

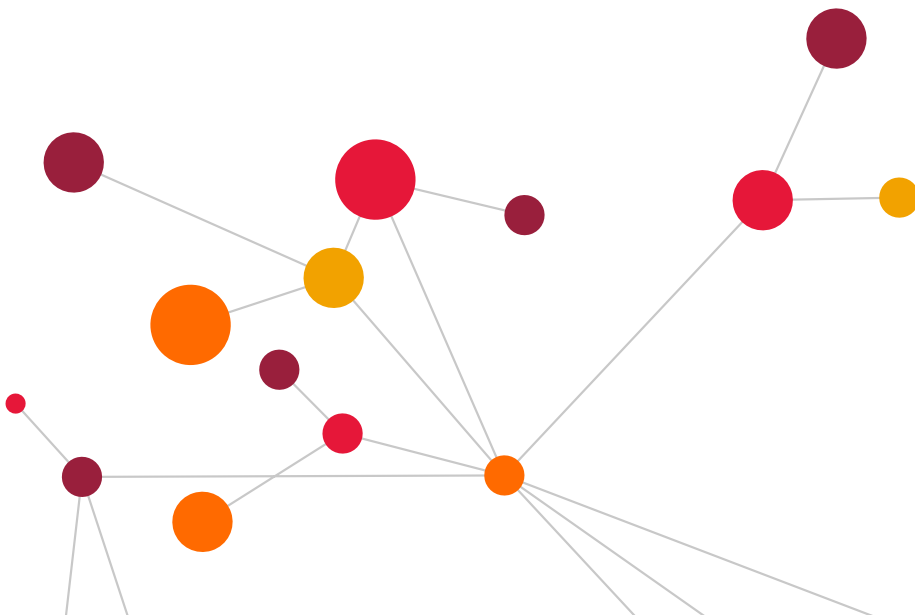
Digital Government: Accelerating Change

A Retrospective on Key Themes



CONTENTS

INTRODUCTION	3
THE DIGITAL GOVERNMENT SERIES AT A GLANCE	4
ACCELERATING DIGITAL GOVERNMENT IN CANADA	6
CAN YOU PUT ARTIFICIAL INTELLIGENCE (AI) TO WORK FOR YOU?	8
HOW TO MAXIMIZE THE VALUE OF ADOPTING AGILE	10
FOUR KEYS TO UNLOCKING YOUR DIGITAL TRANSFORMATION	14
ARE YOU READY TO TAKE THE NEXT STEP IN YOUR TRANSFORMATION JOURNEY?	19



Introduction

As governments face increasing demands for improved citizen services and operational efficiencies, the need for digital government has become ever more critical. In many cases, enabling the digital delivery of government services requires transformation—a decision that is key to providing better services and realizing greater client satisfaction. That's why public sector leaders need to make bold choices today to transform how they deliver essential programs and services to citizens and businesses.

In early 2019, Public Sector Network (PSN) presented **Digital Government 2019: Accelerating Change** in partnership with CGI, Canada's largest IT and consulting services company and a global leader in assisting governments in North America, Europe and Asia-Pacific to transform citizen interactions and service delivery processes.

Our event series brought together an impressive array of public service leaders, executives and trailblazers who are actively working on digital transformations in local, provincial and federal governments across Canada. The groups discussed and shared the most important trends, leading practices, insightful case studies and expert guidance on how to start, build and accelerate digital government transformations.

We are pleased to mark PSN's first full year in Canada by sharing our collection of insights from the series. In this retrospective report, you'll find prominent themes and key perspectives from CGI on how to unlock the potential for digital government transformation.

Regardless of where you are on your transformation journey today, we hope you gain valuable insights from this report as you move closer toward realizing the vision of digital government. We look forward to welcoming you again at our next Digital Government event series in April 2020.

Sincerely,

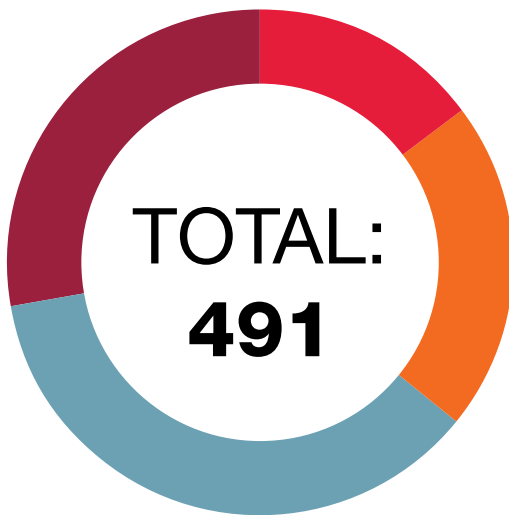


Andrew Jensen

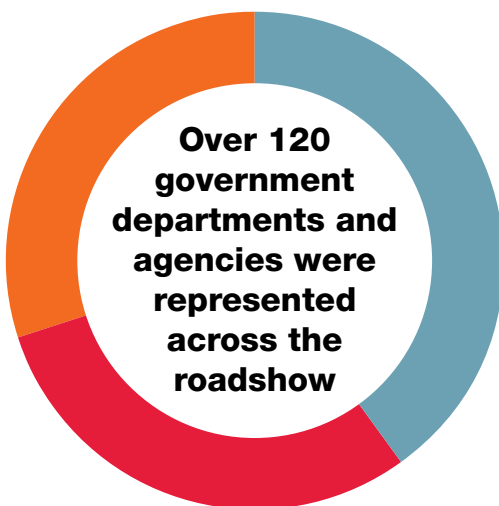
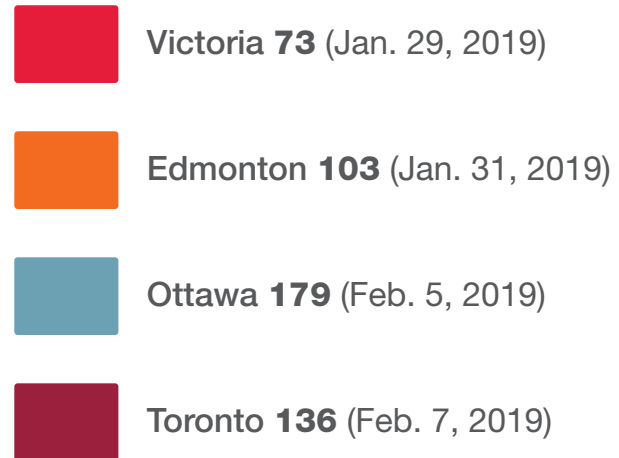
Co-Founder and Managing Director
North America
Public Sector Network
andrew@publicsectornetwork.com



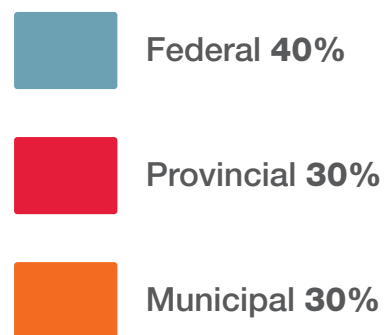
The Digital Government Series at a Glance



Participants / Cities



Level of Government Represented





Accelerating digital government in Canada

Perspectives from CGI

This retrospective report provides fresh perspectives on key themes that are relevant and imperative to government transformation in Canada today. Based on the Digital Government presentations of over 20 local, provincial and federal Canadian government executives during the event, the following topics were of primary interest and are covered in this report:

- **Artificial intelligence (AI)** – factors to consider to put AI to work for your organization
- **Agile adoption** – how to begin, as well as common pitfalls
- **Unlocking digital transformation** – how to drive successful transformation

Becoming digital is a top priority for governments. Digitalization is imperative to meet citizen expectations and drive new levels of citizen service. It requires both leadership and collaboration—combined with innovation—and a clear roadmap to move forward. But public sector organizations continue to face common challenges at various stages of their digital transformation journeys.

The following articles are based on the advice and experiences of CGI leaders who have helped their clients to make digital government real. While many organizations are starting to realize the opportunities and benefits of transformation, they have yet to reach the full potential, which will redefine the way governments work.

Source of statistics cited

Every year, CGI leaders meet face-to-face with over 1,500 business and IT leaders around the world to discuss their perspectives on industry trends, their business and IT priorities, and challenges faced by their organizations. The findings from these conversations are compiled, analyzed and shared with clients through CGI's Client Global Insights reports. CGI's Client Global Insights provide a valuable global antenna that helps both clients and CGI identify key trends and benchmark best practices.



Can you put artificial intelligence (AI) to work for you?



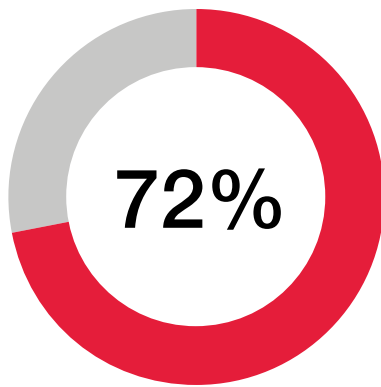
**Dr. Diane Gutiw, Vice-President,
Consulting Services, CGI**
diane.gutiw@cgi.com

Promises of operational efficiency and data-augmented decision-making have created tremendous demand for data science expertise among governments across Canada and around the world. Furthermore, a growing demand for citizen and client-centric services is driving the adoption of advanced analytics.

In many cases, the immediate goal is to move from presenting historic information, using traditional business intelligence (BI) reporting systems, to one that enables data science-based forecasting, predictive models and intelligent automation. However, the truly transformative leap to artificial intelligence (AI) and machine learning (ML) solutions that automate decision-making and interact using data-driven intelligent automation are proving to be policy challenges as much as they are data and technology challenges.

In this section, you'll discover:

- Trends that are driving the need for AI
 - The role of advanced analytics to meet citizen demands
 - Critical questions about your data to consider
-



Data analytics is an area of innovation in which 72% of Canadian government organizations plan to invest in the next three years



To help you better understand how soon you may be able to put AI to work for your organization, consider the following factors:

Define a key problem

Successful implementation requires starting small and developing a solution for a high-priority problem statement. By identifying and implementing a small advanced-analytic initiative, your organization can learn about and understand which resources and processes are required on a manageable scale; quickly realize some of the benefits; and build a capacity for continuous improvement.

Data quality

AI and ML introduce high standards for data completeness, currency and accuracy. How will you change how your data is collected at the source so it can be trusted?

Data privacy

Data privacy policies, sharing agreements and management protocols need to be created and clearly understood. For example, what will you have to do to “de-identify” data and reduce risk of re-identification?

Data governance

How you work today on reporting and business intelligence may not scale. Which partners do you need to invite to the table? Remember, analytics rely on a combination of domain knowledge and data expertise.

Data integration

To render your data usable, data transformation, normalization, linking, matching and extending disparate records may be required. Do you know which data sources may need processing for integration?

Data overload

For most government organizations, the volume of data stored can be astonishing. With huge amounts of information, you will need to define which is of greatest value to your operations and how you can best use it.

CGI has deep experience in the Canadian public sector, demonstrating measurable results through the application of advanced analytics, AI and ML. Our data experts in Agile analytics can share what approach works best for your organization and help answer your questions at info@cgi.com.



How to maximize the value of adopting Agile

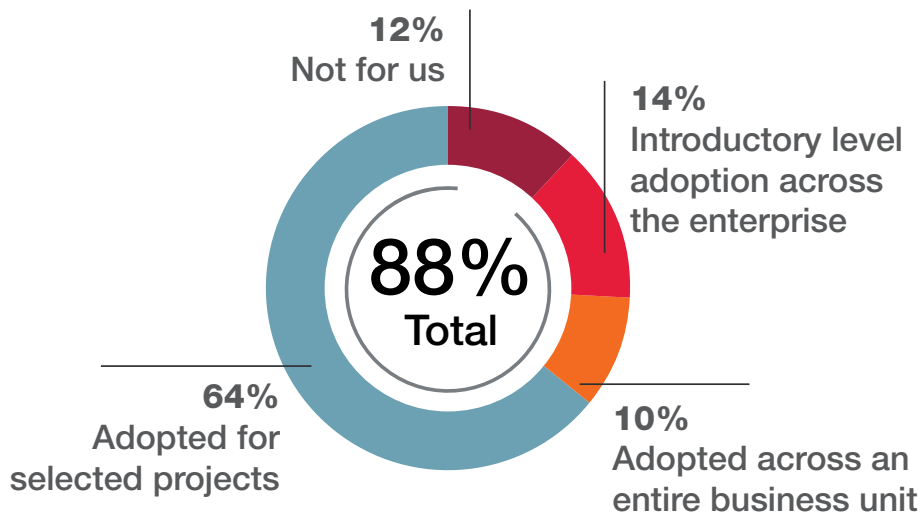


**Chris Juryn, Director,
Consulting Services, CGI**
chris.juryn@cgi.com

Many public sector organizations are trying to accelerate improvements to their digital service delivery channels. In turn, they can respond quickly to changing public needs and changes associated with new laws, policies and regulations.

Leaders recognize that success depends heavily on better collaboration between their business lines and their IT development teams. They understand that Agile ways of working may, in fact, offer them a way to realize the synergies they need. At the same time, many leaders need advice on where to start or how to begin.

Agile adoption in Canadian federal and provincial governments



In this section, you'll discover:

- The associated principles of Agile adoption
- Tips on how to successfully adopt Agile
- Some common pitfalls that can impede Agile adoption



Start with a commonly understood definition for Agile

Agile adoption demands a change in processes that aligns with Agile values:

(+++)	(+)
Individuals and interactions	Processes and tools
Working software	Comprehensive documentation
Customer collaboration	Contract negotiation
Responding to change	Following a plan

Agile places greater value and emphasis on the items in the left column without discarding the value of the items on the right. Processes and tools, for example, are essential to getting the job done, but the passion and ideas that people bring to the work and their capacity to work well together is what accelerates results.

Agile adoption also requires that we respect the associated principles:

1. Satisfy the customer
2. Welcome change
3. Deliver frequently
4. Work together
5. Build projects
6. Face-to-face time
7. Measure of progress
8. Sustainable development
9. Continuous attention
10. Keep it simple
11. Organized teams
12. Reflect for effectiveness



When do Agile adoptions work best?

Based on CGI's shared experience, here are some insights that may help you successfully adopt an Agile way of working. Agile adoptions work best when you:

1. Implement Agile practices that drive value

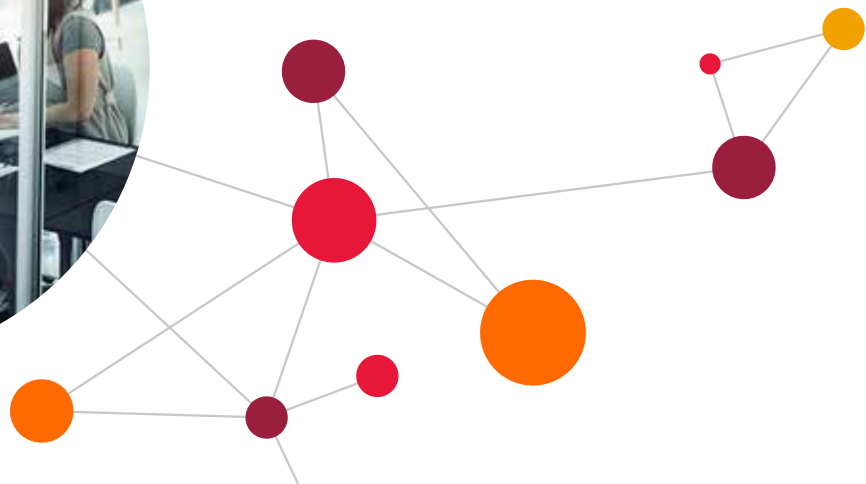
Be sure to clearly articulate why you are adopting Agile. What problem will you solve by adopting that way of working? What value do you expect it to drive? When implementing changes to your work or processes, be sure the purpose is clear. Simply holding a daily stand-up “because that’s what Agile teams do” will not help team members understand the value or purpose they may have in helping your team work together, having face-to-face conversations and minimizing delays in completing your work.

2. Limit organizational disruption

Agile adoptions can present an opportunity to make changes to teams while limiting organizational disruption. Although adopting Agile successfully often requires significant change—unlearning old habits and learning new skills—your organizational structures may not need to undergo the same degree of change. Consider what changes are truly necessary to help teams from sliding back into old habits and ways of working.

3. Find ways to reduce waste

Shorter iterations of work, common to Agile, may focus efforts on detailed planning only two to three weeks ahead. This, for example, may reduce time previously spent planning work far ahead of time, which ultimately had to be adjusted when the work actually began much later. This is one example of how Agile can be “faster” than traditional ways of working, thus reducing waste.



When do Agile adoptions falter?

Some common pitfalls can impede your Agile adoption. Your adoption may falter when you:

1. Value process over people

It is common for organizations to expect that because they changed their process, their work should improve. Remember that your people are the ones who do the work, not your processes. The changes you make with your Agile adoption need to be focused on helping your people do their work better.

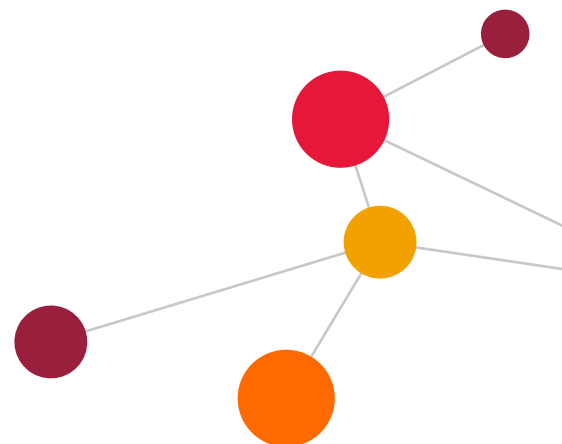
2. Fail to continuously improve

Changes seldom deliver the desired outcome in their first iteration. Be prepared to begin by experimenting with small changes and introducing new practices with your team. Expect that this will continue over time, and your practices, work and outcomes will evolve over time. You will be able to stick with it if everyone is clear on the value that your organization is after. Measure your change and the value you are getting, then adjust and improve as required. This should be a continuous process.

3. Add Agile practices to existing processes

It is common for organizations to adopt Agile practices by adding them to their existing process; for example, adding daily stand-ups and stakeholder review sessions. They may augment these with a new planning session and backlog grooming sessions...and...and...and. After a few months, they look back and realize that they are slower than they were before, and they conclude that “Agile is slow.” Consider how your processes will need to change to adopt Agile practices and processes successfully.

CGI is committed to helping governments successfully adopt Agile as part of their transformations. To learn more, explore [CGI's Agile Services in Canada](#).



Four keys to unlocking your digital transformation

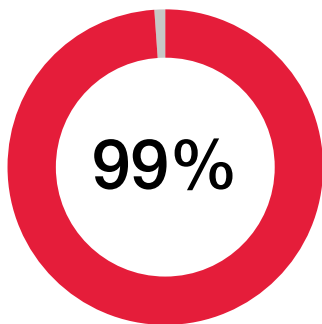


**Trajan Schulzke, Director,
Digital Business Transformation
Consulting, CGI**
trajan.schulzke@cgi.com

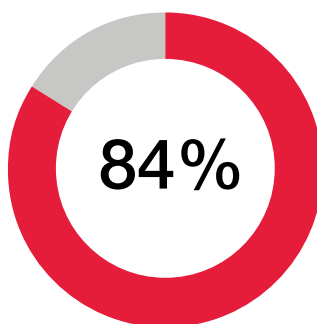
We live and work in a digital era. Digital technologies have already transformed so many of our daily tasks, and they have quickly become commonplace for many citizens. It's why governments across Canada are focused on ensuring their data, systems and services can meet the heightened needs and expectations of connected citizens. In fact, many governments have chosen to dedicate senior leaders and specialized teams to actively explore how to integrate familiar technologies into their policymaking and service delivery processes.

For the fifth year in a row, CGI has seen executives from both business and IT organizations rank "becoming digital to meet customer expectations" as their top trend and business priority. At the same time, public sector leaders across Canada and around the world are telling us that meeting citizen expectations and realizing the vision of digital government is proving to be very difficult.

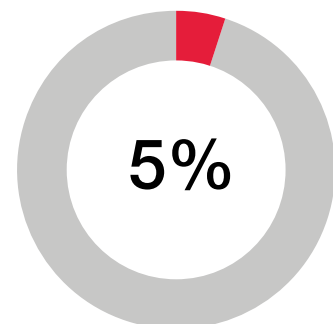
In Canada:



Digital transformation
is a top priority



Have some form
of digital strategy in place



Believe their
enterprise-level digital
strategy is producing results

In this section, you'll discover:

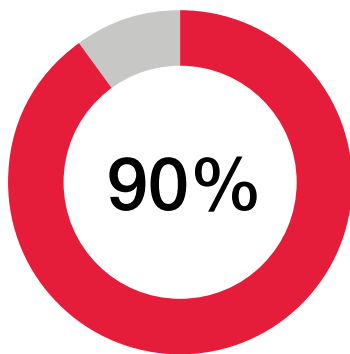
- Why becoming digital is a priority for public sector leaders
- Key insights to overcome the barriers to digital transformation
- How leadership, strategy and innovation play key roles in your success

CGI has learned a lot about the barriers to successful digital transformations. Based on our experience and deep understanding of how to choose and adopt the most appropriate digital technologies, we have seen why organizations face real challenges when it comes to leadership, strategy and digital technology. If these challenges sound familiar, here are four insights that came up during the PSN event series that we think can help you.

Be transformative (Leadership)

Real transformation is often overlooked in favor of “quick wins,” incremental change or evolutions because they are simpler to rapidly design, communicate and demonstrate. Having pioneered collaborative problem-solving, innovation processes and service design in federal circles, we understand effective approaches. For example, we know how tremendously important the diligent and rapid work of internal innovation units being done in small pockets throughout government is to opening doors to digital change and offering new, accessible service design methods.

However, it is important to realize that real transformation is an enterprise endeavor that demands leadership and a shared vision of what digital means to your organization. Real transformation needs leadership from the top and must consider how to satisfy today's demands while leaping ahead to meet client demands and the organization's demands digitally.



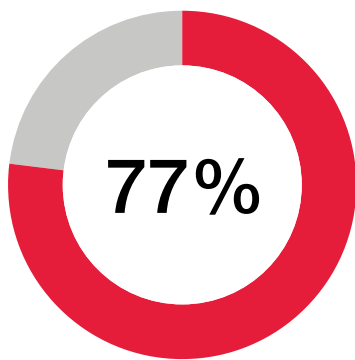
Digital transformation
requires organizations
to evolve their business models



Leverage your data (Strategy)

The rise of digital technologies has led to exponential growth in data. The capacity to methodically gather and manage large amounts of data has become table stakes for leading organizations. Understanding which data you need and how to make them meaningful in the “last mile” presents the greatest challenge and opportunity to government organizations.

Because the types and quantities of data can be overwhelming to your leaders, it is essential for organizations to be guided by a data strategy that clearly focuses resources and efforts on a few commonly understood priorities. Once you can see the path ahead, you can start to consider opening up your data strategically, potentially enabling the people you serve or others around them to derive even greater benefit from your data and services. In the end, however, your organization’s data challenge could prove to be more about your organization’s culture than it is about your data.



Applying analytics is
a key business priority

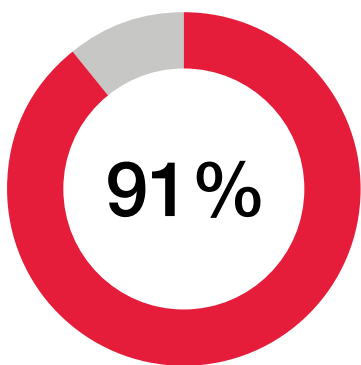


Change your mindset (Innovation)

Organizations are getting stuck on the human elements of transformation. While many government organizations are actively exploring Design Thinking, Agile and the benefits of open-concept and collaborative workspaces, managing change effectively is a barrier that continues to block enterprise transformations.

Real transformations depend on leadership and tangible commitment from the top down. Introducing an Agile mindset is one way you can help leaders and teams to work together in new ways. Investing in professional change management talent and advice is another. Changing your mindset is about changing your perspective.

Effective digital leaders take a citizen-centered, business-first approach to solving their digital problems. They help their teams to ask the right citizen- or stakeholder-driven questions, broadening their perspectives and enabling them to gain critical insights so they can make needed changes based on what they have learned.



Culture change and change management is a challenge to becoming digital



Work together from a plan (Strategy)

To deliver on your digital transformation, it is essential for your organization to have an enterprise digital strategy and roadmap. However, developing a digital strategy depends on enterprise-wide collaboration like no other, because digital touches every aspect of service delivery today.

Developing and implementing your digital strategy requires the collective input and collaboration of key leaders, managers and teams from across your organization. It requires tremendous leadership effort and executive collaboration to forge your strategy and to successfully stick to it. This is perhaps why 84% of Canadian government organizations we interviewed told us they have a digital strategy, but only 5% say they are generating results.

While the stated priority for many government organizations is to become digital to meet citizen expectations, most still have a long road ahead. I would propose that for most, the journey to digital government has only just begun. There have certainly been many successes and bumps along the way; nevertheless, I believe that we have already learned enough to embark upon that next phase of the journey more confidently, strategically and collaboratively than ever before.



Are you ready to take the next step in your transformation journey?

In closing, PSN would, again, like to thank CGI for partnering with us to share their valuable insights on a few key elements related to digital transformation as part of our Digital Government event series.

As a trusted partner, their deep expertise and experience in digital transformation advisory and technology services made them a natural fit for delivering an exciting and engaging Digital Government event series.

To learn more about CGI, explore [CGI in Canada](#).





ABOUT PUBLIC SECTOR NETWORK (PSN)

Public Sector Network is a research firm and social enterprise dedicated to connecting governments across the globe. In addition to events, our growing online portal spans across Federal, State/Provincial and Local government departments, healthcare and education, allowing members to share information and engage with diverse perspectives on our network. Our mission is to give public sector professionals a single place to come together, share ideas, and get free, unlimited access to the latest information about critical topics that are changing the government landscape. For more information, visit publicsectornetwork.co.



ABOUT CGI

CGI Founded in 1976, CGI is among the largest IT and business consulting services firms in the world. Operating in hundreds of locations across the globe, CGI delivers end-to-end services and solutions, including strategic IT and business consulting, systems integration, intellectual property, and managed IT and business process services.

CGI works with clients through a local relationship model complemented by a global delivery network to help clients achieve their goals, including becoming customer-centric digital enterprises.



Experience the commitment®

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