Maintaining the pace: embedding the gains of pandemic response

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Maintaining the Pace

Lessons Learned from COVID-19 and the Way Forward

Presentation to the Global Government Forum, February 2, 2021
by
Raj Thuppal, Chief Technology Officer
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COVID-19 Increased Demand for Digital

As of March 16, 2020, tens of thousands of public servants started working from home, marking the first time in history that the majority of Canada's public service employees used their digital workspace as their primary workspace.

DEMAND   **RESPONSE**

Networks	Vast majority of public servants working remotely	Increased Government of Canada (GC) secure remote access capacity by 104%
Collaboration Tools	Increased traffic on GC networks, demand for information sharing	Accelerated deployment of collaboration tools: 107,661 active accounts
Application Health	Increased demand on applications to deliver critical services	Dedicated capacity and support for priority systems
Enabling Enterprise	Massive increase in demand for services across the GC	Focused on outcomes and creating value added for the GC

How we treat our people, partner departments & private sector vendors determines how things happen

New Challenge, New Approach

*The response to COVID-19 demonstrated that, by **empowering decision-makers**, **working iteratively**, and **focusing on outcomes**, SSC is able to deliver at increased scale and velocity.*

Traditional Delivery *Planning focused*	COVID Response *Outcome focused*
Focus • Cost of implementation (project and people) • Schedule • Risks **Benefits** • Strong oversight • Accountability **Limitations** • "Analysis paralysis" • Unresponsive to emerging issues, priorities, pace of innovation • Transactional relationship between vendors, partners and employees • Agile planning (finding right balance between planning and action)	**Focus** • Cost of inaction and results intended • Barriers • Impact on employee work and well-being **Benefits** • Agile • Work iteratively • Engagements with partners **Limitations** • Perception that speed comes at expense of due diligence • Requires trust • Easier when solutions are standardized

Moving Forward

To lock in the lessons learned during COVID, the following next steps are proposed:

Principles-based approach	• Organizations need to establish core principles to direct common behaviours and clear standards • **Next steps:** Implement enterprise principles and criteria to help identify commonalities and determine enterprise services
Common Services	• The current mix of siloed approaches hinders responsive service delivery, creates inconsistent user experiences, and a more complex ecosystem • **Next steps:** Develop a common approach using agile planning to create efficiencies and enable responsive service delivery
Agile Procurement	• Current procurement approaches create a heavy administrative burden and are not responsive to emerging demands (i.e. "one size does not fit all") • **Next steps:** Explore new ways to improve procurement processes and practices
Funding model	• Need responsive, predictable and sustainable funding to increase agility, transparency and predictability • **Next steps:** Adjust funding model in response to COVID and begin implementation
Partnerships	• Organizations need effective relationships with partners (client departments and vendors) that are not only transactional or emergency issue specific. • **Next steps:** Develop and foster mutually beneficial relationships to promote better understanding and improve service delivery
Support Employees	• The ongoing fatigue of an unprecedented health crisis and the pace of change to meet the challenges takes a toll on everyone, although in different ways. • **Next steps:** Proactively engage employees on their personal well-being, not only on work.

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Maintaining the momentum of good data management
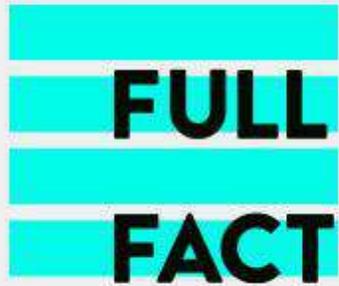
CIVICA | ideas into action

Working with departments and agencies to deliver:

- **Digital services, portals and responsive interfaces** that improve user experience, reduce cost to serve and meet government digital standards

- **Smart, intuitive apps** to empower the mobile workforce

- Cloud native **intelligent case management** processes

- Secure collaboration **and compliant information sharing tools** for the modern workplace

- Secure, trusted **data architecture and intelligence tools** to keep businesses informed.
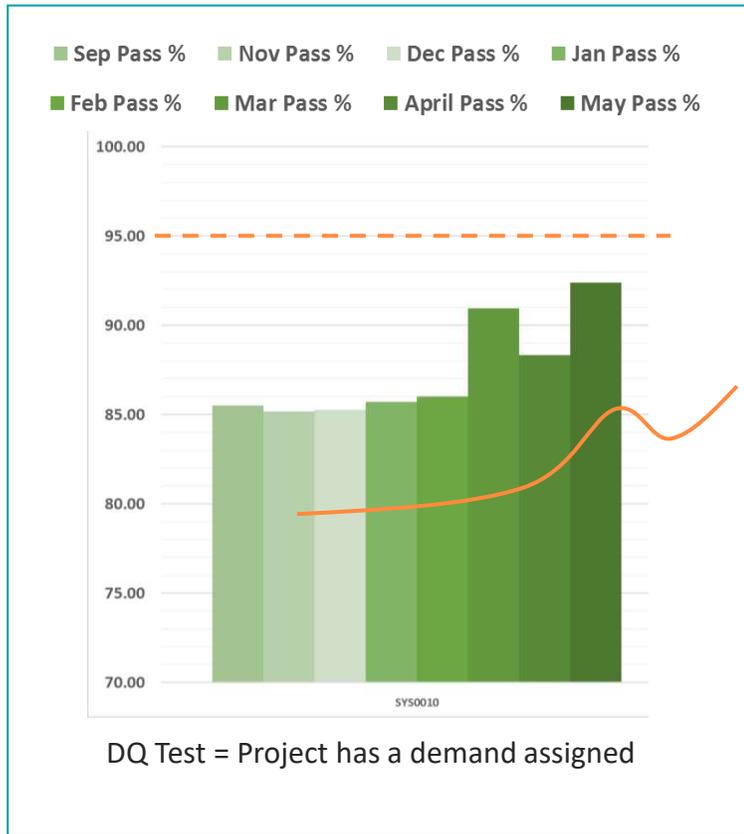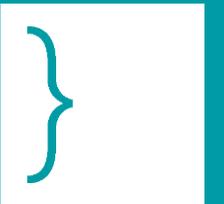
Fighting a pandemic needs good information

FULL FACT

Civica https://fullfact.org/blog/2021/jan/fix-information-failures-or-risk-lives-full-fact-report-2021/

Value in Data Management

https://www.dama-uk.org/   https://www.gov.uk/government/organisations/government-data-quality-hub

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NAO publications

The NAO has published reports relating to a range of departments' responses to Covid-19

Investigation into the housing
of rough sleepers during the
COVID-19 pandemic

Ministry of Housing, Communities & Local Government

Report
by the Comptroller
and Auditor General

Department for Business, Energy & Industrial Strategy,
Department of Health & Social Care, NHS England and
NHS Improvement, and Public Health England

Investigation into preparations
for potential COVID-19 vaccines

Report
by the Comptroller
and Auditor General

Department of Health & Social Care

The government's approach
to test and trace in England
– interim report

Report
by the Comptroller
and Auditor General

Cabinet Office

Investigation into government
procurement during the
COVID-19 pandemic

NAO hubs

Hubs will play a key role in external influencing, knowledge management and development of our capability

Analysis

Commercial

Digital

Financial & Risk Management

Major Projects

People

External influencing & engagement

Develop & deploy our knowledge

Developing capability