

CDS Tactical Plan:

Better services from the Government of Canada
for people and businesses

Canadian Digital Service | Tactical Plan 2024-2025



CDS Tactical Plan 2024-2025

Introduction

This year, Canadian Digital Service (CDS) will be making strides to launch new products, scaling and improving existing ones, and continuing to offer consulting services where we can make a difference. This 2024-2025 CDS Tactical Plan serves as a roadmap for activities that will be undertaken. It reflects how we are refreshing our business model and brand to reflect our broader mandate. It is meant to be read in tandem with the Canadian Digital Service Strategic Vision 2024-2027.

The strategic vision presents a longer-term plan for maturing the organization into an enterprise-class digital service enabler for the Government of Canada. It provides a sound strategic framework and outlines strong values and principles for guiding immediate work toward longer term objectives. As CDS transforms to assume a broader mandate, the strategic vision will act as a beacon to ensure internal alignment in support of better end-to-end service experiences for Canadians.

Commitment to being mission oriented


The 2024-2027 Strategic Vision outlines four key missions to enable a better end-to-end service journey for people and businesses seeking services from the Government of Canada. To align with the vision, the 2024-2025 CDS Tactical Plan has been organized according to the four missions, in line with the one that they are seen to be contributing to most. To reflect the additional work that the organization will be undertaking to enable the broader success of teams focused on driving digital transformation within the Government of Canada, an additional inwardly focussed mission has been added.

Commitment to working in the open


This plan is designed to create awareness and provide high level visibility into CDS's work. It also demonstrates the organization's commitment to The Government of Canada's Trust and Transparency Strategy. The aim is to enhance public trust in federal institutions by promoting transparency, accountability, and creating a culture of openness by facilitating better access to government data and decision-making processes.

On a quarterly basis CDS will report on progress toward activities and milestones


outlined in the roadmap. This will take the shape of regular information sharing on already well-established CDS communications channels and via senior leadership governance tables. This plan, while specific enough to include quarterly milestones, also provides flexibility to ensure that the organization can respond to changing circumstances while remaining focused on our longer-term objectives. The missions are a constant reminder that while the journey may sometimes prove difficult, the destination is well worth the effort. At the end of the year, CDS will take stock of its accomplishments and lessons through the publication of its annual report. To see what we did last year check out the 2023-2024 Annual Report.

**Mission 1**


Easy access to government services for all people and businesses

**Mission 2**


Human centered client experiences focused on solving whole problems

**Mission 3**

Effective, efficient, and trustworthy services enabled by data and technology

**Mission 4**

Empowering people to deliver

**Mission 5**

Building on a strong foundation to enable organizational success



Mission 1: Easy access to government services for all people and businesses

Launch GC Sign in and establish a single front door for accessing government services

Procure core technology for Sign in (Client Identity Access Management)

Q1

Bid evaluation complete

Q3

Contract awarded

Q4

GC Sign in operating in a production environment

Implement GC Sign in MVP

Q1

Team assembled, user journeys defined,
MVP set of ID Proofing services is identified

Q2

Proof of concept implemented in development environment

Q3

Minimum viable product (MVP) evaluated
and tested in staging environment

Q4

Early pilot(s) operating in production environment
End-to-end sign in journey is validated

Customer and user operations for GC Sign in are established and ready to support the enterprise product

Q1

Team assembled

Q2

Strategy and design for Customer
and User operations complete

Q3

Customer and User operations are ready for pilot phase

Q4

Customer and user operations are ready
to operate at scale

Security and Site reliability engineering for GC Sign in are established and ready to support the enterprise product

Q1

Team assembled

Q2

Strategy and design for technical
and security operations complete

Q3

Technical and security operations are ready for pilot phase

Q4

Technical and security operations are ready to operate at scale

Launch GC Credentials Management Platform (GC Issue and Verify) to allow clients to easily prove their identity and eligibility for services.

An interim-state GC Issue and Verify platform is in production supporting pilots with IRCC and TC.

Q1

Platform is ready for testing and demonstrations

Q2

Interim procurement complete
Solution is ready for integration testing with pilot services

Q3

Solution is ready to operate in production for initial pilots
User experience is ready for pilot testing

Q4

Platform is used in pilot services at Immigration Refugee
Citizenship Canada and Transport Canada

Target-state solution is defined and procurement activities are underway

Q2

Requirements for target-state solution are defined

Q3

Request For Information (RFI) is published

Q4

Pre-procurement activities are completed

Security and Site reliability engineering for GC Issue and Verify are established

Q1

Team assembled

Q3

Customer and user operations are ready for pilot phase

Begin departmental readiness assessments for implementing GC Sign in minimize disruption and maximize impact

Q1

Broad engagements with departments are completed and
service data to inform decisions for onboarding is collected

Q3

Strategy for onboarding is approved

2024-2025 Objectives as reflected in the Strategic Plan: This language is subject to only minor changes. Deliverable(s) to be reflected in the operational plan.



Mission 2: Human centered client experiences focused on solving whole problems

Continue to deliver on priorities outlined by the Chief Client Experience Officer (CCXO) to improve the experience of obtaining existing and new benefits delivered by Service Canada

Continue to support refinements of the client experience (CX) the Canadian Dental Care Plan (CDCP)

Q1

CX artefacts for May and June releases are finalized
Usability testing of May and June client-facing products is completed

Q2

CX artefacts for January release are developed.
Usability testing of client-facing products for general population is conducted

Q3

CX artefacts for January release are finalized
CX artefacts for CDCP renewal process are developed

Q4

Usability testing of client-facing products for CDCP renewal process is conducted

Support refinements to the CX of the Canada Disability Benefit (CDB)

Q1

CX artefacts are developed

Q2

CX artefacts are finalized

Q3

Usability testing of client-facing products is conducted

Q4

CX artefacts are updated based on comments from publication of regulations in the Canada Gazette

Improve self-service options through improvements to the My Service Canada Account, including Old Age Security

Q1

Seamless and easy to use landing page for My Service Canada Account connecting Canadians to their benefits is provided

Q2

Current registration and authentication process for My Service Canada Account is simplified
Improve navigation and results to the OAS Benefit Estimator

Q3

Task completion on benefit pages in My Service Canada Account is increased based on user feedback

Q4

Personalization and easy access to payment information on My Service Canada Account is provided

Plan for integrating CX Capacity into all Service Canada Services

Q1

CX measurement framework is implemented
Environmental data scan on digital self-serve is completed
Socialize omnichannel discovery findings

Q2

Areas of focus for digital self-serve are confirmed
Stakeholder engagement model, governance and measurement frameworks are defined

Q3

Discovery findings are implemented
Refined delivery model and operational framework are implemented to enable digital self-serve projects

Q4

CX interventions are advanced for digital self-service projects and impact measurement metrics are defined

Increase the use of GC Design System, to increase the consistency of the end-to-end service experience and make it easier to design and develop government websites

Q1

Support structure to centralize user intake and mailing list is implemented

Q2

Components on Canada.ca managed web services are tested
Standard templates to help users build digital products faster are delivered

Q3

Feedback mechanisms for design.canada.ca are implemented

Q4

GC Design System is integrated on managed web services

Continue consulting and surge support services for federal government priority services

Q1

2-3 new departmental engagements

Q2

2-3 new departmental engagements

Q3

2-3 new departmental engagements

Q4

2-3 new departmental engagements

Integrate "life events" navigation into Canada.ca

Q1

Research and testing for 'life events' on Canada.ca is completed

Q2

Updated Canada.ca homepage design is implemented

Q3

First iteration of Canada.ca 'life events' landing pages / navigation is launched

Q4

Canada.ca home page and navigation are iterated

2024-2025 Objectives as reflected in the Strategic Plan: This language is subject to only minor changes. Deliverable(s) to be reflected in the operational plan.



Mission 3: Effective, efficient, and trustworthy services enabled by data and technology

Improve and scale the use of GC Forms offering a home grown, compliant form builder for government services to publish secure and accessible online forms the public can use

Q1

Production releases on complex forms and 24/7 hour on call support for severity 1 issues

Q2

Production releases on self-serve team management for administrators and complex conditional logic

Q3

Production releases on save progress and piloting data retrieval via Application Programming Interface (API)

Q4

Production releases on file attachment and self-service data retrieval API

Improve and increase the use of GC Notify a platform tool that helps programs and services keep the public informed of the status of their applications or updates to their files

Q1

Reliability of delivery, trust, and efficiency are increased with the expansion of short code into all use cases

Q2

Triage text messages through either short or long code depending on client needs

Q3

Realtime operations dashboard implemented

Q4

Automation of assigning a new Notify service to a delivery-type category

Create Service Dashboards to track and report on the performance of CDS products and services.

Q2

Tracking & reporting data elements identified

Q3

Dashboard launched

Improve Canada.ca through the design of client-focused top tasks and services based on user research and feedback data, including vulnerable populations

Continue to measure the performance of Canada.ca and make iterative improvements

Q1

Testing new Search Assessment Tool is completed
Annual performance results of Canada.ca top tasks released to departments

Q2

Usability tools (i.e. page feedback and search assessment tools) are scaled to more departments
Quarterly performance results of Canada.ca's top tasks is released to departments

Q3

Trust study of the Canada.ca design is completed
UX guidance and design patterns for AI chat applications on Canada.ca is developed
Quarterly performance results of Canada.ca's top tasks is released to departments

Q4

Integration of Canada.ca design system with GC Design System is completed
Quarterly performance results of Canada.ca's top tasks is released to departments

Measure current Service Canada services through the CX survey and analysis of channel feedback.

Q1

Service Canada Center feedback questionnaire is launched

Q2

Client experience survey for Service Canada Services is conducted
Service Canada Centre feedback questionnaire results analysis completed

Q3

Client experience survey results analysis completed

Q4

Publication of results completed

Forward planning for future capabilities, such as a GC usability testing service and measurement through analytics, etc.

Q1

Usability testing protocols are formalized
Heuristics review of public-facing communications for ESDC flagship programs is completed

Q2

Protocol for participant recruitment and compensation, including in-person and remote testing is completed

Q4

Guide for improving clarity, accessibility, and usability of public-facing pdf forms and letters is created
Information on usability testing is disseminated

2024-2025 Objectives as reflected in the Strategic Plan: This language is subject to only minor changes. Deliverable(s) to be reflected in the operational plan.



Mission 4: Empowering people to deliver

Create GC Digital Service Improvement Roadmap (by working with key partners on data collection) for a seamless government of Canada client experience including technology enabled and integrated service channels

Q1

Identification of existing sources service data for use in the roadmap complete

Q2

Service Canada Roadmap Pilot using GC Digital Roadmap framework completed
Plan for including all GC service improvement initiatives is created

Q4

Draft of roadmap for launch of 2025-2026 data collection process is completed

Establish a Mutual Trust Federation for digital credentials systems to incorporate verification options of a wide range of credentials and establish trust with private sector, non-governmental organizations, and international partners

Q2

Mechanisms and forums for exploration and direction setting are established

Develop an interjurisdictional partnership for information sharing and collaboration supporting the digital credentials initiative

Q2

Engagements and exchanges on lessons learned and sharing of best practices with national/international jurisdictions who have implemented sign in

Q3

Engagements and exchanges on lessons learned and sharing of best practices with national/international jurisdictions who have implemented sign in

Q4

Formalize International partnerships where appropriate

Launch a GC digital and Service onboarding toolkit to increase default use of composable and enterprise products to solve common service problems and ensure better integration of the end-to-end service experience for government clients

Q2

Strategy and plan to create and disseminate the onboarding toolkit is completed

Q4

MVP of onboarding toolkit completed and ready for testing

Enhance CDS domain expertise to inform whole-of-government decision making

Participate in new and existing governance tables to socialize existing CDS products and services and introduce mandated Enterprise products

Q1

Integration with Service Canada governance is completed
GC-wide governance tables identified

Q2

Membership at key governance tables on service and digital is established

2024-2025 Objectives as reflected in the Strategic Plan: This language is subject to only minor changes. Deliverable(s) to be reflected in the operational plan.



Mission 5: Building on a strong foundation to enable organizational success

Launching a portfolio management function to build relationships with government departments to understand and prioritize digital enablement needs to improve end-to-end service delivery

Q1

Portfolio management function launched and resourced

Q2

Initial customer relationship management activities with GC departments are conducted

Q3

Structure and frequency of customer relationship management activities with all GC departments is established

Developing and launching the CDSNext business model, including performance indicators and measures to help with continuous improvement

Bolster CDS operations to ensure smooth transition to Service Canada and support increase of mandate scope

Q1

Future state organizational design is complete
Procurement plan is developed
Standardized tooling established

Q2

Draft business model supporting CDSNext is completed

Q3

Business model, including a new financial operating model is established & implemented
Product & Service evolution planning for 2025-26 underway

Q4

Product & Service evolution planning for 2025-26 complete

Deliver the CDS Website Assessment with a recommendation for the future state of all CDS websites

Q1

Audit of CDS Websites is completed

Q2

Recommendation of future state for CDS web presence is complete

Q3

Development of CDS web presence future state

Q4

CDS web presence updated

Communicate the forward strategy of CDS

Q1

CDS Annual Report 2023-24, CDSNext Strategy 2024-27 and CDS Tactical Plan 2024-25 are published

Q4

CDS Annual Report 2024-25, CDSNext Strategy 2024-27 update and CDS Tactical Plan 2025-26 are drafted

Refresh the CDS Brand to include all product and service streams

Q1

Branding elements for new enterprise products are developed

Q2

Branding elements for client experience services is completed
New CDS brand & brand guide are launched

Q3

Branding elements for capacity building services is completed.

Show Transparency in our work by working in the open

Q1

Blogs, events and other external communications channels showcase CDS work
CDS quarterly reporting presentation complete

Q2

Blogs, events and other external communications channels showcase CDS work
CDS quarterly reporting presentation complete

Q3

Blogs, events and other external communications channels showcase CDS work
CDS quarterly reporting presentation complete

Q4

Blogs, events and other external communications channels showcase CDS work
CDS dashboards for business transparency are developed
CDS quarterly reporting presentation complete

2024-2025 Objectives as reflected in the Strategic Plan: This language is subject to only minor changes. Deliverable(s) to be reflected in the operational plan.