



Public Sector Innovation and Reform

This paper was prepared as background material to support dialogue at the fifth gathering of senior Canadian and Australian public servants under the Canada-Australia Public Policy Initiative (CAPPI)

Canada-Australia Public Policy Initiative

January 2019

Executive Summary

Both the public services of Canada and Australia represent world-class institutions that are responsible for the delivery of programs and services to a diverse range of citizens. Rapid global changes in demographics, technologies, and expectations of citizens and employees alike require that the two public services be more adaptable, flexible and technologically-savvy.

The two countries are undertaking major reform and renewal agendas to transform the way the public service operates, the services that are delivered and the public servants that deliver them. In Canada, the Beyond2020 renewal agenda is focused on driving a culture of innovation and overall excellence through targeting the mindsets and behaviours of public servants. In Australia, public sector reform is focused on improving citizen and business experience, driving value in public sector administration and building public sector capability over the short to medium term. Alongside this, the Independent Review of the APS is focused on longer-term change to ensure the Australian Public Service is fit-for-purpose for the coming decades.

Identifying new approaches and ways of working, along with measuring the impact of the public service is important to both countries. The Canadian Impact and Innovation Unit is supporting a whole-of-government effort called *Impact Canada* which has created new authorities for departments to pursue experimental approaches across economic, environmental and social policy areas, along with additional flexibility to pursue outcomes-based approaches. This is supported through an impact evaluation process. To measure and improve outcomes for citizens, the Results and Delivery Unit supports agencies to deliver on initiatives, provides public reporting on implementation status and maintains a Digital Dashboard with real time information to support decision-making. The Shared Services initiative in Australia is reducing costs and duplication in the consolidation and provision of corporate services across the public service. Australia is also increasingly taking an innovative approach to policy development through the use of behavioural insights. The Government Business Analytical Unit is undertaking a pilot to identify and measure key drivers of productivity in the public sector.

Both countries have a strong focus on the use of data and improving citizen experience through the use of digital services. The Canadian Digital Service, Digital Academy and Australia's Digital Transformation Agency are working with public service agencies to build digital services for citizens and build digital capability for public servants. Both countries are also seeking to create greater public value from the big, integrated data sets that exist in the public service through Canada's *Data Strategy for the Public Service* and Australia's *Data Integration Partnership for Australia*.

Overview of Workforce

“From bringing new initiatives to life, to carrying out ongoing services, federal public servants continue to set an example for service excellence around the world. In communities across Canada, public servants are finding innovative solutions to the challenges we face, and tackling the issues that matter most to Canadians – from promoting diversity and inclusion, to growing economies that work for everyone.”

The Right Hon. Justin Trudeau, Prime Minister

Statement on National Public Service Week
June 2018

The Australian Public Service is world class and the ‘state of the service’ is strong. ...[To] further improve and strengthen an already outstanding public service for Australia...our focus must be on continuing to modernise our public service, to ensure it is as effective, as efficient and productive and as responsive to the needs of the Australian community as possible. ...We must always seek an efficient, effective and economical public sector, which delivers tangible benefits to all Australians, which helps drive innovation and productivity in the economy and helps to grow our living standards.’

Senator the Hon. Mathias Cormann

Minister for Finance and the Public Service
Address to the Australian Public Service
October 2018

Both the public services of Canada and Australia represent world-class institutions that are responsible for the delivery of programs and services to a diverse range of citizens. Rapid global changes in demographics, technologies, and expectations of citizens and employees alike require that the two public services be more adaptable, flexible and technologically-savvy.

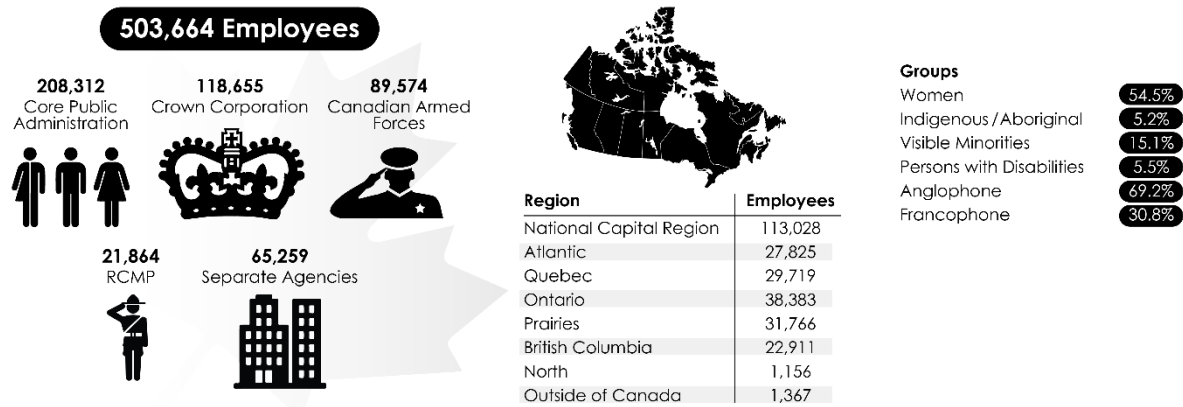
This paper examines how each country is looking to better position itself to address these challenge and harness opportunities into the future. It looks at the major reform and renewal initiatives being undertaken across the two services to transform the way the public service operates, the services that are delivered and the public servants that deliver them.

Overview of Workforce

Canada

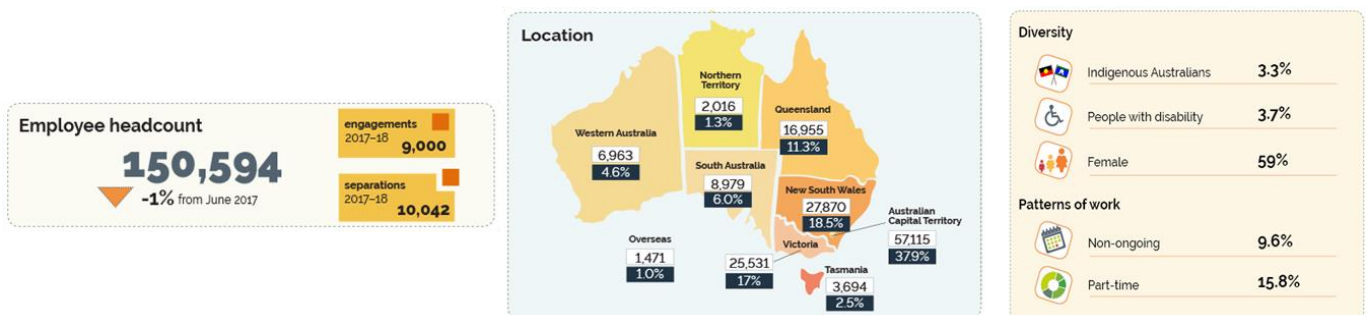
The Canadian Public Service (CPS) is responsible for delivering quality programs and services to Canadians and providing evidence-based advice to Government. Charged with anticipating and responding to the evolving needs of Canadians and their Government, the CPS represents a diverse range of employees and jobs across a wide geographic expanse.

The CPS continues to evolve and find new and better ways to generate results for Canadians with a focus on delivering on the Government’s mandate. As Canada’s largest employer, it is committed to creating a diverse, inclusive and talented workforce, equipped with the right tools, processes and organizational structures.



Australia

The Australian Public Service (APS) provides professional and impartial advice to the Australian government. It manages the delivery of programs, regulations and services that touch almost every part of Australian life. The APS includes many, but not all, Commonwealth entities. It does not include Commonwealth owned companies (e.g. the National Broadband Network) and entities that have their own employment powers (e.g. the Australian Broadcasting Corporation, Australian Federal Police and the Australian Defence Force).



Current reform initiatives and identifying, developing and deploying capability for the future.

Canada

In 2013, the Canadian Public Service launched Blueprint 2020. More than 100,000 Canadian public servants brought their ideas, energy, and passion to drive it towards a vision for a “world-class Public Service equipped to serve Canada and Canadians now and into the future.” In five years, the contributions of public servants drove a growing spirit of innovation and collaboration.

Recognizing that the world has changed since the launch of the Blueprint 2020 exercise, the Clerk of the Privy Council and other senior bureaucrats in the Canadian Public Service asked for a refresh of the renewal agenda, to see what is required of Canada’s Public Service in the coming years.

The updated approach, Beyond2020, is focused on the critical underlying ingredients that drive a culture of innovation and excellence. It targets the mindsets and behaviours public servants bring to the job every day that lead to greater organizational agility, deeper inclusion, and a workforce equipped to excel. The focus on mindsets and behaviours reflects leading research on change management, which suggests that 70 percent of change programs fail because management and employees do not adapt new behaviours. The CPS recognizes that organizational capability and behaviour are based on the skills, attitudes, and outlooks of a collection of individuals, and in order to sustain change, the surrounding structures (such as, for example, assessment and recognition systems) must be aligned with the culture the organization wishes to promote.

This refresh is designed to converge with, and amplify, existing initiatives, such as Canada's strategy on diversity and inclusion, and efforts to take action on harassment. It is flexible and sensitive to organizational, individual, and regional realities, because it is essential that our efforts resonate with all public servants from coast to coast to coast.

The results of Canada's Public Service Employee Survey will serve, among other indicators, as a key tool to analyze how it is doing across the Public Service and within each organization.

Beyond2020 will be supported through engagement with other orders of government, civil society, academia, and industry, with a strong emphasis on engaging regional employees and the horizontal communities that cut across government. Departments and agencies will customize their renewal activities for their operational realities, as well as broad social media outreach and cross-government implementation. True change requires a strong commitment to continuously analyzing and responding to signals to assess results. To that end, the results of the annual Public Service Employee Survey will serve, among other indicators, as a key tool to analyze progress across the CPS and within each organization to keep the results honest, open, and transparent.

Diversity and Inclusion

The CPS is committed to creating an inclusive environment where all ideas and perspectives are welcomed. In 2018, the Government of Canada announced the creation of the *Centre of Diversity, Inclusion and Wellness*, which will support departments and agencies in fostering safe, healthy, diverse and inclusive workplaces. The creation of the Centre is part of a larger Strategy on Diversity and Inclusion, which sets out concrete actions for how the CPS will ensure it reflects Canada's diverse population.

Australia

Public Sector Reform Roadmap

Citizens and businesses have high expectations of government. They demand accessible, personalised services, delivered in real-time, at low cost and with minimal effort. Importantly, in a fiscally constrained environment, the public sector must respond to growing citizen and business needs and expectations in the most efficient way possible.

Through the 2018-19 Budget the Australian Government published an ongoing roadmap for public sector reform focused on an improved citizen and business experience, while also driving value in public sector administration and building public sector capability.

The roadmap includes initiatives that will have a direct and positive impact for Australians, including the Welfare Payment Infrastructure Transformation and Veteran Centric Reform. The aim is to continue to drive reform so that the public sector delivers high quality and responsive services to citizens and business, in the most efficient way possible.

Public sector reform requires investment in public sector capability and innovation to free up valuable time for service delivery and the things that matter most to citizens and businesses. For example, the Australian Government has invested AUD 500 million through the Modernisation Fund to create a more modern, innovative and productive public sector.

Commonwealth public sector reform is driven forward by the Secretaries APS Reform Committee (ARC), a sub-committee of the Secretaries Board, which provides strategic oversight of the roadmap for public sector reform. The ARC is focused on the short to medium term, while working collaboratively with the Independent Review of the APS, which is looking at the longer-term needs of the APS.

Members include self-nominated Secretaries, the head of the Digital Transformation Agency, the Australian Statistician and the APS Commissioner. The ARC provides strategic oversight of a number of existing initiatives including 42 projects being delivered under the Modernisation Fund and a range of 'signature initiatives' that aim to improve services to citizens and businesses.

Many of the signature initiatives have a strong technology component but they are fundamentally about managing change in the way citizens and government intersect, embedding systems that are easier to access, enable self-service, are seamless and integrated. Their purpose is to produce better outcomes and smoother processes.

In addition, the ARC is working collaboratively across six streams on 25 initiatives designed to build public sector capability in people and systems and to support the innovation, transformation and sustainability of the public sector to help meet future challenges.

The six streams are:

- Citizen and business engagement—driving more effective engagement between public sector officials, citizens, businesses and innovators when designing and delivering policies, programs and services.
- Policy, data and innovation—collaboratively developing capability in policy, data and innovation to meet the needs of the public sector. This includes making the best use of data to support government decision-making and innovation.
- Structure and operating model—ensuring that public sector operating models support integration, efficiency and a focus on citizen services.
- Investment and resourcing—better aligning finite departmental resources to deliver government priorities and meet service delivery expectations.
- Workforce and culture—driving modern workforce practices including through strengthening talent management, data analytical capability and digital skills in the public sector.
- Productivity—developing the best contemporary measures for public sector productivity, and using this to improve public sector administration.

Key projects that demonstrate the benefits from investment in transformation and innovation include:

- **Shared Services** to consolidate and standardise corporate services across the APS, and reduce the number of bespoke IT systems in use, ensuring that our investment in IT is maximised through collaborative development and re-use, harnessing efficiencies and savings;
- the **Data Integration Partnership for Australia (DIPA)** to improve data analytics capability in the APS and to bring together and analyse high-value data assets to inform solutions to a range of difficult policy problems;

- **Grants hubs**, which are providing a simpler, more consistent and cost effective way to deliver Government grants;
- the **Productivity and Automation Centre of Excellence**, or PACE – a collaborative approach among partner agencies to unlocking productivity through process automation of repetitive, high volume tasks in areas such as payroll, HR, payment processing. PACE is developing staff capability through re-training of staff as process automators;
- **GovTEAMS** - an online digital collaboration tool to help participating agencies overcome the day-to-day realities of trying to work across boundaries in policy development, program management and service delivery;
- a **Centre of Procurement Excellence** is under development, in collaboration with other major procurers, industry and small business. It aims to professionalise procurement practice in the Australian Government, while maintaining an approach that takes appropriate account of risk, to deliver value to taxpayers, and better procurements for agencies;
- a **Centre of Excellence for Innovation**, which will allow agencies to share their expertise, facilities and tools, to support new ways of working;
- the development of a whole-of-government **APS Workforce Strategy** to support modern workforce culture and practices, to enable workforce mobility, to understand and respond to future capability requirements and prepare for the future. This strategy will also look at how the APS brings in required capability and ensures high performance across the system;
- the **APS Policy Capability Project** which aims to align, leverage and support existing efforts to lift capability. A key focus of the initial phase is to co-design practical tools and support that build on existing good practice; and
- a **whole-of-government approach to major departmental investment**, to reduce unexpected calls on the budget, and to better align investment to Government priorities. It will include development of funding options to enable investment in the highest priority areas.

Promoting Diversity and Inclusion

The APS is committed to ensuring an inclusive and respectful workplace that reflects the diversity of the Australian community. These diverse experiences and perspectives will enable the APS to unlock further innovation and productivity. There are currently three major diversity employment strategies for the APS covering Aboriginal and Torres Strait Islander peoples, people with disability, and gender equality.

Consultation has commenced on development of a new, agile inclusion strategy which will come into effect as the current strategies expire. This will be supported by the development of resources, which will be available APS-wide, aimed at enhancing workplace inclusion.

Independent Review of the APS

The Independent Review of the APS is focused on the longer-term transformational changes needed to our culture, capability and operating model to ensure the APS is equipped to engage with key policy, service delivery and regulatory issues in order to serve Australian Governments and the Australian people into the future. This is the first “first principles” review of the APS since the Coombs Royal Commission on Australian Government Administration in the 1970s.

Through its domestic and international consultations, the review has developed a framework against which it will develop and refine recommendations. Those recommendations are likely to include actions for the public service as well as legislative or other changes for government. The framework is structured around the following objectives for a future APS:

- united in a collective endeavour
- world-class APS in policy, regulation and delivery
- APS renowned for using dynamic, digital and adaptive systems and structures
- APS trusted and respected by its partners; and
- an employer of choice

As part of its work to explore the long-term future of the APS, the review has also undertaken a future scenario planning exercise. This work identified potential future scenarios and outlined the challenges the APS may face in these environments. The review will use the scenarios to road-test recommendations, and ensure our thinking is sufficiently future-focused throughout the remaining process.

Driving innovation, productivity and outcomes in the public sector

Canada

The Government of Canada is committed to improving outcomes for Canadians, reporting regularly on results and taking an integrated approach to results and implementation. The Results and Delivery Unit (RDU) at the Privy Council Office (PCO) was established to apply a new results and delivery approach across government. This approach is an outcomes-focused system that is based on three perpetual questions:

What does the CPS want to achieve? This means clearly identifying the policy and program objectives for any initiative and clearly articulating the positive impact that is expected in the lives of Canadians.

How will the CPS implement? This means devoting more time and effort to identifying the delivery plan for an initiative. Getting the initial policy decision right is necessary, but not sufficient if the Public Service is not properly organized to deliver.

Is the CPS achieving what it wants to achieve? Initial policy decisions and implementation planning are just the beginning of the process. Continually assessing progress and measuring results are equally important. If it is discovered efforts are not having the desired impact, then adjustments to the approach may be necessary.

RDU works closely with departments day-to-day to help Ministers support progress to successfully deliver their initiatives within the system. In some cases, RDU undertakes deeper dives on high priority issues that are not advancing as quickly as anticipated. This involves examining the overall delivery chain and all of the various partners and policies that may help or hinder successful delivery, which could include the federal government's own rules on procurement and contracting, slow decision-making or capacity on the ground with partners. Having short stock take meetings with the Prime Minister, Cabinet and key leaders, supported by data, is a very helpful way to accelerate progress.

Key ways that the Canadian Public Service is implementing this approach include:

- The Digital Dashboard, a Data Visualization tool to support cabinet decision-making uses open-sourced software to enable working with latest data and collaborating in real time across the CPS on briefing materials.
- Public reporting on the status of implementation of the Prime Minister's priorities through the [Canada.ca/results](https://www.canada.ca/results) website (the Mandate Letter Tracker) which was produced by PCO with support from all government departments. This website features the 427 commitments found in the Prime Minister's mandate letters to ministers. Canadians can visit this website to learn more about and track progress on the Government's commitments that matter most to them. The launch of the [Canada.ca/results](https://www.canada.ca/results) website represents the first time that the Government is publicly reporting back to Canadians on the progress towards the mandate commitments. This is an important step in transparency. The practice of regularly reporting progress also helps to promote communication amongst those delivering on priorities.

Impact and Innovation Unit

The Impact and Innovation Unit (IIU) in the Privy Council Office supports a whole-of-government effort called *Impact Canada* which created new authorities for departments to pursue experimental approaches to improve results for citizens across economic, environmental, and social policy areas. These authorities provide additional flexibilities to pursue outcomes-based approaches like inducement prizes, pay-for-success instruments, and initiatives informed by behavioural insights. *Impact Canada* initiatives are co-designed among the IIU, partner departments, provinces and territories, and stakeholders with an objective to open-up the problem-solving process to non-traditional actors. Each initiative employs a cutting-edge impact evaluation to provide a solid evidence-base to test and scale-up effective interventions.

For example, the IIU is supporting an integrated suite of initiatives informed by behavioural insights to boost uptake for education savings accounts and associated grants to help lower-income families save for post-secondary education (e.g. college, university, apprenticeships). The IIU worked with the Province of Ontario to develop a digital innovation that integrates account referrals into the existing Ontario online birth registration service. Preliminary results have been very positive and indicate the potential to scale in other provinces and territories. The IIU is also leading a series of challenges and prizes totalling over \$500 million to drive better outcomes across a range of areas – like a “Smart Cities” Challenge to help municipalities integrate connected technologies to improve the lives of citizens; a “Crush It” Challenge to develop a new clean technology solution that transforms how energy is used for crushing and grinding rocks in the mining industry; and a “Drug Checking Technology” Challenge to improve technologies to allow the community of people who use drugs and those who support them to make more informed decisions based on the composition of a drug and to reduce harm.

Australia

Shared Services and Centres of Excellence

Around 20 per cent of current departmental expenditure is on corporate support and services – more than AUD 2 billion per year, which is a conservative estimate as it excludes Defence and ICT spend. In addition, the public sector administers around 360 granting activities each year (around \$9.9 billion in grants expenditure) on behalf of the Australian Government.

The provision of corporate and grants administration services has been consolidated and standardised through the introduction of 'centres of excellence' and shared services hubs under the Shared Services Program and the Streamlining Government Grants Administration Program, established in 2015-16.

The rationale behind these Programs is to:

- increase the consistency and quality of services;
- realise efficiencies that will enable agencies to redirect staff to core priorities;
- reduce duplication of underlying IT platforms and software and coordinate investment in up-to-date technology; and
- reduce costs and establish more sustainable funding models.

Historically, each agency within the Commonwealth public sector has its own approach to delivering corporate services with more than 170 bespoke IT systems separately maintained. Under the Shared Services Program, 90 agencies will instead receive services through a shared services hub, reducing the number of IT systems and ensuring that services are delivered according to standard business processes. Two hundred standard business processes have been mapped for use across the Commonwealth—the hubs are optimising these using business process automation. Around 35 agencies are already engaged with the hubs for delivery of corporate services.

The Commonwealth administered more than 360 grants programs (worth around \$9.9 billion) in 2016-17. Under the Streamlining Government Grants Administration Program, 196 of these programs – which were previously delivered through 14 different agencies – are now delivered through two grants hubs. This is creating a simpler, more consistent and cost-efficient grants administration process. Testimonials from users include a reduction of 43 days taken to finalise an agreement, and a saving of 10 hours when completing an application for those who have previously completed an application.

The concept of 'centres of excellence' goes beyond shared services and grants. It is being applied to other areas where there is an opportunity for agencies to share expertise and collaborate to derive whole-of-government benefits.

A Productivity and Automation Centre of Excellence (PACE) has been established within the Service Delivery Office (one of the shared services hubs) to unlock productivity through process automation, and to build whole-of-government capability. The Service Delivery Office has automated eight processes to date, with initial automations in payroll leading to a reduction of 15 minutes per activity (an 80 per cent reduction overall) and fewer errors.

The Australian Government buys a diverse range of goods and services under a devolved procurement framework, with the accountable authorities of individual entities responsible for delivering value for money. For example, in 2016-17, 64,000 contracts were publicly reported (on AusTender) valued at around AUD 47 billion, with the bulk or purchases for relatively low value goods and services such as auditing or stationery.

A Centre of Procurement Excellence (CoPE) is being established to highlight and leverage expertise across the Commonwealth and industry, with the aim of enhancing procurement capability and productivity, while facilitating better outcomes for both the Commonwealth and industry. The aim is to streamline and rationalise low value procurement, using standard, accessible tools and templates, and reduced administrative burden and costs for the Australian Government and its suppliers.

Use of behavioural insights (BI)

The APS is increasingly using BI as an innovative approach to develop smarter, evidence-based policies, programs and services that take account of human behaviour.

Several APS departments have internal “BI teams”. To reinforce the APS BI capability, a central BI unit was set up in 2016 in the Department of the Prime Minister and Cabinet – the Behavioural Economics Team of the Australian Government (BETA). BETA currently has about 25 staff.

BETA provides a range of BI services to APS agencies, including:

- designing, delivering and evaluating BI interventions (in partnership with agencies). Wherever possible, BETA uses randomised controlled trials to evaluate interventions and publishes the results (regardless of the outcome);
- providing BI research and advice to inform government thinking on a policy topic or area;
- conducting BI “opportunity scans” to identify where and how BI can best be applied across the APS;
- building BI capability through in-person training and BETA’s bespoke e-learning course; and
- setting up partnerships across the APS, and with the academic, private and community sectors.

BETA’s projects with its partners are already delivering tangible outcomes for Australia, such as:

- [reducing the over-prescription of antibiotics](#) to help address the risk of anti-microbial resistance;
- [enhancing transparency in essential services markets](#) such as energy and telecommunications to improve consumer outcomes;
- [increasing tax compliance](#) to support fiscal sustainability; and
- [making government service delivery more efficient](#) and customer-friendly.

Measuring productivity in the public sector

The Department of Finance hosts the Government Business Analytical Unit (GBAU), which is undertaking a pilot focussed on identifying drivers of productivity in the public sector. The GBAU is partnering with the Australian Public Service Commission to analyse Australian Public Service Census data to understand what contributes to public sector productivity.

The pilot is analysing data relevant to employee engagement to better understand the characteristics of a high performing team, what most clearly differentiates high and low performing teams, changes over time, and how learnings can be emulated across the public sector.

Early results from the analysis show greater variability within teams than between agencies. There is a strong correlation between engagement and innovation indices at the team level, which shows that more engaged teams are also more open to innovation and highlights the importance of risk maturity in public sector organisations. Findings on communication from leadership teams to staff shows that substance is more important than form – communication is more effective and more positively received when it focuses on clearly linking the work/role of staff to organisational priorities and objectives and empowering them to respond to future challenges rather than simply “meeting regularly”.

This information will help to identify the characteristics of the most productive teams, to share best practice approaches and provide advice back to agencies about practical action they can take to boost productivity.

Innovation in the public sector

The Australian Public Service Commission collects attitudinal data on innovation in the public sector through the annual Employee Census and Agency Survey. These are then reported through the annual State of the Service report.

In 2018, the overall innovation index score in the APS was 64 per cent, a two percentage point increase from 2017. The majority of the APS workforce identified a belief that one of their responsibilities was to continually look for new ways to improve the way they work. Many also believed that their immediate supervisor encouraged them to be innovative.

Some other key findings from the 2017-18 State of the Service are:

- Innovation through incremental change, rather than transformational change is more common in the APS.
- Employees who are encouraged to make suggestions and feel valued for their contribution, have the most positive perceptions about innovation
- The influence and ability of senior leaders to effectively communicate strategic direction and organizational change supports positive perceptions about innovation.

Improving citizen experience across jurisdictions and sectors by leveraging data and maximizing digital collaboration

Canada

Canadian Digital Service

People expect government services to be simple and easy to use. Budget 2017 signaled that the Government of Canada would adopt new ways of working, based on the experiences of jurisdictions like Australia, the United States and the United Kingdom. Launched in July 2017, the Canadian Digital Service (CDS) provides delivery power for the President of the Treasury Board's expanded mandate as Canada's first-ever Minister for Digital Government, serving as a digital delivery unit, for Government, inside government.

In its first year, CDS partnered with several departments to build digital services designed for the people who use them. CDS worked with Veterans Affairs Canada (VAC) to develop a new tool to help Canada's 650,000 Veterans and their families, 80% of whom do not currently access VAC services, easily find and access the benefits or services that are relevant to them. With Immigration, Refugees, and Citizenship Canada, CDS built a digital service for the roughly 60,000 newcomers to Canada who need to reschedule their citizenship tests annually. The new service has shaved weeks off the rescheduling process for most applicants, and to date, has replaced 70% of paper-based requests.

Data Strategy for the Public Service – Roadmap

Public service modernization efforts focus on a more transparent, collaborative, citizen-centered and digitally enabled public service. A forward-looking, open approach to data is an essential piece of public service renewal.

How the Government of Canada collects, manages and governs data—and how it accesses and shares data with other governments, sectors and Canadians— must change. The government has a responsibility to ensure its workforce has the skills and tools it needs to ethically leverage data to support the public good, while protecting

the sensitive and personal data of Canadians. To this effect, Statistics Canada, the Privy Council Office and the Treasury Board Secretariat co-developed [a Data Strategy roadmap](#), made public on November 23, 2018.

Developed through consultations with all federal departments and agencies it sets a foundation for the Government of Canada and is focused on four themes: (1) stronger governance; (2) improved data literacy and skills; (3) enabling infrastructure and legislation; and (4) more focused treatment of data as a valuable asset. Explicit in the development of the strategy is the recommendation that each department adapt these based on their individual lines of business, with the acknowledgement that there is not a "one-size-fits-all" approach for data.

The Data Strategy focuses on how the Government of Canada can improve how it creates, protects, uses, manages and shares data to improve the lives of Canadians and support businesses, researchers and the not-for-profit sector, and how it makes decisions on policy and programs. It builds on current federal data initiatives to ensure complementarity, coherence and transparency, so that emerging opportunities are understood and quickly acted upon. Canada is looking to position itself as a leading jurisdiction in the data sphere, by setting forward-thinking, globally recognized standards that spur innovation and economic growth, and create positive social impact.

Digital Academy

The Canada School of Public Services (CSPS)' Digital Academy was announced on October 16, 2018, with a mandate to provide training and learning solutions. This is both through open resources for a wide audience and in-depth learning to develop specialist and leadership skills, including among senior executives. Specialist streams have been identified to address specific GC needs:

- Development
- Artificial intelligence
- Design
- Data science
- Disruptive technologies

The Academy will bring the best learning and knowledge available on rapidly evolving topics to public servants, including hands-on support for applying digital skills and technologies to real-world problems as learners work through an integrated practicum. The Government of Canada will launch prototype solutions in January 2019 followed by the full suite of programming in July 2019. The approach is to work in an agile, open-by-default manner with government experts and external partners, with the stated goal being that Canada sets the worldwide bar for digital government and service to citizens.

The Digital Academy itself is intended as a continuous experiment in public sector learning and capacity building, both as the subject matter rapidly evolves and as the Academy prototypes and delivers through new approaches.

Australia

Citizen and business engagement

Public policy problems are increasingly complex and are occurring in an environment of declining trust in government. There are several initiatives underway in Australia to improve service delivery, and build trust in government, through better engagement with citizens and businesses.

The Department of the Prime Minister and Cabinet has developed the Citizen Experience Survey to improve APS agencies' understanding of the public's perceptions of, and experience with, Australian public services. The survey captures information about people's experience with a wide range of services delivered by the APS, satisfaction with those services and reported trust in the APS. The focus is on whole-of-APS service delivery. The survey has been designed to be conducted in regular waves. The first wave of 2,500 respondents was conducted in November 2018. The second wave is expected to take place in January/February 2019. Survey results between November 2018 and April 2019 will form the baseline to allow monitoring of trends.

The BizLab Academy, within the Department of Industry, Innovation and Science, is teaching Human Centred Design (HCD) principles and techniques to policy and program makers across the APS. HCD puts the user at the heart of designing solutions. It aims to strengthen citizen-centric decision making and evidence-based policy and program delivery.

Such initiatives will inform the development of a whole-of-government public engagement strategy – through the ARC – that aims to deliver more effective engagement between public sector officials, citizens, businesses and innovators.

Digital transformation

Australians are more mobile, more connected and more reliant on technology than ever before, which requires improved online service delivery. The Digital Transformation Agency (DTA) was launched in 2015 to help government departments and agencies undergo digital transformation and to provide oversight over the government's Information and Communications Technology agenda.

In 2018, the DTA:

- Launched a digital transformation strategy and roadmap for the Commonwealth;
- Improved digital platforms and began trialling platforms for citizens to 'Tell Us Once';
- Created a Digital Marketplace to transform ICT procurement; and
- Worked with the APSC to develop and run programs to increase ICT and digital capability.

Better use of data to inform decision-making

The use of big, integrated data sets offers enormous opportunity for innovation in policy development and the delivery of government services. The Australian Government has invested \$131 million to improve data analytics capability in the APS. The Data Integration Partnership for Australia (DIPA) brings together high-value data assets, including those developed by Health, Education and Social Services, to support analysis of a range of difficult policy problems to discover new ways to tackle them.

In the first year, the focus has been on establishing the infrastructure and capability to support this analysis. Key examples include:

- the creation and release (to trusted researchers) of a longitudinal integrated data asset to help understand impacts of Government policies on individuals and families (for example for health, tax, education, income benefits and Census data assets);
- faster delivery of information to policy areas on immunisation and bowel cancer screening projects; and
- a data incident management manual.

Future benefits will include leveraging these assets and capabilities to add to the evidence base for informed policy-making, improving secure data-sharing across government, reducing costs for data sharing, and promoting greater collaboration between agencies.

Digital collaboration

The need for collaboration is becoming critical in government. The public service is undergoing significant disruption driven by changing citizen demands and tightening budgets. This creates an innovation imperative, driving the need for collaboration and experimentation across traditional operating boundaries.

Technology supports the inherently human process of collaboration by enhancing our ability to connect, interact and coordinate work efforts. It has a crucial role to play, especially where work spans geographically dispersed teams and organisational boundaries. Government collaboration technology needs to keep pace. Our research shows that government workers have an overwhelming need to collaborate as part of their jobs, and that most people want to collaborate more and do so more effectively.

GovTEAMS

The Department of Finance is developing GovTEAMS on Microsoft Office 365. GovTEAMS is a modern collaboration service that will help drive productivity by connecting people across organisational and geographical boundaries. Public servants will be able to find each other and each other's work irrespective of which agency they belong to. Staff will also be able to interact with experts in the private sector, academia and the not-for-profit sector. Through GovTEAMS, staff can use a raft of communication tools including instant messaging, online meetings, audio calls, video calls, video conferencing, screen sharing, file sharing and more.

Digital Annual Reporting Tool

The Department of Finance is piloting a digital annual reporting tool to support the delivery of digital documents to the Parliament. The aim is to better enable the Parliament and the public to access and compare information across the annual reports of Commonwealth entities, over multiple periods. Based on the success of a 2017-18 pilot, the tool could be used by all Commonwealth entities, commencing from the 2018-19 reporting period. For entities, the Digital annual reporting solution offers the potential to enhance annual report production capability, compliance and efficiency.

Digital First [PM&C to confirm inclusion]

The Digital First Suite (DFS), developed by the Department of the Prime Minister and Cabinet, is a dynamic briefing platform designed to support Ministers, Senior Executive and their offices by providing a central location for information and decision-making. The real-time platform allows collaborative information to be consumed on any departmental desktop and mobile devices. This system has brought minister's offices and their respective departments closer together and allows them to track commitments through to implementation.

The DFS allows co-authoring, live reporting, commenting, simple workflow functionality and email notifications triggered by events. It supports a wide-range of material from the Microsoft suite, videos, PDFs, interactive timelines and graphs. It has been used for activities such as election commitment tracking, travel and event briefs, board papers, Senate Estimates briefing and policy implementation tracking.

Questions for discussion

Canada and Australia are both experiencing the global trends of shifting demographics, rapid advancements in technologies, and changing expectations and needs of both employees and citizens. Both countries are

undertaking ambitious reform agendas with a focus on putting processes, tools and systems in place that help to support and empower employees to do their jobs effectively, and to also leverage new ideas and encourage innovation.

1. Cumbersome business processes and hierarchical structures are often identified as impediments to innovation and agility of employees. However, public servants also work in an environment that is often under intense public scrutiny and is accountable to Ministers. How do we strike the right balance between innovation, risk awareness and ability to fail with accountability in our organisational cultures?
2. Given the difficulties in affecting transformational and other change, how might we ensure our reform efforts are sustainable and are institutionalised?
3. Both Canada and Australia are undertaking reform agendas that are largely aligned around similar principles. How can we better share our experiences and leverage each other's successes?

Interesting Reading Material

www.oecd.org/innovation/the-innovation-system-of-the-public-service-of-canada-9789264307735-en.htm

www.canada.ca/content/dam/pco-bcp/images/ann-rpt/25/rpt-25-eng.pdf

www.canada.ca/en/innovation-hub/services/reports-resources/2017-2018-annual-report.html

<https://www.apsc.gov.au/state-service-report-2017-18>

<https://www.apsreview.gov.au/>

<https://www.dta.gov.au/digital-transformation-strategy>

<https://behaviouraleconomics.pmc.gov.au/projects>

<https://www.budget.gov.au/2018-19/content/bp4/index.html>