GCDigital Community in the Government of Canada

GCDC 2023 Networking session

Welcome!

As people join, introduce yourself in chat:

1. Your organization?

2. Your role?

3. Favourite breakfast food?

4. What larger city is closest to your home?

La communauté numérique au sein du gouvernement du Canada

CDGC 2023 Session de réseautage

Bienvenue!

Au fur et à mesure que des personnes se joignent à nous, présentez-vous dans le chat :

1. Votre organization?

2. Votre role?

3. Aliment préféré pour le déjeuner?

4. Quelle grande ville est la plus près de votre domicile?

On the schedule:

9:30 – Welcome!

9:35 – What is the Digital Community?

9:40 – A sneak peek of the GC Digital Talent Strategy

9:45 – A sneak peek of the GC Digital Skills Strategy

9:50 – Let's get chatting

10:15 – Learn how to get involved and continue the conversation

What is the Digital Community?

Who we are: a leader for the digital community

Within the Office of the Chief Information Officer of Canada, the Digital Talent and Leadership Sector provides direction, leadership, and guidance to the largest functional community in the Government of Canada.

What we do: our services

We find, develop, enable, and recognize digital practitioners, digital executives, and departmental CIOs by providing services, including:

- **Attract the digital talent you need** through centralized recruitment campaigns

- **Find the digital talent you need** through pre-assessed recruitment pools

- **Assess, hire, and develop** digital practitioners using job profiles

- **Guide digital career development** using career pathways

- **Learn digital skills** using learning pathways

- **Support the growth of your employees** through personalized talent management

- **Adopt modern ways of working** using organizational models and guidance

- **Understand your workforce** using workforce analytics and dashboards

What do we mean by digital talent?

Digital talent includes people who work in digital disciplines. They have the skills and experience in fields including but not limited to digital leadership, development, information & data, design, product, and IT/cyber security.

The driving forces to attract, develop, and enable digital talent

Digital Ambition
Canada's digital government north star that will evolve funding, talent, and culture for a digital-first government

Policy on Service and Digital
Authority for the Chief Information Officer of Canada to support workforce capacity and capability of the digital functional community

GC Digital Standards
Lift GC-wide capability to deliver services that meet digital standards by introducing digital-era leadership and team practices

Collective bargaining
Digital Community Management Directorate represents OCIO in IT group collective bargaining

Growing evidence
In-house digital talent with the tools, environment, and culture to work in modern ways leads to robust services and cost savings

A sneak peek of the GC Digital Talent Strategy

Digital is about good service

- Canadians expect and need the government to build and deliver simple, secure, and efficient digital services and programs.

- **Top digital talent** and **leadership** are required to make this a reality.

What challenges do we face?

Attracting, retaining, and developing top talent

Rigid and complex hiring practices

Strong competition from industry and complex hiring processes in the GC

How do we achieve this?

Position the public service as a workplace of choice:
- Create an enterprise digital community culture
- Create seamless employee recruiting, hiring, and development experiences
- Develop digital talent and digital leadership
- Increase diversity to reflect the diverse perspectives of people we serve
- Work with industry to leverage the limited pool of digital talent

GC Digital Community Culture: How we act

What we do

Enable the Enterprise

Defining and equipping the high performing digital organization and its people

Build the Community

Growing, sustaining, developing, and diversifying the digital community

Harness Innovation

Testing new ways to support the digital community

Who we need

Partnerships   Building collaborative solutions together

What we need

Technology and data-enabled services   Scaling and simplifying our offerings

What we're building: The GC Digital Talent Strategy

GC Digital Community Culture: How we act

Put people first: Creating an environment where empathy drives how each person interacts

Diversity & inclusion: Removing barriers that exclude skilled digital talent, for the benefit of all Canadians

Service excellence: Providing the best possible service to clients, both internal and external to government

Build trust: Breaking down silos and empowering innovation while celebrating diverse views and opinions

Collaborative: Enabling the right tools for talent, allocating resources flexibility using an iterative approach

Continuous learning: Designing and being supported throughout your career

Enable the Enterprise

- Developing organizational tools and action-ready policy and guidance to build multidisciplinary teams, high performing digital organizations, and a modern enterprise
- Helping orgs access modern tools and tech
- Analyzing community analytics to better understand the digital workforce
- Ensuring necessary digital talent are deployed on enterprise priorities

Build the Community

- OCIO-led focused and prioritized recruitment
- Training and reskilling in high impact areas
- Proactive talent management and succession planning
- Mobility opportunities (short-term opportunities, apprenticeship programs)
- Developing digital C-Suite executives
- Recognizing talent to highlight exceptional people and digital initiatives
- Improving onboarding experiences for employees
- Collaborating with and representing the community

Harness Innovation

- Leading talent innovation for new sources of top talent: streamline hiring processes, improve student placements/bridging opportunities, build career development opportunities, rethink onboarding/employee experience
- Leading experimentation and pilot projects for enterprise-wide avenues that will improve existing talent programs and services
- Brainstorming and testing innovative approaches that target current and future digital professionals including whole-of-society efforts to increase skills, in collaboration with industry and other stakeholders

Partnerships

Collaborating with internal partners to scale and increase the GC's digital capacity by sharing knowledge and enabling tools, hosting pilots, and delivering and scaling training opportunities

Building external partnerships to foster opportunities from industry and other stakeholders to explore untapped sources of talent including underrepresented communities

Broadening professional development opportunities for employees to access mentors, coaches, micro-mission opportunities, and gain experience in development programs across and beyond the GC

Technology and data-enabled services

The pilot

Piloting the **GC Digital Talent Platform** as part of the ecosystem of tools in the GC to test and scale our ability to recruit and attract talent, and more

The impact

Streamlining, modernizing, and scaling robust employee recruitment, learning and development, and talent management to put high-value, human experiences first.

A sneak peek of the GC Digital Skills Strategy

The situation

Digital skills are scarce, in-high demand, and pricy.
In-house skills development is the long-term strategy.

The gap
Across Canada, there is a digital skills shortage.
The GC has a **digital skills gap** that
we currently cannot measure.

Impact on services
People expect government services to be available
digitally yet only **208** of the **1117** (19%) public-facing
services in the GC Service Inventory are online from
end-to-end.

Impact on service satisfaction
Canadians **report mixed levels of satisfaction
with the GC's digital services**: 68% cited one or
more problems with digital government services,
including:
- the inability to remember sign-in information
- long completion times for tasks
- the inability to find information or services

The opportunities

We need to make sure employees have the right digital skills, are in the right
place and are supported by enabling leaders (Canada's Digital Ambition, 2022).

Collective strength
As we are all facing the same challenges, there
are many **initiatives rethinking the way we acquire, develop and deploy
talent across the public service.** To go further, we must **align** these
efforts, to **learn from each other** and **scale projects** that advance
priorities.

Key questions:

- What does the ecosystem for digital talent look like?
- What are the "right" digital skills?
- How do we measure the skills gap?
- How do we develop skills at scale?
- How do we manage digital skills?

What are digital skills?

Digital
An evolving collection of **processes, practices, and behaviours** for organizing and managing organizations as well as **designing and delivering programs and services**, made possible by information and communication technologies (ICTs)(CSPS Digital Academy).

Digital mindset
Doing things differently in the internet era (asking different questions, involving people with different perspectives, finding new solutions to problems)

+

Skillset
Capacities developed over time that can be applied to work.

=

Digital skills
Behavioural and technical capacities that are human-centric, focused on value to Canadians, and enabled by technology.

What does this look like?
An inclusive people centered culture where the public service is **equipped to respond to a changing world** and deliver reliable, secure and efficient services.

Who we are building for

The people we serve
~38 million individuals and 1.2 million businesses

As an employment insurance recipient, I want to easily check my Employment Insurance benefits online so that I know how much to expect and can easily create my budget for the month

All public servants

~280,000+ public servants who must be flexible, collaborative, and digitally knowledgeable

As a client service officer, I want to review resources on **accessibility** and a **diversity mindset** so that I can improve the touchpoints with clients and make sure my interactions meet their needs

As a HR advisor, I want to **hire, evaluate, and assess prospective employees** based on their **data literacy** skills so that I can make sure that my program will be developed in evidence-based ways

As a policy analyst, I want to take a **digital skills self-assessment** then begin a learning path on **privacy considerations** with my team, so that we can understand and address the privacy implications of policy guidance that we're re-evaluating
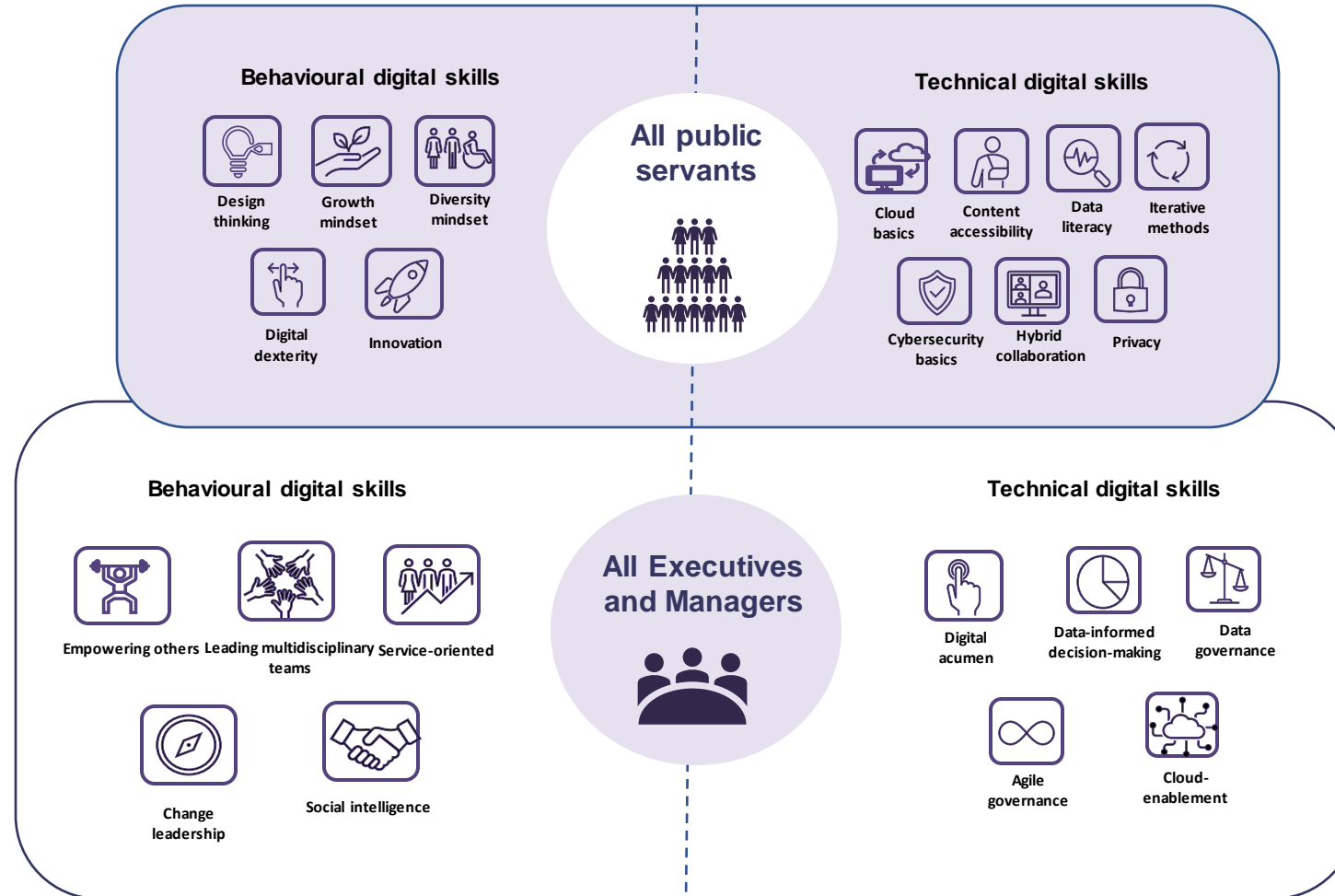
All executives and managers

~47 000+ executives and managers who establish the culture

As a leader responsible for a digital product, I want to learn how to **lead multidisciplinary teams** and **agile governance**, so that I help my team deliver, communicate, and report up in the most effective and efficient way possible

As an executive, I want to create the **enabling conditions for modern ways of working** in my organization and teams so that they can leverage the new digital skills that they've developed in their day-to-day work and projects

As an executive, I want to plan and build my teams based on in-demand digital skills, like **design thinking, innovation, and iterative methods**, so that my current and future teams are well equipped to re-evaluate our service and become more user-centered

Digital Skills for all public servants (illustrative)

All public servants

Behavioural digital skills

- Design thinking
- Growth mindset
- Diversity mindset
- Digital dexterity
- Innovation

Technical digital skills

- Cloud basics
- Content accessibility
- Data literacy
- Iterative methods
- Cybersecurity basics
- Hybrid collaboration
- Privacy

All Executives and Managers

Behavioural digital skills

- Empowering others
- Leading multidisciplinary teams
- Service-oriented
- Change leadership
- Social intelligence

Technical digital skills

- Digital acumen
- Data-informed decision-making
- Data governance
- Agile governance
- Cloud-enablement

DRAFT

What we are building

Practical, action-ready tools and processes that will help you:

Plan the organization
HR planning tools, workforce analytics, skills data, reporting capabilities

Develop all public servants
Self-assessment and team-assessment of digital skills, learning paths on digital skills for all public servants

Develop managers and executives
Self-assessment of digital skills, learning paths on digital skills for managers and executives

Find the right people
Definitions of digital skills, competency levels, job descriptions, more hiring tools

Understand the landscape
Workforce analytics, skills data, reporting on skills data, skills governance to measure and manage skills

Recognize staff
Digital skills embedded in various HR systems

Let's get chatting

The good, the bad, and the better

You will be sent to a breakout room with two other participants.

Chat about the good, bad, and the better when it comes to data practices or/and data talent practices:

- **The Good** – things that went well and we should repeat and do more of it
- **The Bad** – things that did not go so well or would be a bad idea
- **The Better** – things that should be happening and possible solutions to those bad things

Write notes in this **Miro board.**

After 10 minutes, you will join a new breakout room to continue this activity with two new folks.

✓ **Takeaways and voting**

Thank you!

How to get involved

Participate in future activities related to Digital Talent (providing feedback and ideas in future iterations) and Digital Skills (to further define the digital skills) by filling in this Microsoft Form.

Learn more

Check out the Digital Community's GCWiki space to learn more about the Digital Talent, Digital Skills, and ecosystem for digital talent initiatives.

Questions? Contact us at iCommunity-icollectivite@tbs-sct.gc.ca.