendous success; CIRNAC clients shared that the ultimate business benefit is that the information is up-to-date and accessible at any time. Since its implementation, the TAG site’s purpose has grown to include further improvements (e.g. drafting guides). The site is currently accessible to the clients as read-only, and the CIRNAC LSU has plans to expand the space to allow for collaboration.



OUR STRATEGIC CONTEXT



The Department of Justice is a medium-sized department with close to 5,000 employees. Roughly, half of departmental staff are lawyers. The other half comprises a broad range of professionals, including paralegals, social scientists, program managers, communications specialists, administrative services personnel, information and technology service professionals, and financial officers.

The Department delivers services through a mix of co-located departmental legal services units, specialized branches located within the Department of Justice, and a national network of offices across six regions. Justice Canada's clients include virtually all departments, and these require specialized legal services that generate significant quantities of information.

The realities and challenges of supporting a diverse team distributed across the country, whether working in the office, working remotely, or co-located with clients, as well as meeting the expectations of citizens when accessing Justice services, drive the need for digital transformation and continual innovation.

1. Rising Public Expectations

Rapid change in the world around us requires continual reinvention on our part. Citizens expect their governments to be open, transparent and responsive to their views and needs. They expect the same convenient and personalized service from government as they do when ordering products online, banking or planning a trip.

Canadians expect government information to be easy to find and available when they want it. The Government of Canada is rising to the challenge by improving approaches to service delivery that make the most of new technologies. A digital Department of Justice that leverages key technologies, information, and data is essential to ensure that federal client departments, stakeholders, and Canadians receive the best services possible.

2. Department of Justice Vision and Priorities

Through its core responsibilities to ensure a fair, relevant and accessible justice system and to deliver high-quality legal services to the federal government, Justice Canada supports a broad range of government initiatives. Demands for legal services continue to evolve, depending on the specific priorities of client departments and the risks they face. The Department seeks to empower and support its legal professionals as strategic and trusted legal advisors and to integrate their advice into a more complete problem-solving approach throughout the client's decision-making process.

The Justice Vision aims to transform the collaboration model between Justice and its client departments, focusing on four pillars:

- Providing meaningful assessments that are understood by clients and better inform decisions
- Fostering collaborative partnerships that work towards strategic solutions
- Recruiting, developing, and retaining talent
- Building a simplified model that better meets the needs of Justice and its clients

3. An Accessible Justice System for Canadians

Advances in digital technology are driving rapid change in society and in the Canadian justice system as a whole. Justice Canada can seize the opportunity to ensure that the justice system is relevant to Canadians and more accessible, fair and efficient through digital advances, while ensuring that its guiding principles are respected. The digital transformation of Justice Canada and its processes can be leveraged beyond the operations of the Department to promote a Canadian justice system that provides greater access and works to the benefit of all participants.

4. Policy on Service and Digital

The [Policy on Service and Digital](#), which came into effect on April 1, 2020, sets the foundation for the future of digital government in Canada. Among the expected outcomes of the Policy is the development of departmental capacity to facilitate client-centric service design and to promote the integrated management of service, information, data, information technology, and cyber security. These outcomes are to be supported by a departmental official responsible for leading the service management function, the departmental Chief Information Officer (CIO), and an official responsible for leading cyber security management. Over the long term, digital transformation is expected to continually improve the government's operations, services and client experience.

5. Digital Opportunity and Innovation

The rapid acceleration, convergence and adoption of digital technologies such as powerful and integrated remote tools, artificial / augmented intelligence, machine learning, natural language processing and cloud computing services provide an opportunity to push the boundaries of what is possible and offer the benefits of greater efficiency. Embracing digital culture and technology provides a real opportunity for modernizing the way we work; attracting, enabling and retaining a skilled workforce; promoting open and secure collaboration within and outside government; enhancing information management and access and more. Seizing these opportunities is vital to improving Justice Canada's service delivery to clients and citizens and improving access to the justice system.

6. Strategic Management of Data

The volume of data that government, businesses and Canadians produce continues to grow exponentially. Organizations are changing their business models and devising new ways to derive value from their data. The public service needs to keep pace and become more open, transparent and citizen-centric. Justice Canada's Data Strategy aims to progressively embed data-driven insight and intelligence into decision-making and identify opportunities for delivering better service outcomes for clients and Canadians. This includes building stronger data governance, developing analytics expertise, and experimenting with artificial intelligence to leverage its data. Employing key technologies and innovative ways to derive value from information and data is essential to ensuring that client departments, stakeholders, and Canadians are provided with the best services possible.

7. Cyber Security

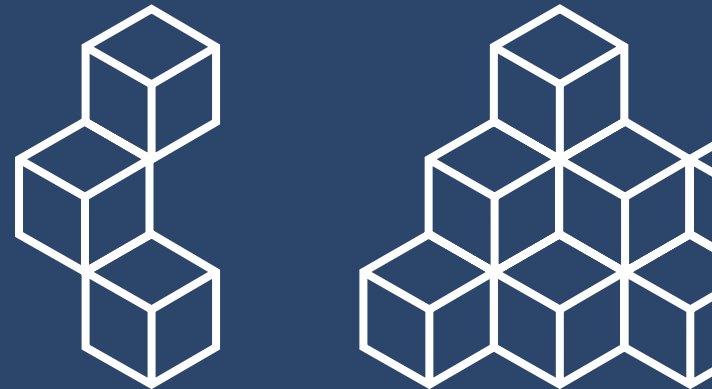
Canadians and clients expect Justice to provide secure digital services that safeguard the information they entrust to the Department. Employees must also have confidence that they are being given the tools necessary to safely use and share information within the Department and outside in their day-to-day work. In safeguarding sensitive government information and data, the underpinning digital services must be properly designed and secured. As Justice modernizes its services, it must continue to evolve defences against new cyber threats and losses or disruption due to attacks on its technology infrastructure. This will require collaboration with its GC partners, including Shared Services Canada (SSC), Public Safety Canada, the Communications Security Establishment and others.

8. The New Reality: A Hybrid Workplace

The COVID-19 pandemic brought rapid, significant and unexpected change to our daily work lives in 2020. Virtually our entire workforce had to adjust to working remotely, often with unfamiliar digital tools, processes and techniques. It is likely that a relatively large percentage of the workforce will telework in the future, in a hybrid model of on-site and remote workers. This presents many opportunities for more flexible work arrangements that can be adapted to create a safer workplace that meets the needs of the Department while offering work arrangements that benefit employees. To this end, Justice Canada must continue to support and accelerate our momentum in remote work capabilities, enabling an increasingly mobile workforce to access high-quality digital services and information from anywhere, anytime, on any approved device.

9. GC Enterprise Partnerships

The GC Enterprise Partnership Model for information technology that supports the operations across 43 SSC partner departments has evolved over the last decade. Justice Canada's Information Solutions Branch works closely with its delivery partners, such as SSC, the Canada School of Public Service (CSPS), Public Services and Procurement Canada (PSPC), and the Public Prosecution Service of Canada (PPSC) (as both a client and a service provider), to meet Justice Canada's digital, IM and IT needs. This partnership model will continue to require integrated planning to ensure that Justice priorities are well understood and that our delivery partners are prepared to meet our needs, while also aligning with GC enterprise priorities to achieve efficiencies and to achieve the GC IM-IT Strategic Plan vision that "digitally, the GC must operate as one to benefit all Canadians."



Enterprise Grants and Contributions System

The Challenge

Justice administers approximately \$300 million in grants and contributions funding each year to organizational programs that are designed to support Indigenous communities, victims of crime, people with lower incomes, families, and young people and that align with Justice's mandate, mission, and values.

The Grants and Contributions (G&C) service was a paper-based service, where applicants applied for funding by submitting paperwork to Justice. The paper-based service required updating to increase accessibility, expedite processes, and ultimately move toward a digital way of supporting Canadians.

The Solution

The G&C service moved to an online platform where all stages of the process (application, submission, review and approval/denial) were organized into three portals:

1. External G&C Portal. Used by applicants to submit requests.
2. Internal G&C Portal. Used by Justice employees to receive and review applications.
3. G&C Management Information System. Used by Justice employees to approve or deny applications.

Business Results

The G&C process has evolved into a seamless application process where all requests are digitally submitted and tracked. Applicants had previously been required to provide and validate business numbers, whereas the portal now produces this data directly from Canada Revenue Agency. Form submissions, questions and discussions take place directly within the portal, decreasing response times from weeks or months to days.

The G&C Portals continues to evolve with the goal of improving the experience for all involved. In the next phase, the External G&C System will bring new additions like improved reporting capabilities.

Protected B File Transfer System (Pilot)

The Challenge

Justice counsel previously exchanged large amounts of electronic documents with opposing parties, witnesses outside the GC, and other departments using physical media-sharing devices like USBs and CDs. There was a growing desire to move to a digital space to exchange Protected B materials; however, the process to identify and then move to a digital platform was not an immediate requirement.

With the onset of the pandemic, Justice employees began to work remotely and the desire for a Protected B file transfer solution became an immediate need.

The Solution

Justice acquired a File Transfer System (FTS) to pilot file transfer capabilities at the Protected B level to determine whether it would meet the requirements of legal counsel. The FTS enabled counsel to transfer easily documents to selected individuals and was not difficult to learn to use. Beyond its basic file transfer functions, the FTS enabled Justice counsel to set expiry dates for access, to quickly and easily add recipients for transferring materials, and to dedicate specific channels within the system to specific interactions with clients.

Business Results

The FTS has enabled counsel to pilot a way to exchange vast amounts of Protected B information securely with anyone external to Justice and the GC, even those residing in different countries.

Aside from being easy to use and understand, the FTS has overcome the previous size limitations that constrained counsel when using USBs and CDs; expedited the process to gain access and share documents since there are no courier times to consider; provided instant access to multiple people; and offered channels that can be tailored to specific files.

It is certain this will continue to be a required functionality for Justice in a post-pandemic work environment.

A Regional Legal Services Director Perspective

I look forward to the day when...

I am able to view the entirety of an electronic file like a book and flip quickly through the digital pages.

Litigators have access to the same digital capabilities as the private sector, so they no longer feel at a disadvantage.

Staff are confident their equipment will not fail them while they are travelling for work, and that they will always be able to access their documents digitally.

New systems and tools are well supported through training and standards in order to promote consistent use.

We can seamlessly exchange documents with counsel in the private sector.

The perspectives spread throughout this Strategy are the result of an extensive process at Justice Canada to find out the current state of digital maturity in the Department, what digital transformation means to people, and their vision for a future state in a digital world.

In total, through more than 50 interviews, we engaged close to 100 individuals from various levels and representing a broad range of interests. All Justice portfolios, sectors and regions were represented among legal services practitioners and corporate management specialists. We also engaged a number of key committees with special insights into digital transformation related to areas such as innovation, artificial / augmented intelligence, accessibility, open government and more.

A Citizen Perspective

Accessing Justice services would be easier if I could ...

More easily navigate an accessible Justice web site for guidance and direction on matters that pertain to my situation.

Quickly search and find information on the services and laws that apply most to me.

Easily establish the level of government that I should be dealing with and find services that are nearest to me.

Chat online for immediate guidance and direction regarding my rights and entitlements.

Easily apply online for funding with online help to ensure my information is accurate and complete.

Provide information only once and know it will be used safely and securely, while protecting my privacy.

WORKING WITH THE COURTS ADMINISTRATION SERVICE

The Courts Administration Service (CAS) facilitates coordination and cooperation for the purpose of ensuring the effective and efficient provision of administrative services among the federal courts of Canada: the Federal Court of Appeal, the Federal Court, the Court Martial Appeal Court of Canada, and the Tax Court of Canada. CAS enhances and safeguards judicial independence by placing administrative services at arm’s length from the Government of Canada and by affirming the roles of Chief Justices and judges in the management of the courts.

CAS services permit individuals, companies, organizations and the GC to submit disputes and other matters to the courts so they can hear and resolve the cases before them fairly, without delay, and as efficiently as possible. CAS is responsible for meeting the courts’ requirements and ensuring public access to the courts and to their records, including providing timely and accurate registry, judicial and corporate services to the four courts and to their clients. CAS provides litigants and their counsel with services relating to court hearings; maintains court records; processes documents filed by or issued to litigants; and records all proceedings.

A key priority for CAS is the transition to digital courts for the delivery of judicial, registry and administrative services digitally, where members of the courts, litigants, lawyers and the public can access court services electronically. CAS plans to expand digital courts and services, including e-filing capacity, the use of virtual trials, and new digital courtrooms to support increasing demand for digital court proceedings.

CAS shares a mutual interest with the Department of Justice in working toward system interoperability to allow legal case information to be exchanged in digital format between CAS and the GC to make the courts more efficient and effective for all participants, while ensuring confidentiality and security of information. Both CAS and Justice Canada also recognize the opportunity to improve access to the Canadian justice system by working collectively. Advancing digital hearings has not only proven to be efficient and effective for participants, especially during the COVID-19 pandemic, but is improving access to the justice system for all litigants, wherever they are. CAS believes that working cooperatively with Justice Canada will help both organizations achieve their common goals of improving access to justice, while addressing their respective needs for efficiency and effectiveness. This approach will achieve their common strategic goals, while fully respecting the independence of the federal courts.

REQUIRED DIGITAL STRATEGIC SHIFTS

The citizen, legal and corporate perspectives, as well as that of the Courts Administration Service, informed and guided the determination of the set of digital strategic shifts identified below.

For Justice to achieve its Digital Vision of unleashing the power of its information, these strategic shifts, which are fundamental changes to how Justice acts and operates, will be required for the Department to become truly digital as an organization and in its service delivery.

The Strategic Shifts are aspirational and achievable over time.

Justice Digital Shifts

- User-centric / client-centric design and delivery
- Data-driven insight and intelligence for better Justice services
- Digital collaboration tools enabling teamwork and classified information exchange
- Digital culture and mindset in living and working digitally in supporting digital-first delivery
- Seamless, reliable and secure connectivity supporting a flexible GC enterprise-scale remote workforce
- Digital interaction and document exchange with the federal courts system
- Cloud-first adoption for addressing aging IT at Justice and renewing business critical systems
- Experimentation and innovation with emerging digital technologies
- Effective delivery partnerships that achieve maximum value for Justice and GC Enterprise

These strategic shifts set the foundation for Justice Canada’s digital journey as an organization and a service provider to citizens and government. They also support tangible improvements toward making the justice system more accessible to Canadians through collaboration with other participants in the system.

These shifts underpin the Department of Justice digital strategic priorities that will guide the Department over the longer term.

A Legal Services Unit Counsel Perspective

There will be a day when...

I have one device that can access a single network that is shared across government.

People can log in and feel connected, as if they are in a room with their colleagues and clients.

The system guides me through the creation and saving of information so I know exactly where it needs to be.

It is easier for Justice and other departments to collaborate through better digital tools.

Artificial Intelligence can augment our research capabilities to help us quickly find in-scope information instead of having to do labour-intensive manual searches.

DIGITAL TRANSFORMATION STRATEGIC PRIORITIES



The Digital Transformation Strategic Priorities align to the Department of Justice Canada Vision, Pillars, and Strategic Priorities outlined in the departmental Strategic Plan. The Digital Transformation Strategic Priorities will guide digital transformation of the Department and its programs and services, as well as the dedicated workforce that delivers them. These priorities informed the [Journey Maps](#) for the Justice Program Core Responsibilities, Internal Services, and the Digital Foundation, which collectively represent our digital transformation plans for the next three to five years. The priorities are high-level and broad enough in scope to address what is required for digital transformation across Justice, but also specific enough to provide the right lens for future activities and investment decisions.

1. Improve Access to the Canadian Justice System

A core Justice Canada responsibility is delivery of a fair, relevant and accessible Canadian justice system. The Department is sometimes described as the largest legal firm in Canada. Through its interactions with the Courts Administration Service and other participants in the Canadian justice system, the Department can leverage its efforts in digital transformation for the benefit of all – not just the GC. These efforts will aim to advance digital exchange of legal case information among all participants; to support virtual trials that increase access, save time and reduce costs; and to develop digital tools to help citizens and organizations participate in and access the justice system.

2. Provide Modern, Reliable and Secure Connectivity

Justice provides legal services to virtually all federal departments and agencies, as well as offering a range of services directly to Canadians. Justice legal services units are co-located with clients, distributed across the federal government and throughout the country. Like other departments, Justice is learning to work effectively in a remote, distributed digital work environment. Engagement with legal and corporate staff indicates that for Justice Canada to transform and become truly digital, our employees and services must be supported by seamless, robust and secure connectivity, anytime, anywhere, and from any approved device.

3. Develop an Open Justice Culture and Workforce for Digital-First Delivery

Digital Transformation is ultimately about enabling Justice employees to provide efficient, client-centric services to Canadians and government departments. Our goal is to develop a Justice culture that shares a digital mindset that is confident, agile, open and transparent, through an inclusive workforce equipped with the knowledge and skills needed for government in the digital age. We aim to cultivate an environment to help employees increase their digital capabilities to innovate in service delivery through digital training, onboarding and fostering of digital-savvy communities of practice that can share their digital expertise.

4. Modernize Justice Services through Innovative Digital Technologies

Advancements in digital technology, such as artificial / augmented intelligence, machine learning, predictive analytics, blockchain for evidence management, document management automation, powerful search capabilities and eDiscovery, offer great promise to improve the delivery of legal services to government and deliver easy-to-use, seamless, digitally enabled services for Canadians, clients and for our employees. Justice must keep pace with trends in the legal services industry and keep modernizing itself by exploring digital technology opportunities to innovate for improved legal service delivery.

5. Maximize the Value of Justice Data, Information and Legal Knowledge

Managing, using and sharing data is crucial for the Department to make better evidence-based decisions, design better programs for Canadians, and deliver services that are more effective. To enhance its data foundation and build its capacity to leverage the value of its data, the Department needs to address the current state of data literacy as well as identifying the skills and competencies required to enable a data-driven culture. Through its Data Strategy and open-by-default approach, an open Justice will continue to maximize the value of its data, information and legal knowledge as strategic assets in support of its programs and of Canadians, client departments, and government-wide efforts for greater openness and transparency.

6. Deploy Modern Productivity and Collaboration Tools and Devices

Modern productivity and collaboration tools have a crucial role to play in enabling people to work efficiently, empowering teams in a distributed work environment, and promoting openness across the Department. In this digital age, it is critical to have high-performing tools that support emerging needs such as easy information management, powerful search capability, and the exchange of digital information securely within and outside the Department. Justice must equip its people with the best tools and devices possible to support client-centric service delivery and to keep pace with a rapidly evolving and digitally enabled legal services sector.

These Justice Canada Digital Transformation Strategic Priorities align with the Government of Canada Digital Operations Strategic Plan, as well as the insights and perspectives of our employees, Canadian citizens, the Courts Administration Service, and our GC Enterprise Delivery Partners.



AI Tool for Analysis of Surveys Related to Medical Assistance in Dying

The Challenge

The Superior Court of Québec found that it was unconstitutional to limit access to Medical Assistance in Dying (MAID) to people nearing the end of life. While this ruling only applies in the province of Quebec, the GC accepted the ruling and committed to changing the MAID law for the whole country. To inform the way forward, the GC sought Canadians' views and launched a series of consultations and an on-line survey.

The Solution

Some 300,000 Canadians participated in the survey, 30 times more than what was anticipated. It would ordinarily have taken several months to analyse the results, but the GC had only a few weeks to do so and meet the looming deadlines for the upcoming Memoranda to Cabinet and the new MAID legislation.

Clearly, it was very important that the GC not fail to fully understand the opinion of Canadians on this highly debated and politically sensitive issue.

The Business Analytics Centre (BAC) was asked to help with the analysis of the feedback. They applied machine learning and text analytics to analyse free-form replies. The process was to ingest all data and feedback to analyse comments, resulting in freed-up space to allow more Canadians to participate, as Simple Survey provided capacity for 10,000 answers only.

The BAC created interactive dashboards to collaborate with Policy Sector analysts and researchers to provide them with live access to data, as well as automated analyses and suggestions, which allowed them to refine the final analyses.

Business Results

The impact of this work was that this massive volume of feedback was comprehensively analysed, possible fraud investigated, and the Minister's Office briefed and reassured about the integrity of the survey and analyses. Key findings and themes were provided for consideration in Memoranda to Cabinet and legislation. The collaborative effort continued in several other areas, including analyzing survey results for fraud, organized campaigns, foreign influence, and robot surveying, as well as refinement of analyses and AI algorithms.

The team members received numerous accolades for this work from the Policy Sector; they have been praised for helping with this priority, open collaboration, a client-centric approach, and the innovative and practical use of AI.

This project created lots of interest externally as well. Cyber Justice and Justice Canada agreed to highlight this legal policy project exemplifying the use of AI, the application of multidisciplinary knowledge, and working in partnership.



Deployment of New Legal File Management System: LEX

The Challenge

Justice was operating with an outdated legal case management system (iCase) that was not keeping up with the needs of a mobile and fast-paced community of legal practitioners.

The Solution

A team of business analysts and IT experts was formed to design, develop, test and deploy the new legal file management system: LEX. The team built LEX from grassroots to ensure the best possible product would be delivered to the legal professionals of Justice. Millions of documents, time entries, and data elements would be migrated from iCase to LEX.

The team identified a new way to help users navigate the application's interfaces, making LEX the first GC application to implement WalkMe, an online training and support experience with live walkthroughs, guided by context-aware screen tips.

The team also introduced Documents Core Pack to provide legal professionals with the first national document template tool. This tool seamlessly integrates with LEX, ensures legal professionals have access to the most recent federal, provincial and tax court forms, as well as relevant advisory, legislative and policy templates, to ensure consistency across the Department.

Business Results

The deployment of LEX resulted in a significant organizational change by providing legal professionals with a tool that integrates multiple systems in one seamless environment. The migration was 100% accurate, giving legal professionals the confidence that their work was properly safeguarded.

The development of the Documents Core Pack has reduced the administrative burden by centralizing the creation and support of legal templates within the team (work previously managed by hundreds of administrators).

Microsoft recognized the LEX project and team as leaders in the design, development and use of their Dynamics platform, and requested they provide demonstrations at Microsoft events for their GC partners. The team provided personalized demonstrations to over 20 government departments, shared lessons learned and best practices.

LEX is a solution that several other governmental groups – federal, provincial, and from outside Canada – want to adopt. The team has provided demonstrations to several groups and its success story has traveled as far as the Office of the Attorney General of Jamaica, to whom the team provided two separate demonstrations.



REALITIES AND EXPECTATIONS

The Justice Canada Digital Transformation Strategy reflects broad consultation with our employees and clients and indirect input from Canadian citizens through various initiatives. We asked our own employees questions focused on the current state, their vision for a digital Justice Canada and what digital transformation might look like in a future state. Their thoughtful feedback though measured and based on experience, can also be considered aspirational in guiding digital transformation to a brighter future.

The Human Element

Our people stressed that client-centric service needs to go a step further to user-centric services that are designed for the people who actually use the digital tools. They pointed out that people are overwhelmed with information and need help managing it, as well as more and sustained change management as new services and capabilities come online. They also want to consolidate the significant progress made during the pandemic in learning how to work digitally; they do not want to go back to the “old ways” when the office opens up.

Connectivity and Collaboration

Legal teams need seamless access to networks from wherever they work, and they need to be able to exchange large, sensitive files easily. Everyone spoke of the need for more stable and reliable connectivity, but also acknowledged how quickly the Department and its delivery partners were able to pivot to a remote digital work environment. People see potential for greater capability in collaboration tools if we are to continue in a hybrid workplace with large-scale capabilities for remote work.

Systems and Tools

Our people want fewer and less-overlapping tools and more guidance on what tools to use under which circumstances. They want technologies and tools that meet their needs for the specific types of work they do, such as “paper-like” digital capabilities for legal work.

Information and Data Sharing

Employees want more guidance on where they should store and look for information, and they would like more powerful search capability. They welcome greater data governance to identify the right data and they would like to continue working toward “open-by-default” to unleash the power of our information and provide better legal services.

Moving Forward

From the extensive consultation and engagement process that underpins the Strategy, we know that Justice staff are well down the road of digital transformation and generally embrace the journey. They shared a vision for a better digital Department of Justice. Many of those interviewed want to continue transformation as quickly as possible, while others prefer a more measured pace.

We know that realities and expectations must achieve a balance in moving forward. Resources, both human and financial, have their limits, as do the organizational and individual capacity for change. While some see digital transformation as empowering and, in many ways, simplifying their work, for others adapting to a truly digital environment presents more of a challenge.

Securing the investments to sustain transformation, supporting all employees throughout the process and working within the GC Enterprise as part of a greater whole with the vision of digitally operating as one to the benefit of all Canadians will require a coordinated and staged approach that supports Justice Canada’s mandate and priorities.

FUTURE STATE: POSSIBILITIES

A Department of Justice that is more open and digitally confident and delivers digital-first, user-centred services and programs.

Our digital future will be built on answering these foundational questions:

1. How can we maximize the power and value of our data and information?
2. How can we foster a digital culture and workforce?
3. How can we fully enable secure, seamless digital collaboration and information exchange within and outside Justice?
4. What might be possible if innovative technology were applied in all areas of Justice?
5. What are the limits to providing digital tools to meet user-specific needs with limited resources while also respecting GC Enterprise considerations?

A digital Department of Justice will maximize the value of its data and information in empowering its people to provide client-centric services to government and Canadians, including:

- the ability to speak with one voice in providing consistent legal services to clients and in making Justice information and data accessible to those who need it;
- a workplace that motivates employees to provide digital-first delivery while enhancing the learning, skills and confidence needed to work in a digital government;
- the convenience of interacting seamlessly with colleagues and clients and exchanging legal documents with the federal courts system digitally;
- bringing data and information to life and improving service delivery through the ethical use of innovative technologies; and
- in consultation with users and clients, selecting digital tools to improve innovation, productivity and value.

A diverse set of perspectives provided guidance on what the digital future state could be, as described in the following section.



An eDiscovery Expert Perspective

I hope that in the next few years we will be able to...

Easily store information in the right official repository and find it through better search tools so we can access and use information consistently.

File legal documents electronically with the federal courts.

Easily share classified information across government on one network.

Offer our eDiscovery tools, skills and processes for use across the Department so other areas can benefit from them when it suits their needs.

Keep up with the constant change in technologies that are used by the legal services industry.

Harmonize policies, tools and practices across departmental boundaries to permit Justice to help clients quickly and efficiently identify relevant documents for litigation.



THE FUTURE: DIGITAL ANYWHERE AND ANYTIME



1. Client and User-Centric by Design

End-to-end digital services are designed with user-centered approaches that meet the GC Digital Standards and enable our service delivery within government and outside. This approach goes beyond our legal expertise and professional competencies to better understanding clients' needs and helping them achieve their objectives. Client feedback and user engagement inform the design and continual improvement of Justice services. We implement holistic solutions that address not only client needs but also the needs of hands-on users – the people who actually use digital solutions.

2. Data-Driven Insight for Better Services

We strategically apply data-driven insight and intelligence to inform decision making on policies and programs to improve our service delivery to clients and all Canadians. We apply augmented intelligence technology in areas such as discovery, legal research, document management, legal analytics, and automated dispute resolution to assist our legal professionals in improving our legal services to government. Justice develops and implements standards for data and information accessibility, exchange and reuse, while protecting privacy and personal information.

3. Seamless Connectivity

Reliable, secure and seamless connectivity underpins our distributed workforce across Canada, including our legal teams co-located with virtually all major departments. Whether our employees are working on site in Justice offices or clients' offices or working remotely, they can work digitally and are able to exchange large, sensitive files safely, easily and quickly. Employees are digitally enabled by a suite of fully accessible, modern and secure productivity and collaboration tools that maximize their ability to provide client-centric services.

4. Cloud-First Adoption

Digital transformation builds on our existing technology foundations. The adoption of a cloud-first approach to improving access to Justice information, addressing aging IT, and renewing business critical systems aims to shore up these foundations and improve the health of our application portfolio supporting the broad range of services we deliver. Implementation of a long-term strategy to rationalize and modernize our applications using a cloud-first approach, when and where it makes sense, is inherent to our digital transformation.

5. Delivery Partnerships

Effective digital and IM-IT partnerships with our network of partners, including SSC, CSPS, PSPC, and PPSC, help Justice and the GC achieve maximum value for their digital investments. Continuing to mature joint planning ensures that our delivery partners are able to support our digital transformation priorities and that our infrastructure requirements are addressed when needed. This aligns our digital transformation with the GC enterprise priorities and supports the GC vision that “digitally, the GC must operate as one to benefit all Canadians.”

6. Digital Collaboration and Information Exchange

Justice employees, wherever they are working, use real-time digital collaboration tools enabling teamwork with secure video conferencing and exchange of classified data and information, whether they are working on Justice premises or co-located with client departments, or elsewhere. They are able to securely and easily share large, sensitive files with their clients. Automated tools help employees manage ever-increasing amounts of information and sustained support helps them choose the best tools for specific tasks.

7. Digital Culture

Justice Canada is powered by a workforce for digital-first delivery with the mindset to live and work digitally in responding to rising expectations from our clients, stakeholders and Canadians. Our digital culture represents an open Justice, whose first nature is to share information widely and unleash the power of our information. We fully support employees in developing digital skills through training, learning plans and onboarding, and we attract and retain talent for our workforce. We know that digital transformation is not done by someone else – it is done by all of us, whether we are lawyers or experts in supporting corporate functions. We support each other through digital-savvy communities of practice, and we are inclusive and caring in helping each other rise to the challenge of digital transformation.

8. Digital Interaction with the Federal Courts

Interacting digitally with the federal courts makes participating in the justice system more efficient for Justice Canada and others. Exchanging legal documents in digital form with the Courts Administration Service facilitates more timely exchanges of and access to legal documents by all parties, while ensuring the independence of the courts. Virtual courts increase access to the Canadian justice system by providing alternative means to be present through robust digital connectivity and tools.

9. Experimentation and Innovation

Modernizing our services is about more than just keeping technology up to date. It is about experimentation and innovation with purpose and constantly improving service delivery. A workplace culture that embraces ongoing experimentation, innovation and continuous learning as part of its work leads to better services, helps to find new ways of addressing persistent challenges, and improves outcomes for clients and Canadians. Innovation not only cuts across service design and delivery, but also maximizes the value of information and data, fully leveraging information technology investments while keeping them secure.

A culture that embraces experimentation and innovation, strategic risk-taking, and continuous learning will result in better digital transformation outcomes.



An Access to Information and Privacy (ATIP) Perspective

I need to see the day when...

- We have tools that give us the ability to search repositories quickly and easily in order to respond more efficiently to information requests.
- More powerful tools help our ATIP specialists by removing duplicate documents and those that do not apply.
- The tools we use support an entirely digital ATIP process respecting all sensitivity levels.
- Clear standards and processes are in place to guide employees on where and how information is kept so they can easily retrieve it and provide prompt replies to requests.
- We have new ways of interacting with employees that allow them to provide applicable documents easily and securely.



A Financial and Contract Management Corporate Professional Perspective

I look forward to the day when...

- We have user-friendly, intuitive software that supports our business and enables us to find the information we need.
- I am able to generate a report securely from wherever I may be, regardless of what device I am using.
- Efficiency is enhanced through the use of modern tools that adapt to my behaviours and work patterns.
- All departments adopt government-wide best practices so that we all use the same processes consistently.
- The Department's financial function moves away from paper-based processes to full adoption of electronic processes with clear guidelines on e-signatures.

GETTING THERE: JOURNEY MAPS TO TRANSFORMATION

BUILDING ON SUCCESS: JOURNEY MAPS TO DIGITAL TRANSFORMATION

Digital transformation has no final destination. It is an ongoing journey supported by a series of initiatives designed to move us forward in becoming truly digital in how we think and operate. Our set of Journey Maps is based on insights and contributions from Justice lawyers and corporate experts, clients, the Courts Administration Service, and Canadian citizens, among others, who informed our direction and pace of change. A digital Department of Justice requires strong leadership, careful planning and prioritization, a skilled and engaged workforce with a digital mindset, and digital technology fit for the purpose of meeting business needs. It also requires executive sponsorship and commitment from our delivery partners, as well as careful attention to change management and readiness to ensure success.

Early Successes

Justice has made incremental progress toward digital transformation under successive strategies, the most recent of which is the Digital First Strategy. The Department has achieved tangible results in areas such as delivery of LEX, its new Legal Case Management Solution, supporting our core legal services mandate and setting the stage for future digital interaction with the federal courts; the Departmental Legal Services Unit Connectivity Improvement Project to provide lawyers co-located with our clients with better access to departmental digital tools and services used by other Justice employees; and the rollout of the Digital Workspace as a key corporate collaboration and information management tool.

Recent and Current Initiatives

More recently, Justice, in collaboration with its PPSC and SSC partners, made strategic investments in digital-ready technical infrastructure that then enabled accelerated deployment of digital collaboration tools (e.g. MS Teams). This deployment has provided the enterprise-scale mobile and secure remote access necessary to power our workforce through the COVID-19 pandemic and beyond.

Other transformative initiatives completed or in progress include the Justice Service Desk Modernization to provide national digital and IM-IT support for employees across Canada; Electronic Signature implementation, which greatly increased the efficiency and speed of approvals and transactions; extension of Protected-B capability to our remote digital collaboration environment; implementation of the Next Generation Litigation Software to support eDiscovery for the collection, identification, management and preservation of electronic evidence; DLSU Cloud Connectivity to provide the capability for the legal services units to collaborate with their Justice colleagues across the GC from any approved device on any network; progressive implementation of the Justice Data Strategy, including applying text analytics to the unprecedented number of responses to the public survey on Medical Assistance in Dying; and the National Legal Problems Survey being conducted in consultation with the public, the results of which will be included in the Canada's 5th National Action Plan on open government.

These represent just a few of our digital success stories to date.

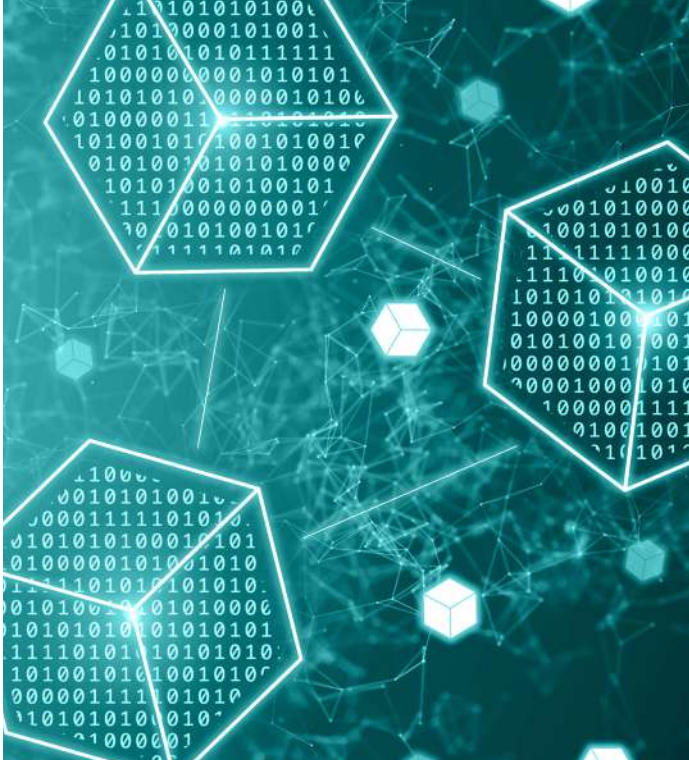
The Digital Journey

The Digital Transformation Journey Maps support and are aligned to Justice Canada's Core Responsibilities as defined in its Departmental Results Framework. They align to the Department's Vision, the Strategic Plan priorities, and the supporting Strategic Digital Priorities defined in this Strategy.

The defined Journey Maps illustrate how Justice will leverage digital technology to transform itself and how it will deliver client-centric services in a digital world. Many of these journeys are already under way. This integrated set of Journey Maps charts modernization of our core responsibility for providing legal services to the Government, such as evidence management evolution, legislative services modernization, and working digitally with the Courts Administration Service. They lay out the digital direction for Canadian justice system support, such as family law evolution and our responsibilities for accessible justice. They also set the direction for internal services support to improve efficiency of our enabling corporate services. Moreover, they set the path for the underlying Digital Foundation, with the key digital technologies and processes that empower our people and service delivery, such as Secure Connectivity and Network Modernization, Data Strategy Implementation, Digital Culture Evolution, and Common and Accessible Tools for Productivity and Collaboration. All are to be supported by targeted experimentation and innovation with technologies such as artificial / augmented intelligence, natural language processing, cloud services and data analytics.

Our Journey Maps will be delivered using a phased approach built on rigorous governance, prioritization, careful investment, and integrated planning with our delivery partners. Typically, new technologies will be assessed through proof of concept, potentially leading to well-defined pilot projects, and limited rollout followed by full implementation. This "experiment, test, learn and iterate" approach will mitigate the risks of digital transformation and allow the Department to quickly focus on the most promising technologies.

The Journey Maps represent the potential scope of the three-year Justice Digital Transformation Strategy. While the Strategy sets the longer-term direction for transformation, it will be revisited annually to make necessary adjustments in this very dynamic environment. This set of Journey Maps is designed to achieve our Digital Vision: *Unleashing the power of our information.*



A Counsel Perspective

I dream of a day when...

We have one virtual single repository and every file is accessible to all employees who need it.

I am able to work from anywhere with my information, regardless of the sensitivity level.

I have a wider choice of hardware (tablets, laptops, etc.) that fits my particular needs and preferences.

All legal records of business value are digitized.

Expert staff are available to assist people with their technical issues in a more timely manner.

Digital work being done in different parts of Justice is shared and promoted so employees are aware of initiatives and can then leverage them.

Office Entry App: Enabling Employees to Work Safely Onsite

The Challenge

Justice played an important role in the Government's response to the COVID-19 pandemic by providing essential legal analysis and advice to departments and agencies and other critical services to Canadians. At times, this work required its employees to enter the physical workspace. This was a challenge, given the new rules and safety guidelines outlined by Health Canada and other governing bodies.

The Solution

To ensure gradual, organized and safe access for employees, Justice developed the Office Entry Application to automate workplace access requests and approvals. The Office Entry App minimized health and safety risks to employees in the Department's facilities by allowing Justice to control and monitor building occupancy.

Business Results

The Office Entry App continues to incorporate health, safety, and access protocols to provide clear guidance to employees and visitors entering departmental facilities. As a result of its success, it has been adopted in other federal departments and agencies as well.



DIGITAL MATURITY

Digital maturity varies within the Department of Justice, across government, and among our clients, citizens, and other participants in the Canadian justice system. Digital maturity is a key predictor of digital transformation and can be viewed as comprising three main elements:

- **Capacity**, referring to an individual's or organization's ability to absorb change effectively;
- **Capability**, referring to the skills and knowledge necessary for particular tasks, functions or services; and
- **Behavior**, referring to culture change, attitudes and mindsets required to live and work within a fully digital environment.

Digital maturity ranges from residual paper-based or paper-like processes, to service supported by digital processes, to digital end-to-end service from design to delivery. Our digital maturity must be considered in framing the scope, timing and pace of digital transformation.

SUCCESS ENABLERS

Success in digital transformation is enabled by much more than simply the latest digital technologies and systems. Successful transformation must be supported by key success enablers to achieve the required change and desired outcomes.

Transformation begins with visible and sustained executive leadership, coupled with engaged and committed employees. Together they can create the agile digital culture that will drive digital transformation forward and ensure its success by embracing experimentation and continuous learning to constantly improve client-centric services that begin with the user.

Effective transformation will require strong governance that considers key perspectives within Justice and the broad government enterprise, including employees, clients, citizens and delivery partners, to make the best-informed business decisions possible. Governance also means communicating progress on the Strategy and informing all stakeholders periodically. A benefits realization and performance measurement framework, identifying key performance indicators at the GC level, and associated

metrics and targets are established via the Treasury Board Secretariat Management Accountability Framework. Our approach will be to leverage this framework as oversight and focus on metrics related to IM-IT enablement of program delivery related to internal services such as Financial Management, People Management, Security Management, and Results Management and Experimentation, and to external services that involve improving access to justice, use of resources, and public confidence to assess the impacts of the digital transformation.

Careful planning, prioritization and investment are necessary to implement an integrated set of digital transformation priorities over time. Successful implementation requires rigorous risk and project management coupled with strategic change management to ensure that the organization is ready to achieve the required change.

The Department operates in an environment where there is enormous competition for talent and skills, disruptive technological innovations, rapidly changing demands and expectations from citizens and employees, and an increasing work volume. Accordingly, the Department must adapt to changing societal, demographic, environmental and technological trends to effectively deliver on its mandate and expected results now and into the future. Many risk factors contribute to a rapidly changing business environment where increased demands are placed on JUS employees and enabling infrastructure.

As part of Justice's Strategic Risk Profile, key risk indicators have been identified to track any changes in the likelihood of risks materializing and assess the effectiveness of pre-event controls for these critical risks. Ongoing monitoring of key risks is in place to identify whether the designation as a key risk remains valid or whether there is a potential change in severity that warrants possible elevation of the risk to critical.

Moreover, digital transformation requires secure and reliable foundational connectivity to support the digital technologies and tools that employees will use in a hybrid office environment comprising distributed and remote workers across the country.

Successful digital transformation requires vision and sustained leadership, commitment and perseverance by all, sustainable and effective change management, and commitment of resources.



EFFECTIVE LEADERSHIP AND GOVERNANCE ARE CRITICAL TO SUCCESSFUL DIGITAL TRANSFORMATION

Digital governance is fully integrated into the [Justice Governance Framework](#), ensuring that digital and IM-IT investments support the Department's mandate and are delivered in accordance with the Deputy Minister's accountabilities as outlined in the [Policy on Service and Digital](#).

The Governance Framework provides the structure and an integrated set of decision-making mechanisms for digital transformation, from priority setting to resource allocation and project delivery. These oversight mechanisms ensure that our digital transformation priorities support the Department's core strategic outcomes: a fair, relevant, and accessible Canadian justice system and a federal government that is supported by high-quality legal services. Integrated governance also ensures alignment with GC Enterprise directions.

Senior leaders from four primary committees (among others) provide critical guidance and oversight for digital transformation, ensuring overall alignment to the Department's strategic priorities while also ensuring that user, client and citizen perspectives are at the forefront of digital transformation at Justice:

Executive Committee (EC): Chaired by the Deputy Minister, EC is Justice's senior governance and decision-making forum, responsible for strategic oversight, performance, and management of the Department.

Departmental Audit Committee (DAC): This committee provides the Deputy Minister with objective advice and recommendations on the sufficiency, quality, and results of internal audit engagements related to the Department's risk management, control, and governance frameworks and processes. DAC provided strategic advice to the CIO at the outset of the Digital Transformation Strategy development and will continue to be engaged as the Strategy is implemented.

Management Committee (MC): Reporting to EC, MC oversees the management priorities of the Justice Canada Strategic Plan and reviews, assesses, challenges, guides, advises on, and makes decisions regarding a wide range of management issues and initiatives.

Business Transformation Committee (BTC): Advising the CIO, who is accountable for providing leadership for digital transformation in Justice, and reporting to MC, BTC provides strategic oversight of innovation, digital business transformation, and IM-IT-enabled initiatives across the Department. BTC considers, assesses, and prioritizes digital innovation initiatives, evaluates risks and impacts, and maximizes the business value harvested from digital investments. BTC also advances new partnership opportunities, using innovation as a catalyst for change to enable working more effectively with Justice clients and stakeholders.

The implications of digital transformation span the entire Department. The oversight of digital investments not only includes business governance, such as whether investments support departmental strategic priorities and yield maximum value. It also includes specific governance bodies that are responsible for such functions as risk management, business intake, architecture, project review, and integrated security - key domains that support strong digital governance in realizing he Justice Digital Transformation Strategy.

Tax Court Practice: Shifting from Print to Digital

The Challenge
Justice's Library Services team previously distributed printed copies of the Tax Court Practice to Tax Law Services across the country. This represented significant effort in updating 179 print copies, four times a year.

Library Services knew there was a need to shift to more digital ways of working and reduce administrative burden. In order to do this, it was critical that legal professionals were willing, as they would need to adopt online publications in place of traditional printed copies.

The Solution
Library Services' commitment to improving online access to digital legal research materials facilitated collaboration between the Tax Directors group, Thomson Reuters, and Tax Law Services employees; this teamwork resulted in the transition to an enterprise-wide digital subscription on Taxnet Pro, with only 22-shared print copies.

Library Services conducted the trial period during the pandemic, and employees responded to surveys to provide feedback on their experience and their impression of Taxnet Pro. This feedback led to improvements to the tool and paved the way for accredited training; it also informed negotiations with the vendor to ensure the tool would meet client requirements.

Business Results
The willingness of legal professionals to adopt the online publication in place of the print copies was the key to this initiative's success. As a result, the publisher improved its digital product and the administrative work associated with printed copies was reduced significantly. The cascading impact of this also decreased print subscription costs and positioned Justice to function effectively throughout the pandemic.



An Auditor’s Perspective

I look forward to the day when...

We have more open access to authoritative data and information so we can provide better advice.

There is a focus on the importance of data literacy and delivering quality findings from authoritative information sources.

I can work with electronic information using tailored tools for which I have been well trained.

Everyone understands the appropriate place to save their information and can easily do so.

Reports can be easily created based on quality information to make informed decisions.

People can work from anywhere and have confidence that security requirements of the information are known and met.

Approval for software is both timely and well-governed.



A Human Resources Corporate Professional Perspective

I am looking forward to the day when...

I have the ability to work seamlessly without paper, regardless of where I am.

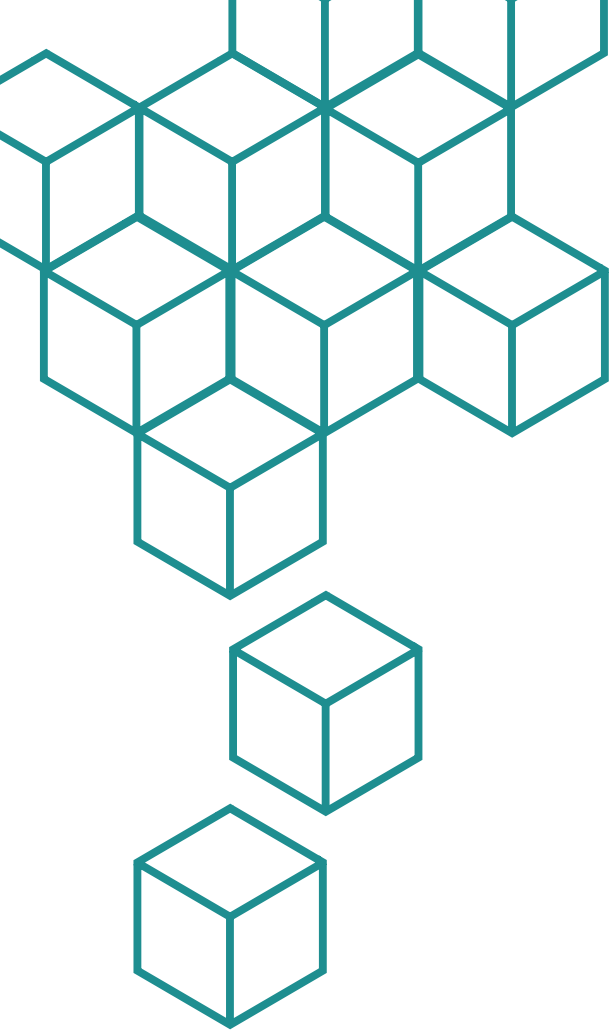
We can access information housed by systems within other departments so we have a complete record of an employee.

There is a system that is tailored to our business and has robust reporting capabilities.

We have integrated systems that share all relevant information, so that we do not have to perform duplicate data-entry.

I can do my job to its fullest capacity by being able to access quality data to facilitate better decision making.

We have access to the most up-to-date technology in order to be a competitive workplace and attract new generations of workers.



Virtual Hearings - The Case for Digital

The Challenge
When the pandemic hit in the early spring of 2020, several courts had to pivot to virtual hearings to advance litigation files and allow the justice system to carry on despite the closing of courts and mandatory social distancing and quarantining regulations.

The Solution
Various teams across Justice came together and collaborated as a part of business continuity to make virtual hearings a reality. This huge effort required technical and functional support by the ISB, the National Litigation Sector, and the Civil Litigation Team.

ISB supported clients with key information and identified client requirements to ensure that technical solutions solved each problem holistically without gaps or downstream challenges. ISB developed intake procedures and a tracking system to monitor all requests and requirements to operationalize the work. They also held daily huddles to ensure all team members were aligned on clients who required support was available.

New software and technology (laptops, monitors and accessories) were distributed to legal counsels, paralegals and assistants; training and coaching were also provided. In some cases, a direct hotline to the Help Desk was set up to ensure on-call support.

Business Results
The collective work and efforts of these teams made it possible to optimize virtual hearings and greatly contributed to mitigating stress on litigation teams in the face of this new challenge.

Virtual legal proceedings have resulted in improved efficiency of the courts, to the benefit of citizens and counsel alike. Lawyers are easily able to share information between all parties digitally, to submit procedural documents to courts more quickly, to manage time more efficiently, and to do more work in a day; and they are reducing costs and bundling services.

As a result of the positive experiences with virtual hearings, Justice has improved services to the public. After COVID-19, some litigators may return to the old way of working; however, virtual hearings are likely here to stay and will continue to improve technology in the court system.

A Justice System Policy and Programs Perspective

I cannot wait for the day when...

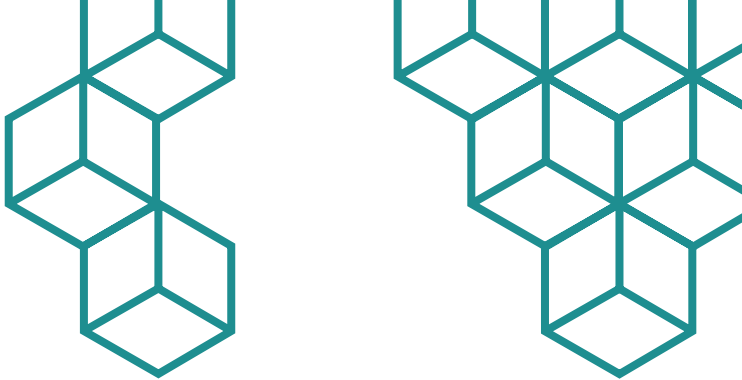
Canadians can interact with and access Justice's services in a manner that is most convenient for them.

I can easily run a report to extract the information needed to help us design our programs.

We recognize the electronic signatures of non-government organizations in order to promote a fully digital process with our external partners.

There is consistent use of applications across government, which will allow us to provide the same level of service to other departments and share information with them more easily.

I am confident that electronic content will always be accessible, regardless of its original format.



A Legislative Drafting Counsel Perspective

Someday, we will have...

The ability to virtually "sit down together side-by-side" with French and English drafters, the client, and their Justice legal advisor to draft legislation in both official languages simultaneously.

Digital tools that can replicate the feeling of working with paper and the ability to annotate electronic documents by hand.

The knowledge and training to use our powerful digital tools to their full potential.

Remote tools that are as capable as those we use in the office and will allow me to work efficiently in a digital, paperless environment.

An office environment online with an organic, natural way to create those chance meetings in the hallway that can be so productive.

OVERVIEW OF THE JUSTICE DIGITAL TRANSFORMATION JOURNEY MAPS

The Digital Transformation Journey Maps support and are aligned to Justice Canada’s Core Responsibilities. These Journey Maps represent the potential scope of the three-year Justice Digital Transformation Strategy, subject to prioritization and availability of investment funding. Our digital maturity must also be considered in framing the scope, timing and pace of digital transformation. This set of Journey maps should be viewed as aspirational, but achievable over time.

Justice Legal and Corporate Core Responsibilities		
Legal Services	Justice System Support	Corporate Systems Support
1 Legal Case Management Evolution	6 Family Orders and Agreements Enforcement Assistance Evolution	10 Access to Information and Privacy Management System Modernization
2 Evidence Management System Modernization	7 Central Registry of Divorce Proceedings Evolution	11 Finance Management System Evolution
3 Knowledge Management Evolution	8 Enterprise Grants and Contributions Evolution	12 HR Management System Evolution
4 Secure Legislative Services Modernization	9 Access to Justice System Evolution	13 Information Management Evolution
5 Digital Exchange with Courts Administration Service		14 Security Management System Modernization
		15 Justice Workplace Modernization

Digital Foundation	
1 Secure Connectivity and Network Modernization	5 Artificial Intelligence Exploration and Innovation
2 Cloud Migration and Evolution	6 Digital Culture: Workforce for Digital-First Delivery
3 Service Desk Modernization	7 Common and Accessible Tools for Productivity and Collaboration
4 Data Strategy Implementation	8 Virtual Single Repositor and Intelligent Search Supporting Open Justice

Legal Services Core Responsibility Journey Maps			
Legal Case Management Evolution	2021-2022	2022-2023	2023-2024
Digital Improvement to LEX system	Perform continuous LEX system enhancements		
Evidence Management System Modernization			
Next Generation Litigation Software (NGLS)	Modernize software tools to facilitate and meet litigation requirements		
Ringtail Secret Migration to GCSI	Deliver new version of the litigation software for evidence and document review in the GC Secure Infrastructure		
Knowledge Management Evolution			
Justipedia Enhancements	Enhance search capability, improve data availability and integrity, integrate AI technologies and share case summary with CANLII		
Professional Directory of Justice Employees	Modernize the directory with a new designed interface, emphasizing on legal expertise		
Secure Legislative Services Modernization			
Virtual Legislative Drafting	Develop and implement a solution to enable virtual legislative drafting in a Protected B environment		
Digital Exchange with Courts Administration Service			
Digital Exchange with CAS	Exchange legal case information in a digital format between CAS and GC to make courts more efficient and effective		
Digital Collaboration with CAS	Collaborate to expand digital courts and services, including e-filing capacity, virtual trials and digital courtrooms		

Justice System Support Core Responsibility Journey Maps			
Family Orders & Agreements Enforcement Assistance Evolution	2021-2022	2022-2023	2023-2024
Family Support Enhancement (Bill C-78)	Implement the requirements from Bill C-78 and enhance the application as required, including implementing a flexible architecture and improved user experience		
Central Registry of Divorce Proceedings Evolution			
Digital Improvements to CRDP System	Evaluate essential business needs and perform system enhancements		
Enterprise Grants and Contributions Evolution			
Digital Improvement to the Grants and Contributions System	Implement a modernized solution to manage G&C and provide real time reporting (feedback, updates, and reports) to organizations seeking funding		
Access to Justice System Evolution			
Indigenous Justice Program Reporting Tool (IJP)	Improve the collection and dissemination of statistical and funding recipient narrative information		
Open Justice Commitment (Canada's 5th National Action Plan)	Promote a people-centred approach supporting access to Justice data, information and services.		

Corporate Systems Support Journey Maps			
Access to Information and Privacy Management System Modernization	2021-2022	2022-2023	2023-2024
ATIP Case Management & Redaction Tool Modernization	Implement a new case management and redaction tool to enable Access to Information		
Finance Management System Evolution			
IFMS Stabilization	Upgrade required to ensure continuous server support and compatibility		
IFMS Modernization (SAP S/4 Hana)		Migrate financial operations to an enterprise resource planning (ERP) system with built-in AI, machine learning and advanced analytics	
HR Management System Evolution			
HR PeopleSoft Organizational Charting Modernization	Implement a new tool to create organizational charts from PeopleSoft		
HR TSLU Case Management System	Enhance case tracking, reporting, service standard and user experience		
HR Learning Management System (LMS)	Solution for virtual training videos, presentations, tests and more		
HR National Mentoring Program Application	Modernization of the existing web-based mentoring application		
HR Recruiting, Interviewing and Mentoring Solution	Develop a tool to allow interviews scheduling and modernize recruitment processes with online hiring solutions		
Information Management Evolution			
Digital Workspace Stabilization	Transition to new supported version in preparation of moving to the cloud		
GCdocs Enhancement	Exploring a connector to migrate closed files from LEX and DW into GCdocs		
Intelligent Filing Information System	Explore IM tools to assure content and data quality, while meeting security, privacy and life-cycle requirements		
Intranet Evolution (JUSnet 3.0)	Implement a consolidated intranet solution that enables content creation and leverages information sources		
Security Management System Modernization			
Enterprise Security System Modernization	Support the deployment of the enterprise-wide security system		
Finger Printing System and Security Employee File Management	Implement a new finger print system linked directly to RCMP and manage security employees file		
Security Management System Modernization	Integrate new workplace design model, digital technology, software and innovation		

Digital Foundation			
Secure Connectivity and Network Modernization	2021-2022	2022-2023	2023-2024
Departmental Legal Service Unit (DLSU) Connectivity Improvements	Improve access, and provide full network connectivity to systems and tools		
Infrastructure Stabilization and Modernization	Secure foundational infrastructure evolution supporting digital-first operation and delivery		
Justice Access to GC Secret Infrastructure (GCSI)	Provide access to the GC secure infrastructure to improve collaboration and productivity		
Cloud Migration and Evolution			
Justice Cloud (Digital Workspace 2.0)	Distribute a hybrid workforce fully integrated with Cloud deployment, while focusing on the user experience		
Service Desk Modernization			
Service Desk Modernization	Implement a national Justice-managed Service Desk		
Self-Service Portal	Implement a sub-service portal for JUS and PPSC users to submit service requests		
Data Strategy Implementation			
Justice Core Data Inventory	Support strategic management of data and provide an understanding of our data holding		
Request to Release Application Evolution	Facilitate the release of data to the public via the Open Data Portal		
Artificial Intelligence Exploration and Innovation			
AI Pilots for Legal Services	Explore, innovate and implement AI in Legal Services		
AI Pilots supporting Departmental Operations	Explore, innovate and implement AI in Departmental Operations		
AI Solution for ATIP	Solution to automate and streamline collection and deduplication of content		
Digital Culture: Workforce for Digital-First Delivery	Increase digital skills, literacy capabilities and application of best practices across all programs within the Department		
Common and Accessible Tools for Productivity and Collaboration			
Form Automation Signing and Transmittal (FAST) System	New e-form management & tracking system to accelerate the signing process, encouraging a paperless and sustainable business process		
Common and Accessible Tools for Productivity and Collaboration Enhancement	Rollout New productivity suite capabilities, enhance real-time collaboration tools and classified information capability		
Virtual Single Repository and Intelligent Search Supporting Open Justice			
Enterprise Search Enhancement	Explore, improve and pilot search capabilities across official repositories, making information more accessible		

An Articling Student Perspective

When I think about working at Justice, I want to...

Use leading-edge legal tools that have the power and ease of use that I had at law school.

Have access to effective tools that help me find the right information and easily share it.

Use tools that allow me to concentrate on high- value work rather than routine and repetitive tasks.

Be clearly informed about the reasons for change, our roles and responsibilities related to new digital tools, and how to get needed support.

Be able to work directly with technical experts to create solutions that meet our needs.

A Paralegal Perspective

It will be wonderful when...

We are confident that our tools and processes help us respect the sensitivity of the information we are communicating.

There is a stronger link between Justice and our clients to improve the flow of information between us.

I can intuitively browse and search through our systems to find the information I need, wherever it is.

Justice and our clients can use the same systems, while allowing the ability to tailor system interfaces to meet different user needs.

The tools we are provided with are user-centric and easy to use and have the functionality we need.

APPENDIX I: JUSTICE GOVERNANCE FRAMEWORK

IM-IT governance is fully integrated in the Justice Governance Framework, ensuring that IM-IT investments support the Department’s mandate and are delivered in accordance with the Deputy Head’s accountabilities as outlined in the Policy on Service and Digital, which articulates how GC organizations manage service delivery, information and data, information technology, and cyber security in the digital era (effective April 1, 2020). This Policy replaces, among others, the TB Policy on Information Management and Policy on the Management of Information Technology.

The Department’s Governance Framework outlines the structure and integrated set of decision-making mechanisms for priority setting and resource allocation, supports effective project delivery based on the departmental Framework for the Management of Projects , and enables the Department to achieve its two core strategic outcomes: a fair, relevant, and accessible Canadian justice system and a federal government that is supported by high-quality legal services.

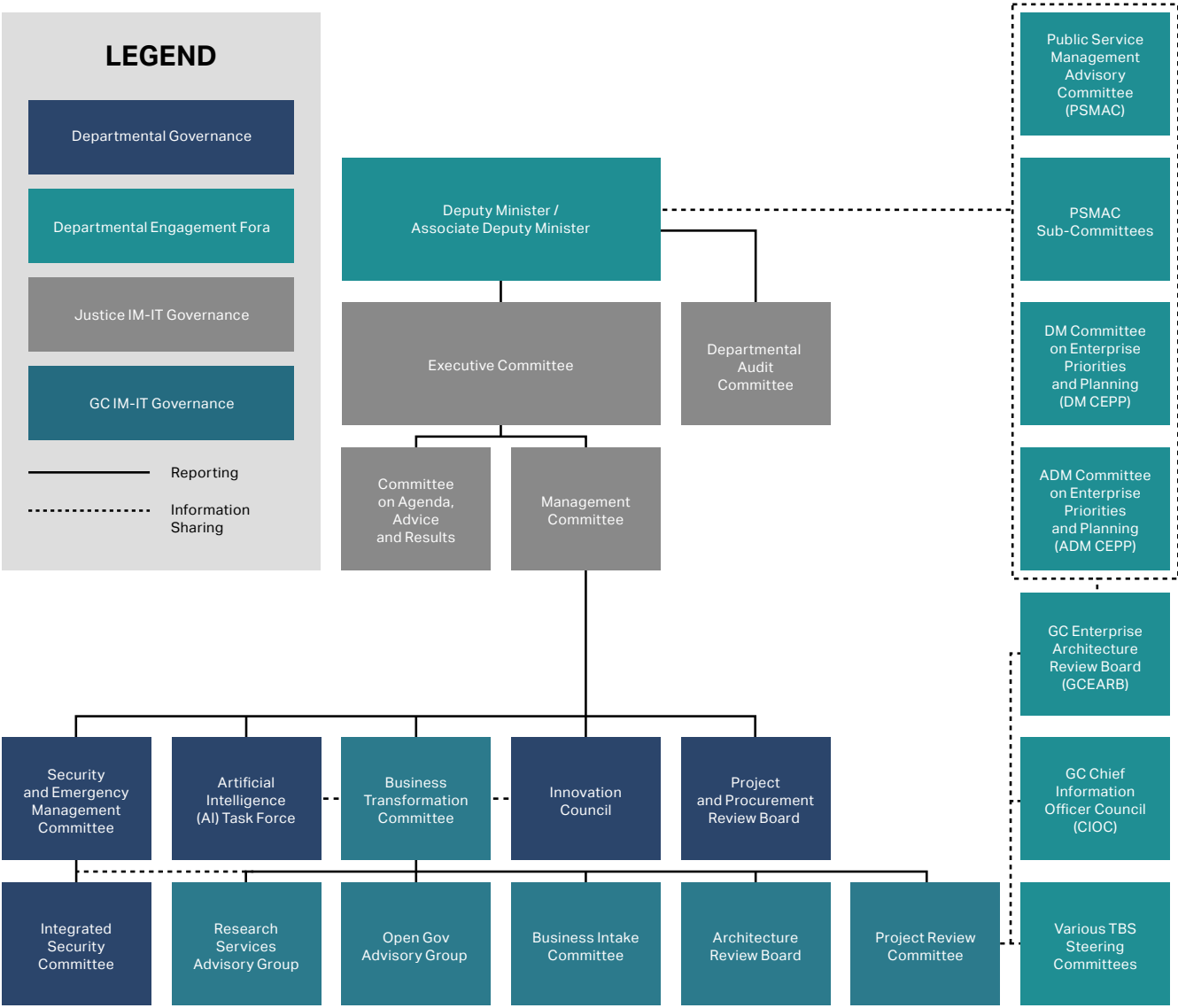
Policy on Service and Digital at <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=32603>

Policy on Information Management at <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12742>

Policy on the Management of Information Technology at <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=12755>

Department of Justice Canada Framework for the Management of Projects (2018)

Justice Canada IM-IT Governance Model





DEPARTMENT OF JUSTICE GOVERNANCE FRAMEWORK COMMITTEES

- Artificial Intelligence (AI) Task Force:** Reporting to MC, the AI Task Force is an internal working group with a mandate to assess, identify and evaluate the potential of AI within legal practices and identify key areas where AI solutions could have the greatest impact.
- Committee on Agenda, Advice and Results (CAAR):** Chaired by the Associate Deputy Minister, CAAR oversees the substantive legal and policy-related priorities of Justice’s Strategic Plan, and reviews and makes decisions regarding a wide range of strategic legal or policy issues.
- Departmental Audit Committee (DAC):** DAC provides the Deputy Minister with objective advice and recommendations on the sufficiency, quality, and results of internal audit engagements related to the Department’s risk management, control, and governance frameworks and processes.
- Executive Committee (EC):** Chaired by the Deputy Minister, EC is Justice’s senior governance and decision-making forum responsible for strategic oversight, performance, and management of the Department.
- Innovation Council (IC):** Reporting to MC, IC fosters a culture of innovation and continuous improvement, maintaining strong linkages with the Business Transformation Committee (see below) to ensure consistency in innovation processes, and to harmonize efforts as they relate to technology-enabled initiatives.
- Management Committee (MC):** Reporting to EC, MC oversees the management priorities of the Justice Canada Strategic Plan and reviews, assesses, challenges, guides, advises on, and makes decisions regarding a wide-range of management issues and initiatives (including IM-IT).
- Project and Procurement Review Board (PPRB):** Reporting to MC, PPRB reviews, assesses, challenges, guides, advises, and makes decisions regarding project planning, management, and procurement (including IM-IT), supporting the DM in meeting stewardship responsibilities defined in the Treasury Board Policy on the Management of Projects and related policy instruments.
- Security and Emergency Management Committee (SEMC):** Reporting to MC, SEMC provides strategic direction and sets priorities for management of emergencies and events, business continuity, and security (including IT Security) in accordance with the security control functions prescribed by the TB Policy on Government Security (PGS). SEMC is supported by the Integrated Security Committee (see below).
Policy on Government Security at <https://www.tbs-sct.gc.ca/pol/doc-eng.aspx?id=16578>



DEPARTMENT OF JUSTICE IM-IT COMMITTEES

- Architecture Review Board (ARB):** Chaired by the CIO, ARB ensures IM-IT projects and solutions support the Department’s business priorities, leverage existing enterprise solutions to the greatest extent possible, and align with architectural directions from the GC Enterprise Architecture Review Board (see below). The ARB supports strategic business and prioritization decision-making across the Department, and oversees the IM-IT architecture frameworks, guidelines, and standards.
- Business Intake Committee (BIC):** Reporting to the CIO, BIC evaluates new or emerging business opportunities and requirements, while ensuring alignment with the Department’s program objectives and priorities, and GC Enterprise IM-IT priorities and standards. BIC recommends intake submissions to the CIO for approval.
- Business Transformation Committee (BTC):** Advising the CIO (Co-Chair) and reporting to MC, BTC provides strategic oversight of innovation, digital business transformation, and IM-IT-enabled initiatives across the Department. BTC considers, assesses, and prioritizes digital innovation initiatives, evaluates risks and impacts, and maximizes the business value harvested from IM-IT investments. BTC also advances new partnership opportunities, using innovation as a catalyst for change to enable working more effectively with Justice clients and stakeholders.
- Integrated Security Committee (ISC):** Co-chaired by the CIO and the Departmental Security Officer (DSO), ISC focuses on risk decisions by providing recommendations for approval to the CIO and DSO in regard to the development of and updates to the Integrated Security Program. This committee also facilitates risk decision-making for the ongoing Integrated Security Program activities. The ISC engages the Security and Emergency Management Committee or other forums on matters that fall within its scope but warrant broader consultation.
- Open Government Advisory Group (OpenGov):** Reporting to BTC, OpenGov provides leadership to advance the transition to an open-by-default work environment, advises the CIO as the departmental functional authority for Open Government, explores opportunities to leverage other innovative practices, provides leadership for increased sharing of data and information, and monitors and reports on open government.
- Project Review Committee (PRC):** Chaired by the CIO, PRC monitors and ensures conformance of IM-IT project investments with the Justice Canada Framework for the Management of Projects in partnership with departmental finance, procurement and project management functional authorities. It also monitors and ensures that corrective actions are taken in a timely manner in order to deliver successful project outcomes.
- Research Services Advisory Group (RSAG):** Reporting to the CIO, RSAG provides client input to ISB and BTC on matters related to departmental legal research resources and services, by facilitating engagement with clients; and provides advice and recommendations on digital and print information resource selection, research services, research space planning, access to research databases, and research resource management.

GC IM-IT GOVERNANCE COMMITTEES

Chief Information Officer Council (CIOC): Chaired by the TBS GC CIO and ADM Digital Policy and Services, guides IM-IT alignment and integrated planning in departments, including the move towards digital. The Justice CIO leverages CIOC to inform the GC about Justice initiatives, resolve horizontal issues, find opportunities to partner, and positively influence GC direction, maintaining strong linkages between the departmental and GC Governance Frameworks to ensure that GC alignment and broader enterprise considerations inform Justice business transformation and IM-IT plans.

GC Enterprise Architecture Review Board (GC EARB): Reviews large departmental and enterprise digital initiatives and investments to ensure that the GC acts as a single enterprise and that departmental IT plans align with the GC digital direction and standards.

PSMAC Sub-Committees on Enterprise Priorities and Planning (DM/ADM-CEPP): PSMAc sub-committees (DM Sub-Committee on Enterprise Priorities and Planning (CEPP) and ADM-CEPP) were established to drive the alignment of IT and IT-enabled initiatives to enterprise-wide business, to support the management of demand from departments and agencies for SSC IT infrastructure services, and to guide how SSC provides those supply-side service priorities. The Senior Assistant Deputy Minister, Policy Sector, is a member of the ADM-CEPP.

Public Service Management Advisory Committee (PSMAC): Provides a forum for discussion of the public service management agenda.



APPENDIX II: ABBREVIATIONS

Abbreviation	Definition
ADM	Assistant Deputy Minister
ADM CEPP	Assistant Deputy Minister Committee on Enterprise Priorities and Planning
AI	Artificial Intelligence
ARB	Architecture Review Board
ATIP	Access to Information and Privacy
BAC	Business Analytics Centre
BIC	Business Intake Committee
BTC	Business Transformation Committee
CAAR	Committee on Agenda, Advice and Results
CAS	Courts Administration Service
CIO	Chief Information Officer
CIOC	Chief Information Officer Council
CIRNAC	Crown Indigenous Relation and Northern Affaires Canada
COVID-19	2019-nCoV Acute Respiratory Disease
CRDP	Central Registry of Divorce Proceedings
CSPS	Canada School of Public Service
DAC	Departmental Audit Committee
DLSU	Departmental Legal Services Unit
DM	Deputy Minister
DM CEPP	Deputy Minister Committee on Enterprise Priorities and Planning
DW	Digital Workspace
EC	Executive Committee
FTS	File Transfer System
GC	Government of Canada
G&C	Grants and Contributions
GCSI	Government of Canada Secret Infrastructure
HR	Human Resources
HRB	Human Resources Branch
IC	Innovation Council
IFMS	Integrated Financial and Materiel System
IJP	Indigenous Justice Program
IM	Information Management

Abbreviation	Definition
ISB	Information Solutions Branch
ISC	Integrated Security Committee
IT	Information Technology
LEX	Legal Case Management System
LIMS	Legislation Information Management System
LSU	Legal Services Unit
MAID	Medical Assistance in Dying
MC	Management Committee
MS Teams	Microsoft Teams
NGLS	Next Generation Litigation Software
OPI	Office of Primary Interest
PPRB	Project and Procurement Review Board
PPSC	Public Prosecution Service of Canada
PRC	Project Review Committee
PSMAC	Public Service Management Advisory Committee
PSPC	Public Services and Procurement Canada
RCMP	Royal Canadian Mounted Police
RSAG	Research Services Advisory Group
SEMC	Security and Emergency Management Committee
SSC	Shared Services Canada
TAG	Treaties and Aboriginal Government
TLS	Tax Law Services
TBS	Treasury Board Secretariat



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