# Digital Services Strategy and Transformation

Driven by business requirements and fueled by technology evolution, the Digital Services Strategy and resulting Digital Transformation will strengthen the organization's ability to deliver on core responsibilities.



## Agenda

- 1. Digital Services Challenges
- 2. GC Digital Services Gap
  - Digital Services Assessment
  - Digital Services Strategy
  - Digital Services Transformation
- 3. My Value Proposition
  - Experience

## Appendix

 Digital Services Maturity Assessment Excerpt



## **Digital Services Challenges**

It is **critical** that you stay **focused** on your **mission** in order to successfully **adopt Digital Services**.

To do that you **need** a clear **Digital Services Strategy** to guide you.

## Don't Get Held Back by Distractions

- Digital Services introduces many new and exciting technologies and solutions such as Artificial Intelligence (AI), Machine Learning (ML), Robotic Process Automation (RPA) that are "cool" and "shiny".
- While "fun and exciting", they may not help the department achieve their departmental business goals at least not in the short term.

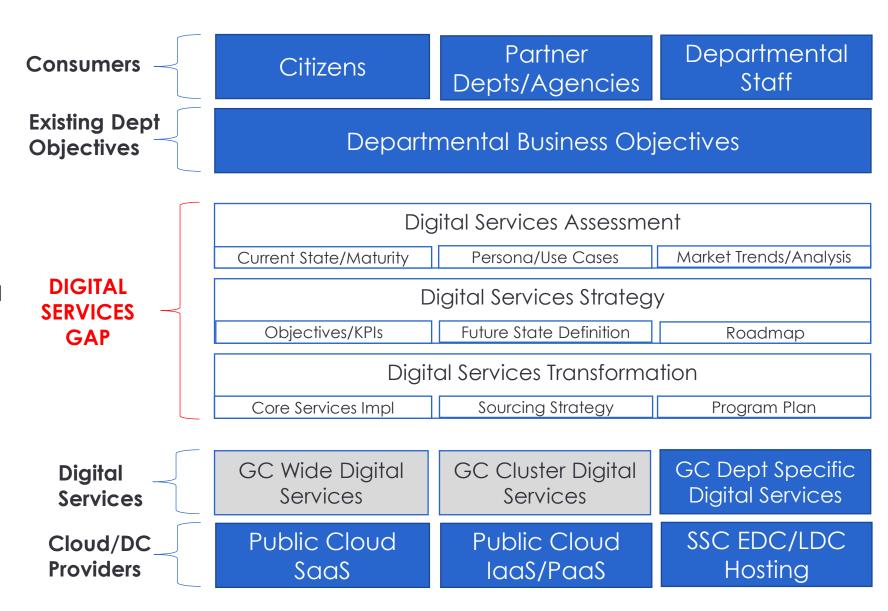
## Stay Focused on your Mission

- Do the new digital services help the department meet their business objectives? What value does it bring the department to implement/migrate to those digital services?
- Is the Digital Services Strategy detailed enough to drive our direction? Does it line up with the departmental business objectives? Does the Digital Services Transformation Plan address not only the technology components but also the people and process components?

## GC Digital Services Gap

Most all GC Departments
have well defined
Consumers and Business
Objectives and many
Cloud/DC Services and GC
Digital Services exist today.

The real Digital Services
Gap is to perform the Digital
Services Assessment,
Strategy Creation, and
Transformation Plans based
on the Departmental
Business Objectives and the
available GC Digital
Services and Public
Cloud/SSC Services



## **Digital Services Assessment**

The **first key step** to establish a GC Digital Services Plan for your department is to **assess** your **current Digital Services landscape.** 

Follow these three **Digital Services Assessment** steps:

# Current State/Maturity Assessment



Identify and document all existing Digital Services currently in place, in progress, and planned within the Department.

 Digital Services Maturity Assessment:

Perform a Digital Services Maturity Assessment leveraging GC Digital Services Maturity Assessment tool.



# Personas/Use Case Definitions

#### Personas:

Identify key Personas for consumption of departmental services including Citizens, Internal Staff, and Partners – limit to 4 to 8

#### •Use Cases:

Identify key Use Cases by Persona for consumption of departmental services. Limited to 1 or 2 use cases per Persona.



#### •GC Trends:

Awareness of Digital Strategies/ Solutions in place in other GC Depts, Provinces and Municipalities.

#### • International Govt Trends:

Awareness of Digital Strategies/ Solutions in place in other Countries Govts esp similar Depts.

#### Private Sector Trends

Awareness of Digital Strategies/ Solutions in place in Private Sector organizations in similar industries.

#### • Client Interaction Expectations:

Awareness of Client expectations for Interactions with similar services.

## **Digital Services Strategy**

The **second key step** to establish a GC Digital Services Plan for your department is to **create** your **Digital Services Strategy.** 

Follow these three **Digital Services Strategy creation** steps:

#### **Objectives/KPIs**

 Brainstorm how Digital Services can help achieve Business
 Objectives:

For each Business Objective and related Perona/Use Case, brainstorm how Digital Services can help achieve the Business Objectives especially in the areas of: Clients Services, Internal Services, and Partner Integrations, using Market Trends as sources/input.

Create Digital Services Objectives/KPIs:

Create Digital Services
Objectives/KPIs based on how
Digital Services can help the
Dept achieve their Business
Objectives.



#### Digital Vision/Target State

- Create Digital Service Vision:
   Create Overall Digital Services
   Vision based on what the
   Digital Services Objectives are
   trying to achieve for the
   department.
- •Create Digital Services Target State:

Identify the Digital Services Target/Future State for the Department. Target State should include people, process, and technology targets.

## Digital Roadmap

•Identify Quick Wins and Deployment Phases:

Determine overall high level phased deployment approach including existing digital solutions and short term quick wins.

Create Digital Roadmap:

Create detailed Digital Roadmap including all Existing, Short, Medium, and Long Term initiatives as well as all underlying dependencies.

## **Digital Services Transformation**

The **third key step** to establish a GC Digital Services Plan for your department is to **create** your **Digital Services Transformation Plan.** 

Follow these three **Digital Services Transformation Plan creation** steps:

## Digital Services Readiness



- Identify Underlying Core Services for Digital Services: Identify dependencies for
- Identify dependencies for required digital service vision and implementation including Identity, Security, Privacy, Connectivity, Cloud-based processes, Employee skilling and org structures, etc
- Create Sourcing and Deployment Plan for Underlying Core Services: Determine what Services of available from TBS, SSC, PS

Determine what Services are available from TBS, SSC, PSPC, etc and what need to be deployed by the Dept. Create Deployment Plan for all Underlying Core Services.

### Digital Services Sourcing Strategy



•Classification of required Digital Services:

Identify if required Digital Services should be GC Wide, GC Cluster, or Dept specific. Then classify into SaaS, IaaS/PaaS, Hybrid, or EDC. Then classify into Existing, AppMod, or New.

•Identify Sourcing Strategy for each Digital Service:

Identify if existing SSC, PSPC, or Dept vehicles/implementations should/can be leveraged as well as sources of funding.

## Digital Services Program Plan

•Create Deployment Plan:

Plan includes all required people, process, and technology components including governance and org change management.

 Create Ongoing Support and Evolution Plan:

Plan includes all required people, process, and technology components including governance and org change management.

## **Value Proposition**

- Leveraging my deep GC (SSC and Departmental) and private sector experience and my wide breadth of experience (Business Strategy, Process, and Technology) for the last 35+ years, I am uniquely positioned to provide <u>advisory services and/or implementation</u> <u>services for your Digital Services journey</u>.
- These include:
  - Establishment of your Digital Services Centre of Excellence (CoE)
  - Creation of Playbooks for Digital Services CoE
  - Advisory Services for execution of Digital Services Playbooks
  - Creation of Digital Services Assessment
  - Creation of Digital Services Strategy
  - Creation of Digital Services Transformation Planning
  - Execution of Digital Services Transformation



## Experience

- Deep GC Experience
  - Secure Channel/Government On-Line Design and Implementation 1 of 3 infrastructure architects for Secure Channel, Implemented Infrastructure and Operations, Initial Operations Manager
  - GC Cloud Centre of Excellence creation of SSC's GC Cloud CCoE and associated playbooks for use by all Partner Departments – implemented for various departments incl CSC, AAFC, LAC, NRCan, CMN, etc
- Private Sector Experience
  - Business Strategy elevated CGI to leadership status in the Region in mid 2000s through creation and implementation of the Strategic Vision and Business Plan for CGI Ottawa's Outsourcing Sector – awarded CGI Ottawa Builder's Award
  - Cloud designed and implementation Internet/Telephony ASPs for Nortel in the late 90s, Cloud Transition Plans for many private sector organizations in the 2010s and 2020s including Mxi Technologies, RedSeal, TechInsights/ChipWorks, Cord3 Innovation, Entrust Datacard, etc.
  - Security elevated CGI's Global Managed Security Service Provider practice to the leading Managed Security Services Provider in Canada as selected by industry analyst IDC in the mid 2000s
  - DevSecOps migrated Entrust's products to Cloud Services leveraging DevSecOps in mid 2010s, provided DevSecOps guidance to many public and private sector organization over the last 10 years.

## **Appendices**



## **Digital Services Maturity Assessment**

Grouping	Parameter	Initial Score	Min Required Score	Current Score
People	Digital Services Leadership	1	5	3
	Digital Services Culture	1	4	3
	Digital Services Skills	1	4	2.5
Process	Digital Services Governance	0	5	2
	Digital Services Strategy	0	5	2.5
	DevSecOps - Agile Development	2	4	3
	FinOps - Cost Management	1	4	2.5
	Systems/Service/Security Mgmt	2	4	3
	Organizational Change Mgmt	1	4	3
Technolog				
У	Cloud	2	4	3.5
	Network	2	5	3.5
	Security/Privacy	2	5	4
	Multi-Cloud Management	0	3	1.5
	CI/CD Tool Chain	2	5	3
	Artificial Intelligence	0	4	1.5

