# **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 undertaking. 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 vear 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 techology



#### 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

ocure core technology for Sign in (Client Identity Access Ma	nagement)		
Q1		Q3	Q4
Bid evaluation complete		Contract awarded	GC Sign in operating in a production environmen
nplement GC Sign in MVP			
Team assembled, user journeys defined, MVP set of ID Proofing services is identified	Proof of concept implemented in development environment	Minimum viable product (MVP) evaluated and tested in staging environment	Early pilot(s) operating in production environmen End-to-end sign in journey is validated
ustomer and user operations for GC Sign in are established a	nd ready to support the enterprise product		
Q1	Q2	Q3	Q4
Team assembled	Strategy and design for Customer and User operations complete	Customer and User operations are ready for pilot phase	Customer and user operations are ready to operate at scale
ecurity and Site reliability engineering for GC Sign in are esta	blished and ready to support the enterprise product		
Q1	Q2	Q3	Q4
Team assembled	Strategy and design for technical and security operations complete	Technical and security operations are ready for pilot phase	Technical and security operations are ready to operate
AUNCH GC Credentials Management Platforn	n(GC Issue and Verify) to allow clients to easily prove	their identity and eligibility for services.	
n interim-state GC Issue and Verify platform is in production	supporting pilots with IRCC and TC.		
Q1	Q2	Q3	Q4
Platform is ready for testing and demonstrations	Interim procurement complete Solution is ready for integration testing with pilot services	Solution is ready to operate in production for initial pilots User experience is ready for pilot testing	Platform is used in pilot services at Immigration Refu Citizenship Canada and Transport Canada
arget-state solution is defined and procurement activities are			
arget-state solution is defined and procurement activities are		Q3	Q4
arget-state solution is defined and procurement activities are	underway	Q3  Request For Information (RFI) is published	Q4 Pre-procurement activities are completed
ecurity and Site reliability engineering for GC Issue and Verif	underway  Q2  Requirements for target-state solution are defined	Request For Information (RFI) is published	
ecurity and Site reliability engineering for GC Issue and Verif	underway  Q2  Requirements for target-state solution are defined	Request For Information (RFI) is published  Q3	
ecurity and Site reliability engineering for GC Issue and Verif	underway  Q2  Requirements for target-state solution are defined	Request For Information (RFI) is published	
ecurity and Site reliability engineering for GC Issue and Verify  Q1  Team assembled	underway  Q2  Requirements for target-state solution are defined	Request For Information (RFI) is published  Q3  Customer and user operations are ready for pilot phase	
ecurity and Site reliability engineering for GC Issue and Verify  Q1  Team assembled	Requirements for target-state solution are defined  / are established	Request For Information (RFI) is published  Q3  Customer and user operations are ready for pilot phase	
ecurity and Site reliability engineering for GC Issue and Verify  Q1  Team assembled	Requirements for target-state solution are defined  / are established	Request For Information (RFI) is published  Q3  Customer and user operations are ready for pilot phase	

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## 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

	he Canadian Dental Care Plan (CDCP)		
Q1	Q2	Q3	Q4
CX artefacts for May and June releases are finalized	CX artefacts for January release are developed.		
sability testing of May and June client-facing products	Usability testing of client-facing products for	CX artefacts for January release are finalized	Usability testing of client-facing products for
is completed	general population is conducted	CX artefacts for CDCP renewal process are developed	CDCP renewal process is conducted
·	g , ,		
oort refinements to the CX of the Canada Disability Benefit	(CDB)		
Q1	Q2	Q3	Q4
CX artefacts are developed	CX artefacts are finalized	Usability testing of client-facing products is conducted	CX artefacts are updated based on comments from
CA al teracts are developed	CA al teracts are illianzed	osability testing of chent-facing products is conducted	publication of regulations in the Canada Gazette
ove self-service options through improvements to the My	Service Canada Account, including Old Age Security		
Q1	Q2	Q3	Q4
Coomless and easy to use lending near for	Current registration and authentication process for	Task completion or hereft reses in	
Seamless and easy to use landing page for My Service Canada Account connecting Canadians	My Service Canada Account is simplified	Task completion on benefit pages in My Service Canada Account is increased based	Personalization and easy access to payment information
to their benefits is provided	Improve navigation and results to the	on user feedback	on My Service Canada Account is provided
·	OAS Benefit Estimator		
for integrating CX Capacity into all Service Canada Service	es		
Q1	Q2	Q3	Q4
CX measurement framework is implemented	Areas of focus for digital self-serve are confirmed	Discovery findings are implemented	CX interventions are advanced for digital self-service
ironmental data scan on digital self-serve is completed	Stakeholder engagement model, governance	Refined delivery model and operational framework are	projects and impact measurement metrics are define
Socialize omnichannel discovery findings	and measurement frameworks are defined	implemented to enable digital self-serve projects	
rease the use of GC Design System, to increas	se the consistency of the end-to-end service experie	nce and make it easier to design and develop governr	ment websites
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rease the use of GC Design System, to increase	se the consistency of the end-to-end service experience	nce and make it easier to design and develop governr	ment websites
Q1	Q2 Components on Canada.ca managed web services are tested	Q3	ment websites
Q1 port structure to centralize user intake and mailing list	Components on Canada.ca managed web services are tested Standard templates to help users build digital products		Q4
Q1	Q2 Components on Canada.ca managed web services are tested	Q3	Q4
Q1 port structure to centralize user intake and mailing list is implemented	Components on Canada.ca managed web services are tested Standard templates to help users build digital products faster are delivered	Q3	Q4
Q1 port structure to centralize user intake and mailing list is implemented	Components on Canada.ca managed web services are tested Standard templates to help users build digital products faster are delivered	Q3	Q4
Q1 port structure to centralize user intake and mailing list is implemented	Components on Canada.ca managed web services are tested Standard templates to help users build digital products faster are delivered	Q3	Q4
port structure to centralize user intake and mailing list is implemented  tinue consulting and surge support services	Components on Canada.ca managed web services are tested Standard templates to help users build digital products faster are delivered  for federal government priority services	Feedback mechanisms for design.canada.ca are implemented	GC Design System is integrated on managed web servi
port structure to centralize user intake and mailing list is implemented	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
oport structure to centralize user intake and mailing list is implemented  attinue consulting and surge support services  Q1  2-3 new departmental engagements	Components on Canada.ca managed web services are tested Standard templates to help users build digital products faster are delivered  for federal government priority services	Feedback mechanisms for design.canada.ca are implemented	GC Design System is integrated on managed web serving the serving state of the serving state
port structure to centralize user intake and mailing list is implemented  atinue consulting and surge support services  Q1  2-3 new departmental engagements	Components on Canada.ca managed web services are tested Standard templates to help users build digital products faster are delivered  for federal government priority services	Feedback mechanisms for design.canada.ca are implemented	GC Design System is integrated on managed web serv
port structure to centralize user intake and mailing list is implemented  atinue consulting and surge support services  Q1  2-3 new departmental engagements	Components on Canada.ca managed web services are tested Standard templates to help users build digital products faster are delivered  for federal government priority services	Feedback mechanisms for design.canada.ca are implemented	GC Design System is integrated on managed web servi
oport structure to centralize user intake and mailing list is implemented  ntinue consulting and surge support services  Q1  2-3 new departmental engagements  egrate "life events" navigation into Canada.ca	Components on Canada.ca managed web services are tested Standard templates to help users build digital products faster are delivered  for federal government priority services  Q2  2-3 new departmental engagements	Feedback mechanisms for design.canada.ca are implemented  Q3  2-3 new departmental engagements	GC Design System is integrated on managed web servi

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## 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 Production releases on self-serve team management for Production releases on save progress Production releases on complex forms Production releases on file attachment administrators and and piloting data retrieval via and 24/7 hour on call support for severity 1 issues and self-service data retrieval API complex conditional logic Application Programming Interface (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 Reliability of delivery, trust, and efficiency are increased Triage text messages through either short or long code Automation of assigning a new Notify service Realtime operations dashboard implemented with the expansion of short code into all use cases depending on client needs to a delivery-type category Create Service Dashboards to track and report on the performance of CDS products and services. Tracking & reporting data elements identified 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 Trust study of the Canada.ca design is completed Integration of Canada.ca design system with Usability tools (i.e. page feedback and search Testing new Search Assessment Tool is completed UX guidance and design patterns for AI chat GC Design System is completed assessment tools) are scaled to more departments Annual performance results of Canada.ca top tasks applications on Canada.ca is developed Quarterly performance results of Canada.ca's top tasks is Quarterly performance results of Canada.ca's top tasks is Quarterly performance results of Canada.ca's top tasks released to departments released to departments released to departments is released to departments Measure current Service Canada services through the CX survey and analysis of channel feedback. Client experience survey for Service Canada Services is conducted Service Canada Center feedback questionnaire is launched Client experience survey results analysis completed Publication of results completed Service Canada Centre feedback questionnaire results analysis completed Forward planning for future capabilities, such as a GC usability testing service and measurement through analytics, etc. Protocol for participant recruitment and compensation, including Guide for improving clarity, accessibility, and Usability testing protocols are formalized usability of public-facing pdf forms and letters is created Heuristics review of public-facing communications for in-person and remote testing is completed ESDC flagship programs is completed Information on usability testing is disseminated



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## Mission 4: Empowering people to deliver

Cfreate 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 Service Canada Roadmap Pilot using GC Digital Roadmap Identification of existing sources service data for use in the Draft of roadmap for launch of 2025-2026 data collection framework completed roadmap complete Plan for including all GC service improvement initiatives process is completed is created Develop an interjurisdictional partnership for information sharing and collaboration supporting the digital credentials initiative Mechanisms and forums for exploration and direction setting are established Develop an interjurisdictional partnership for information sharing and collaboration supporting the digital credentials initiative Engagements and exchanges on lessons learned and sharing Engagements and exchanges on lessons learned and sharing of best practices with national/international jurisdictions of best practices with national/international jurisdictions Formalize International partnerships where appropriate who have implemented sign in who have implemented sign in 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 Strategy and plan to create and disseminate MVP of onboarding toolkit completed and ready for testing the onboarding toolkit is completed 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 Integration with Service Canada governance is completed Membership at key governance tables on service GC-wide governance tables identified and digital is established

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### 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 Initial customer relationship management activities with GC Structure and frequency of customer relationship management Portfolio management function launched and resourced departments are conducted 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 Future state organizational design is complete Business model, including a new financial operating model is Procurement plan is developed Draft business model supporting CDSNext is completed established & implemented Product & Service evolution planning for 2025-26 complete Standardized tooling established Product & Service evolution planning for 2025-26 underway Deliver the CDS Website Assessment with a recommendation for the future state of all CDS websites Q4, Recommendation of future state for CDS web presence Audit of CDS Websites is completed Development of CDS web presence future state CDS web presence updated is complete Communicate the forward strategy of CDS CDS Annual Report 2023-24, CDSNext Strategy 2024-27 CDS Annual Report 2024-25, CDSNext Strategy 2024-27 and CDS Tactical Plan 2024-25 are published update and CDS Tactical Plan 2025-26 are drafted Refresh the CDS Brand to include all product and service streams Branding elements for client experience services is completed Branding elements for new enterprise products are developed Branding elements for capacity building services is completed. New CDS brand & brand guide are launched Show Transparency in our work by working in the open Blogs, events and other external communications channels showcase CDS work channels showcase CDS work channels showcase CDS work channels showcase CDS work CDS dashboards for business transparency is developed CDS quarterly reporting presentation complete CDS quarterly reporting presentation complete CDS quarterly reporting presentation complete CDS quarterly reporting presentation complete

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