CFR
CRF

STRATEGIC PLAN
2023 ▶ 2028

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CFR is a partnership of federal departments and agencies working together towards regulatory excellence

FIRST NATIONS ACKNOWLEDGEMENT

The CFR Office acknowledges that our work spans many territories and treaty areas. We recognize the traditional knowledge of the peoples, the land and the benefits it provides to us all. We share this knowing as an act of Reconciliation, as recommended by the Truth and Reconciliation Commission's (TRC) 94 Calls to Action and in gratitude to those on whose territory we work, live and visit.

OUR ENVIRONMENT IS COMPLEX

REGULATORY COMPLEXITY CONTINUES TO INCREASE

The pandemic affirmed the need for adapting tools and strategies to address emerging challenges. These challenges demand agile, innovative and resilient solutions that take into account best practices and lessons learned.

Regulators must also keep pace with change and deliver on parallel, often competing, priorities — as well as modernization initiatives (e.g. digitization, experimentation, public service renewal).

Stakeholders expect the regulatory process to be designed and delivered with horizontal coordination (e.g. departmental/jurisdictional) to minimize compounding impacts.

GROWING UNCERTAINTY

Post-pandemic, the public service continues to face unpredictability as it adjusts to 'return to office' and hybrid arrangements. Moving forward requires careful planning and prioritization.

Regulators are often expected to deliver, respond and forecast at the same time. Understanding and identifying risks — and mitigation strategies — are increasingly important.

Regulatory agenda-setting continues to be influenced by the need to address ongoing volatility due to economic shifts (e.g. inflation, recession fears) and global pressures (e.g. pandemic, war, climate change, natural disasters).

DIMINISHING TRUST IN PUBLIC INSTITUTIONS

The public and stakeholders are increasingly critical — and skeptical — of how government addresses and keeps up with rapid change while delivering on its commitments.

Regulators must be increasingly proactive in their engagement and communication with the public and other stakeholders — with specific attention to timely issues (e.g. reconciliation, SGBA+, accessibility).

Striking a balance between transparency, openness and timely, evidence-based information is critical to build towards success in this environment.

OUR COMMUNITY HAS DISTINCT NEEDS

NEEDS ASSESSMENT PROJECT

This project took an evidence-based approach to exact the learning and development needs of the community. Next we will continue to identify initiatives with the potential to meet community demand and engage key stakeholders in validating our approaches.

PROJECT OVERVIEW

- Research and Issue Confirmation
- Document Review
- Questionnaire
  - 33 Questions
  - +/- 10 Minutes to Complete
  - 900 Valid Responses*
- Focus Groups
  - 32 Regulatory Leaders
- Interviews with Governance

* All responses validated to be from federal public servants working in some aspect of the federal regulatory life cycle. Sample considered statistically significant.

WE LEARNED FROM OUR RESPONDENTS THAT:

50% **did not meet their Learning and Development needs in the past three years, with lack of relevant training the number one barrier.**

CFR is uniquely positioned to develop new Learning and Development opportunities, ensure consistent delivery, and remain a Top 3** source of training for the community.

91% **do not have all the tools they need to do their job.**

CFR will expand beyond training to provide diverse interventions and build the regulator's toolkit. The community identified a preference for the following tools:
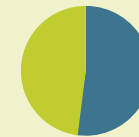
Percentages represent respondent feedback.
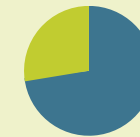
72.4%
Job Aids

66.5%
Learning Event

52%
Mentorship

49%
Communities of Practice

50% **self-identified as having STRONG CAPACITY and EXPERIENCE in regulation.**

CFR is committed to designing initiatives that cover both foundational and advanced / specialized / technical knowledge to support regulators with different levels of experience.

** Along with Canada School of Public Service and federal government training.

OUR DIRECTION IS GUIDED BY FIVE PRIORITIES

STRATEGIC PRIORITIES	DRIVERS	LOOKING AHEAD
1 Prioritize learning and professional development	Regulators are expected to be well informed and maintain a high standard of delivery and response to emerging issues	CFR will advance foundational curriculum to enable onboarding and create learning opportunities that help to maintain and advance regulatory skills and knowledge
2 Foster meaningful connections between regulators	A vibrant community is more connected, efficient, resilient and agile	CFR will continue to enable partner organizations to work together to exchange experience, expertise and best practices — and discuss common challenges and build peer relationships
3 Build a hybrid CFR for a hybrid public service	An all-digital delivery model broke down geographical barriers and created new opportunities to learn, share and connect	CFR will be deliberate in its efforts to find balance and value when convening the community both virtually and in-person
4 Engage the community to help identify needs and build solutions	Remaining responsive to community needs is central in identifying priorities and delivering on commitments	CFR will build and maintain mechanisms to gather input and evidence on community needs, challenges and solutions
5 Use collaboration and partnerships as a means to be more efficient, effective and do more	Deliberate collaboration can maximize opportunities and outcomes for regulators	CFR will work with academics and other organisations outside the community to leverage their knowledge, expertise and existing content

OUR OPERATIONAL PILLARS

ADVANCING PROFESSIONAL EXCELLENCE

CFR will lead professional development by shaping regulatory curriculum for the community

TACTICS

- Develop and implement an Action Plan to respond to the 2022 CFR Needs Assessment
- Leverage the community (including key experts) to develop and/or deliver learning interventions
- Partner with external experts to offer specialized training

TARGET OUTCOME

Regulators are empowered and equipped to respond to a changing regulatory landscape

BUILDING A VIBRANT COMMUNITY

CFR will seek opportunities and create spaces for the community to share lessons learned, experiences and best practices

TACTICS

- Host community-wide events, forums and workshops to build the regulatory practice via shared learning
- Create peer-to-peer opportunities. (e.g. human libraries/ CoPs) for the community to connect on issues of common interest
- Celebrate best practices through the Regulatory Excellence Awards program

TARGET OUTCOME

The community is connected and builds upon its experiences to further regulatory excellence

SUPPORTING REGULATORY MODERNIZATION

CFR will remain responsive to community needs related to the implementation of regulatory modernization initiatives

TACTICS

- Promote the regulatory modernization agenda
- Help regulators identify emerging best practices and approaches for modern regulatory management

TARGET OUTCOME

Regulators have increased awareness and understanding of innovative practices and horizontal modernization efforts

MAINTAINING A TRANSPARENT, EFFECTIVE ORG.

CFR will engage partners, communicate on its activities, and report on its commitments

TACTICS

- Mobilize CFR Governance to engage community leaders in priority setting and the promotion/delivery of activities
- Continue to gather community input for evidence-based decision making
- Renew CFR's online presence and leverage digital approaches

TARGET OUTCOME

CFR is an outcome-oriented, stable, and transparent organisation making a recognized impact on the community

OUR VALUE PROPOSITION

CFR is uniquely positioned to take on activities that deliver high value for the community, regardless of the nature of the regulatory mandate.

TO THE PUBLIC SERVICE

- We advocate for regulatory excellence to advance the profession
- We create networks to promote knowledge-sharing across the regulatory community
- We create partnerships and shape regulatory curriculum to lead capacity building
- We convene the federal regulatory community to support regulatory modernization

COLLABORATION

EXCHANGE

PARTNERSHIP

IMPACT
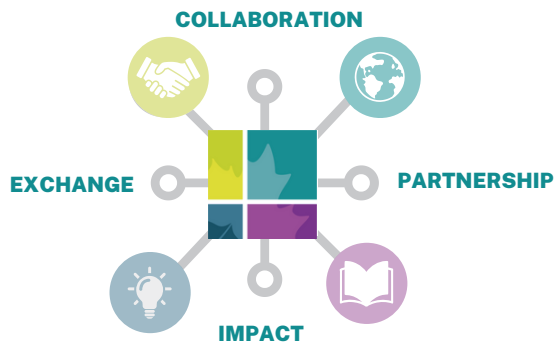
TO PARTNERS

- We convene the community to prioritize professional development efforts
- We connect the community to address shared challenges and issues
- We offer access to no-cost learning events and on-demand resources to address knowledge gaps
- We recognize regulatory excellence to celebrate and learn from success

MAXIMIZE VALUE BY:
- Participating in CFR Governance meetings and call-outs for support
- Sharing best practices and give profile to organizational success
- Identifying Governance contacts
- Highlighting community gaps/issues for action

TO REGULATORY PROFESSIONALS

- We provide interventions for regulators to build competencies, knowledge and skills
- We enable professionals to network, engage peer-to-peer and share learning experiences to foster a vibrant community and sense of belonging
- We keep regulators informed so they can stay current on regulatory news, developments, and opportunities

MAXIMIZE VALUE BY:
- Subscribing to CFR Newsflash
- Consulting CFR Resources on GCpedia
- Joining a CFR Community of Practice
- Registering for a Learning Activity
- Contacting us to reach the community via our platform or to connect on a regulatory issue