

Digital Transformation of Regulatory Services

2018 CFR Regulatory Conference

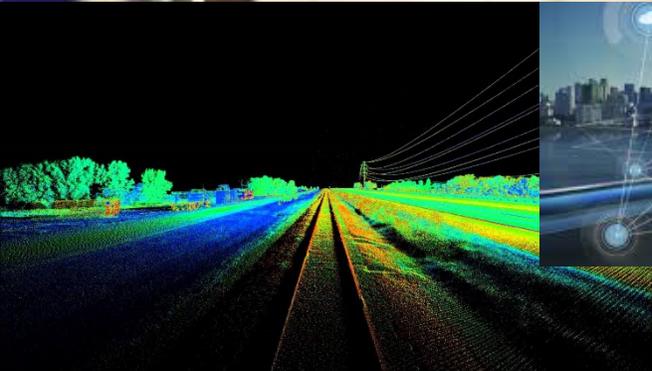
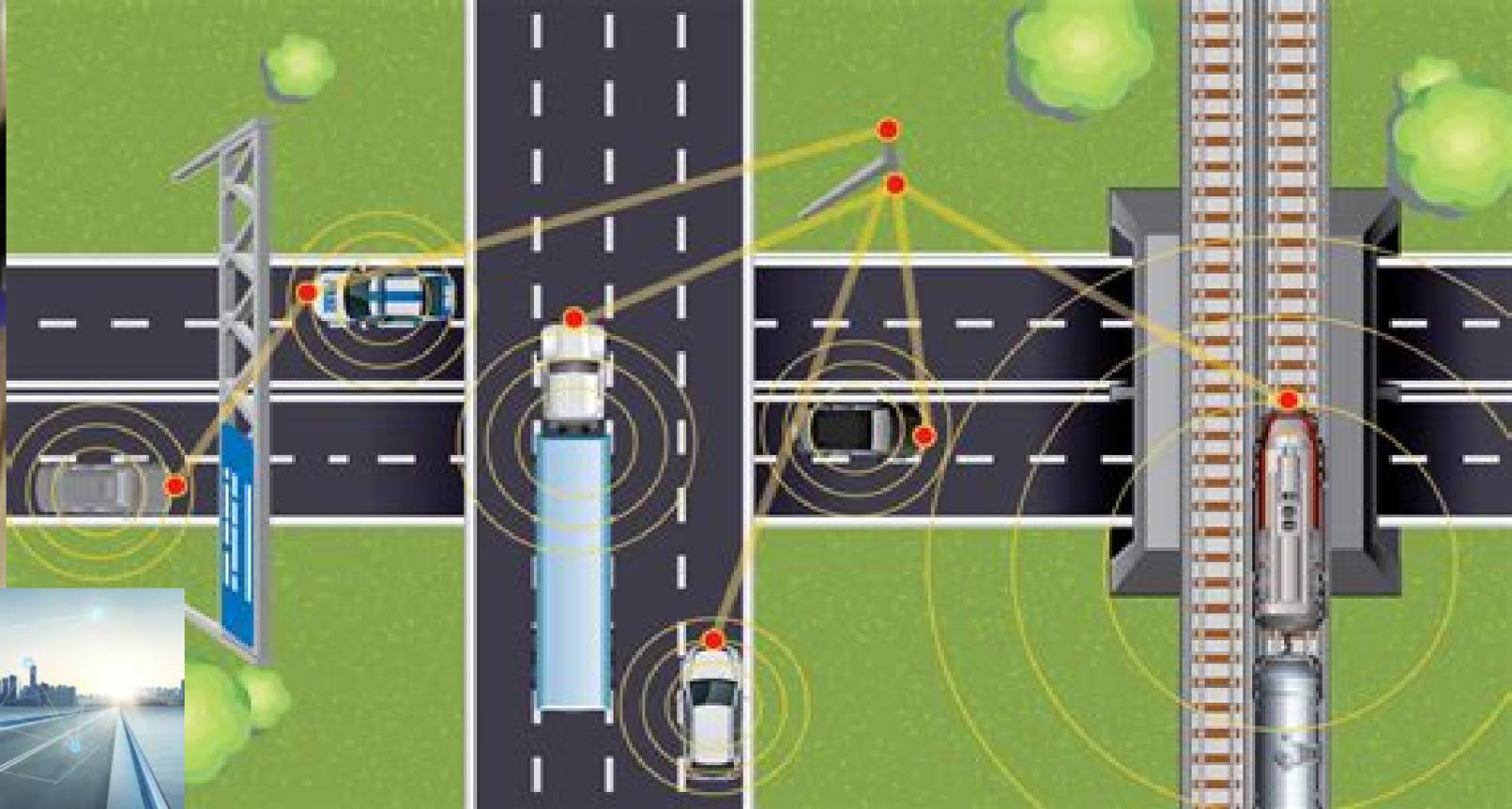
Transport Canada's
Transformation Agenda
and Digital Journey

Julie Leese, CIO
Nov 27th, 2018



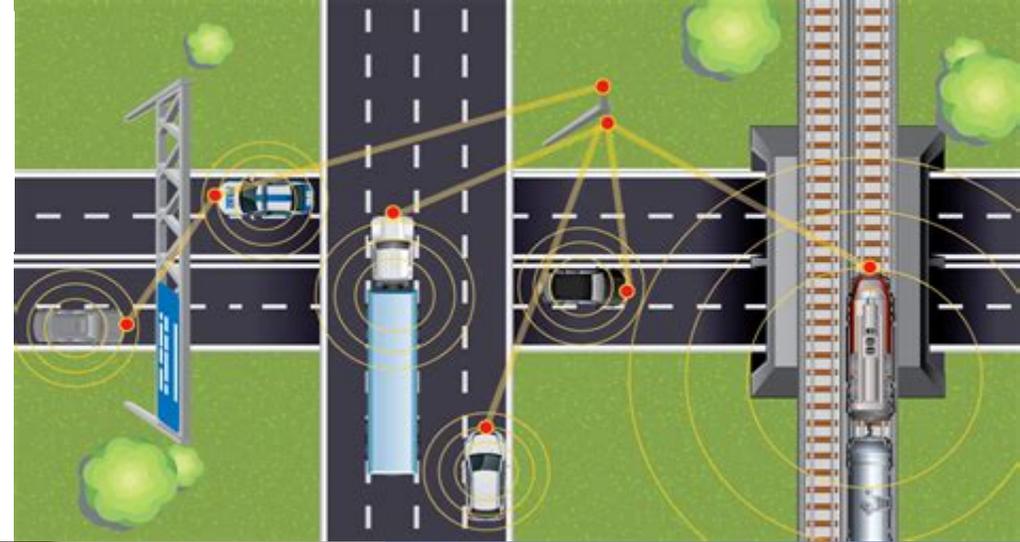
DIGITAL --- DISRUPTION





We asked ourselves if we were ready....

- **Disruptive technologies** were changing how we lived and how we worked – they were creating new markets and changing business models
- The **transportation sector** was undergoing significant change
- **Citizen expectations** were dramatically changing – we needed to think of this in terms of their expectations as travelers, their expectations as recipients of our services, and their expectations as potential employees





“Transport Canada is a world-class regulator that is nimble, smart and trusted”

The timing was right to do something...

- To deal with that pace of change proactively and to remain a **world-class regulator and economic enabler**, an ambitious **transformation strategy** had just been launched for the department
- **Modernization initiatives** were being launched that would allow for more innovation in our day-to-day work and would ensure that our workforce had the competencies it needed to adapt and succeed in this new environment
 - Legislative & Regulatory Modernization
 - Oversight Modernization
 - Service Modernization
 - Fee Modernization
 - **Digital Delivery**

Digital Strategy

n. dig·i·tal strat·e·gy \ 'di-jə-təl 'stradʒjē \

- a **business strategy** that articulates how data, technology and human-centred design can enable service delivery

In November 2017, it was agreed that going digital needed to be an integral part of our departmental transformation and the co-design of a **Digital Strategy** was initiated.

"Let's Get Digital!"

Co-designing a Digital Strategy for TC



TRANSPORT CANADA		
'LET'S GET DIGITAL'		
JAN 25-26, 2018		
8:30	WELCOME	Jade Fournier, IM/IT + Sean Borg, Civil Aviation
OPENING REMARKS Transport Canada's Digital Transformation		Michael Keenan, Deputy Minister
DIGITAL GOVERNMENT Risk is inherent in innovation. Digital government requires experimentation in how we work, interact with Canadians and businesses and deliver our services.		Video: The Honorable Scott Brison, President, Treasury Board of Canada
GETTING DIGITAL		
KEYNOTE: WHAT IS DIGITAL TRANSFORMATION? Digital technologies are transforming service interactions in nearly every aspect of business and life. How do you future proof your organization so it can remain relevant and effective?		Werd Hemeryck, Duval Union
THE DIGITAL IMPERATIVE Digital is not only about new technology. It demands a new model for how we do business. What must organizations plan and do to get digital?		Angela Van Damme, CGI
INFUSING A DIGITAL CULTURE Government needs to change its approaches and attitude toward digital services. What does Canada's CIO think we should be paying the most attention to?		Alex Benay, GC CIO
10:30	BREAK	
DIGITAL GOVERNMENT		
REGULATING DISRUPTION What is the relationship between regulation and innovation? How should government optimize its models for engaging stakeholders and managing regulatory issues in the digital age?		Sunil Johal, Mowat Centre
DIGITAL PRINCIPLES FOR THE GC The Government of Canada is going digital, but where do we start? Drawing on the experience of the UK Government Digital Service, what steps are most likely to lead to success?		Olivia Neal, TBS
12:00 LUNCH		
THE FUTURE OF TRANSPORT		
CONNECTED AND AUTONOMOUS VEHICLES: THE ROAD AHEAD Autonomous vehicles have captured public attention and imagination. What is real and where is this technology actually taking us?		Grant Courville, QNX Blackberry
FROM LASERS TO WEATHER: INNOVATION AT CN Canada's resource economy depends on rail transport. But how is a traditional mode of transport evolving thanks to new technologies?		Kevin Day, CN Rail
TRANSPORTATION + THE DIGITAL ECONOMY What technology-related trends are emerging in Canada? What disruptive technologies are making inroads? What does our talent pool look like today? What challenges lie ahead on the road to digital?		Alexandra MacEachern, ICTC
TRANSPORT IN THE FUTURE: MAKING DIGITAL TRANSFORMATION REAL Europe's cities are turning to new technologies to alleviate congestion and increase national competitiveness. How will transport be transformed to solve these problems? What can we learn from trailblazers today?		Ward Hemeryck, Duval Union
2:15	BREAK	
MOVING THE MOUNTAIN: DATA, INNOVATION AND TRANSPORTATION Data is the natural resource needed to power digital services. How is data enabling innovation in the transport of goods and people?		Allstair Croll, Harvard Business School
READYING FOR THE AUTONOMOUS FUTURE Digital map technologies have been with us for many years. Automated transport systems will take maps and real-time data to the next level. What are the keys to enabling autonomous transport?		Keith Hengland, Technologies HERE
IT BEGINS WITH A SINGLE STEP: THE DIGITAL SERVICE JOURNEY CGM met over 25 years ago to improve the air flag experience by simplifying and automating processes. Where did it start and how did innovation continue to play a major role in CGM's client service?		Silvano Tocchi, Cascade Revenue Agency
3:40 PANEL DISCUSSION: DIGITAL TRANSFORMATION FOR TC		
What key trends, opportunities or challenges emerged today that will drive our digital strategy? Panelists reflect on how digital will change the ways we realize departmental priorities (includes Q&A).		MODERATOR: Robert Dick, ADM Pacific Region Sylvain Souigny, DG Transformation Julie Leves, CIO Jim Lothrop, DG Sustainable Transport
DAY 2 - FACILITATED WORKSHOPS		
8:30	WELCOME AND SESSION INSTRUCTIONS	Jade Fournier, IM/IT + Sean Borg, Civil Aviation
TRENDS THAT MATTER: PICTURE THE FUTURE		
10:15	BREAK	
RIISING TO THE OCCASION: SHOULD, COULD, DON'T!		
12:00 LUNCH		
CHANGING LENSES: APPLYING THE PRINCIPLES		
2:15	BREAK	
A COMPELLING STORY: SEIZE THE DAY! STRATEGY NEXT STEPS		

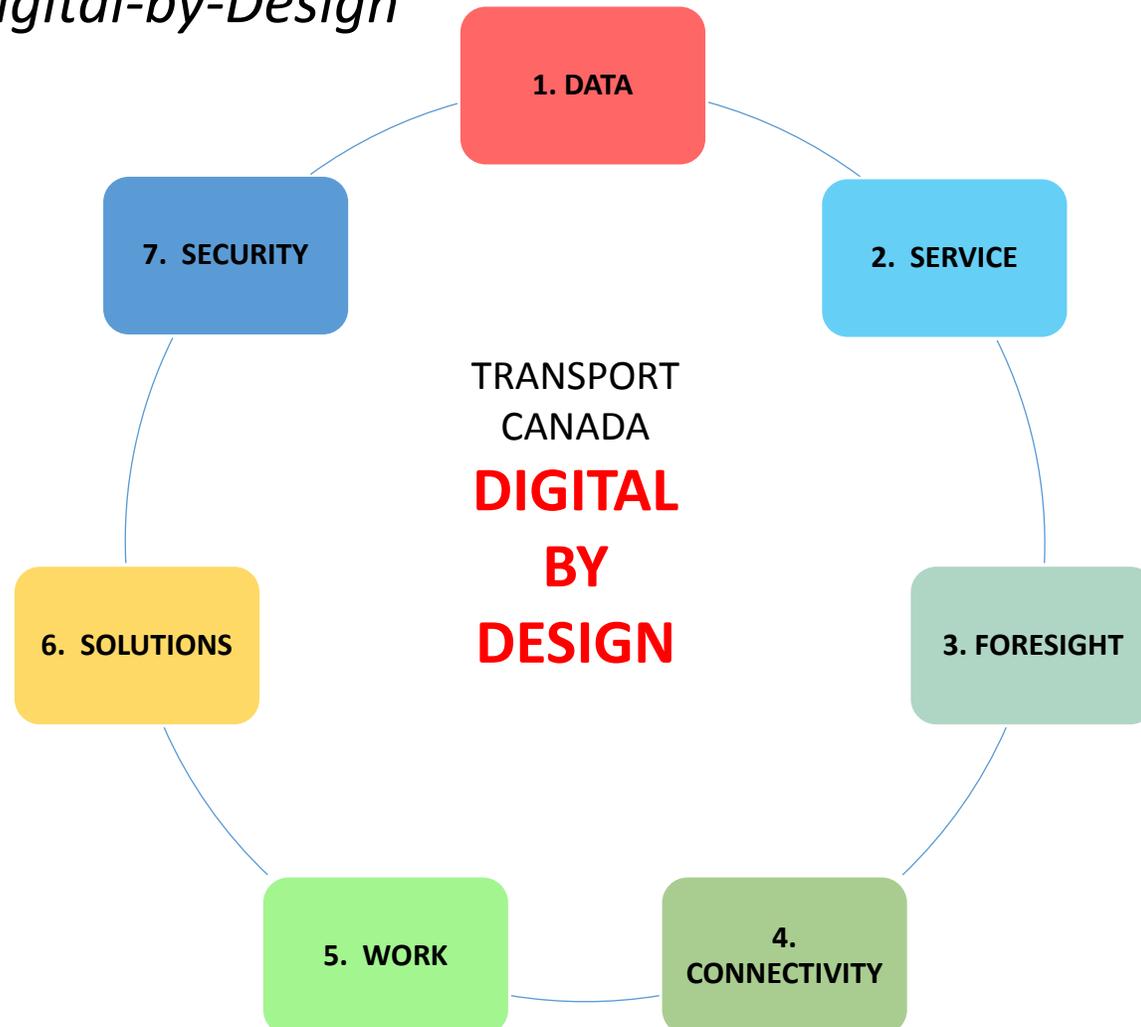
What we learned from our research....

- **Service delivery reform**, based on human-centred design is widely recognized as the foundation for strong digital service delivery (i.e. *“Tell Us Once”*)
- **Data** is core to digital transformation – data sharing and exchange across stakeholder groups to inform policies and decisions
- The shift to being **‘radically open’** in all that we do is a consistent theme across all strategies
- Embracing **agile approaches** (and not just for technology development), **innovation** and **experimentation**, are seen to be key in changing mindsets and culture and creating a less risk-adverse culture across governments



What we learned from our executives...

Lets be “Digital-by-Design”



1. Data

A transportation regulatory system that uses real-time information to make informed decisions based on smart, risk-based calculations – *open, trusted, real-time data*

2. Service

Client-centred program and service design and delivery – *any service, anywhere, anytime*

3. Foresight

Providing the department with a robust foresight capability – *staying on top of trends and good practices, anticipating changes and predicting the future*

4. Connectivity

Traditional transportation sector stakeholder community and expectations for engagement are changing; boundary-crossing collaboration is critical - *governing collaboratively through digital networks*

5. Work

Changing skillsets and modern ways of working are the new norm - *enabling public servants to flourish with the right digital tools and work environment*

6. Solutions

Rapid pace of change requires systems to evolve and respond to new needs - *digital platforms that evolve nimbly as services evolve*

7. Security

Cyber security concerns are becoming central to the safety and security of our transportation system - *protecting the integrity and trust of the transportation system*

...and our Digital Roadmap took shape! *a people-centric vision for change*

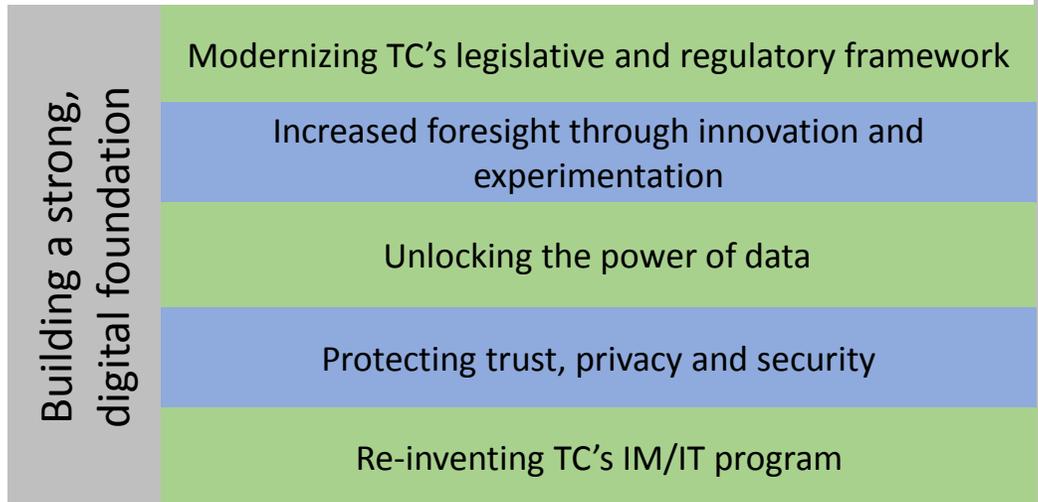
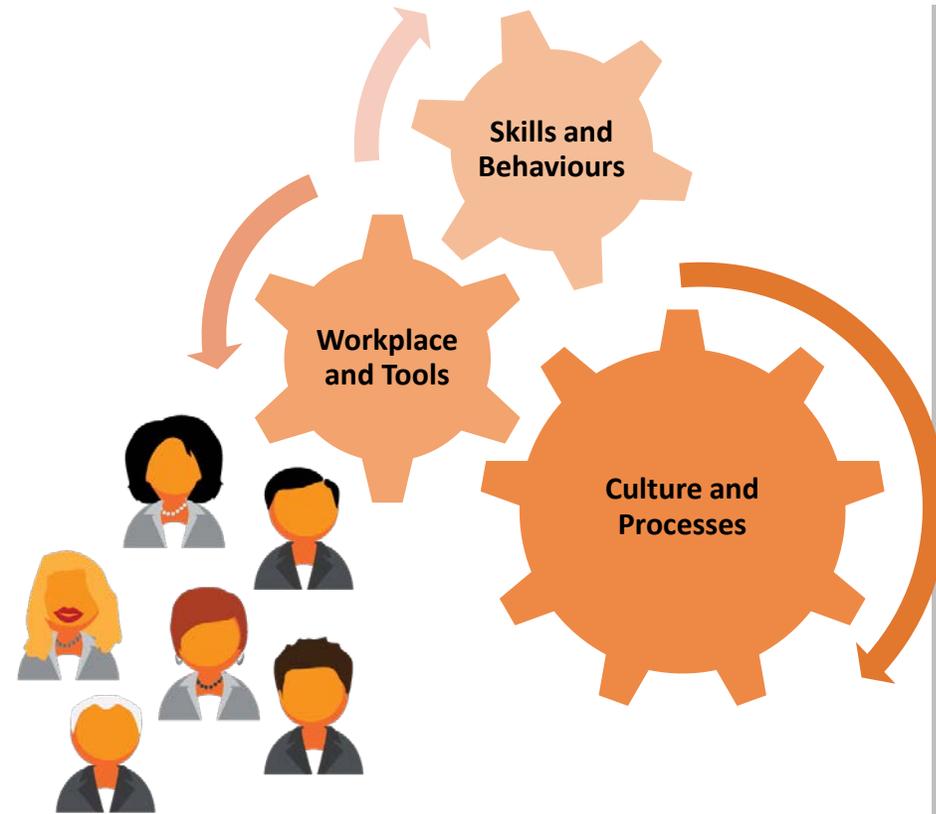
- **Client-driven programs and services** must be at the forefront of TC's transformation efforts.
- The digital era offers TC an opportunity to assess and **reduce undue friction** potentially caused by **legislation, regulations, policies, standards and oversight practices** that were established in an analogue era.
- We must take a **people-centric approach** to our oversight activities, including licensing certificates, registrations and permits, audits, inspections and surveillance.
- We can use **new digital technologies** to support R&D, collaboration with stakeholders and to improve outreach efforts in raising awareness of transportation safety and security issues.

TC Digital Roadmap:

A people-centric vision for change

GC Digital Policy Brings together Policies on IM, IT and Cyber Security with the Policy on Service

- GC Digital Standards**
1. Design with users
 2. Build in accessibility
 3. Collaborate widely
 4. Empower staff
 5. Work in the open
 6. Use open standards/solutions
 7. Iterate and improve frequently
 8. Design ethical services
 9. Address security/privacy risks
 10. Be good data stewards



THE ROAD AHEAD

We need to challenge ourselves to think and work differently!

- Active employee engagement
- Awareness building
- Learning and development
- Change management strategies

The Road Ahead.....

- Transport Canada will set its 'digital' course by:
 - Embracing new ways of doing things where **leaders set the tone** and influence the culture of change
 - Continuing to **engage** with industry and stakeholders to **collaborate** on best practices to help move our common agenda forward
 - **Rethinking** how we perform regulatory and other activities to reduce risk and fundamentally make improvements to the safety and security of the transportation system

