**FOR CONCURRENCE**

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**MEMORANDUM TO THE DEPUTY MINISTER AND**

**THE ASSOCIATE DEPUTY MINISTER OF \*DEPARTMENT\_NAME\***

**Process Mining of PROGRAM / PROCESS NAME  
Process Mining du PROGRAMME / NOM DU PROCESSUS**

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| **SUMMARY**  The purpose of this memorandum is to seek concurrence to engage in the pilot of a process mining (PM) initiative in support of the \_\_\_\_\_\_\_\_ program. Program X is facing challenges in meeting its service level objectives. (Briefly describe why this is coming forward – what is the business problem)  Engaging in PM requires providing access to program data with analysts, who will become exposed to the operational challenges facing program delivery. The expectation is that this approach will provide new insights to solve operational (in)efficiencies and improve digital service delivery.  Recognizing the increased media scrutiny which public services have faced in the recent past, the recommendation is to move forward with this initiative to demonstrate leadership and commitment to operational excellence.  A response is required by \_\_\_\_\_\_ (DATE). Denote any negative impacts for missing this date. |

**BACKGROUND:**

Process Mining is a discipline that originated from Europe in the early 2000s. It uses data found inside existing information systems to objectively analyze current business processes, pinpoint bottlenecks, and identify opportunities for improvements to digital service delivery. Process Mining a data-driven, objective approach in contrast to the traditional form of business process analysis, which relies on stakeholder interviews and traditional process mapping/modelling.

**CONSIDERATIONS:**

Process Mining helps support the Treasury Board of Canada’s policy on service and digital by ensuring digital services are delivered in the most efficient manner, with the customer experience front and centre. PM helps to de-risk digital projects and ensure that these investments achieve their intended benefits. PM also helps the public service uphold its commitment to the values of openness, stewardship and excellence.

Used in the right context, PM technology is powerful in its ability to provide fact-based evidence to support operational improvements. PM requires a level of comfort and transparency that can sometimes feel threatening to management and front-line staff who may feel the need to defend why programs or services are not being delivered in a more performant manner. PM can sometimes expose operational deficiencies at a level of granularity that can make staff feel as though they are being monitored. Bargaining agents could raise concerns as PM technology can track process performance at the individualized level. To overcome this concern, we are proposing that processes be analyzed at the aggregate (team) level.

Program managers must also be comfortable with presenting the findings and results from PM, without fear of repercussions or being blamed for what may seem like obvious deficiencies in a process or service. Program managers are often constrained by the digital systems supporting their processes and have often inherited legacy systems that no longer meet today’s requirements. As such, they should not be penalized for any negative findings, but rewarded their willingness to be forward-thinking in trying this new approach.

This PM initiative will require access to front-line resources, on occasion, to validate data findings. For a successful outcome, front-line staff need the permission of leaders to occasionally step away from day-to-day activities to support this initiative. The time commitment is ad-hoc, translating to a few hours per week until completion. It is important that availability of front-line resources be prioritized in order to not delay the analysts in their work.

In 2022, Transport Canada explored the use of Process Mining. Through an innovation funding envelope of $115,000, over $180,000 of operating efficiencies were identified in the first year. Another [case study](https://arxiv.org/pdf/2409.05869) in a GC department recognized 535 hours of annual time savings through the PM of personnel security screening for reliability status.

Many fortune 500 companies have adopted process mining or are in the process of doing so, and companies like Microsoft, Salesforce and ServiceNow have all acquired process mining software tools, to be integrated as part of their platforms. Internationally, PM has been used in the Governments of the Netherlands, France, Italy, Germany, and the USA. Further information about Process Mining can be found in Appendix A.

***List of other items you may wish to address (but not limited to)***

If applicable, describe concrete outcomes we are aiming to achieve.

If applicable, include any key relevant statistics, critical dates, decision points, milestones and/or events.

If applicable, provide details of consultations, implications, and how their concerns are reflected in the options and/or recommendations being proposed.

If applicable, provide resource implications.

Describe new/additional human and financial resources required;

Or describe how existing resources can be absorbed or reallocated;

Or indicate that this action is resource-neutral.

If applicable, provide Environmental effects (positive/negative).

If applicable, provide communications implications and consult with your branch communications’ advisor before making a determination on this point.

**Options and Rationale:**

**Option 1: Pursue the process mining pilot (recommended)**

Pros: An objective and novel approach that could yield new opportunities for improvement. Possibility of identifying operating efficiencies and solve program delivery challenges.

Cons: Analysts will be exposed to program inner workings and potential deficiencies in terms of operating procedures, which may lead to negative impressions of the program. To mitigate this, non-disclosure agreements and/or MOUs can be signed to protect program security/integrity.

**Option 2: Do not pursue (status quo)**

Pros: The pilot will not proceed. No risk of reputation harm.

Cons: Using the traditional interview-style of business analysis, often hired through consultancies, can be expensive and time consuming.

**RECOMMENDATION:**

The department recommends to move forward with the process mining pilot.

\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ \_\_\_\_\_\_

Assistant Deputy Minister Date

I concur: \_\_\_\_\_ I concur: \_\_\_\_\_

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Deputy Minister Date Associate Deputy Minister Date

Department Department

Contact: Name, title, branch name

Telephone:

**Appendix A – More Information About Process Mining**

[What Process Mining Is and Why Companies Should Do It](https://hbr.org/2019/04/what-process-mining-is-and-why-companies-should-do-it)

Harvard Business Review, 2019

[Case Study in the Government of Canada: Using Process Mining to Improve Digital Service Delivery](https://arxiv.org/pdf/2409.05869)

[Video: Using Process Mining to Streamline Transaction Services](https://www.youtube.com/watch?v=TT3MuDf9ugA&t=159s)

Public Service Data Challenge, 2024