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 year check out the 2023-2024 Annual Report.

Mission 1	Mission 2	Mission 3	Mission 4	Mission 5
Easy access to government services for all people and businesses	Human centered client experiences focused on solving whole problems	Effective, efficient, and trustworthy services enabled by data and techology	Empowering people to deliver	Building on a strong foundation to enable organizational success

Canada

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		Q3	Q4
Bid evaluation complete		Contract awarded	GC Sign in operating in a production environment

Implement GC Sign in MVP

Q1	Q2	Q3	Q4
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 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	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

Security and Site reliability engineering for GC Sign in are established 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 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	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 Refugee Citizenship Canada and Transport Canada

Target-state solution is defined and procurement activities are underway

	Q2	Q3	Q4
	Requirements for target-state solution are defined	Request For Information (RFI) is published	Pre-procurement activities are completed

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

Q1		Q3	
Team assembled		Customer and user operations are ready for pilot phase	

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

Q1		Q3	
Broad engagements with departments are completed and service data to inform decisions for onboarding is collected		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 .

Canada

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	Q2	Q3	Q4
CX artefacts for May and June releases are finalized Usability testing of May and June client-facing products is completed	CX artefacts for January release are developed. Usability testing of client-facing products for general population is conducted	CX artefacts for January release are finalized CX artefacts for CDCP renewal process are developed	Usability testing of client-facing products for CDCP renewal process is conducted

Support 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 publication of regulations in the Canada Gazette

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

Q1	Q2	Q3	Q4
Seamless and easy to use landing page for My Service Canada Account connecting Canadians to their benefits is provided	Current registration and authentication process for My Service Canada Account is simplified Improve navigation and results to the OAS Benefit Estimator	Task completion on benefit pages in My Service Canada Account is increased based on user feedback	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	Q2	Q3	Q4
CX measurement framework is implemented Environmental data scan on digital self-serve is completed Socialize omnichannel discovery findings	Areas of focus for digital self-serve are confirmed Stakeholder engagement model, governance and measurement frameworks are defined	Discovery findings are implemented Refined delivery model and operational framework are implemented to enable digital self-serve projects	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	Q2	Q3	Q4
Support 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	Feedback mechanisms for design.canada.ca are implemented	GC Design System is integrated on managed web services

Continue consulting and surge support services for federal government priority services

Q1	Q2	Q3	Q4
2-3 new departmental engagements	2-3 new departmental engagements	2-3 new departmental engagements	2-3 new departmental engagements

Integrate "life events" navigation into Canada.ca

Q1	Q2	Q3	Q4
Research and testing for 'life events' on Canada.ca is completed	Updated Canada.ca homepage design is implemented	First iteration of Canada.ca 'life events' landing pages / navigation is launched	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.

Canada

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	Q2	Q3	Q4
Production releases on complex forms and 24/7 hour on call support for severity 1 issues	Production releases on self-serve team management for administrators and complex conditional logic	Production releases on save progress and piloting data retrieval via Application Programming Interface (API)	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	Q2	Q3	Q4
Reliability of delivery, trust, and efficiency are increased with the expansion of short code into all use cases	Triage text messages through either short or long code depending on client needs	Realtime operations dashboard implemented	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	Q3	
	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

Q1	Q2	Q3	Q4
Testing new Search Assessment Tool is completed Annual performance results of Canada.ca top tasks released to departments	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	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	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	Q2	Q3	Q4
Service Canada Center feedback questionnaire is launched	Client experience survey for Service Canada Services is conducted Service Canada Centre feedback questionnaire results analysis completed	Client experience survey results analysis completed	Publication of results completed

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

Q1	Q2		Q4
Usability testing protocols are formalized Heuristics review of public-facing communications for ESDC flagship programs is completed	Protocol for participant recruitment and compensation, including in-person and remote testing is completed		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.

Canada

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	Q2		Q4
Identification of existing sources service data for use in the roadmap complete	Service Canada Roadmap Pilot using GC Digital Roadmap framework completed Plan for including all GC service improvement initiatives is created		Draft of roadmap for launch of 2025-2026 data collection process is completed

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

	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	Q3	Q4
	Engagements and exchanges on lessons learned and sharing of best practices with national/international jurisdictions who have implemented sign in	Engagements and exchanges on lessons learned and sharing of best practices with national/international jurisdictions who have implemented sign in	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		Q4
	Strategy and plan to create and disseminate the onboarding toolkit is completed		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	Q2		
Integration with Service Canada governance is completed GC-wide governance tables identified	Membership at key governance tables on service and digital is established		

Canada

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	Q2	Q3	
Portfolio management function launched and resourced	Initial customer relationship management activities with GC departments are conducted	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	Q2	Q3	Q4
Future state organizational design is complete Procurement plan is developed Standardized tooling established	Draft business model supporting CDSNext is completed	Business model, including a new financial operating model is established & implemented Product & Service evolution planning for 2025-26 underway	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	Q2	Q3	Q4
Audit of CDS Websites is completed	Recommendation of future state for CDS web presence is complete	Development of CDS web presence future state	CDS web presence updated

Communicate the forward strategy of CDS

Q1			Q4
CDS Annual Report 2023-24, CDSNext Strategy 2024-27 and CDS Tactical Plan 2024-25 are published			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	Q2	Q3	
Branding elements for new enterprise products are developed	Branding elements for client experience services is completed New CDS brand & brand guide are launched	Branding elements for capacity building services is completed.	

Show Transparency in our work by working in the open

Q1	Q2	Q3	Q4
Blogs, events and other external communications channels showcase CDS work CDS quarterly reporting presentation complete	Blogs, events and other external communications channels showcase CDS work CDS quarterly reporting presentation complete	Blogs, events and other external communications channels showcase CDS work CDS quarterly reporting presentation complete	Blogs, events and other external communications channels showcase CDS work CDS dashboards for business transparency is 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.

Canada