

Transcript

DIGITAL GOVERNMENT LEADERS SUMMIT - SOMMET DES DIRIGEANTS DU GOVERNMENT NUMÉRIQUE 2024:
QXMR-8929 - alejandro.almendrades@tbs-sct.gc.ca - Monday, January 29, 2024 9:03 AM - 437 minutes

Participant: DGLS [DGLS] English (US)

00:00:00 [DGLS] Look great, by the way.
00:00:02 [DGLS] Yeah. Thank you.
00:00:23 [DGLS] Yeah, it started. Okay, great.
00:00:27 [DGLS] Good morning everyone. Bonjour.
00:00:30 [DGLS] Welcome to the 2024 Digital Government Leaders Summit.
00:00:35 [DGLS] And hello to everybody that is joining us online as well.
00:00:40 [DGLS] A special shout out to our Western, of Canada colleagues.
00:00:44 [DGLS] Hope you're a well caffeinated this morning.
00:00:46 [DGLS] We know it's going to be a very early start for you.
00:00:48 [DGLS] And if you encounter any technical issues during the live stream, please send us an email at the summit team email and that can be found at the support section of the wiki page.
00:01:01 [DGLS] And if you're in the room, please take a moment to look at our beautiful backdrop.
00:01:06 [DGLS] we're lucky enough to host this summit, right beside the Rideau Canal, so enjoy the view.
00:01:12 [DGLS] My name is Jessica Walker. I'm going to be one of your emcees for today.
00:01:17 [DGLS] And for the next two days.
00:01:19 [DGLS] I'm a senior advisor at the Enterprise Pay Coordination office at Public Services and Procurement Canada.
00:01:27 [DGLS] And I'm Liane LaBelle.
00:01:28 [DGLS] I'm the executive director of Platform at the Canadian Digital Service at Esdc. We're going to be your emcee for the next two days.
00:01:36 [DGLS] As Jessica said.
00:01:38 [DGLS] But before we dive in, we'll encourage you to share your personal pronouns with your colleagues today as we create.
00:01:45 [DGLS] as a way to create a safe and welcoming space for everyone and allow us to be our best selves at this event.
00:01:53 [DGLS] pronoun identifiers are available at the registration desk.
00:01:58 [DGLS] Hopefully you're sitting beside someone you don't know at and can get to know over the course of these couple of days.
00:02:06 [DGLS] And as this community sort of connects and and collaborates together. Okay, great.
00:02:13 [DGLS] Before we get started, we want to make sure that we are acknowledging the sacred grounds that we stand upon here, here today in Ottawa.
00:02:21 [DGLS] So we're going to take a moment to center ourselves in humility as we recognize that we are gathered here today on the traditional, unceded unsundered territory of the Algonquin Anishinaabe people.
00:02:31 [DGLS] The ancestral land of the Algonquin Anishinaabe Nation.
00:02:36 [DGLS] This land encompasses the Kitchissippi watershed, or the Ottawa River, where the Algonquin people have thrived since immemorial.
00:02:45 [DGLS] The Algonquin people have a rich history that spans thousands of years, making invaluable contributions to this land, and their deep connection is evident in the way that they have named the region Ottawa, meaning traders and the root of Ottawa.
00:03:03 [DGLS] They generously shared their wisdom with European settlers, teaching them vital skills like navigating the Ottawa River, surviving harsh winters, and using maple sap.
00:03:15 [DGLS] We share this historical context because of the concept of trading directly aligns with our purpose here today to exchange ideas, share perspectives, and build connections.
00:03:28 [DGLS] For those of you who are joining us virtually, we invite you to pause and acknowledge the traditional land upon which you are viewing this broadcast.
00:03:37 [DGLS] Our acknowledgment extends to all indigenous peoples in the region, representing diverse nations across what we know today as Canada.
00:03:47 [DGLS] Canada's strength lies in the diverse tapestry woven together by rich cultures, traditions of the indigenous people echoing through generations.
00:03:57 [DGLS] As we move forward, the responsibility to draw on our strength falls on all of us.
00:04:02 [DGLS] As non-Indigenous people.
00:04:04 [DGLS] It is our role to actively engage in fostering a spirit of partnership and reconciliation, honoring and upholding the rich culture of Algonquin, Anishinaabe people and all indigenous peoples communities throughout bold, strategic and deliberate action.
00:04:23 [DGLS] Thank you for that. so why are we here today?
00:04:27 [DGLS] the Digital Government Leaders Summit is a chance for our digital community to unite under the theme of innovation, collaboration and results.

00:04:37 [DGLS] It sets the stage for engaging discussions and and and emphasizing our commitment to Canada's digital ambition.

00:04:45 [DGLS] We're here together to brainstorm fresh ideas, collaborate, talk and talk about real, measurable results.

00:04:54 [DGLS] Our goal is to gain insights that will strengthen our digital strategies, collectively contribute to enhancing Canada's digital, digital landscape.

00:05:03 [DGLS] We'll take a moment to reflect with justified pride on our progress, but keep an eye. Keep our eyes fixed on the work ahead.

00:05:11 [DGLS] As digital leaders.

00:05:13 [DGLS] On that note, I'd like to take a moment for you to and ask you to look around the room, look at the agenda for the next couple of days, and take note of the number of women we have leading these efforts.

00:05:27 [DGLS] These women are trailblazers. It's.

00:05:31 [DGLS] But it's not enough to just be in the room where decisions are being made.

00:05:36 [DGLS] We need more women to be heard and respected in these spaces.

00:05:41 [DGLS] And there's more work to do here.

00:05:42 [DGLS] But we thank you to we say thank you to all the women here and online who show up and continue to work on this space every day.

00:05:52 [DGLS] So we hope you're in good spirits, spirits, ready for fruitful and engaging presentations and discussions.

00:06:00 [DGLS] Most importantly, we want you to leave feeling energized and with new ideas fueled by meaningful collaborations and equipped with practical insights to make things happen as unpersuasive.

00:06:14 [DGLS] New Zealand as an administrative pour permettre une pleine participation de mettre électronique, y compris la telephone, la tablet en mode, vibration.

00:06:28 [DGLS] Bien sur n'hésitez pas de vous pour répondre a des appel important le s'agit d'un événement federal.

00:06:38 [DGLS] Ainsi, les miles se déroulera dans les deux officielle n'hésitez pas donc déposer vacation dans la langue officiel de voir lorsque vous adressé présentateur la traduction simultanée et disponible via l'application worldly pour sur connected le code QR tab et de suivre les instructions des personnels qui.

00:07:09 [DGLS] If you need assistance throughout the day, our event organizers are stationed at the registration table at the back where you received your name, your name badge. This morning.

00:07:20 [DGLS] They can help with any questions you may have.

00:07:23 [DGLS] There will also.

00:07:24 [DGLS] So, there there there will also find a charging area for your devices. You may have noticed the QR codes on the tables.

00:07:33 [DGLS] As I mentioned.

00:07:35 [DGLS] They're a chance to they're there to enhance your participation in during the working sessions.

00:07:41 [DGLS] If you're joining us for lunch, it will be served buffet style in this room at 1230.

00:07:47 [DGLS] We also have a TBS video stream in the room.

00:07:52 [DGLS] during the lunch break, we invite you to share your career stories through some rapid fire questions.

00:07:59 [DGLS] It's a fantastic opportunity to help us build a campaign to close the digital talent gap by promoting the Government of Canada as a place to build a dynamic career that contributes to positive change.

00:08:13 [DGLS] Lastly, if you're joining us again tomorrow, please keep your lanyard and remember to bring it with you.

00:08:19 [DGLS] If you won't be returning, we invite you to drop it off, before leaving, helping us to minimize waste.

00:08:27 [DGLS] We hope you're enjoying our heavily scripted part of today.

00:08:31 [DGLS] We promise it's going to be a lot more animated.

00:08:34 [DGLS] l'occasion de directement l'honorable.

00:08:38 [DGLS] Anita Anand, président du Conseil du trésor en suite de dialog captivate avec les invités special.

00:08:47 [DGLS] Valeriya Ionin, Vice-Minister de L'intégration européenne au Ministère de la transformation numérique de la Ukraine et Pascal, directrice executive de l'année stratégique et de l'innovation au secretariat du Conseil du Trésor du Canada.

00:09:03 [DGLS] Elles se penchent sur le phénomène de la prestation de service numérique au citoyen en tant de guerre.

00:09:09 [DGLS] Nous aurons ensuite l'occasion de assisté a un tableau sur la table de l'utilisation de l'intelligence artificielle pour fournir des services plus rapide et équitable apres un court pose, nous aurons Notre premier séance de travail en personne dans laquelle nous présenteront le robo assistant virtual gouvernement de Portugal.

00:09:32 [DGLS] Following this, prepare for an out of this world keynote from Jeremy Hanson, a Canadian Space Agency astronaut, in his address, he'll guide us through navigating complex situations by using the latest technology.

00:09:47 [DGLS] International collaboration and the promotion of Canadian values.

00:09:51 [DGLS] Following a well-deserved midday break, the afternoon will kick off with the panel discussion on digital Service and Design excellence through diversity, equity and inclusion one that I'm really looking forward to.

00:10:04 [DGLS] This conversation is a cornerstone of our work in realizing the digital ambition, and it will be followed by a session on this topic this afternoon.

00:10:13 [DGLS] Gear up for an ascent of inspiration with her keynote speaker, Louise McEvoy, Vice President of the Cybersecurity and Mount Summit.

00:10:23 [DGLS] Mount Everest Summiteer.

00:10:25 [DGLS] She'll share her lessons from the mountain, drawing insights and parallels from digital leadership.

00:10:32 [DGLS] After closing remarks wrapping up day one, the excitement doesn't end there.

00:10:37 [DGLS] Join us for an exclusive networking event at 430.

00:10:41 [DGLS] Generously sponsored by DPI, taking place right here in this room.

00:10:46 [DGLS] So stick around and make the most of this opportunity to socialize, connect, collaborate, and hopefully network with your colleagues.

00:10:54 [DGLS] We often talk about how we should look at the private sector as our counterparts in how we create our digital vision for government.

00:11:01 [DGLS] I think these types of events should help us to encourage us on how we should do digital here in government by our own footing, by our own pioneering as well.

00:11:11 [DGLS] We should find new ways, or to some extent better ways to work, collaborate, make decisions and build on the progress.

00:11:19 [DGLS] And before we get started into the full formal program for today, I want to extend an heartfelt thank you to the representatives of Parks Canada.

00:11:28 [DGLS] The IT apprenticeship program for the public, for indigenous people, the digital, the DGC Digital Talent Platform and the Canada School of Public Service.

00:11:38 [DGLS] Digital Academy for their willingness to showcase their work and impactful digital initiatives can be greatly sought here today through the kiosk.

00:11:47 [DGLS] So we invite you to go look at that as well.

00:11:50 [DGLS] And during breaks, you can take a moment and go interact with them, go ask them questions and hopefully get an earful from them and get some great connections and for those of you joining us online, I invite you to explore the Summit's virtual pavilion online, and you can find that at the GC wiki page. All right.

00:12:11 [DGLS] I think that's enough from us.

00:12:13 [DGLS] It's my pleasure to announce that Stephen Burt, acting chief information officer of Canada, will be taking the podium to say a few words and introduce our esteemed first guest speaker, Stephen Burt.

00:12:52 [DGLS] Felt like a longer walk than it was, but, it needs to be with you all this morning.

00:12:59 [DGLS] Thank you all for being here.

00:13:02 [DGLS] Good morning, everyone.

00:13:03 [DGLS] I'm very pleased to be here with you before I begin, I'd like to acknowledge that those of us here in Ottawa are gathered on the unceded territory of the Algonquin Anishinaabe people.

00:13:15 [DGLS] My name is Stephen Burt.

00:13:17 [DGLS] I'm honored to be the act, be acting as Canada's chief information officer.

00:13:21 [DGLS] And to be here with you today.

00:13:24 [DGLS] The citoyen sont habitué a travailler a effectué.

00:13:29 [DGLS] The transaction bancaire et a communiqué online a s'attendre interagir avec le gouvernement de la même façon aujourd'hui puisque jamais le numérique ne devienne de canal de prédiction et de principal point de interaction avec les clients, l'expérience que les gens ont de l'accès aux services en ligne et l'incidence sur la confiance qui s'achève au pouvoir public.

00:13:55 [DGLS] At the same time, the world within which we operate is evolving at a rapid pace, and the pressures we face are constantly changing.

00:14:02 [DGLS] AI, quantum computing, big data, disinformation and misinformation all affect how we design and deliver services to the public.

00:14:12 [DGLS] Digital underpins every government priority, yet a significant number of positions in digital disciplines in the government of Canada are vacant.

00:14:19 [DGLS] We struggle to keep up with the pace of change, to recruit top talent and to compete with private sector wages.

00:14:26 [DGLS] Yet we also recognize that working for the government is a privilege that comes with an obligation to serve Canadians.

00:14:34 [DGLS] Its business, the people and businesses of Canada and we know that we can do this better.

00:14:39 [DGLS] LA fonction publique a vast et reparti recruiting tout sort the post des analyst de Gaulle Foresti et des astronaut.

00:14:53 [DGLS] De France et de la défense, en passant par le cybersecurity de la pandémie, ce qui nous pouvons offrir et ce qui nous faisons.

00:15:01 [DGLS] C'est un travail axée sur la mission.

00:15:04 [DGLS] When I joined Treasury Board Secretariat as the Government of Canada's chief data officer, I had a mandate to make sure that data is proactively considered in service design to integrate data into decision making, to allow data to flow securely between departments to enable better service delivery while maintaining public trust, and to equip and support public servants.

00:15:22 [DGLS] When it comes to their data needs.

00:15:24 [DGLS] In other words, I championed data by design data for decision making and data driven services, all while all while empowering public servants to do their best work.

00:15:35 [DGLS] They donné sont au coeur du monde service en France, parfois qui les donné sont des information demographique qui releve de la competency des Statistics Canada.

00:15:43 [DGLS] And even while that is important, data goes much further than that.

00:15:48 [DGLS] Data gives us the business intelligence we need to improve services to Canadians.

00:15:52 [DGLS] It sheds light on pain points, like where users drop off because a service is too difficult to navigate.

00:15:58 [DGLS] Good data allows us to identify the top tasks people complete online, which then help guide and focus our transformation efforts.

00:16:06 [DGLS] Danida sont également a la baisse des innovation et matiere de service.

00:16:11 [DGLS] Par exemple ou DSC, ainsi automatiquement les person or regime des patients du Canada et la sécurité de vous lorsqu'elles en droit a la.

00:16:23 [DGLS] We can imagine a government so good you don't even know it's there.

00:16:28 [DGLS] You get the benefits you deserve because you're entitled to them without even needing to apply.

00:16:34 [DGLS] Canada's digital ambitions sets the Guideposts for digital.

00:16:37 [DGLS] Over a three year period, the ambitions for themes serve as a North star, guiding our collective efforts to plan and prioritize Saskatoon's only spvm l'excellence la matiere de technologie et des opérations, des services, des program numeric axée sur les données en strategy et politique.

00:16:55 [DGLS] Numeric de l'emploi l'évolution, structural de financement de la et de la culture.

00:17:03 [DGLS] Meanwhile, the priorities that support these four themes need to be delivered in the context within which we operate.

00:17:08 [DGLS] They must uphold the highest standards and be ready to withstand public scrutiny.

00:17:13 [DGLS] Attack représentants du gouvernement du Canada.

00:17:16 [DGLS] Nous devons constamment penser a la diversité et a la inclusion along difficile a la accessibility au valor et l'échec ses considérations doivent au coeur de tout ce qui nous faisons chaque jour.

00:17:31 [DGLS] So with that, and without any further ado, I'm pleased to introduce our keynote speaker for this morning, the Honorable Anita Anand, president of the Treasury Board.

00:17:41 [DGLS] Minister Anand was appointed to the role in July 2023, with a mandate to advance digital government to better serve Canadians.

00:17:48 [DGLS] Mr. Anand, welcome.

00:17:50 [DGLS] The floor is yours.

00:18:16 [DGLS] Well, good morning everybody.

00:18:18 [DGLS] Merci beaucoup.

00:18:19 [DGLS] d'Etre avec nous. CE matin sitting. Grand, grand plaisir.

00:18:24 [DGLS] Promenade avec vous. Bien sur.

00:18:27 [DGLS] I wanted to to take a moment and thank also.

00:18:32 [DGLS] Stephen Burt just introduced me, but he's our acting chief information officer.

00:18:38 [DGLS] And I also want to thank you as public servants.

00:18:42 [DGLS] all those things that Stephen read off that I had done was we're only possible because I had the support of incredible public servants whom I relied on every single day to get the work done.

00:18:58 [DGLS] And, I'm not sure how many of you, know the group at Sbcc.

00:19:05 [DGLS] How many Sbcc people are here this morning?

00:19:08 [DGLS] Okay. Thank you.

00:19:10 [DGLS] Know, you guys were fantastic during the pandemic and then again at defense, any any people from defense here or I.

00:19:18 [DGLS] It seems like everybody has had a stint in defense at some point.

00:19:21 [DGLS] But anyway, I, everyone I talked to anyway.

00:19:24 [DGLS] So I'll just say that I am always in awe of the public servants that are, really working so hard for Canadians every single day.

00:19:35 [DGLS] And of course, you comprise some of those people.

00:19:37 [DGLS] And I wanted to thank you.

00:19:39 [DGLS] Now, before I became minister, I was a professor at the University of Toronto and other universities for about 25 years, and I taught corporate and securities law, and I did a lot of writing in journals as well as obviously teaching hundreds and hundreds of students every year.

00:20:03 [DGLS] And then I came into government, and within months, the pandemic hit and I had no idea that I would be procuring vaccines and rapid tests and PPE for the country.

00:20:16 [DGLS] And then I was transferred to defense and and had no idea that I would be buying military aid for Ukraine with various tranches of \$500 million a piece, and that aid had to be purchased very quickly.

00:20:32 [DGLS] And now at Treasury Board, I am facing another challenge and I'm doing it with the public servants.

00:20:40 [DGLS] Obviously, many of whom are here, including Stephen.

00:20:45 [DGLS] But overseeing our government's digital strategy and cybersecurity.

00:20:49 [DGLS] And I just wanted to talk a little bit about how I come into this role.

00:20:54 [DGLS] And then I want to talk to you a little bit about the digital transformation that is before us.

00:21:00 [DGLS] So when I was, first starting as an academic, it was actually my first tenured position was at Queen's in 1999.

00:21:10 [DGLS] Now, I may be dating myself somewhat like our systems that we are transforming right now, but at that time, one of the key areas of research for me was the use of the internet in securities offerings.

00:21:26 [DGLS] So how companies can raise capital over the internet without an underwriter.

00:21:33 [DGLS] And that was one of the pieces of writing that I gave a lot of talks on.

00:21:40 [DGLS] And part of that analysis and research was about digital transformation, the use of the internet in securities markets.

00:21:53 [DGLS] And so now, 25 years later, I find myself in a position where I'm talking about digital transformation again.

00:22:03 [DGLS] And it's super exciting. And it takes me back.

00:22:06 [DGLS] Of course, to the beginning of my academic career.

00:22:10 [DGLS] But now I feel fully ensconced in the topic of the conference that you're having today, Abin Sur Le temps de cet conférence et l'innovation collaboration et histoire a ce sujet tres important settlement avec la innovation et a la collaboration entre nous et avec no party prenant et avec Notre pays.

00:22:39 [DGLS] Bien sur, CA nous allons avoir des résultats real.

00:22:45 [DGLS] Now, how many of you have read the book Recoding America by Jennifer Pahlka?

00:22:52 [DGLS] I can't see over this side, but I'm going to say this is under 5%. Okay.

00:22:58 [DGLS] So, I recommend it to you.

00:23:04 [DGLS] In this book, it's called, as I said, Recoding America.

00:23:09 [DGLS] Jennifer, who served as the deputy chief technology officer under President Obama, explains that governments have limped into the digital age, and she calls on governments to undertake revolutionary change of our digital systems.

00:23:29 [DGLS] And she says, and I quote, we will need to decide mantle some of what our predecessors have built.

00:23:38 [DGLS] We must both develop new capacities and clear out the policy clutter and ways of working that no longer serve us.

00:23:48 [DGLS] If we want an administrative state built for today's world.

00:23:55 [DGLS] And in fact, this transformation that she's talking about, this digital transformation is at the very core of the work that we do at Treasury Board.

00:24:07 [DGLS] And the necessary policy direction is clear.

00:24:11 [DGLS] We have to take tangible steps to evolve with the digital age, whether it's through integrating the use of artificial intelligence into the daily working lives of public servants, whether it is through keeping our networks secure from cyber attacks, whether it is through improving service delivery, all of this comes down to making our systems more efficient and more effective.

00:24:47 [DGLS] For Canadians to be able to access the services that they require.

00:24:53 [DGLS] And today, it is no secret.

00:24:55 [DGLS] Perhaps this is one of the reasons why you came, that our government systems are outdated.

00:25:02 [DGLS] In particular, our systems are largely paper based when our world is largely digital, where we have digital offerings, these systems are not always intuitive in the way that they should be.

00:25:18 [DGLS] And so what are we doing about this?

00:25:22 [DGLS] That's what I want to talk to you about today.

00:25:27 [DGLS] We are taking action to modernize our legacy IT systems.

00:25:32 [DGLS] We are taking action to combat these aging systems as well as their applications, and we are seeking to bolster the overall health of our application portfolio.

00:25:45 [DGLS] And as I said, the goal is to develop better services for Canadians.

00:25:50 [DGLS] And it takes me to some of the briefings that I've been in over the last four years in government that I've had at, and I always ask my team during a briefing, is, is this cost effective for for the Canadian taxpayer?

00:26:13 [DGLS] If it's a contract, I will say, does this contract allow us as a government to have any leverage should the other party default on the contract and it's that type of thinking that brings me here to this role, which is this is Canadian taxpayer money.

00:26:35 [DGLS] We need to deliver effective services for them.

00:26:39 [DGLS] And how do we do that?

00:26:41 [DGLS] How do we undertake such transformational change?

00:26:45 [DGLS] When it was vaccine procurement, I knew when the vaccines were coming, I knew from the schedules of the vaccine contracts, and I knew from my negotiations with the vaccine manufacturers.

00:26:59 [DGLS] And as you know, we had seven contracts and seven suppliers, and we were essentially negotiating with a handful.

00:27:07 [DGLS] And when the committee said mRNA was a way to go, it was to Pfizer and Moderna.

00:27:14 [DGLS] This type of challenge, digital transformation of government systems is completely different. It is large.

00:27:26 [DGLS] There are numerous hurdles and they involve multiple multiple parties. And we cannot do this alone.

00:27:35 [DGLS] I cannot do this alone.

00:27:38 [DGLS] And so it's going to take all of us in this room and more to be seeking to deliver in the change necessary of our systems to ensure that this digital transformation occurs.

00:27:56 [DGLS] May je voudrais commencé avec Notre progres grace au travail de fonctionner vous par exemple de Notre leaders, a party prennent nous avons fait de grande progress déjà au cours des dernieres années, mais IL reste toujours plus a faire alors qu'il nous entreprenant set transformation a CA nous nous attaquant de vie de France.

00:28:26 [DGLS] IL faudra l'ensemble du gouvernement pour arrivée. I'll give you some examples.

00:28:32 [DGLS] I was sworn in at the end of July.

00:28:35 [DGLS] The anniversary of my engagement to my husband. The 29th anniversary.

00:28:40 [DGLS] and right after that we released our annual refresh of our digital ambition.

00:28:49 [DGLS] After that, we released our plan to improve our health of our systems against cyber attacks, to better protect those systems.

00:29:02 [DGLS] And we also introduce guidelines for the use of generative AI in the workplace.

00:29:11 [DGLS] That was in fairly rapid succession last fall.

00:29:15 [DGLS] And we're also undertaking additional work with all of you, with your ministries as, PwC, Pierre Tous les minister au moyen de la directrice de pratique exemplaire sur leur votre migration vers la technologie moderne, composé Notre systeme visant on this application je say I seek un nouvelle methodology pour évaluer les to des applications, mais cela NE le début de Notre travail.

00:29:54 [DGLS] We are also making tangible progress on the replacement of 45 plus year old only systems old age security, CPP, immigration.

00:30:06 [DGLS] Those systems are very much at the center of the work that we are doing, and we are transforming these large legacy systems and changing them over to digital in nous ont également des améliorations a no processus d'immigration.

00:30:24 [DGLS] The passport pour no client ce qui sont encore comme vous avez et ils vont permettre aux Canadian de voir quelque chose de différent pendant Q, nous transformer a system de the second.

00:30:41 [DGLS] So you can see just in those examples, the gigantic task that we have ahead of us.

00:30:48 [DGLS] And what is it going to take to surmount this task? How are we going to do it?

00:30:58 [DGLS] Well, I've already put on the table that it's going to take nothing short of a unified approach.

00:31:05 [DGLS] Working together to transform our our systems to digital.

00:31:11 [DGLS] But there's something else we also need human talent.

00:31:15 [DGLS] We need the human resources to undertake this change. And as you know, we have many.

00:31:23 [DGLS] It positions that are vacant right now.

00:31:27 [DGLS] Donc nous la maniere don nous rakuten développent et déployé les talent au sein de la fonction publique et mon enfance sa capacité et de partenariat pour répondre besoin actuel et anticipé de la communauté numérique avec un accent particulier sur le groupe su représentant.

00:31:54 [DGLS] As a racialized woman that is extremely important to me.

00:31:59 [DGLS] La diversité de Notre fonction publique.

00:32:04 [DGLS] So this all brings me to some exciting news that I wanted to share with you today.

00:32:10 [DGLS] Today, I'm officially launching the Government of Canada Digital Talent Platform, a public facing recruitment platform for digital and IT professionals.

00:32:24 [DGLS] And this platform is going to help us on our mission to build a strong and diverse digital public service to better deliver public services to Canadians.

00:32:36 [DGLS] The platform simplifies the application process for individuals who specialize in digital, and it, who are looking to apply for jobs within our government.

00:32:49 [DGLS] The platform, for example, a government institution, federal de l'Est de person Préqualifié qui répond a leur besoin en matiere de talent numérique.

00:33:04 [DGLS] As we all know, more digital talent is going to lead to better digital systems.

00:33:11 [DGLS] That is going to help us reach our goal, that is going to help us deliver ever better services for Canadians and more effective government.

00:33:20 [DGLS] It's integral, it's necessary, and we are taking steps to ensure that we are able to recruit as soon as possible.

00:33:30 [DGLS] So to conclude, I'll go back to to my years as an academic.

00:33:36 [DGLS] And during that time I spent many conversations, days and months and years thinking about how to strengthen our democratic institutions.

00:33:51 [DGLS] And one thing I will say is that part and parcel of a democratic state is the ability for citizens to have trust and faith in their institutions.

00:34:07 [DGLS] ONS and research shows that there is a direct correlation between citizens satisfaction with government services and their trust in government, satisfaction with services.

00:34:24 [DGLS] Trust in government, and so at the very core of this work that we are all doing is the ability ultimately for Canadians to have faith in government and the services that we are delivering.

00:34:45 [DGLS] A new de renforcer la confiance nous devons continue d'offrir le meilleur service pour Notre population.

00:35:00 [DGLS] Now let's go back to polka.

00:35:03 [DGLS] What she said is that we need to learn new tricks.

00:35:09 [DGLS] And the way I think about it, it's where will we be in 25 years?

00:35:15 [DGLS] Where do we want our government to be in 25 years?

00:35:21 [DGLS] What what do we need to do to ensure that in 25 years, when this discussion is happening and when the minister of the day is up at a podium, we can look back and say, we undertook the change that was necessary given the technological advancements of the time, and that is the road that we are all on together.

00:35:50 [DGLS] That is the road that we must continue to march on together.

00:35:57 [DGLS] So merci beaucoup. Thank you very much. I've really enjoyed being here with you.

00:36:01 [DGLS] This morning.

00:36:12 [DGLS] So, folks, the ministers agreed to stick around for a couple of questions.

00:36:16 [DGLS] we're going to have to be quick, but, if I could ask you all to consider what you might want to take this opportunity to ask and look for some hands and feel free to just put up your hand and I'll come to you.

00:36:30 [DGLS] We'll go from there.

00:36:33 [DGLS] Possible questions en français, or si vous avez des cas en français n'est pas demandé.

00:36:40 [DGLS] Thank you, thank you so much, Minister, and for the multi-pronged kind of approach, in order to make sure we get to our digital edition, how would you put the focus on organizational climate and organizational culture with regard to really changing the hearts and making sure that a great sense of inclusion and belonging is within every department and ministry?

00:37:02 [DGLS] In order for people to be innovative and challenge the status quo, in order to deliver on this innovation.

00:37:10 [DGLS] Thank you so much for that question.

00:37:12 [DGLS] So I'll just say one of the reasons why I think the Prime Minister appointed me to be the Minister of National Defense in 2021 was because he believed, and hopefully rightly so, that I would have a positive impact in terms of the culture of the Canadian Armed Forces and the broader defense team.

00:37:31 [DGLS] because of my work in corporate governance and my belief, strong belief in the need for us to create, a place where everyone feels respected and and included when they put on a uniform to serve this country.

00:37:50 [DGLS] And when I left defense victims and survivors contacted me and said, we're so sad because we won't have you to lead our transformational change in culture anymore.

00:38:06 [DGLS] I said, Minister Blair will do an excellent job.

00:38:10 [DGLS] I have laid the groundwork, but I also said, with empathy.

00:38:15 [DGLS] I also said that the president of the Treasury Board is responsible for 250,000 public servants.

00:38:27 [DGLS] And let's not forget that issues of inclusion and diversity and equality are important in other organizations as well, including the public service.

00:38:38 [DGLS] So even if we carve out and not, we're not even thinking about digital transformation.

00:38:45 [DGLS] I would hope that that under my tenure here, I am able to impart positive steps towards a culture where everybody in the public service feels that this is a place for them.

00:39:06 [DGLS] And I am so grateful that we have such a diverse public service.

00:39:12 [DGLS] I'm so grateful to see, racialized men and women Lgbtq2 plus individuals in our public service and the list goes on.

00:39:27 [DGLS] And I will do whatever I can to ensure that we have an inclusive public service.

00:39:32 [DGLS] The task force, for example, that I appointed last fall, is going to come back with to me with a strategy for for ensuring that we are able to further address discrimination in the public service.

00:39:47 [DGLS] So that's a very general, introduction to my answer.

00:39:51 [DGLS] I apologize.

00:39:53 [DGLS] my mother always told me to get to the point a little faster. Anita.

00:39:56 [DGLS] So the the point, though, is on digital, like, what you're saying is we need to make the transformation, but we also need to do it in a way that's inclusive and brings everybody along.

00:40:09 [DGLS] Is that is that fair? And the work environment. Sure.

00:40:15 [DGLS] And I think we we have to continue to expect that there will be further change there will be further cultural adapt action to the introduction and the development of these transformational systems.

00:40:33 [DGLS] And part of the hiring that we are doing as a result of this announcement, that I'm making a more efficient hiring service, platform, if you will, allowing better services for Canadians is going to ensure that we have the, the human resources talent in place to share best practices to ensure that we are able to make the digital transformation necessary while also seeing the necessary change in culture that will come.

00:41:10 [DGLS] And so this is a transformation, right.

00:41:14 [DGLS] And it it's actually occurring very much behind the scenes. But it's going to involve everybody in this room.

00:41:21 [DGLS] It's going to involve our entire government.

00:41:23 [DGLS] And it's going to affect almost every Canadian. So we need to get it right.

00:41:28 [DGLS] But we also need to ensure that the culture of, of, innovation and talent, as well as respect for everyone in the workplace is there at the same time and again, you know, it sounds so large and so idealistic that we cannot do it unless we do it together.

00:41:53 [DGLS] And that's kind of my message here today that this is, a task which will require each and every one of us to commit to undertaking and to participating in, of course, in the digital space, you'll be leading it.

00:42:13 [DGLS] In your respective departments.

00:42:16 [DGLS] But at the end of the day, it is going to affect every single person.

00:42:20 [DGLS] So thank you for the question. I take one more.

00:42:23 [DGLS] Yeah, I think we have time for one more.

00:42:26 [DGLS] And then we're going to have to get the minister going.

00:42:30 [DGLS] We go somewhere over in that corner. Thank you so much Minister.

00:42:35 [DGLS] You mentioned, the book Recoding America.

00:42:37 [DGLS] And one of the key element was the need to review policy to simplify it, to really go back to basics, so to speak. What are you trying to deliver?

00:42:46 [DGLS] How can you make it better for the individual receiving that service?

00:42:49 [DGLS] I'd like to hear you a bit more around the political appetite of actually reviewing some of those legislation, some of those services.

00:42:58 [DGLS] Is this the right time to do it, and if not, how can we truly rethink our service delivery model without doing that?

00:43:06 [DGLS] Sorry if it's too hard of a question, so I'll just again, to contextualize my response.

00:43:13 [DGLS] When I was in academic, I mentioned I taught securities law. Does anybody know anything about securities law here?

00:43:19 [DGLS] So so securities law is super dense like the statute is this big and you're teaching, you know, you have 26 classes, two hours a piece for 13 weeks to teach this material.

00:43:34 [DGLS] And, and you have to distill it down in order to teach the material.

00:43:42 [DGLS] And it's painstaking thing.

00:43:47 [DGLS] And you think to yourself, who wrote this act?

00:43:50 [DGLS] And no one person wrote the act.

00:43:52 [DGLS] Every year there are new changes to the act, and there are companion statements and interpretation statements and policy directions.

00:44:00 [DGLS] And it showed me that through no one person's fault policy can be extremely dense to the point where it's difficult to understand, let alone comply with.

00:44:17 [DGLS] So I come to this role thinking that policy often does need a refresh.

00:44:24 [DGLS] If not a reboot and revamp.

00:44:27 [DGLS] It's the question of how and when we do it, and which policies do we address.

00:44:34 [DGLS] Because as you know, at Treasury Board, we introduce new guidance, new policy, while also needing to comply with existing documents.

00:44:47 [DGLS] And that's the challenge.

00:44:49 [DGLS] But I'll give you one example of, of my view that we do need to think about how to make policy re delivery more efficient.

00:45:02 [DGLS] When we were putting out the AI guidelines, and I'm reviewing them with the team at the Department, I said, you know, we don't really know what we're going to get.

00:45:15 [DGLS] What are our lessons learned from these new guidelines that we're putting out on the use of generative AI in the workplace?

00:45:22 [DGLS] So why don't we put at the very end that there's going to be a sunset period and after two years, max, we're going to review these whole this whole set of guidelines with the lessons learned.

00:45:37 [DGLS] And we may end up revamping them, adding to them, taking something out and I think we need an approach to policy making that is flexible in that way, so that we don't end up with legislation or policy that is so thick that it's incomprehensible.

00:46:03 [DGLS] And that's really my my goal is, is to bring efficiency and therefore efficacy to the hiring of talent to to the delivery of policy, to the contracting within government.

00:46:19 [DGLS] There are so many areas where we can become more effective by taking a look at the very types of issues raised.

00:46:28 [DGLS] Actually, in the last two questions.

00:46:30 [DGLS] So thank you so much. Okay. I think that's it for me.

00:46:35 [DGLS] So, once again, thank you for having me here today. I hope you have a good conference.

00:46:42 [DGLS] And I hope I see you sometime on the street.

00:46:46 [DGLS] And if we do run into each other, please say hi and I'd love to get to know you better.

00:46:53 [DGLS] and those of you at Treasury Board, I'm sure I will see you at some point in an elevator or in the lobby.

00:47:00 [DGLS] But thank you so much for your time and your dedication. Take care.

00:47:08 [DGLS] Just join me in thanking the minister for spending her time with us again this morning.

00:47:11 [DGLS] Thank you very much, Mr. Nun.

00:47:15 [DGLS] Thank you, Mr.

00:47:23 [DGLS] Okay Okay, another round of applause for Minister Anand and such an inspiring speech.

00:47:29 [DGLS] It's always wonderful to be able to hear first hand from different people who are working towards making digital and government, feasible and doable.

00:47:38 [DGLS] I wanted to raise some of the points that really resonated with me, especially when we think about these legacy programs, whether it's the ERC, new system that we're trying to put in place or benefit delivery, modernization, trying to make sure that Canadians are getting exactly what they need or even might I say Phenix, from an internal perspective, we're trying to do so much digital transformation here.

00:47:59 [DGLS] So it's really important for us to think about the policy to service continuum, not only the service delivery and the digital aspects of those things, but also on the policy and program side.

00:48:08 [DGLS] If we're not able to really make those connections, then we are doing things halfway.

00:48:13 [DGLS] So that was quite interesting to me.

00:48:15 [DGLS] I also appreciated the fact that she mentioned that diversity and inclusion was important to her as a racialized woman in tech. That is important for me to hear as well.

00:48:24 [DGLS] It's such a great example, but it's also really important to continue to put our efforts towards bringing more people from diverse backgrounds.

00:48:31 [DGLS] you know, you look at employment equity groups, but also people who have worked outside of the digital space will be the first to admit that I actually am not a quote unquote digital or tech person, but once I

came into that work, when I first started with BDM, I could not walk away because I could see myself actually benefiting and also contributing to that world.

00:48:50 [DGLS] So I encourage all of you to continue to pursue diversity, equity and inclusion as you do your hiring and as you perform your leadership duties.

00:48:58 [DGLS] And now I'm thrilled to introduce the next session, a wonderful dialog on delivering digital services to citizens in times of war.

00:49:07 [DGLS] Joining us virtually is a remarkable guest.

00:49:11 [DGLS] Valeriya Heinonen, the deputy minister for Eurointegration at the Ministry of Digital Transformation of Ukraine.

00:49:18 [DGLS] Valeriya embarked on the journey with the ministry when she was 28 years old, quickly becoming one of the youngest deputy ministers in Ukraine.

00:49:28 [DGLS] Government history.

00:49:30 [DGLS] Her impactful role included overseeing the national program for digital literacy development and championing digital transformation among small and medium enterprises, spearheading regional digital transformation efforts, and leading both the Eurointegration and international relations teams.

00:49:49 [DGLS] Guiding us through this insightful discussion is Pascal Elbaz, the executive director of strategic engagement and innovation at the Treasury Board Secretariat of Canada.

00:50:00 [DGLS] Pascal brings a wealth of experience in our discussion, having dedicated her career to driving change and government transformation before joining the Treasury Board, she played a key role in founding founding member and senior director at the Canadian Digital Services.

00:50:17 [DGLS] Her exceptional contributions have not gone unnoticed, earning her a Public Servant Award of Excellence from the governor General of Canada in 2014, and a leadership role, a Leadership Award from the Secretary of the Treasury Board in 2018.

00:50:36 [DGLS] let's welcome Valeriya and Pascal as they lead us through this inspiring session.

00:50:41 [DGLS] Together, we will unfold this remarkable story of Ukraine's digital transformation, a journey marked by strength, adaptability and unparalleled success.

00:51:00 [DGLS] Welcome, Deputy Minister loan, and thank you so much for being with us.

00:51:04 [DGLS] I know you must have an insanely busy schedule, so to kick us off, could you please start by telling us about your impressive digital journey and the early stages of the creation of the Ministry of Digital Transformation in Ukraine. Yes. Thank you so much.

00:51:22 [DGLS] First of all, good morning to everyone.

00:51:24 [DGLS] And before I start, I would really like to thank to the Government of Canada and people of Canada for standing with Ukraine during the full scale Russian invasion.

00:51:33 [DGLS] So thank you very much for this great question.

00:51:36 [DGLS] You know, we in Ukraine have a big vision.

00:51:39 [DGLS] We want to build the most convenient digital state in the world.

00:51:43 [DGLS] And today, Ukraine has been called a European digital transformation.

00:51:47 [DGLS] Tiger.

00:51:48 [DGLS] Also, Ukraine is the first country in the world where digital passports are totally equivalent to paper or plastic ones.

00:51:55 [DGLS] But of course it was not always as it is.

00:51:59 [DGLS] Our ministry is the newest ministry in Ukrainian government, which was created in 2019 as a response to President Zelensky campaign.

00:52:08 [DGLS] State smart back in 2019, had a situation when State Register didn't interact with each other.

00:52:18 [DGLS] there was different, state and state websites with services and like a pool solutions and what was difficult for citizens to receive digital services.

00:52:32 [DGLS] Thus it was a very long time due to public sectors, where people services and it was like four hours in lines or even more.

00:52:43 [DGLS] And it was a lot of corruption.

00:52:46 [DGLS] And when the meeting was created, we have created a vision for ourselves to build the most convenient digital state in the world.

00:52:54 [DGLS] We also have put four main strategic goal, which actually to make 100% of services available online.

00:53:03 [DGLS] However, the country with an access to the internet to people with digital literacy and of course to develop the IT industry.

00:53:10 [DGLS] And for that we have an excellent of digital projects which can take six different projects.

00:53:18 [DGLS] The first one is our state Ukrainian with portant digital available service and digital signature state of public services where we have more 130 services digitized, including the fastest business registration in the world.

00:53:36 [DGLS] The application national edutainment platform, scaling, digital literacy, tax regime for IT business process of SMEs and the engine and also a code solution for creating state registers and digital services.

00:53:59 [DGLS] So So over the last two years, one can imagine that strong leadership has been especially important.

00:54:06 [DGLS] How has leadership made a difference for you and helped focus your work? before I start, do you hear me?

00:54:14 [DGLS] Well, actually, is the connection is okay because I'm sorry.

00:54:17 [DGLS] Because sometimes I see myself as a frozen. So I just wanted to check.

00:54:21 [DGLS] We can hear you. Yeah. Okay. Yeah.

00:54:24 [DGLS] Thank you.

00:54:25 [DGLS] So, as answering your question, actually, about the leadership, I would say that when 19 started, we thought it would be the biggest challenge in our lives.

00:54:37 [DGLS] But then the full scale transition started, and of course, we had to shift our strategy.

00:54:43 [DGLS] And, we have created a lot of services here since 22.

00:54:49 [DGLS] We have been able to use services from three days just up, like, you know, few weeks.

00:54:56 [DGLS] And, as an example, I would like to, to tell a little bit more about, for example, a recovery service, this possibility for Ukrainian citizens to receive compensation for damages for destroyed property because of the Russian invasion to Ukraine through the app.

00:55:14 [DGLS] another great example, which is a chatbot with authorization data, where Ukrainian citizens in our armed forces about Russian troop or Russian equipment.

00:55:27 [DGLS] there is also a bit like DJ radio.

00:55:31 [DGLS] When Russian started Heeter potential areas, people went to the shelters and, they had no access to use.

00:55:40 [DGLS] That's why we have embedded TV and into app.

00:55:44 [DGLS] so we have launched ten new services since the full scale Russian invasion, and we can launch them for, answering the demand, which we see on the market. That's so impressive.

00:55:58 [DGLS] we know that digital transformation starts with people.

00:56:02 [DGLS] And I think you touched on this a little bit, focusing on user needs.

00:56:05 [DGLS] How do you work with citizens?

00:56:07 [DGLS] How did you work with citizens in developing Idea?

00:56:10 [DGLS] And since all documents and data have the same legal force as you said, as plastic or paper, how did you work to build public trust?

00:56:19 [DGLS] Well, first of all, I would say that day to day is a landmark for Ukrainians.

00:56:24 [DGLS] If we are speaking about the application, then today there are 20 million users, which is like half of the population of Ukraine.

00:56:31 [DGLS] So Dia actually became a landmark.

00:56:33 [DGLS] I would say that, Dia is, is, I would say even the digital transformation is like a pop culture in Ukraine.

00:56:41 [DGLS] we believe that governments should work like it.

00:56:44 [DGLS] Companies and startups like booking Airbnb or other.

00:56:48 [DGLS] So every service that you that you get, you should get peaks.

00:56:53 [DGLS] And you know, without absolute communication with with data.

00:56:59 [DGLS] So what I did, that they changed the way how citizens are communicating with government.

00:57:08 [DGLS] everything is easy, fast.

00:57:11 [DGLS] users, human centric.

00:57:13 [DGLS] And that's how you actually build trust.

00:57:16 [DGLS] And that's how you receive love from the followers, from citizens.

00:57:22 [DGLS] of course it is time to mention that Dia is, secure by design.

00:57:27 [DGLS] Dia is not stored personal data.

00:57:30 [DGLS] And the approach that transit.

00:57:32 [DGLS] So connect correctly has huge registers actually shows the data which were generally cybersecurity is a very important topic for Ukraine, especially right now.

00:57:45 [DGLS] And speaking about Dia specifically, we have our own team who is working on a daily basis to find, even if they have, we are conducting background and right.

00:57:59 [DGLS] We are working make the open source solution and hopefully it will be open.

00:58:04 [DGLS] And, fixed.

00:58:08 [DGLS] Did you have different challenges depending on the age demographic in building trust and using Dia?

00:58:16 [DGLS] well, if you are asking about people of elegant age, we have, some percentage of people of elegant age using Dia.

00:58:24 [DGLS] And what we actually see is that with every new service, you actually widen your target audience.

00:58:30 [DGLS] So when we just launched Dia in 2019, we started with Digital Driver license, then with Digital passport, then we added more and more services, like for example, support, which is the financial, social, financial assistance.

00:58:45 [DGLS] So with every new service, we had more and more audience.

00:58:48 [DGLS] Right now I believe it's around 5 or 5%.

00:58:52 [DGLS] It's people of elegant age who are using Dia.

00:58:56 [DGLS] I wish I could introduce you to my mom and come to Ukraine.

00:59:03 [DGLS] so you talked about this a little bit, but do you see Dia becoming a national symbol for the people of Ukraine, a source of pride?

00:59:13 [DGLS] well, I believe so.

00:59:15 [DGLS] at least, for me, for our team, for those who I know, I can't imagine my life without Dia right now. People in Ukraine don't.

00:59:24 [DGLS] In Ukraine don't bring their paper documents anymore.

00:59:28 [DGLS] So we are using just digital documents everywhere when it comes to state institutions or even to private sector, because Dia has integrations with different private sector companies and it's really very useful.

00:59:41 [DGLS] Speaking about Dia signature, I would like to give you this example.

00:59:44 [DGLS] Dia signature actually gives the opportunity to sign documents online through your app or, to open bank accounts and when we launched Dia signature for the first time, one of the banks had T.K. went back pounds one day. Can you imagine that?

01:00:02 [DGLS] Huge results.

01:00:04 [DGLS] Sounds like you're eliminating barriers to accessing services by making it easy and simple. Absolutely.

01:00:11 [DGLS] I love your ambitious goal of making 100% of services available online.

01:00:16 [DGLS] I think here in Canada, we're hovering around 40% of services being available end to end.

01:00:22 [DGLS] What's your vision for digital transformation in the coming years, and what do you see as its potential impact?

01:00:32 [DGLS] Well, we will keep, first of all, we will, keep fighting.

01:00:37 [DGLS] And our biggest vision is actually to have the victory for Ukraine and the whole democratic world.

01:00:44 [DGLS] as soon as possible.

01:00:47 [DGLS] And of course, we'll continue to build in digital state in the world where the best decisions for businesses where's a great opportunities for development of human capital.

01:00:58 [DGLS] so we we have a big dream. Ukraine.

01:01:02 [DGLS] the when trade is most digital and innovative country in the world because we have a great digital innovation potential, by the way, we've just presented the Ukrainian innovation vision, which is called win win, where we prioritize and make directions, where Ukraine has to invest to make economic, technological leaps.

01:01:25 [DGLS] So those are steps.

01:01:27 [DGLS] Berkeley Biotech take for cyberspace.

01:01:33 [DGLS] Less fluid economy and other.

01:01:35 [DGLS] So we must keep going.

01:01:37 [DGLS] we just have things keep, we create more products.

01:01:42 [DGLS] We will try to make more, digital goods available for the world, and we'll keep working for global security, global democracy and peace.

01:01:55 [DGLS] So we're a little bit ahead of time.

01:01:58 [DGLS] So maybe going off script a little bit, I'll, I'll take the license since I have the microphone at the moment.

01:02:04 [DGLS] we have a big tech conference here in Canada for 50. That happened in the fall.

01:02:09 [DGLS] And we heard about how you've been leveraging some open source code from Estonia. Build upon it.

01:02:16 [DGLS] And now Estonia is using your code.

01:02:18 [DGLS] Do you can you talk about that a little bit and how that collaboration came to be. Are there others?

01:02:23 [DGLS] I think it's really neat when you have examples of being able to leapfrog by building on the shoulders of other giants.

01:02:31 [DGLS] Well, first of all, you know, I think that all governments are facing the same challenges and sometimes there is absolutely no need to spend a lot of time and resources to find some solutions which already exist and, you know, which already are efficient.

01:02:45 [DGLS] Ukraine has been learning a lot from Estonia.

01:02:48 [DGLS] Estonia is our great partner, great mentor, great great friend, especially in the sphere of digital transformation.

01:02:54 [DGLS] We're using a lot of Estonian products like for example, X-road.

01:02:58 [DGLS] And that's why we are very proud that Estonia is also using Ukraine experience in creating their own dataprep, which actually was created.

01:03:08 [DGLS] it was they piloted their dataset with a very good result and right now it's a bit of, analyzing the legislation for, for the apps.

01:03:21 [DGLS] So hopefully it will do it.

01:03:23 [DGLS] And we can tell more details.

01:03:27 [DGLS] So inspiring.

01:03:28 [DGLS] And it's something that we've been trying to do in Canada for quite some time now.

01:03:31 [DGLS] But it's it's always a challenge because of the integration point with legacy technology.

01:03:37 [DGLS] we have about five minutes left.

01:03:40 [DGLS] and I want to be respectful of your time.

01:03:42 [DGLS] Is there anything else that you'd like to share or end with in terms of your closing remarks?

01:03:48 [DGLS] Well, first of all, I would like to once again, thank you for the for this invitation and for this great opportunity to talk to you.

01:03:56 [DGLS] I would like to encourage you to learn more about our experience.

01:04:00 [DGLS] We have a lot of information about Dia, and you can always reach out to me directly about any questions that you have. We are very open for partnerships.

01:04:07 [DGLS] We want to strengthen our communication and partnership with Canada, and hopefully we will find a lot of points of cooperation this year.

01:04:15 [DGLS] So thank you once again and thank you for standing with Ukraine. Thank you so much, Deputy Minister Iona.

01:04:21 [DGLS] This was a really fascinating conversation and I think your work is very inspiring.

01:04:25 [DGLS] So I look up to you as a woman leader in tech. Thank you.

01:04:29 [DGLS] Thank you so much.

01:04:49 [DGLS] I think another round of applause is is merited not only for the Deputy minister, but for Pascal.

01:04:54 [DGLS] Was such a fantastic way to moderate that discussion.

01:05:01 [DGLS] I can say that we really appreciated the fact that the discussion highlighted Ukraine's bold leadership and unwavering commitment to delivering high quality citizen experience, and the success transcends even during war times.

01:05:14 [DGLS] I really appreciated the fact that she focused on the fact that, you know, all governments go through a lot of these similar challenges, but the fact that they leveraged user experience to ensure that what they were creating was going to be useful was at the center of everything that they were doing.

01:05:27 [DGLS] So that's quite inspiring and exciting. I'm going to build upon this momentum.

01:05:32 [DGLS] We're going to build upon this momentum with our next speakers for a panel discussion on the fascinating world of artificial intelligence and its role in delivering faster and fairer services.

01:05:43 [DGLS] Guiding us in that discussion is Teresa D'Andrea, my highly esteemed colleague and chief data officer of Human Capital Management at Public Services and Procurement Canada.

01:05:54 [DGLS] Recognized for leadership in managing digital service solutions at scale, she passionately advocates for the intersection of service design, digital innovation and enterprise strategy.

01:06:06 [DGLS] Committed to advancing the capabilities of digital first data driven organization, she ensures technology evolution, is driven by compassion and serves the average user.

01:06:18 [DGLS] Our esteemed panelists will each bring their unique perspective and expertise to the table, and joining us will be Elise Legendre, Chief Data Officer for agriculture and Agri-Food Canada, leading a dedicated team, Elise harnesses the power of data to improve service delivery and support sustainable growth with a passion for enhancing the quality of life for Canadians, Elise brings a wealth of experience having held various positions in various branches.

01:06:51 [DGLS] Also joining us here today is Emmanuelle Dobo, Director General of Strategic Policy, immigration, Refugee and Sorry, and immigration refugee and Citizenship Canada, currently overseeing the multi-year immigration levels process and strategic policies.

01:07:08 [DGLS] Emmanuelle brings an extensive experience in policy matters related to biometrics, identity equity, information sharing, and national security.

01:07:19 [DGLS] Joining the panel also is Jean-Paul Lalonde, executive lead for digital services at Financial Transactions and Reports analyst, Center of Canada.

01:07:29 [DGLS] A transformative leader, Jean-Paul excels at infusing AI into federal operations.

01:07:35 [DGLS] Piet Nearing product management and UX design principles.

01:07:39 [DGLS] His expertise extends beyond AI as seen as award winning digital initiatives and sustainable user centered design.

01:07:47 [DGLS] At the Impact Assessment Agency of Canada.

01:07:51 [DGLS] And last but not least, Simon Llewellyn, Director of Security Architecture here at the Cyber Center for Communication Security and Establishment.

01:08:01 [DGLS] With a rich leadership background spanning, spanning and government, the Canadian Armed Forces and the communication Security Establishment, cyber Center, Simon specializes in IT service delivery, information management and defensive cyber planning.

01:08:18 [DGLS] Leading a diverse team, he is responsible for developing IT and cyber security advice and guidance.

01:08:24 [DGLS] Now join in giving me them a hand and a warm welcome to the stage.

01:08:28 [DGLS] Thank you.

01:08:53 [DGLS] Wonderful. Thank you so much for joining us today.

01:08:55 [DGLS] And thank you so much to our panelists.

01:08:58 [DGLS] So on Artificial intelligence, I'll be honest, there's a part of me that's like so crazy excited.

01:09:04 [DGLS] And another part of me that's absolutely terrified.

01:09:07 [DGLS] And so right now, as we live in a bit of a wild, wild West when it comes to artificial intelligence, I'm really keen to hear what our panelists are doing within their own shops.

01:09:17 [DGLS] They're the ones at the forefront trying to lead and push the agenda and seeing how can we leverage artificial intelligence to get us to that next level to help improve the way we serve and the way we work.

01:09:30 [DGLS] So I have a few questions.

01:09:32 [DGLS] And, I think we might be taking questions from the audience as well afterwards.

01:09:37 [DGLS] So, I'm going to start off with my good friend Elise.

01:09:41 [DGLS] I just want to talk a little bit about how should government agencies and departments just kick start and initiate that journey with artificial intelligence and the generative AI as well?

01:09:53 [DGLS] So happy to be here today.

01:09:55 [DGLS] Eliza Zhang, chief data officer at agriculture and Agri-Food. How do you start?

01:09:59 [DGLS] I think you start by reaching out. I think that's the first thing.

01:10:04 [DGLS] in general, in the government of Canada, we are a good at working with each other.

01:10:08 [DGLS] But I would say since I joined the digital and data community about two and a half years ago, I've been impressed by how much collaboration, how much generosity, and how much time people have to help each other grow in this new frontier.

01:10:21 [DGLS] So I would say the first one is, is reach out.

01:10:24 [DGLS] look around you look, look at problem to solve.

01:10:27 [DGLS] Find something a quick win within your organization.

01:10:30 [DGLS] Where are the pain points?

01:10:32 [DGLS] Where are the places where you see, artificial intelligence, automation?

01:10:36 [DGLS] There's a slew of data driven technologies that you can use and work with those front line users, frontline folks that are dealing with this.

01:10:44 [DGLS] at Arc, we've been, experimental thing. It's how we started.

01:10:49 [DGLS] A lot of our work is with experimentation on both.

01:10:52 [DGLS] I will talk to you quickly about two of our projects.

01:10:55 [DGLS] The first one is GPT, which is started with the public service data Challenge, where we entered a team to find a way to the.

01:11:05 [DGLS] The goal was to find a way to give better access to all the service.

01:11:09 [DGLS] So folks are able to leverage.

01:11:11 [DGLS] I think we have about, on our Apple, which is a very well curated data set of information on about 400 programs that offer close to \$13 billion in funding.

01:11:23 [DGLS] And in the classic government website.

01:11:25 [DGLS] Sometimes it's a little bit difficult to use the right jargon and to use the right language.

01:11:30 [DGLS] So the team, when GPT came out in the fall of 2022, saw a great opportunity to leverage that technology to help out and to make it more accessible.

01:11:42 [DGLS] And they developed what we call GPT at the time, which will be called Apple Chat when it comes out in a few weeks to to be able to give that and, and we won the public service data challenge, which was great.

01:11:57 [DGLS] And what was a bit of a corner of the desk activity became a focus of the team to make it happen.

01:12:02 [DGLS] And that's when the real work started, because a lot of the the things that we have to do, and that's where that collaboration and that working together pays off is trailblazing in terms of governance, in terms of security, in terms of legislation, the legal aspect of these new technologies, the privacy concerns.

01:12:21 [DGLS] So there's a lot of angles and not one team, not one individual can figure it out on its own.

01:12:26 [DGLS] So that collaboration is very important.

01:12:29 [DGLS] I would also say that the the other aspect is, is three key things that that made us like, I would when we think about the success that we've had in those field, is enabling our people, giving them space to experiment, giving them space to collaborate, giving them space to make mistakes and the right risk management so that we can learn from those mistakes and we can learn from the good stuff that we're doing as well.

01:12:55 [DGLS] iterate, innovate quickly, go get the specialist, go get other folks in other department that are working on these things and make those changes as you go. Keep your people informed and go at it.

01:13:06 [DGLS] Collaborative early.

01:13:07 [DGLS] It's very, very important to go at it collaboratively, not just in the tech sphere, but also, again, as I said earlier, which illegal?

01:13:16 [DGLS] folks, the privacy folks, the central agency, people that are also thinking about these things and making the policy and the guidelines and the rules that we all have to follow, we're giving them a case study, real things to work from so that we can really learn in the real life, not just in theory.

01:13:34 [DGLS] And I think that collaboration that you have with the other, with other departments, that's really critical, because I know with our Westminster model, we often work in silos.

01:13:42 [DGLS] And, you know, we see our we see each of our departments as separate sort of entities.

01:13:48 [DGLS] But and I think we, you know, my one key takeaway from the discussion with the Ukraine is all government. Like, we're all in this together.

01:13:56 [DGLS] We're all at various stages of growth and sometimes another department can help you leapfrog over or, you know, and you're you're learning.

01:14:06 [DGLS] But we are all in this together.

01:14:07 [DGLS] And I think that's something that we need to, sort of remind ourselves. All right. I can just add to that.

01:14:13 [DGLS] I think that's key.

01:14:14 [DGLS] Just to give you an example, we've done since July, we've done over 70 engagements with other departments to demonstrate the tools that we've developed. And we've shared the codes.

01:14:25 [DGLS] We've shared the documentation that we've developed because in the end, we have to go through this similar process.

01:14:34 [DGLS] So. All right.

01:14:37 [DGLS] so, Simon, I'm going to turn over to you.

01:14:40 [DGLS] sorry, can I just riff off this? Yeah, absolutely. Just jump in. So.

01:14:44 [DGLS] So I think I think there's, that that sharing of information. I think it's key.

01:14:51 [DGLS] And I think something that your organization.

01:14:53 [DGLS] So we've worked together learning about this, going into that exploration, keeping things in open source and, and sharing that with the other departments so that they could not only sort of leapfrog to where ever the other organizations are, but sort of continue to build off that.

01:15:13 [DGLS] One of the advantages of the federal government or any government organization.

01:15:19 [DGLS] So I specialize in product management, and I and I go to a lot of product management sessions in the private industry, but they really keep their IP to themselves and they don't share.

01:15:31 [DGLS] We don't have that that that barrier in the government.

01:15:35 [DGLS] We're happy to share. We're happy to to explore.

01:15:37 [DGLS] We're happy to build off of that.

01:15:39 [DGLS] So we really if we want to be innovative as a government, we have to be able to go and share and build off of others. Awesome. Thank you.

01:15:47 [DGLS] so, Simon, so when the pace of development is really high, as is the case with, with AI security can often be a secondary consideration.

01:15:57 [DGLS] So how do you see that issue with the security and the artificial intelligence and bringing those two worlds together. Yeah. Great question.

01:16:04 [DGLS] And I'm here's the security guy going slow down, slow down. Right. I like to coin it with the three P's.

01:16:12 [DGLS] If you will. There's pace there's people.

01:16:14 [DGLS] And then there's the policy. And when I mean pace you're absolutely right.

01:16:18 [DGLS] Getting out there being innovative.

01:16:20 [DGLS] But I'm fearful of technical debt that the implementation that we're doing today, what's that going to look like tomorrow.

01:16:27 [DGLS] And did we do the right thing today. So there's there's that aspect of it as well.

01:16:32 [DGLS] The people side of the House, I think the Minister mentioned it.

01:16:36 [DGLS] Recruiting is going to be one of our thorns in our side.

01:16:39 [DGLS] Everybody wants AI specialists and we're government and we have fixed pay scales.

01:16:44 [DGLS] So how do we compete that and bringing that talent in to make sure that they're we have the skill set that we need in November.

01:16:54 [DGLS] doctor Benito came to the cyber center.

01:16:57 [DGLS] We had a quick chat with him and he's a prominent AI specialist in Canada.

01:17:01 [DGLS] And I asked him, I said, how do we bring these students in and incentivize them to join the government?

01:17:07 [DGLS] Because, you know, we can't compete with the salaries that other companies are promoting out there.

01:17:13 [DGLS] And he said, A lot of my students now want to have purpose and be impactful. All right.

01:17:19 [DGLS] So if we can leverage those key aspects and bring them in with purpose and impact, I think we've got a fair chance in bringing them in.

01:17:27 [DGLS] And the last thing policy. Everybody loves to talk policy.

01:17:32 [DGLS] I'm sure of it.

01:17:32 [DGLS] And this is where policy needs to keep up with the pace. We need to be transparent.

01:17:38 [DGLS] Policy is going to drive our credibility.

01:17:40 [DGLS] If we don't do it right, we lose credibility in that in that space.

01:17:44 [DGLS] My team right now, we're good at cloud. We've got guardrails.

01:17:49 [DGLS] We know how to manipulate that space.

01:17:50 [DGLS] We're good at the IT side IT security that on prem if you will.

01:17:55 [DGLS] We know how to navigate that architecture.

01:17:58 [DGLS] Now you throw in AI on top of that that spans it all.

01:18:02 [DGLS] And we're doing threat assessments now with cybersecurity principles that actually work in that concept.

01:18:09 [DGLS] So the way I like to categorize it, if you will, there's four blocks. And again I like to simplify things.

01:18:16 [DGLS] There's four blocks.

01:18:17 [DGLS] When I when I think of AI you've got the inputs, you've got the model themselves.

01:18:22 [DGLS] You've got the training data or the data and then you've got the outputs.

01:18:25 [DGLS] So if we can start to put some cybersecurity principles around those four boxes, I think we've got a winning solution here.

01:18:33 [DGLS] One of the key things that the Cyber Center has done now is that we've partnered with Natural Science Engineering Research Council.

01:18:39 [DGLS] So Nserc and we're issuing grants for just that thing.

01:18:44 [DGLS] We're issuing grants for for students or researchers to look at secure, robust and safe AI principles. And the outcomes of that.

01:18:52 [DGLS] We're hoping, if you will, obviously, new knowledge, new insights in that sphere, really to kick start that mindset on thinking about security when you're doing AI, it's not just the cool stuff input, great output.

01:19:05 [DGLS] You know, generative AI. I've just got a whole bunch of stuff.

01:19:08 [DGLS] It's what security principles need to go into that.

01:19:11 [DGLS] That whole design concept.

01:19:13 [DGLS] And again, it's really to incentivize those people coming out of the pipeline and then into our government lines of effort.

01:19:22 [DGLS] So yeah, I like that idea. So it's it's the security by design.

01:19:26 [DGLS] Everything that you're doing at every step of, of the process, you're always there's always a security consideration and building that out.

01:19:34 [DGLS] And again, going back to that idea of the Wild West, I like that, you know, having a little bit of a framework as we're as we're working through these things, documenting some of that, you know, and then bringing that back to TBS for policy, bringing them back to the cyber, like, I think that's a really good approach.

01:19:51 [DGLS] in how we build things out.

01:19:54 [DGLS] All right, Jean-Paul, I'm going to focus on you now.

01:19:57 [DGLS] So as when we're prototyping and I know you guys have been doing a lot of work with the generative AI space.

01:20:03 [DGLS] So when you're prototyping those gen AI platforms, what are some of those fundamental best practices that you would you would consider including, you know, the discussion on the security?

01:20:12 [DGLS] So what are those sort of best practices as you're building out and developing and and experimenting? I guess so.

01:20:20 [DGLS] The first the first thing is, is kind of really identify buying that very specific problem you're trying to solve.

01:20:27 [DGLS] So for us at Fintrac, if if some of you don't know, we're relatively small organization compared to our my colleagues here.

01:20:35 [DGLS] and but what we do is we work with banks, casinos, precious gem dealers. We get all the financial transactions from across Canada.

01:20:43 [DGLS] They come through our shop.

01:20:44 [DGLS] We have some really, really smart people in some awesome systems as well to try to find patterns of money laundering, terrorist funding and we we create intelligence.

01:20:56 [DGLS] So where Canada's financial intelligence unit, and we're trying to find those patterns to help break down things like human trafficking, fentanyl drug rings, illegal animal trade.

01:21:08 [DGLS] And then we take that information and we give that to law enforcement, RCMP, local police to hopefully fight the bad guys.

01:21:16 [DGLS] And so as we're doing that, we when we developed our our strategy, our strategy to say, okay, well how do we do digital transformation at Fintrac.

01:21:24 [DGLS] How do we modernize? We identified very specific pain points.

01:21:28 [DGLS] We did our user research, we went to our community, we talked to them and we identified a plan.

01:21:33 [DGLS] So when you're applying AI, you want to apply AI to that, to those individual things.

01:21:40 [DGLS] For us to do that, what we first started to do is we say, well, we want this to be scalable and for it to be scalable, we need to explore and experiment and be and go in and dive into it. Don't be afraid.

01:21:54 [DGLS] Go in and just try to understand what is this thing put together a small team, and a small team that are sort of not just innovative, but really have that digital mindset to say, okay, I'm going to go in an exploration from there.

01:22:12 [DGLS] We wanted to build a an ecosystem or a platform, an AI platform, and we knew that we had a lot of problems to solve in our AI platform.

01:22:22 [DGLS] so we didn't want it to just be like a one app.

01:22:26 [DGLS] Okay, you're going to do this one thing and then you're done, and then you got to restart for somebody else. Like that's not sustainable. You can't scale that.

01:22:33 [DGLS] So we created the AI platform that consists of digital assistants.

01:22:38 [DGLS] We had these digital assistants who took on roles and responsibilities, and we tried to mimic the individuals who would be solving these problems from a human perspective.

01:22:50 [DGLS] And create them from a digital virtual assistant perspective. Now, how do teams work together?

01:22:56 [DGLS] Well, they talk to each other and they start collaborating with each other.

01:23:00 [DGLS] So we created these digital assistants to start speaking to each other.

01:23:04 [DGLS] And so we would we would identify the problem, have these assistants start speaking to each other to say and taking on roles.

01:23:11 [DGLS] And then we realized, oh, okay, well these assistants are working well together.

01:23:16 [DGLS] Digital AI, these these AI bots, if you want to call them that, they're pretty good, but they're not answering very, very, with like super high quality answers.

01:23:26 [DGLS] So you train them on very specific internal knowledge.

01:23:30 [DGLS] And then so going back to sort of, security controls as you are building these, as you are prototyping, you're not sort of waiting until all the document is written and created and somebody gives you a big policy to say, this is how you do it.

01:23:47 [DGLS] You, you, you iterate policy, you iterate through the prototyping, you iterate through the platform.

01:23:53 [DGLS] So now we have an AI platform that is open source that is shareable for anybody.

01:23:58 [DGLS] And then you could now, what we do is we've established an AI rapid prototyping service.

01:24:06 [DGLS] So so, so we could go anywhere in the business now.

01:24:09 [DGLS] So the business is knocking on the door and say, hey, how do I do this?

01:24:12 [DGLS] You bring them in, we have a group of experts who have learned by doing this and then you solve that very specific problem.

01:24:21 [DGLS] So leading us all the way back to the whole purpose of this conference, which is digital transformation.

01:24:26 [DGLS] How do digital leaders do that? Find find the problem.

01:24:31 [DGLS] specific build the environment around that to solve those problems and iterate quickly and, and rapid and then just grow that skill set. Yeah.

01:24:42 [DGLS] And I think if I can give sort of an analog, perhaps of, of this what you're talking about, it's almost like when you're, if you were designing a board game and you have the people playing the board game, trying to sort of design it as someone's writing the rules, and then you get to a point, you go, oh, it keeps telling me to go forward three spaces and backwards like I'm caught in a loop.

01:25:02 [DGLS] And then they say, okay, well, we'll change the board, right?

01:25:04 [DGLS] Like you're designing, you're creating, you're setting the rules, you're setting the for security for like from from so many different facets as you're playing.

01:25:13 [DGLS] And I think that's a really exciting space to be in. Right.

01:25:16 [DGLS] And your board game will probably be terrible the first time, and that's okay.

01:25:22 [DGLS] and as long as you're asking the players and is this game fun? Still is. Is it still good?

01:25:28 [DGLS] And then you iterate off that user feedback. Right.

01:25:30 [DGLS] So one question I have and for for any of you, how do you find, you know, one of the things that we're we're grappling with looking at the pace system and, and modernizing is that idea of human in the loop. Right.

01:25:46 [DGLS] And how comfortable are we having AI make decisions like we've got, you know, in our phones, it's our phones are all AI.

01:25:53 [DGLS] We use that. And it's, it's, you know, it's convenient, it's nice.

01:25:56 [DGLS] We're very grateful.

01:25:57 [DGLS] Every time I get in the car in the morning, it doesn't matter.

01:26:00 [DGLS] As long as it's a weekday, it'll automatically show me my route to my work.

01:26:05 [DGLS] And I'm like, thank you for reminding me.

01:26:07 [DGLS] you know, we take that for granted and we're okay with that.

01:26:10 [DGLS] But then when it starts, when we start talking about decisions on your pay, that's a whole other like, no, no, no, no, no, we're not going there.

01:26:17 [DGLS] So where's that fine line between, you know, decisions being made or as you were talking about having an assistant to help with people.

01:26:27 [DGLS] Emmanuelle, maybe I'll give this one a go.

01:26:30 [DGLS] heard a few previous speakers speak to what we're doing at RCC, which is really investing into automation, advanced analytics, and AI, and deciding on, like, real big decisions around permanent residents to Canada, coming to work, coming to study.

01:26:48 [DGLS] So really high stake work.

01:26:50 [DGLS] and I think this is where we're faced with with a double edged sword.

01:26:55 [DGLS] So first volumes are rising exponentially.

01:26:59 [DGLS] So our clients are asking faster and fairer services.

01:27:02 [DGLS] I just inserted the title of the panel into my remarks.

01:27:06 [DGLS] and so they're asking us to do to be innovative.

01:27:09 [DGLS] We cannot be in a world where we're simply hiring more people.

01:27:13 [DGLS] We've already grown as a department exponentially, and there's obviously limits to that.

01:27:17 [DGLS] But at the same time, really, really grave concerns around how are you doing this automation and how are you doing on things that will affect me, my daughter, my spouse, my parents, my grandparents, and in real important decisions, including also in the refugee space.

01:27:33 [DGLS] And so I think where we've been, you know, and I want to pick up on a few things that have been said before.

01:27:40 [DGLS] so we are currently using advanced analytics, using automation, sometimes end to end automation on making decisions in those cases.

01:27:49 [DGLS] and we've been having a bit of a rough ride in launching some of these products.

01:27:53 [DGLS] And so you may have seen, media reports or EEG reports, parliamentary reports on the tool that's called Chinook that we've used.

01:28:02 [DGLS] Chinook is a glorified Excel sheet.

01:28:05 [DGLS] It doesn't it's not AI, it's not advanced analytics. It's not a mission.

01:28:09 [DGLS] I will say this until I'm blue in the face.

01:28:11 [DGLS] I can't relate to Excel spreadsheets. Sorry.

01:28:15 [DGLS] And so, I think that engagement we were talking about before has been more critical than ever.

01:28:22 [DGLS] And I think we've talked about the d o gagement we've been going out and now talking to our our stakeholders, talking to our clients, talking to our youth advisory group and, and really talking to the federal court.

01:28:36 [DGLS] We are the most litigated department in government.

01:28:40 [DGLS] And now the federal court are knocking on our doors saying, oh, you're using AI, you're using advanced analytics.

01:28:47 [DGLS] We're starting to see a rise of cases show up on this.

01:28:50 [DGLS] We're concerned about the implication.

01:28:52 [DGLS] You have to tell us more about what you're doing and how you're doing it.

01:28:55 [DGLS] So I think that engagement has been really, really critical.

01:28:59 [DGLS] But the transparency also so thematic that we talked about. Right.

01:29:03 [DGLS] And I think that's a space that we certainly as a department, we need to grow a bit more and be talking about, what we are doing, but also how we're doing.

01:29:14 [DGLS] And so in an immigration space, I think the equity side, I think it's equity is important in all aspects of our work.

01:29:22 [DGLS] But when you're you're talking again about making decisions about people's future, how you're doing it and how are you impacting this person, this population, this group as a whole, and also taking that opportunity, I would say to really look back at our past.

01:29:38 [DGLS] You've talked about input.

01:29:40 [DGLS] We are having those internal conversations in the past to say, to what extent has racism influenced immigration decisions in the past?

01:29:48 [DGLS] How do we make sure we're not enshrining those errors into our models moving forward and making sure that we can we can, we can grow.

01:29:58 [DGLS] But also and I think this is also what you spoke about around how have our programs been designed. We're now going into a digital space.

01:30:06 [DGLS] We don't want to just kind of take the old and and put a nice digital veneer over it.

01:30:12 [DGLS] I think it's a great opportunity to say our programs do complex.

01:30:15 [DGLS] Yes, our, our communication to clients, to complex. Yes.

01:30:21 [DGLS] and how do we take this opportunity to leapfrog forward?

01:30:24 [DGLS] And we do have one with, with, with some of the big modernization efforts underway at RCC.

01:30:29 [DGLS] So. Awesome. Do you want to jump in?

01:30:32 [DGLS] Yeah, I just add, I guess more from, the technical side of things.

01:30:37 [DGLS] And so I'm, I love design, I love architecture, and, we do we develop products.

01:30:44 [DGLS] So whenever you're developing an AI based product, build the the build the control for for the bias, build the controls for information validation, build the controls in your platform, in the design, in the architecture.

01:31:00 [DGLS] And the fun thing about AI is you could actually use AI to build AI, and you could use AI to give them the framework, give them give, create the the digital assistant that focuses on, showing the homework and and when the AI is giving a response, we now have it to a point where it gives you a report card to say, this one is this answer.

01:31:28 [DGLS] I got it right from this source. This answer.

01:31:30 [DGLS] I got it from this source, this one I used a bit of creativity.

01:31:32 [DGLS] So you may want to check it. Right.

01:31:34 [DGLS] So it's literally telling you like in a, in a in a green, yellow and red, dashboard to say I kind of fudged over here.

01:31:43 [DGLS] So human go check it out.

01:31:45 [DGLS] If I can add to this, we also took an approach to build it in.

01:31:49 [DGLS] And Simon, I want to reassure you, our IT security folks, we're at the table throughout the journey with us.

01:31:55 [DGLS] We we absolutely have them with us on this.

01:31:59 [DGLS] But we we also involved our networks like our Dei networks and our department to help us make sure that we were thinking about this in as little bias way as we could or as inclusive way as we could.

01:32:13 [DGLS] So that's an important part of it.

01:32:15 [DGLS] And every time we talk about and being transparent and being open about what we're doing is important, is that it's always human and AI. It's never just AI.

01:32:26 [DGLS] And if you think that you're just going to develop a virtual assistant or in our case, a generative AI chatbot that we're launching in the public, and that's it.

01:32:36 [DGLS] It never it doesn't end there. There's those logs to check.

01:32:40 [DGLS] You need to continue to learn, and you need to continue to refine, and you need to continue to feed those things.

01:32:45 [DGLS] So it's not a quick solution that's going to alleviate everything for you.

01:32:50 [DGLS] I think we also need to, to think about how, it's okay for people to be afraid of this. It's a big change.

01:33:00 [DGLS] Like we have to be empathetic in our empathic in the way we talk about it.

01:33:05 [DGLS] and this is not going to I one of the key question we hear every time is this is going to I'm going to lose my job over this or that.

01:33:14 [DGLS] The application that we have another one.

01:33:16 [DGLS] I didn't talk about it very much, but we have a deduplication tool that we've we've actually it's it's a nice story because we heard about it the first time last year at this conference from another presenter, and we reached out to them and we, we it was SSI.

01:33:30 [DGLS] We took their tool, we brought it in and we built upon it.

01:33:34 [DGLS] And now instead of doing only one on one match for documents, it actually, finds close proximity.

01:33:41 [DGLS] So we worked with our atip.

01:33:43 [DGLS] It's a native application, and the feedback we got. Simon, you were talking about purpose.

01:33:48 [DGLS] The analysts used to spend so much time looking at piles and piles of documents right when they were receiving a tip request.

01:33:56 [DGLS] Now, with that simple tool that is on their computers.

01:34:00 [DGLS] So no cloud, no security risk, the computer does that comparison work for them and highlights where the the difference is.

01:34:09 [DGLS] So the analysts can actually focus.

01:34:11 [DGLS] So saving money because the treatment per page cost is high.

01:34:16 [DGLS] So less page you have to go through cheaper.

01:34:19 [DGLS] But the feedback we got from the user is that it saves about 70% of their review time.

01:34:24 [DGLS] And they feel like they're putting their mind to the right kind of work.

01:34:28 [DGLS] So their job satisfaction went up.

01:34:31 [DGLS] Those are very important indicator for us as well too.

01:34:34 [DGLS] So it's really again, this is human and AI.

01:34:37 [DGLS] AI allows the human to focus on higher value work.

01:34:42 [DGLS] Simon did you want to chime in?

01:34:44 [DGLS] Yeah, I just wanted to emphasize the point about transparency again.

01:34:48 [DGLS] And you mentioned security controls, but I want AI to the methodology and how it came to that decision to be explainable.

01:34:54 [DGLS] Explain it to me in just plain English.

01:34:56 [DGLS] I don't want to know what Python code X, y, z did to make that decision.

01:35:00 [DGLS] Just how the decision tree came out. and to that decision, if you will.

01:35:05 [DGLS] So that's that transparency piece I think is going to be key so that we can have confidence in the decision that it was made that that are being made just a quick antidote.

01:35:16 [DGLS] So we're we're early adopter of copilot.

01:35:19 [DGLS] And so one of my managers has is a testbed in copilot.

01:35:24 [DGLS] Right now if you've got smart people on your team and you ask for a simple answer and you get emails that are like three pages long, well, most of my team is like that.

01:35:32 [DGLS] So I'm reading through several paragraphs of answer and whatnot, and one of my managers says, hold on, Simon, let me just copilot this for you.

01:35:42 [DGLS] And sure enough, within one paragraph I had the full gist of those three pages and it was on point.

01:35:48 [DGLS] Like it was super cool.

01:35:50 [DGLS] And that is scary because if I had just read that one paragraph, what I said, oh yeah, that sounds about right.

01:35:55 [DGLS] But because I went through everything, it nailed it and it's like, oh my gosh, this thing is going to be super powerful.

01:36:03 [DGLS] So we need to be cognizant about those decisions and making sure that those security controls are in place.

01:36:09 [DGLS] Because if a little slip happens.

01:36:12 [DGLS] Sorry. Did you.

01:36:16 [DGLS] Point.

01:36:17 [DGLS] the the parlée dans un langage. Claire.

01:36:22 [DGLS] Same qu'on oublie.

01:36:24 [DGLS] Parfois les gens NE pas sais quoi.

01:36:28 [DGLS] AI anecdote CE qu'on a fait une présentation sur un panel un événement.

01:36:34 [DGLS] The Canadian Bar Association, like this was a room twice the size of this, twice the number of people session avec un sondage Slido.

01:36:44 [DGLS] Donc c'était premier question a askew vous familiar avec le prix de la moitié des gens.

01:36:53 [DGLS] C'était un connaissance pour le moyen.

01:36:56 [DGLS] De quoi vraiment la deuxieme question est immigration?

01:37:02 [DGLS] Donc, on a commencé avant panel, Philippe Sondage pour un connaissance de la a la moitié des participants oui.

01:37:10 [DGLS] On immigration, we do the whole panel, the whole suite.

01:37:14 [DGLS] We do the same, same polling knowledge went up about like, what is I?

01:37:20 [DGLS] And then we said, do you think immigration should use, AI this it went down, it plummeted down.

01:37:26 [DGLS] They were like no whatsoever. It was almost 0%.

01:37:29 [DGLS] I was like, oh my God, I didn't do a good job here.

01:37:31 [DGLS] But I think it's I think it was part of the conversation.

01:37:35 [DGLS] You know, it needs to keep going into that plain language and tying it with that business need. Right.

01:37:41 [DGLS] Tying it with like, what problem are you trying to fix and how are you trying to fix it?

01:37:46 [DGLS] Mr. de Savoie, before you slap bass on comprend pas de un espace de boite noire, but noir inexplicably askew.

01:37:59 [DGLS] West des décisions qui sont encore la dans le contexte de question réel back when it's not the case. So that's a long terme.

01:38:08 [DGLS] I think it's a long terme, a long journey.

01:38:11 [DGLS] because, you know, first you have to build that knowledge.

01:38:13 [DGLS] But I think that plain language is, is is absolutely key.

01:38:17 [DGLS] So, Emmanuel, I just want to follow up a little bit of I like the thread that you've served.

01:38:21 [DGLS] You've you've, you've, you've displayed for us.

01:38:25 [DGLS] So what's the public's reaction to your department's use of AI.

01:38:30 [DGLS] And do you feel that you have that social license to experiment with AI and to make it an integral part of your your department's core business?

01:38:38 [DGLS] I think we hear two narrative.

01:38:41 [DGLS] So narrative.

01:38:41 [DGLS] One is, is, you're not meeting your service standards.

01:38:46 [DGLS] You're not meeting processing time. You have really long backlog.

01:38:51 [DGLS] Do something and be innovative.

01:38:54 [DGLS] Be creative, better services for clients. Go digital.

01:38:58 [DGLS] It's you have to leap forward.

01:38:59 [DGLS] So there's a big push to say clearly you need to catch up to the ever rising volumes and meet the client expectations.

01:39:07 [DGLS] Who do want to have things on their phone that, you know, show you where to go and show you the road ahead.

01:39:13 [DGLS] So huge push to be more innovative on the other side.

01:39:18 [DGLS] real concerns around the impact differential outcomes is probably the narrative that we hear the most.

01:39:24 [DGLS] So we've had two parliamentary reports on differential outcomes.

01:39:28 [DGLS] We just had an OIG report kind of, really raising questions about how we're using this technology.

01:39:35 [DGLS] The governance, the policies.

01:39:38 [DGLS] we've done a playbook at RSC on the use of AI and advanced and automated automation and decision making that's been guiding our efforts.

01:39:46 [DGLS] And I think that's been helpful to talk about.

01:39:48 [DGLS] I talked about the federal court, who are getting increasingly nervous about what they see will be a flood of litigation coming to to the courts on our use of AI and funny enough, they want to use AI to manage their cases.

01:40:02 [DGLS] So, and they're asking us how to do it.

01:40:06 [DGLS] so there is, there's there's an understanding that our problem is really one that requires innovation, that requires digital services.

01:40:17 [DGLS] But the conversation around differential outcome, racism and immigration, the colonial legacy of immigration decision making and and and how we are how are we setting up the governance, the process, the analysis to make sure that we are not enshrining, again, potential bad data and bad, particularly if you're leveraging past decision, you know, having that hard look and having that. And and that's an ongoing journey.

01:40:46 [DGLS] And I think we've done, leaps forward in the last couple of years.

01:40:50 [DGLS] We now have developed a gba+ tools for a new automation, an and a models, for example.

01:40:56 [DGLS] And we're doing those hard conversations internally and with stakeholders and that's a big change too.

01:41:01 [DGLS] We start we used to be, I think, a bit afraid going out there, you know, a bit afraid to like ask the question.

01:41:08 [DGLS] But now we see the huge benefit. And I'll give you an example.

01:41:12 [DGLS] For years we were saying publicly that we would never, ever do any, any automation or any, advanced analytics in the context of refugees.

01:41:21 [DGLS] And then one day we knew we had to because the volumes were just so great.

01:41:26 [DGLS] But before going there, we went to talk to the refugee associations in Canada and so on to say, here's what we're thinking of doing.

01:41:33 [DGLS] What do you think? Do you have concerns? Do you have questions?

01:41:36 [DGLS] And when we launch and when quite well, because we had done that, that, that work ahead of, of time.

01:41:43 [DGLS] And so I think it's again, like you're hearing a conversation here, like the collaboration.

01:41:50 [DGLS] And I think for us it's always been like, we need to go out there more and have the conversation.

01:41:55 [DGLS] And over time I think people will understand it and we will learn as well.

01:41:59 [DGLS] We will learn about those best practices and we will learn from where people have concerns.

01:42:04 [DGLS] We will only succeed on, on the decision.

01:42:09 [DGLS] Plus Rapide et un service clientele qui vraiment plus, sur mesure sur le besoin and I think, you know, if you look at it like in 100 years from now, AI will be ubiquitous.

01:42:22 [DGLS] It'll be in everything we do. And I think we can all recognize that.

01:42:26 [DGLS] So but I feel like we're at that point where we're having like 100 years ago, having the. So horseless carriages, what do you guys think? Right.

01:42:33 [DGLS] And it becomes a part of our life now.

01:42:35 [DGLS] Like you can't like it's it's everything. We don't even think about it. Right.

01:42:39 [DGLS] So we're going to get to that point.

01:42:41 [DGLS] So if you kind of so where are we in that journey. We're at the beginning. That's okay.

01:42:46 [DGLS] But moving towards that like we can't move away from it.

01:42:49 [DGLS] I guess is is the point, right.

01:42:51 [DGLS] We can't say, yeah, you know, it's just a fad.

01:42:54 [DGLS] We're going to keep our horses and see how that goes.

01:42:57 [DGLS] So it's almost a we have to go there. So how do we go there.

01:43:02 [DGLS] responsibly.

01:43:03 [DGLS] And so one of the questions I have for, for either either of you, is the difference between public and private. Do we have the same responsibilities?

01:43:12 [DGLS] Do we have the same challenges in our in the public sector as we do in the private sector, and why and why not jump in?

01:43:21 [DGLS] Oh, maybe I'll keep going and colleagues can join in.

01:43:25 [DGLS] I want to pick up on your comment. Like purposeful like government.

01:43:29 [DGLS] You know, maybe I find that what we do in government, huge impact that I don't think you always get in the private sector. Right.

01:43:37 [DGLS] And maybe I'm, I'm in a department where I think, you know, the mandate is is so inspiring.

01:43:44 [DGLS] And again, so, an employee on a grant attachment model parce qu'il fait la différence dans la vie des gens.

01:43:51 [DGLS] Donc on a bénéfice de faire de faire, the innovation, la experimentation dans un espace fiscal impact, the risk and reward equation is quite interesting.

01:44:05 [DGLS] but I do you know, we are also in a space where, there's many venues by which we're trying to set those guardrails, whether through, I said whether through the Council of Europe, some of the Council of Europe negotiation.

01:44:21 [DGLS] We have the work at TBS.

01:44:23 [DGLS] And I do feel that if we are trying to set some frame for how the private sector is going to leverage those technologies, we have to lead by example.

01:44:33 [DGLS] So I have I think we have to both lead by example on, on, on how we can lean forward, but also how we can do so responsibly so that when we turn around to the industries and we're trying to bit a bit of a frame around it, around the responsible use of that technology, that, that we are we're leading with our own, with our own practices.

01:44:53 [DGLS] So but again, also as we as we talked about big risk. Right.

01:44:58 [DGLS] And, and what we do has real and long terme consequences on people and so I think it's trying to strike that particular balance, I feel might be more challenging in the public service than it would be in the private sector.

01:45:15 [DGLS] So I've been I've been studying, how the private sector develops products for some time now.

01:45:23 [DGLS] and, and they definitely have different motivators than, than we do. Right. Obviously.

01:45:28 [DGLS] But it doesn't mean we can't adopt a lot of the style and approach.

01:45:32 [DGLS] And adapt it for government.

01:45:34 [DGLS] I think, as I mentioned, we have an immense opportunity across government to innovate with each other and learn from each other and grow from that. That's that's separate from the private industry.

01:45:47 [DGLS] And that applies in AI as well.

01:45:50 [DGLS] I think from a, maybe even going back to that previous question about transformation, we're all kind of responsible for digital transformation here. in in the room.

01:46:05 [DGLS] we've seen time and time again these technologies come in.

01:46:10 [DGLS] We've seen, you know, if you go all the way back to the inkjet printer, they came and they said, oh my God, the printing industry is going to be decimated.

01:46:17 [DGLS] They came out with the digital camera.

01:46:20 [DGLS] The photographers are all going to lose their jobs.

01:46:23 [DGLS] They came with all of these different technologies and this is just sort of like foresight.

01:46:29 [DGLS] I think this is what's going to happen.

01:46:30 [DGLS] You can't really tell with AI at this point, but I think we're really going to adapt to it. I think the government's going to adapt to it.

01:46:39 [DGLS] I think there's an amazing opportunity for all of government to work together.

01:46:44 [DGLS] You know, if we were able to create some sort of AI platform and, and some government focuses on this functionality and some government focused on this functionality and some government focused on this functionality, and we kind of all learned from each other, I think we could leapfrog private industry, actually, if I can just add to that.

01:47:04 [DGLS] So I you talk about whether we have different responsibility.

01:47:07 [DGLS] I think it's the responsibility of the public sector to embrace those technology. We we need to be brave.

01:47:13 [DGLS] We need to do it in a responsible way. We need to risk manage things.

01:47:17 [DGLS] But we need to be brave and advance because it really is.

01:47:21 [DGLS] We're at the point where, if we don't embrace those technology, you said it, our motivation, the motivation of the private sector are very different than one from the public sector.

01:47:32 [DGLS] And I think that this responsible i.t that we have to level the playing field to make sure that everybody in the country has the same, ability to fulfill their potential, relies on a very strong public service that is

able to deliver the program and services that it needs to do and to be able to do it efficiently. We need to embrace this technology.

01:47:53 [DGLS] You've said it, Emmanuel, in your examples, that that that tension between, you know, being able to provide those very important service. I work for agriculture and Agri-Food Canada. Everybody eats.

01:48:04 [DGLS] We have a very clear mandate.

01:48:06 [DGLS] We have a very clear purpose.

01:48:08 [DGLS] Yes, we serve a fantastic sector that is across the country that is so fragmented in terms of like the type of industry, the type of businesses from very small to very large, locally, internationally, sustainability is at the heart of what we do.

01:48:24 [DGLS] We have so many complex challenges to to work towards that we need to embrace this technology to remain relevant. Right.

01:48:34 [DGLS] So I am going to I'm going to pick on Julie McIntosh, who taught me one thing, and this is my mantra. You can do hard things.

01:48:41 [DGLS] And I think that's for me coming out of out of this discussion, it's you can do hard things, we can all do hard things.

01:48:48 [DGLS] And they are hard things.

01:48:49 [DGLS] But, you know, it's important for us to lean into those. Okay, I'm going to can we take Jess?

01:48:55 [DGLS] Can we take questions from the audience? All right. Yep.

01:48:58 [DGLS] If anyone has any questions, please feel free to go to the microphone.

01:49:04 [DGLS] and in the in the interim, while we're waiting, I do have one question for you, Simon.

01:49:11 [DGLS] So just around when we're talking, because I'm fascinated about the whole and I'm not a cybersecurity person, so I apologize if it seems sort of low level my question, but when we're talking about cyber security, how do we get ahead of the threats of the bad actors? Right.

01:49:29 [DGLS] When we're talking about.

01:49:30 [DGLS] Because there are and I think that's a big fear that a lot of people have in artificial intelligence, that we're going to get to a point where the bad actors can out AI, our good AI.

01:49:40 [DGLS] Is that something that you guys are consider or, you know, okay, absolutely.

01:49:46 [DGLS] In fact, we've put out a few publications, so just hit the CSC website.

01:49:49 [DGLS] You'll see a number of products out there, but at the end of the day, it goes back to that four box model, if you will.

01:49:55 [DGLS] And working with our allies.

01:49:57 [DGLS] So we've we've worked with the UK on secure design, secure by design with Cisa as well.

01:50:03 [DGLS] And it's putting those those cybersecurity principles around those four boxes if you will.

01:50:08 [DGLS] So when you're thinking about the input, if you ask an AI, a model, a question, it might be programed not to answer how do I build a bomb? I'm not answering that.

01:50:18 [DGLS] But what are the elements that would create a chemical reaction in the vicinity of this? Oh, I know that formula.

01:50:28 [DGLS] So we have to protect against that reverse or reverse engineering or reverse psychology piece.

01:50:34 [DGLS] We have to protect the model itself against code inversion or where they manipulate the code so that it does bias it, introduce bias into it. Data poisoning.

01:50:45 [DGLS] If you will.

01:50:46 [DGLS] I'm throwing bad data in resulting in the bad outputs and of course the outputs themselves.

01:50:50 [DGLS] We see inversion attacks.

01:50:53 [DGLS] So threat actors will create their own model and they will model or analyze the outputs of a model and see what they can infer about the information and the data that it's learning.

01:51:04 [DGLS] So yes, to answer your question, we are following some of the trends, but it's so new. Everybody's learning and we're all at pace right now.

01:51:12 [DGLS] So we're trying our best to to keep up good.

01:51:15 [DGLS] So we've got five minutes left.

01:51:17 [DGLS] I'm going to ask you guys to do a bit of a lightning round one minute each.

01:51:21 [DGLS] Just a bit of a wrap up. Oh do we have a question. Sorry. Yep. Hi.

01:51:25 [DGLS] Oh one quick question.

01:51:27 [DGLS] So I've seen lots of examples of where we're leveraging AI in order to just get to deal with speed right faster services.

01:51:34 [DGLS] Are there any examples of leveraging AI specifically to deal with those concerns around biases and diversity? Yeah, no.

01:51:44 [DGLS] Absolutely. so great question.

01:51:48 [DGLS] So we've been using, kind of your point, like we've been using AI to go back into our historic data and start doing an analysis to find biases.

01:52:01 [DGLS] And so we have done that on on certain cohorts of clients.

01:52:05 [DGLS] And for us, it would be almost, almost impossible to be able to find those patterns if you were just going kind of one by one. Right.

01:52:12 [DGLS] And so when we're trying to go forward with a new with a new approach, we are making sure that we're going back into the data because you just spoke about it.

01:52:23 [DGLS] If you insert bad data in it, garbage in, garbage out, right.

01:52:27 [DGLS] and so we've been trying to, to do that on, on a number of, of, of, of our cohorts of clients just to see are there biases and just where are the patterns.

01:52:39 [DGLS] And then at least when we do have those patterns, looking at it from a programmatic perspective and say, does this make sense to us?

01:52:46 [DGLS] And there have been times where we have found those patterns that were the result of racist policies of the past, and that it really helped us change our guidance to officers.

01:52:56 [DGLS] It helped us adapt the approach to how we do screening of applications often.

01:53:01 [DGLS] I don't think we were doing it the like large scale, but we have done that and it's shown quite, quite.

01:53:07 [DGLS] So I think it's the eye on the eye, almost as you were saying, and making sure that we are doing that quality assurance, with that tool. So yeah. Absolutely.

01:53:17 [DGLS] Got another question. Hi.

01:53:19 [DGLS] Thank you very much for the opportunity to ask a question.

01:53:22 [DGLS] Emmanuel raised a really interesting, point, which was the fact that we have so many challenges in the government that it seems inevitable we have to use AI to manage them.

01:53:31 [DGLS] I own a service backlog as well, and I'm curious what your thoughts are on gaining comfort in the public on the use of AI and government services, because we have to figure out how to use these things, but it's very difficult to educate the public on how this is being used responsibly and safely, because there tends to be a tendency to overestimate the level of risk we're taking with these things. So what can we do in the government?

01:53:53 [DGLS] We're planning on launching new AI services to better educate the public and gain that comfort in using these tools.

01:54:01 [DGLS] So so I think I think it's not just a government problem.

01:54:05 [DGLS] I think it's a whole industry problem.

01:54:08 [DGLS] I think, be being open and transparent on where you're specifically using AI, where you're where you're making decisions and let the public know, I think if you could explain to them, if, if they're if they're questioning the response, or you could also go the step further to say this is how we got to the response.

01:54:34 [DGLS] So we're discovering that it's not necessarily a black box per se.

01:54:40 [DGLS] When you're coming to the answers, we could trace it back to where it's coming up to the answers.

01:54:44 [DGLS] And I think that's going to be super key that you disclose. Yes.

01:54:48 [DGLS] One, this has been AI generated.

01:54:50 [DGLS] And two, this is how it got the answer that builds that trust.

01:54:54 [DGLS] We're doing we're doing tests right now with with subject matter experts like the real real experts of a policy.

01:55:03 [DGLS] So we're doing policy interpretation with some of our assistants and, and they're they're testing specifically how the responses are, are being generated and feeding that back into the system to make sure that that response is continuous.

01:55:19 [DGLS] And it doesn't just sort of invent something out of the blue after that.

01:55:24 [DGLS] I think we have one more question and then we're going to wrap. Hi there.

01:55:27 [DGLS] Dylan Kirk IRC.

01:55:29 [DGLS] and actually I've been doing visa decisions for 20 years. So Emmanuel, thank you for all that.

01:55:34 [DGLS] And I was on the dev team for Chinook. So thank you for all the work you do.

01:55:37 [DGLS] Telling them that it's just a spreadsheet, which it is.

01:55:40 [DGLS] and this is kind of a riff on the last question is that at a certain point, our explanation of answers to questions have to cross a technical threshold.

01:55:50 [DGLS] I am currently working on a response to OAG, 936, which is regarding differential processing times.

01:55:57 [DGLS] And we can say, oh, you know, we can say that this factor is more important than this factor in this particular processing time.

01:56:05 [DGLS] And when asked why, we have to say, okay, so in information theory there's a thing called entropy decrease.

01:56:11 [DGLS] And it's done by this, this formula, when, when you get to a technical threshold like that, how do we describe to our, our kind of non-expert users how these things, how these decisions are made and how how we, how we can take those technical elements and boil them down to far more legible ideas.

01:56:34 [DGLS] That's more of a JP answer.

01:56:37 [DGLS] Yeah. You know, you know what?

01:56:39 [DGLS] I is incredible in breaking things down.

01:56:45 [DGLS] And to explain it into simple, simple matter.

01:56:49 [DGLS] we from, even from a sentiment analysis, it it's kind of blows my mind still, that it could take a very, very, very complex process and explain it to you like you were in grade five.

01:57:05 [DGLS] and so we were doing that.

01:57:07 [DGLS] We're taking, if we go back to the minister's speech this morning or the talks, how we've got this big, massive legislation.

01:57:16 [DGLS] It's just so hard to interpret.

01:57:18 [DGLS] Nobody could really fully understand.

01:57:20 [DGLS] We're actually using AI to help simplify into into natural language that somebody could understand. That's wonderful.

01:57:28 [DGLS] Okay, we're going to wrap up, we're going to do I do want a lightning round though.

01:57:32 [DGLS] So instead of a minute each you've got like two sentences each.

01:57:35 [DGLS] So I'll start with you Jean-Paul.

01:57:38 [DGLS] Sort of a summary for you a few sentences summary.

01:57:42 [DGLS] start prototyping now.

01:57:44 [DGLS] Get your leadership on board and and and and explore.

01:57:50 [DGLS] Learn and grow and explore.

01:57:51 [DGLS] Yeah, I would say engage and collaborate.

01:57:54 [DGLS] Be brave and get a multidisciplinary team around the table to help you work through not just within your department, but with others as well.

01:58:03 [DGLS] I was going to say the exact same thing, so I know come talk to people.

01:58:08 [DGLS] That's really and really go make sure you're understanding the why and the how as well of what you're doing.

01:58:15 [DGLS] Yeah, I agree, be safe. Absolutely. Don't be afraid of it, but be safe.

01:58:20 [DGLS] Just know what you're putting in and expect the outputs.

01:58:23 [DGLS] Amazing. Thank you guys so much. Really appreciate your brains.

01:58:27 [DGLS] I feel like I'm smarter walking out of this.

01:58:50 [DGLS] Okay, so, a big thank you to our moderator, Theresa.

01:58:55 [DGLS] And that insightful panel, Elise Emmanuel, Jean-Paul and Simon.

01:59:01 [DGLS] I'm so happy that the focus of that discussion was on the human aspect of AI.

01:59:09 [DGLS] I heard a lot about collaboration, communication and testing with users and multidisciplinary teams.

01:59:17 [DGLS] those are really the critical elements of technology transformation, and I'm very happy to see our discussions, focusing on that.

01:59:26 [DGLS] so, so you'll be happy to hear that we're going to go on a bit of a break.

01:59:31 [DGLS] You can stretch your legs, get some coffee.

01:59:35 [DGLS] but before we go, just a couple of things that I need to remind you of.

01:59:40 [DGLS] on the table, there are a QR.

01:59:42 [DGLS] There's a big QR code that if you scan it, you can download Slido, and you'll be using that in a later session.

01:59:50 [DGLS] we've got the boots booths over in this side of the the hall that I encourage you to visit.

01:59:56 [DGLS] And, also, if you want to win, a session is on and you're having a conversation or you want to take a call, you can just step outside and have that call.

02:00:08 [DGLS] So that our speakers aren't disturbed.

02:00:10 [DGLS] So if you want to return at 1115, we'll see you for the next working session.

02:00:17 [DGLS] Thank you.

02:11:38 [DGLS] Some of the agenda for today is a table.

02:11:51 [DGLS] Just by chance, the cafe.

02:11:58 [DGLS] Pour vous et pour la la prochaine partie de la the de la présentation.

02:12:11 [DGLS] Okay, so we're going to get things started.

02:12:16 [DGLS] I'd like to welcome back to the stage, Theresa D'Andrea, who will be introducing and leading the second half of the AI session.

02:12:24 [DGLS] Theresa, over to you.

02:12:31 [DGLS] High Hi there.

02:12:32 [DGLS] So, for those of you who are still in the queue to grab your coffee, if you can make your way back to your seat.

02:12:40 [DGLS] So welcome back.

02:12:42 [DGLS] our next session involves putting everyone to work, so you guys are going to be expected to roll up your sleeves and get a little bit of work done.

02:12:49 [DGLS] we're privileged to be getting a sneak peek at the Government of Portugal's virtual assistant bot.

02:12:56 [DGLS] Currently it's in pilot, so we're going to show a quick video, showcasing some of the AI based assistant from the administrative modernization agency. Okay. And then it's a little bit of work time.

02:13:08 [DGLS] So we're going to show you the video.

02:13:09 [DGLS] And then afterwards your task is to discuss at your tables.

02:13:12 [DGLS] And if you're sitting by yourself at the table and you don't have anyone with you, please do move to a table where there are some people.

02:13:18 [DGLS] So, we're going to ask you to discuss what is needed to make this type of a virtual assistant bot work within our Canadian context.

02:13:28 [DGLS] So you're going to identify a scribe at your table at each table with your smartphone, you're going to scan the QR code on your table.

02:13:37 [DGLS] The QR codes are available.

02:13:40 [DGLS] There's a there should be a piece of paper at your table, and you're going to, look for the Slido code for working sessions.

02:13:47 [DGLS] So that's called the Slido code for working sessions.

02:13:50 [DGLS] Next, share your table's insights as a group through Slido and if you have any questions about how to use Slido or around any of the technology the QR codes provided, just put your hand up and someone will come by and help you.

02:14:04 [DGLS] And for our virtual audience, you'll be submitting your ideas through Miss Forms and a link will be provided to you on your screens.

02:14:11 [DGLS] After the video.

02:14:13 [DGLS] Okay, so now let's see what the Government of Portugal has been working on.

02:14:21 [DGLS] Welcome to the demonstration of Portugal's AI based assistant presented by the Administrative Modernization Agency.

02:14:28 [DGLS] This virtual assistant represents the first ChatGPT based service delivery support solution established in 2007.

02:14:37 [DGLS] The Administrative Modernization Agency, or AMA, has structured its efforts around four core pillars.

02:14:43 [DGLS] Today, we'll focus on the third pillar, which relates to omnichannel public services.

02:14:50 [DGLS] This pillar is leveraged through five branches of service delivery, each playing a crucial role in enhancing citizen access and interaction with government services.

02:14:59 [DGLS] Now, let's shift our attention to the fifth branch of the omnichannel public services, the EA Portugal website.

02:15:05 [DGLS] This website plays a crucial role in centralizing all digital public services offered by the Portuguese Public Administration, and it currently hosts our Virtual Assistant.

02:15:14 [DGLS] The current iteration of the virtual assistant communicates exclusively in Portuguese, focusing on questions about the digital mobile key.

02:15:21 [DGLS] This key serves as a digital authentication device utilizing biometrics.

02:15:26 [DGLS] Cell phone numbers, email, and ID card information to enable a range of services.

02:15:32 [DGLS] Expanding the virtual assistants capabilities.

02:15:34 [DGLS] The upcoming demonstration features a functional beta version.

02:15:38 [DGLS] This beta version operates in English, responding to questions beyond the digital mobile key, please note that the video may have some choppiness due to its beta status results in slight delays between questions and answers.

02:15:50 [DGLS] Let's proceed with the video.

02:15:56 [DGLS] Why do I need a tax ID number?

02:16:03 [DGLS] In Portugal, a tax ID number NIF is required for anyone who wants to work, open a bank account or fulfill tax obligations.

02:16:12 [DGLS] It is also necessary for parents to include their children's expenses for health and education in their income tax return.

02:16:20 [DGLS] Click on the link sent in the chat.

02:16:26 [DGLS] How can I get one?

02:16:30 [DGLS] To obtain a tax ID number NIF in Portugal, you will need to provide the following documents for residents in Portugal, a civil identification document from your country of origin or passport and a residency permit for nonresidents in Portugal, an identification document or passport and a fiscal representative, individual or collective with residency in Portugal for children without a passport, a document proving their birth, you can apply for a NIF in person at the tax office.

02:17:02 [DGLS] Servicos da Panenkas by scheduling an appointment through the Centro de Rendimento Telefonico or online through the portal.

02:17:10 [DGLS] If the person for whom you are applying resides outside the European Union, Norway, Iceland and Liechtenstein, the application for a NIF is free of charge.

02:17:21 [DGLS] The main objective is straightforward the aim is to enhance how citizens access and interact with public services.

02:17:27 [DGLS] To achieve this, an initial attempt has been made to implement a generative AI solution based on ChatGPT 3.5.

02:17:35 [DGLS] As mentioned earlier, the live version available on the EA Portugal website currently supports questions only in Portuguese and has limitations.

02:17:43 [DGLS] The advantages are clear.

02:17:45 [DGLS] Firstly, it offers 24 over seven service accessibility, making it highly convenient.

02:17:50 [DGLS] Currently, it primarily handles digital queries, but plans for expansion are underway.

02:17:55 [DGLS] The avatar, designed to enhance interaction, mimics human like features optimized synchronous voice responses with facial movements.

02:18:03 [DGLS] Additionally, the application is adapted for mobile usage, catering to the prevalent trend of using applications on cell phones.

02:18:11 [DGLS] A special mention of gratitude extends to Microsoft and find AI for their collaborative efforts and essential data support, which have been instrumental in bringing the solution to fruition.

02:18:20 [DGLS] This collaborative success with Microsoft and Find AI highlights the crucial role of partnerships in driving forward digital initiatives.

02:18:28 [DGLS] Now, turning to preliminary statistics, keeping in mind that the virtual assistant is still in its early stages, so the data is limited.

02:18:39 [DGLS] The path ahead involves enhancing solution performance for quicker responses and refining the learning model to understand diverse citizen dialects and expressions.

02:18:48 [DGLS] Prioritizing languages of primary interest, mainly those used by migrants, anticipates covering a substantial number, likely in the double digits.

02:18:57 [DGLS] Expanding the virtual assistants capabilities is another focus, catering to various public service inquiries beyond the digital mobile key.

02:19:04 [DGLS] Furthermore, for the objective includes integrating a transactional feature offering convenient access to paid services without navigating external websites.

02:19:14 [DGLS] Thank you for investing your time and attention to explore Portugal's AI based assistant.

02:19:18 [DGLS] At its core, this innovative approach is about meeting the evolving needs of citizens in the digital era.

02:19:23 [DGLS] It emphasizes thinking bigger, adapting and collaborating. Amazing.

02:19:30 [DGLS] That's great. I feel like I need to blink.

02:19:31 [DGLS] Blink, a little bit.

02:19:34 [DGLS] So just from a show of hands, how many of you use ChatGPT?

02:19:37 [DGLS] Sort of in the in your daily right there we are.

02:19:42 [DGLS] A year ago we were all introduced to it.

02:19:45 [DGLS] And look at how it's changed the way I mean, I think half of my briefing notes, Jessica knows, half my briefing notes are ChatGPT.

02:19:54 [DGLS] I'm like, so, okay, so, fascinating.

02:19:58 [DGLS] I think for us, our objective of this working session is really for us to understand how we can work with international partners and look to the work that they're doing in advancing and providing better digital services to their citizens and their residents.

02:20:13 [DGLS] So as digital leaders, what can we do internally?

02:20:18 [DGLS] What are our best practices to to, make these digital service improvements here in Canada?

02:20:24 [DGLS] So the question again is around what is needed to make this virtual assistant bot work in Canada.

02:20:30 [DGLS] You've got your Slido, your access to your Slido.

02:20:34 [DGLS] You're going to have one person from your table, be a bit of the scribe, and then you're going to make sure that those questions that you have make their way into the Slido. Okay.

02:20:46 [DGLS] If anyone has any questions with, again, the technology or any of of, what we're supposed to be doing, just put your hand up and we'll come by and, and help you out.

02:20:55 [DGLS] We're going to give you about 10 to 12 minutes to complete this task.

02:20:59 [DGLS] And then we'll we'll regroup.

02:21:46 [DGLS] For those of you who are participating online, you can use the the link. The Miss Forms link.

02:21:51 [DGLS] That's on the screen.

02:23:04 [DGLS] Oh, yeah.

02:23:54 [DGLS] So.

02:23:58 [DGLS] Yeah.

02:23:59 [DGLS] Yeah.

02:24:29 [DGLS] Do you want to have.

02:24:48 [DGLS] Yeah.

02:24:53 [DGLS] So.

02:24:57 [DGLS] Oh, it says so.

02:24:58 [DGLS] They know.

02:25:25 [DGLS] Yeah.

02:26:08 [DGLS] Such

02:26:25 [DGLS] I like the location.

02:28:07 [DGLS] But I.

02:28:27 [DGLS] Exactly Exactly so.

02:28:42 [DGLS] That's why I'm asking for.

02:28:43 [DGLS] No other.

02:28:49 [DGLS] Yeah, exactly. So.

02:30:06 [DGLS] So.

02:30:18 [DGLS] So.

02:30:28 [DGLS] So.

02:30:37 [DGLS] So.

02:31:43 [DGLS] Yeah.

02:31:46 [DGLS] It's been.

02:33:07 [DGLS] Yeah.

02:33:26 [DGLS] All right.

02:33:26 [DGLS] We'll give you another minute to wrap up.

02:33:33 [DGLS] And for those of you who are with us, virtually today, we I know some of your stuff hasn't been showing up yet, but we will. Don't worry.

02:33:41 [DGLS] We are tabulating everything, and it'll all be consolidated into into one view.

02:34:27 [DGLS] I know.

02:34:53 [DGLS] All right.

02:34:54 [DGLS] so as we sort of as we wrap this up, I really hope you guys had a fruitful discussions at your tables. Good discussions.

02:35:02 [DGLS] Yeah, and I think the nice thing is, and hopefully you're not sitting with the people that you work with.

02:35:06 [DGLS] I know you guys are like, I know these people. I'm comfortable with them.

02:35:09 [DGLS] But hopefully you had a little bit of different perspectives from different departments and different groups.

02:35:15 [DGLS] so some of the key highlights, you know, collaborating between different levels of government.

02:35:20 [DGLS] that's been something that we've we've certainly had a bit of exposure to today.

02:35:25 [DGLS] quoting the source links, super, super important.

02:35:29 [DGLS] I think that's something that we really, need to as we're building these, these things out to include that as part of the design, referencing Canadian law, multiple language support.

02:35:39 [DGLS] Again, you know, I was actually really happy to see that Portugal has its own version.

02:35:43 [DGLS] And it's like, oh yeah, of course, in Portuguese available only.

02:35:46 [DGLS] So I think that's wonderful. okay.

02:35:49 [DGLS] So, if you haven't had a chance to put your to put your pieces in, please do. So I'd like to thank you all.

02:35:58 [DGLS] We've had a wonderful time together this morning.

02:36:01 [DGLS] it's been really good.

02:36:02 [DGLS] I'm going to hand back over to our emcee and, enjoy the rest of your day.

02:36:07 [DGLS] And thanks again for taking time out of your busy schedules to come and join us here.

02:36:12 [DGLS] Yeah.

02:36:20 [DGLS] We get a big thank you to, to Teresa, who we've leaned on quite a bit this morning here.

02:36:24 [DGLS] And she's gone with the flow. So thanks again, Teresa.

02:36:28 [DGLS] So, so I hope that Slido worked well for you.

02:36:31 [DGLS] That you had a good conversation at your tables. We're gonna switch gears a little bit now.

02:36:37 [DGLS] it's my absolute pleasure to introduce our next keynote speaker, Colonel Jeremy Hanson, a Canadian space Agency astronaut, who will be joining us virtually, an experienced CF 18 fighter pilot and astronaut since 20.

02:36:54 [DGLS] 2009.

02:36:56 [DGLS] He made history by leading NASA to a NASA astronaut class in 2017 as the first Canadian, set to fly to the moon on Artemis two.

02:37:09 [DGLS] He continues to represent the CSA and at NASA and inspire a young Canadians.

02:37:16 [DGLS] Colonel Hanson will take us through some complex situations highlighted through the lens of the latest technology.

02:37:23 [DGLS] International collaborations and the promotion of Canadian values.

02:37:28 [DGLS] I'm sure the session will be stellar, offering us a unique perspective on space missions and astronaut experiences without further delay.

02:37:38 [DGLS] Please join me in extending a warm welcome to Canadian Space Agency astronaut Colonel Jeremy Hanson. Hi, everybody.

02:37:49 [DGLS] We're just, we're just experienced a couple little tech issues.

02:37:52 [DGLS] So, Jeremy, Colonel Hanson will be online in just a minute.

02:37:56 [DGLS] Apologies for the delay.

02:38:09 [DGLS] Sorry. I'm just going to. While we're waiting.

02:38:12 [DGLS] I just wanted to mention, that the.

02:38:15 [DGLS] For public servants who want to learn a little bit more about generative AI, the Canada School of Public Service has a generative AI program through the Digital Academy.

02:38:24 [DGLS] The course is called Using generative AI in the GC.

02:38:27 [DGLS] so if you do have any questions, at the back, the CSPs folks are here, when you can, you can ask a little bit more and get a little bit more details about the courses. Thanks.

02:40:04 [DGLS] So our speakers should be joining us any minute.

02:40:07 [DGLS] If you want to check your email, talk to your table mates.

02:40:13 [DGLS] you should be joining us shortly.

02:42:09 [DGLS] Hello, everybody.

02:42:11 [DGLS] just, thank you for your patience.

02:42:14 [DGLS] We just had a couple of tech issues, but, welcoming to the screen. Thank you very much for joining us.

02:42:20 [DGLS] Colonel Jeremy Hanson from the Canadian Space Agency.

02:42:24 [DGLS] Over to you, Colonel Hanson.

02:42:28 [DGLS] Almost just in time. Delivery, I suppose.

02:42:30 [DGLS] anyway, glad to be with everyone today.

02:42:33 [DGLS] Wish I could join all of you in person.

02:42:36 [DGLS] We didn't get a chance to run through any of the tech stuff beforehand, but, I guess I'll just call for, changing slides.

02:42:44 [DGLS] So if you can go ahead and go to the next slide for me.

02:42:47 [DGLS] So, when I was kind of considering, who I'd be speaking with today, you know, the big thing that I, I think that ties all of us together was I'm working on what we're working on the Canadian Space Agency and broadly, what all of you are thinking about and sharing and collaborating around is truly comes down to risk management.

02:43:10 [DGLS] There's a significant overlap in our Venn diagrams of what we do.

02:43:13 [DGLS] And if you can go to my next slide, please.

02:43:15 [DGLS] And so when you think about, taking this selfie shot, if you want to do that especially and have humans there and take this selfie shot of planet Earth from the perspective of the moon, there's going to be a lot of risk that gets accepted.

02:43:31 [DGLS] Certainly we're going to be mitigating risk, but it is not a no risk endeavor.

02:43:35 [DGLS] And of course, that is what, I am, on the cusp of going to do this.

02:43:43 [DGLS] This is an actual photo that was taken of the Orion capsule on Artemis one.

02:43:47 [DGLS] And I'll tell you more about that.

02:43:49 [DGLS] But there were no humans on this mission.

02:43:51 [DGLS] but this is what we're going to go do in about a year and a half, or of us are going to be in this capsule.

02:43:57 [DGLS] We're going to be on the far side of the moon and looking back at planet Earth and we talk pretty much every single day.

02:44:04 [DGLS] We're talking about the risks that we're working on, how we're mitigating them, which ones we can and can't mitigate.

02:44:10 [DGLS] And, and then developing our plan and going forward.

02:44:13 [DGLS] And I think I'm not in your conversations, but I imagine that you are also mitigating risk on a, on a regular basis.

02:44:23 [DGLS] And you talk about digital, what comes to mind for me is how we are able to collaborate and how we are able to communicate with one another.

02:44:33 [DGLS] And digital is all about that. We're using it all the time as an international collaboration.

02:44:37 [DGLS] In order for us to be able to communicate, and share, we have to use computer systems, technology systems, data systems.

02:44:46 [DGLS] And every time we do that, we take a risk.

02:44:49 [DGLS] the only way to ensure we don't ever have a leak or lose valuable information is to never communicate or share it.

02:44:58 [DGLS] And that's just not an option if we're going to tackle big goals.

02:45:01 [DGLS] And I imagine in your world you think a lot about this as well, the easiest thing for you to do to protect all of our information, cybersecurity, etc. all the risks that we have out there would be to shut it all down.

02:45:13 [DGLS] And of course, you wouldn't be able to go and do what the government needs to do.

02:45:17 [DGLS] If we did that, and we wouldn't be able to take this selfie shot if we didn't take some risks.

02:45:23 [DGLS] So next slide.

02:45:25 [DGLS] my world got sort of shifted a little bit, a little less than a year ago, in April of last year, I was assigned to this crew, the Artemis two crew, with, Christina, Victor and Reid, three American astronauts, and then myself rounding out the crew.

02:45:42 [DGLS] And next slide are just kind of big picture.

02:45:47 [DGLS] Our job in Artemis two is to take a capsule that's never been flown by humans, put it on a rocket that's never had humans on it. Launch it.

02:45:56 [DGLS] And then, we'll fly once around the Earth.

02:45:59 [DGLS] So these kind of green circles, you see, are the beginning of our mission.

02:46:03 [DGLS] You can probably look at the at the map there at the globe and see that we leave from Florida on a rocket.

02:46:08 [DGLS] We'll fly around the Earth once, give us about an hour and a half to check out our vehicle.

02:46:13 [DGLS] Make sure it's performing as expected, and then we'll make a burn. So we'll do.

02:46:18 [DGLS] We'll light our engines again and we'll increase our orbit.

02:46:21 [DGLS] We'll go out to about 60,000km on our second orbit of the Earth.

02:46:26 [DGLS] That's significant.

02:46:26 [DGLS] And I'll show you more about kind of how these distances relate to one another with respect to like the space station, the moon, Mars.

02:46:34 [DGLS] But 60,000km is a long way out.

02:46:37 [DGLS] And it's compared to the space station at 400km.

02:46:41 [DGLS] And that'll give us about a day to do some really thorough checks of our spacecraft, make sure it's truly ready to leave Earth orbit and go out to the moon.

02:46:51 [DGLS] And so during those 24 hours, we'll check everything out.

02:46:53 [DGLS] If we're happy, then we'll do the translunar injection, and then we'll spend about four days heading out to the moon and about fly around it, and four days coming back. Next slide.

02:47:03 [DGLS] So this just gives you an idea of what we'll be flying on.

02:47:07 [DGLS] So this is the Space Launch System or the SLS rocket.

02:47:11 [DGLS] It's only flown once on that Artemis one mission.

02:47:14 [DGLS] And, and I got to see its, its maiden voyage.

02:47:18 [DGLS] So, next slide.

02:47:20 [DGLS] It launched, in the wee hours of the morning, a little over a year ago.

02:47:25 [DGLS] So I'm, I guess, back in the fall of 22, and, this is what that launch looked like.

02:47:32 [DGLS] So just let you experience that next slide.

02:47:35 [DGLS] Sorry.

02:48:17 [DGLS] Next slide. That still gives me shivers.

02:48:20 [DGLS] It's going to be some ride.

02:48:22 [DGLS] And since no one's ridden this before, we we don't 100% know what to expect.

02:48:26 [DGLS] but it's, you know, right now, it's the the most powerful rocket we've ever flown.

02:48:31 [DGLS] And, the next time we fly it, which would be September of 25, is what we're targeting now.

02:48:36 [DGLS] the four of us will be on top of it.

02:48:39 [DGLS] this is a real photo from Artemis one. So this is what the capsule.

02:48:42 [DGLS] It's called the Orion capsule looks like in space.

02:48:45 [DGLS] And, the shiny part of this image is essentially the volume that the four of us will be living in.

02:48:52 [DGLS] for that nine day mission on Artemis two. next slide.

02:48:57 [DGLS] So, as we fly, we do our translunar injection, leave Earth. We'll slowly see the moon.

02:49:03 [DGLS] get big in the window. It's going to be extraordinary.

02:49:05 [DGLS] We're going to have an extraordinary view of the moon.

02:49:08 [DGLS] Lifelong dream of mine to to fly out there and look at it up close. Next slide.

02:49:14 [DGLS] And then as we come around, the far side of the moon, this is actually a video.

02:49:19 [DGLS] And what you're seeing here is the earth rising over the edge of the moon.

02:49:23 [DGLS] So it's taken from the far side. It happens to be dark in this case.

02:49:27 [DGLS] when this video is taken.

02:49:29 [DGLS] And so you just get this great shot of the earth rising around the far side of the moon.

02:49:35 [DGLS] And this is something that, we are going to see.

02:49:38 [DGLS] The lighting conditions could be different depending when we launch, but, we're going to have this extraordinary view of planet Earth.

02:49:45 [DGLS] Next slide.

02:49:51 [DGLS] And, you know, it's something a lot of my colleagues I haven't flown in space yet.

02:49:58 [DGLS] This would be my first mission, but a lot of my colleagues have flown in space and seen the Earth from the space station.

02:50:03 [DGLS] From that 400km.

02:50:05 [DGLS] This is from 400,000km away.

02:50:08 [DGLS] And, and I know it's, you know, it's not going to, teach me anything radically new.

02:50:14 [DGLS] but it is going to deepen my appreciation for planet Earth and our society on it.

02:50:21 [DGLS] you know, there's there's just this fundamental truth, you know, we exist, we have evolved as a species.

02:50:28 [DGLS] We are able to do these things because fundamental we have learned to collaborate as humans.

02:50:33 [DGLS] We have learned to share, help each other, share, and providing basic needs for one another so that we have time and can make space for us to do grander things and but one of the fundamentals of that is that humanity is often understood, maybe in smaller groups, as opposed to the entire global community, but that we all bring value.

02:50:54 [DGLS] We all have equal value on this planet, and while Artemis two is not going to solve world issues, one of the things that's really powerful about, you know, this being an international collaboration and Canada being part of this, amongst other international partners, is that hopefully during this mission, people will just pick their head up, even if just for a moment.

02:51:16 [DGLS] When we send back pictures like this, taken by human hands and human eyes, through human eyes and just look up and realize, wow, you know, we're we're all on this planet together.

02:51:27 [DGLS] We have to collaborate if we want to consider or continue to exist here.

02:51:31 [DGLS] I think for all of you in the room today and online, you probably feel like I do.

02:51:37 [DGLS] Humanity is just not doing good enough right now. We could do better.

02:51:40 [DGLS] And, and this grand voyage in these huge international goals we're setting will be a shining example of humanity to remind us we can do better.

02:51:50 [DGLS] We could potentially all learn to work together, and that needs to be a continued goal. Next slide.

02:51:57 [DGLS] And then over the next four days, we'll slowly see planet Earth getting big in the window as we zoom back to planet Earth to land in the Pacific Ocean at the end of our mission.

02:52:10 [DGLS] Next slide.

02:52:12 [DGLS] So how how did a country like Canada end up in this situation where we're sending a human into deep space?

02:52:19 [DGLS] and it's, you know, part of the story and it really it truly is only part of the story is the International Space Station.

02:52:27 [DGLS] but we we joined, we formed this international collaboration. just one second.

02:52:33 [DGLS] I'm just going to.

02:52:46 [DGLS] Sorry. Impromptu meeting in the hall.

02:52:48 [DGLS] Right outside where I'm presenting.

02:52:49 [DGLS] So, we joined this collaboration and so on the International Space Station, we have the United States, Russia, European Space Agency, which is many countries that are under that umbrella.

02:53:01 [DGLS] And Japan and of course, Canada.

02:53:03 [DGLS] And, we've been working for over 20 years, to, you know, build this space station, have humans on it, and it is our it's our collaborative laboratory in space, and it's our most shining achievement.

02:53:19 [DGLS] I think one of the biggest achievements of humanity is that we took on this challenge.

02:53:24 [DGLS] It's not trivial to do with the International Space Station program does.

02:53:28 [DGLS] And the most impressive thing is, is that we do it as a collaboration, an international collaboration.

02:53:33 [DGLS] That's probably the hardest thing to get over.

02:53:36 [DGLS] you know, it's a lot easier to work within the walls and the confines of one country.

02:53:41 [DGLS] But if you can figure out how to work across the borders, you can do more together.

02:53:45 [DGLS] And that is one of the great success stories of the international Space Station, and even a country that, you know, we're struggling with on the planet.

02:53:54 [DGLS] Within this collaboration.

02:53:56 [DGLS] in space, we continue to work reliably with trust, with, with relationships that we've built over decades now.

02:54:06 [DGLS] And we continue to be a reminder of what is possible for humanity on the planet.

02:54:11 [DGLS] And I think that's really, really important. next slide.

02:54:15 [DGLS] So in order for our, a country like Canada to be invited to be part of an international collaboration like that, you have to bring real value and you have to do something that, that you are all part of creating for us in the space program, Government of Canada, building that trust in our our digital systems, our in order to collaborate and to be trusted with information, we have to show up every single day and be reliable, and trusted in that communication.

02:54:48 [DGLS] So, you know, something that was highlighted to me is just pointing out we, as a Canadian space agency, meet every year with those partners on the on the cyber side, on the digital system side, and share best practices right now grappling with with, you know, some of the new challenges that face us with respect to espionage, of course, cyber security, AI, and so meeting with those partners, especially, you know, the ones that we can share more openly with using those best practices to make sure we're ready for the challenges of the future.

02:55:26 [DGLS] And I very much see, I don't know your each your individual roles, but I very much see all of you as a part of this system.

02:55:33 [DGLS] So if you go to the next slide, the other thing that's required for Canada show up here is to bring our genius.

02:55:40 [DGLS] We have to deliver real value.

02:55:42 [DGLS] You don't get invited into a space station program or into an Artemis program just as a gift. It just doesn't happen. You have to show up.

02:55:51 [DGLS] You have to bring a niche expertise in some area that brings value, and you really got to bring it.

02:55:57 [DGLS] And, Canada has done that consistently over the, the, the many decades of our space program, but specifically, we're really showing up today on the International Space Station and the Artemis program with some of our robotics technology.

02:56:13 [DGLS] But if you what I really see and it warms my heart, you know, the reason that Canada is here is because we set we have set big goals, held those goals over decades.

02:56:25 [DGLS] These visionary goals.

02:56:26 [DGLS] And it has allowed Canadians to come together with their respective genius and develop these solutions that are needed by the international partnership.

02:56:36 [DGLS] And that's why a country, even though we're huge in landmass, we're tiny in GDP and population, you know, smaller than some state, you know, individual states of the US were part of this.

02:56:48 [DGLS] And it is a huge nod.

02:56:51 [DGLS] Not not to me as an individual is a huge nod to the country, but the genius that we collectively can bring to solving problems.

02:56:59 [DGLS] It makes me event immensely proud of Canada.

02:57:03 [DGLS] and where we are.

02:57:04 [DGLS] So if you go to the next slide, you'll see here Canadarm2 and you've seen it before, if you've ever looked at a \$5 bill, this is on the back of it.

02:57:14 [DGLS] And on the end of Canadarm2 in this image is Dexter.

02:57:18 [DGLS] Dexter is a two armed robot.

02:57:20 [DGLS] You're maybe less familiar with it, but it's an ingenious set of technology that allows us to do maintenance on the International Space Station.

02:57:27 [DGLS] So Dexter, with its two arms, can go anywhere on space station.

02:57:31 [DGLS] Let's say we need to change the computer box that has failed.

02:57:34 [DGLS] We can grab on to that computer box, release the bolts with the other arm, remove the box, store it, get a spare and plug it in.

02:57:42 [DGLS] And we can do all that without ever having to send an astronaut outside on a spacewalk, which is very risky, takes a lot of resources, and takes away from us doing science, which is our ultimate goal on board the space station.

02:57:55 [DGLS] And so the Canadarm2 system and Dexter are essentially being used every single day to support space station in one way or another.

02:58:04 [DGLS] It's a pretty extraordinary, innovation that Canada created.

02:58:09 [DGLS] And something I like to highlight to people is, you know, we built the first space robotics for for space shuttle Canadarm one.

02:58:16 [DGLS] And when you think back to that, how did that happen?

02:58:20 [DGLS] I mean, I would love to be able to really see behind the scenes be a fly on the wall of how much risk they were taking by signing up to do something that had never been done in space before, a little country like Canada saying, we we will build the first space robotic system.

02:58:38 [DGLS] and, it's an extraordinary goal. it's visionary when you think about it.

02:58:44 [DGLS] And we have many things that we contribute in space.

02:58:47 [DGLS] This is one of our big niche areas, but we have what we have today because we are visionary.

02:58:53 [DGLS] And if we want to continue to be influencers and, and be right in the mix like we are today in space, we will have to continue to be visionary. It will require a visionary.

02:59:04 [DGLS] leadership within our agency.

02:59:07 [DGLS] But it, visionary leadership across the country and even folks like you, the work you do must be visionary.

02:59:17 [DGLS] in order for us to continue to play where we play today, it's a good reminder for us.

02:59:24 [DGLS] So, so, talking about setting big goals, if you go to the next slide, you know, I shared this with Canadian Youth, across the country when I talk to them, but it applies to us as adults, too, a good reminder of how we achieve great things as individuals and as teams, as countries and as a planet.

02:59:44 [DGLS] We have to have big goals.

02:59:46 [DGLS] And and I guess they don't always have to be big, but we have to set goals that are appropriate with what we truly want to achieve.

02:59:54 [DGLS] When I was a young Canadian in elementary school, I saw a picture similar to this, an encyclopedia, a under Armstrong, of course, the first human to walk on the moon. And it changed my perspective.

03:00:07 [DGLS] My mom will tell you I was five.

03:00:09 [DGLS] I don't remember how old I was, but I believe her and and, and after that I started talking about space being a space explorer, I turned my treehouse into a rocket ship, and I started exploring space in my imagination.

03:00:20 [DGLS] I was checking out books from the library on moon bases and things. and I can still see these images in my.

03:00:27 [DGLS] My brain because of my childhood.

03:00:29 [DGLS] I went back to them so many times over and over and over again, and it was clear to me that I wanted to do this. And so I set a goal.

03:00:37 [DGLS] Next slide.

03:00:38 [DGLS] But I did something important is I shared that goal with other people.

03:00:42 [DGLS] I didn't just keep it inside my own heart and my own brain.

03:00:45 [DGLS] I shared it with others and now that I look back at my life, it's the collaboration that has allowed me to be on the cusp of achieving this goal of exploring space and flying for the first time.

03:00:59 [DGLS] this image is me at the Kennedy Space Center because I shared that goal with my parents.

03:01:04 [DGLS] You know, they I was very privileged that, on a trip to Florida that they took me to the space center and, and harness that inspiration for me, teachers and mentors, they leaned in and used this motivation that I had inside of me.

03:01:18 [DGLS] They leveraged it to push me to do things that I wouldn't have done on my own.

03:01:23 [DGLS] So it was that collaboration that pushed me here. and then just a little bit of history.

03:01:28 [DGLS] Next slide.

03:01:29 [DGLS] that led me to having this passion for aviation, thinking that military aviation was a path to become a space explorer, and something that I was very interested in anyway.

03:01:41 [DGLS] And so I've been a member of the Canadian Armed Forces since 1994, was a fighter pilot, and then eventually in 2009, well, in 2008, I applied to the space agency to pursue this goal of being an astronaut.

03:01:56 [DGLS] And in 2009 was hired with David Saint-Jacques and, started working down here in Houston, Texas, which, by the way, is where I'm speaking with you today.

03:02:05 [DGLS] Next slide.

03:02:07 [DGLS] And now, I'm part of a corps of four active astronauts in Canada.

03:02:12 [DGLS] So you've met me now, I just spoke about David there in the middle.

03:02:17 [DGLS] next to David is, Josh Kutryk and then Jenni Sidey in between us in that image and the four of us, work as our, you know, as a small part of our huge Canadian space team that makes space exploration possible.

03:02:34 [DGLS] Jenny is actually working super closely. We're working super closely together right now.

03:02:39 [DGLS] So she's on the Artemis team with me.

03:02:41 [DGLS] If for whatever reason, I can't execute the mission, Jenny will back me up and she will fly on Artemis two, and she's helping us with, all of the development and testing work we're doing down here in Artemis right now.

03:02:53 [DGLS] And Josh, also was just recently assigned and he'll be flying to the International Space Station, and we hope that'll happen sometime in 2025.

03:03:03 [DGLS] and he'll spend six months on board the space station.

03:03:06 [DGLS] David flew in 2018, 2019, if you didn't see it.

03:03:09 [DGLS] And he spent six months on board the International Space Station, an extraordinary mission with lots of of significant milestones, including a spacewalk.

03:03:17 [DGLS] Really, really cool mission. next slide.

03:03:21 [DGLS] So we are part of Canada's ability to set goals in space, the four of us.

03:03:28 [DGLS] And right now we have the International Space Station, which I showed you earlier.

03:03:32 [DGLS] It orbits the Earth about 400km above the surface, which means it goes around once every 90 minutes.

03:03:39 [DGLS] now we're with Artemis program.

03:03:42 [DGLS] We're going to the moon, which is about a thousand times further.

03:03:45 [DGLS] So close to 400,000km from Earth, this becomes significantly more difficult than the International Space Station.

03:03:51 [DGLS] And we're using the space station to test technologies that will enable us to have a more durable presence on the moon, explore the South Pole, and potentially set up a permanent human presence on the moon.

03:04:05 [DGLS] But all of this is focused by a larger goal, a larger international goal to send humans to Mars, which is another thousand times further than the moon, about 4,000,000km.

03:04:19 [DGLS] So extraordinary distance.

03:04:21 [DGLS] And so when we're thinking about going to the moon this time, we look at how do we use this, this goal, how do we develop architecture that will not just get us to the moon, but that we will be able to leverage, to use to get to Mars?

03:04:35 [DGLS] And so it's a very different mindset. Next slide.

03:04:40 [DGLS] part of that is we know that, we would like on the moon to think about it more like Mars.

03:04:45 [DGLS] So not just being, you know, four days from home, but being basically, you know, at at minimum eight months away from home when you're on Mars.

03:04:53 [DGLS] But realistically, when you leave for Mars, you're on about a two and a half year mission, to go spend time on Mars, wait for the planets to realign properly, and then come home.

03:05:03 [DGLS] So realistically, it's about a two and a half year mission, and it means we will need to do things differently on the moon.

03:05:08 [DGLS] One of the things we'll need is food security. We will need to be able to supply ourselves with food.

03:05:13 [DGLS] It won't be reasonable to, ship everything.

03:05:17 [DGLS] We'll want to grow food and be able to count on it.

03:05:21 [DGLS] and this is very similar for Canada and very interesting with respect to the Arctic.

03:05:25 [DGLS] Climate change is changing.

03:05:28 [DGLS] Food security in the North is already very expensive.

03:05:31 [DGLS] We rely a lot on our communities, rely a lot on hunting and fishing.

03:05:36 [DGLS] and then supplemented by food that is delivered. But climate change is impacting that.

03:05:41 [DGLS] And so we need to solve this problem to go to Mars.

03:05:43 [DGLS] But we also need to solve the problem in the Canadian north.

03:05:46 [DGLS] And so this is an area of specific interest for the Canadian Space Agency.

03:05:49 [DGLS] How do we harness the goal, the vision of Mars and the moon, to help us solve the problem on the planet and take that solution to space with our international partners in the same for healthcare.

03:06:01 [DGLS] Right now, if we have a problem on the space station, it's a really bad problem.

03:06:06 [DGLS] Our plan is just to evacuate the astronaut and bring them home right away.

03:06:10 [DGLS] We can have them in a hospital in less than a day, in theory.

03:06:13 [DGLS] And so when we go to the moon or Mars, it's very different.

03:06:16 [DGLS] And we have to change the way that we are able to deliver remote healthcare.

03:06:20 [DGLS] Again, Canada would love to solve this on the planet with our expertise across the country and take solutions to space with our international partners. Next slide.

03:06:31 [DGLS] Another part of enabling us to go to Mars is, something we we'll use on the moon, which is the gateway.

03:06:39 [DGLS] So we committed to building as an international collaboration on a smaller space station that will be in an orbit around the moon.

03:06:47 [DGLS] And Canada contributed, third generation of Canadarm.

03:06:51 [DGLS] So third generation space robotics for us, it's a much more difficult problem than Canadarm2 because of the distance and the latency in the communication.

03:07:00 [DGLS] But gateway is part of our plan to take humans back to the moon, but also enable exploration to Mars.

03:07:07 [DGLS] Next slide another area where Canada will be contributing its expertise is Surface Robotics.

03:07:16 [DGLS] And so we've been working on this for a long time, and we've actually, contracted, a lunar, a small lunar rover that we will send to the moon in this decade.

03:07:25 [DGLS] And we are actually working on a second system, with our international collaboration that Canada will contribute as well.

03:07:33 [DGLS] Next slide.

03:07:34 [DGLS] in order for us to to get do research on the lunar surface, explore the South Pole, investigate this frozen water ice that we believe is there.

03:07:44 [DGLS] We have not actually gone to check yet. We'll need a lunar lander.

03:07:47 [DGLS] And this is a this is one of the lunar landers we're working on with SpaceX.

03:07:51 [DGLS] And in that image, if you look at the bottom, there are a couple astronauts standing at the bottom of that rocket.

03:07:56 [DGLS] Just to give you an idea of how huge that lunar lander is.

03:08:00 [DGLS] Next slide.

03:08:01 [DGLS] SpaceX has been testing it to try to figure out how they would land it, not just on the moon, but they have to land it on Earth because they want this system to be reusable so you don't throw it away. And they also need to refuel it in Earth orbit.

03:08:14 [DGLS] So they'll need multiple launches, some of them as fuel tankers, that will go up and down from Earth multiple times.

03:08:22 [DGLS] And so they had to figure out how to land it on Earth.

03:08:25 [DGLS] And in this image, you can see a tiny person standing underneath, the, the starship as well.

03:08:32 [DGLS] So what I'm going to show you now is a video of them testing this as they tried to figure out how they would do it.

03:08:37 [DGLS] They took a rapid, a rapid iteration, iterative approach, rapid iterative approach where, they took their best guess of what would work, and then they just tried it and see what failed.

03:08:49 [DGLS] so they moved quickly, under the guise that time is money, not just hardware is money.

03:08:55 [DGLS] And so you'll see their evolution through this, problem set.

03:08:59 [DGLS] I have to tell you, there is no one on board any of these vehicles.

03:09:02 [DGLS] Okay, go ahead and play the video.

03:10:18 [DGLS] Next slide. That never gets old for me.

03:10:22 [DGLS] It's extraordinary.

03:10:23 [DGLS] to watch that evolution of technology and innovation.

03:10:26 [DGLS] But the biggest thing to take away from that is the willingness to fail.

03:10:33 [DGLS] and we often use this statement fail forward.

03:10:35 [DGLS] But I find in government, we we are reluctant to fail.

03:10:40 [DGLS] you know, when we talk about as a crew flying to the moon on Artemis two, a really big part of that for me is that we make sure that we enforce, the public of the risks we will ultimately be taking.

03:10:54 [DGLS] There is a very real risk that the crew does not survive this mission, not because it is reckless or because we were negligent.

03:11:03 [DGLS] as a as a team, but because there are unknown unknowns.

03:11:07 [DGLS] Sometimes.

03:11:08 [DGLS] And also whenever you accept risks, you know, you accept the risk because they're low.

03:11:13 [DGLS] But risk can stack and they can stack in ways you didn't anticipate.

03:11:19 [DGLS] And you can also just get really unlucky in how they stack.

03:11:22 [DGLS] And you know that they could stack and you could get three consecutive failures and lose the crew. but does the public know that?

03:11:30 [DGLS] Are we willing to fail?

03:11:32 [DGLS] When you look at some of the disasters we've had in the past and the the public response, I think it's important that we learn the lesson that people have to understand what risk mitigation truly is.

03:11:43 [DGLS] When you accept risk, even if you mitigate them and you keep them low, that risk still exists.

03:11:49 [DGLS] And this very much applies in your world.

03:11:51 [DGLS] And, and so for Canada, what you see in this image is, imagery of our entire country taken by, the Radarsat satellite system, Radarsat constellation, an incredible capability that we have in space to image the entire planet.

03:12:06 [DGLS] In reality, this we're just showing you, Canada can see in the dark.

03:12:11 [DGLS] It can see through the clouds, can provide it provides extraordinary data for intelligence, for managing ice, for, looking for, illegal activities in the water with respect to dumping, oil, illegal fishing, farming. I mean, the list goes on and on.

03:12:30 [DGLS] It's an extraordinary capability, but we got here because we took risks with technologies, and we continued to innovate and advance them and to push our boundaries.

03:12:40 [DGLS] And now radarsat is a is part just a tiny part of the solution set for climate change and how we adapt to climate change, but also how we we get on the same page of what was truly happening on our planet, for example.

03:12:54 [DGLS] But what I wanted to go to the next slide, what I wanted to leave with today, when we think about our even as we leave our planet and go to deep space and we think about our existence and our future on planet Earth, it's important that we consider the benefit of setting big goals, not just as one government body or an entire government agency or an entire nation, but as a global community.

03:13:22 [DGLS] How we set big goals collectively to work together to enable that collaboration through some of the work that you do and to build the trust and communication systems that we need to collaborate.

03:13:35 [DGLS] Our future on the planet depends on it, and for that reason alone, I have tremendous respect for the work that all of you participate in.

03:13:45 [DGLS] I know it is probably you are very much unsung heroes of Canada's, capabilities, but your work is very obviously extremely important, and I applaud what you do and thank you for it. So thank you very much.

03:14:01 [DGLS] I've got a I know I went a little longer than we expected, but I've got a few minutes, to take some questions.

03:14:17 [DGLS] Any questions?

03:14:18 [DGLS] Are there any questions for Colonel Hanson?

03:14:24 [DGLS] First one's always the hardest.

03:14:29 [DGLS] We've got one over here.

03:14:38 [DGLS] Okay.

03:14:39 [DGLS] so I'm going to ask an awkward one in.

03:14:42 [DGLS] When you deal with space exploration, if you don't try and fail, you literally don't go.

03:14:49 [DGLS] You can't accomplish in the government of Canada, we have a lot of comfort with the notion that we can always defer the hard work of testing and failing, and learning and evolving the next stuff.

03:15:03 [DGLS] There's there's a sort of sense that we lack urgency and we can exist for a fair amount of time just going as we're going.

03:15:13 [DGLS] And I'm wondering what advice you might have for us from from a Canadian space agency perspective and, and also thinking more broadly about lessons learned about collaboration and and urgency about what what can we do differently to make sure that we don't lose sight of the ultimate need to make progress on behalf of citizens? Yeah.

03:15:37 [DGLS] I mean, it's a wonderful question, and it connects directly to, you know, what I was trying to convey, you know, with respect to risk mitigation in, and showing you that example of SpaceX.

03:15:49 [DGLS] It's just one example, but we struggle with the same or with the same challenge that the Canadian Space Agency, you know, there there are certain procurement methods that are accepted and there are others that are less accepted and they're hard to it's hard to justify that change.

03:16:07 [DGLS] It's hard to push for that urgency in some situations.

03:16:12 [DGLS] You know, where a more rapid, iterative approach might ultimately generate better results.

03:16:19 [DGLS] There's a risk because you aren't painting an exact picture of what the future looks like, and that is not what we typically do in government.

03:16:29 [DGLS] I don't have the answer for you except to say this.

03:16:32 [DGLS] It always comes down to leadership.

03:16:35 [DGLS] It takes bold, visionary leadership.

03:16:39 [DGLS] And I gave you some examples today that you can look at. And you can.

03:16:43 [DGLS] There's no way you can deny that.

03:16:45 [DGLS] That was bold, visionary leadership building the SpaceX.

03:16:49 [DGLS] The first SpaceX robotic system.

03:16:52 [DGLS] Canadarm one on the international stage, was a huge risk to have a very public and embarrassing failure, an enormous risk for a country like Canada to take on.

03:17:04 [DGLS] And, bold, visionary leadership is required.

03:17:09 [DGLS] And when you look around our planet and you know, I said earlier, I'm not happy with how we're doing as a human race on this planet.

03:17:18 [DGLS] We don't have a people problem. That's clear.

03:17:21 [DGLS] You travel around this country and you meet people from any country.

03:17:25 [DGLS] We all know we're we're you know, those of us on the call today are privileged people.

03:17:31 [DGLS] We probably have the ability to travel.

03:17:34 [DGLS] If you travel, you know, people are people are people.

03:17:37 [DGLS] We don't have a people problem. We have a leadership problem.

03:17:41 [DGLS] So I would just encourage you to be bold and visionary in your leadership, but be honest with the leaders above you that you are taking some risk.

03:17:50 [DGLS] And when you take some risk, there could be some failures.

03:17:53 [DGLS] But that answer is that you just won't stop until you succeed.

03:17:58 [DGLS] I did mention that earlier, but in Mission Control, you know, that is one of our our cultures is that we just won't quit until we succeed. We just won't give up.

03:18:11 [DGLS] And, and that's important. It's an important part of our culture.

03:18:14 [DGLS] We will either succeed or we will fail trying.

03:18:18 [DGLS] If it's impossible to find a solution, we'll still be trying for the very bitter end.

03:18:24 [DGLS] Hey, Jay, de faire des cas en francais meme shows souvent ici at Houston Jubilee, Shanghai and les deux long. Mais je suis content.

03:18:36 [DGLS] The dedication francais des pas fait la partie de la présentation en francais désolé.

03:18:45 [DGLS] So this question is really goes to your last comment about people.

03:18:49 [DGLS] And so when you obviously have the coolest job in this room, for sure we'll all agree that you have the coolest job.

03:18:57 [DGLS] So how when it comes to leadership and the problem of leadership, we know the impact on people across organizations day to day. It's not easy for them.

03:19:07 [DGLS] So how can we bridge the gap between what you see as that leadership problem and making real impact in climate and culture change within organizations to motivate people who don't all have your really cool job?

03:19:23 [DGLS] Oh, so the easy question.

03:19:25 [DGLS] I actually do think the answer is easy.

03:19:28 [DGLS] I mean, the execution is always hard.

03:19:31 [DGLS] and the reason the execution is hard is because the situations are so varied, the individual situations are so varied and and here is the answer.

03:19:43 [DGLS] The answer is to push the responsibility and the decisions down the chain of command.

03:19:50 [DGLS] We have a habit of bringing the decisions and the solutions to the top, and then they become very one size fits all. And that does not work.

03:20:00 [DGLS] And it does not motivate people.

03:20:02 [DGLS] What motivates people? Meaningful work.

03:20:07 [DGLS] What motivates me?

03:20:08 [DGLS] I have what you, you know, identified as the coolest job, but it's not a cool job if I don't have meaningful work inside of it, if I just have the title of astronaut.

03:20:17 [DGLS] But I don't have any of the responsibility or any of the challenges, I am not motivated.

03:20:23 [DGLS] I have to have challenge in meaningful work.

03:20:26 [DGLS] And so as leaders, your job is to either push the authority down or advocate for you to have the authority when you need to have it, to make decisions, to empower people to do their job, to bring value, to take risks, to back them up for those risks. That's it. Great.

03:20:49 [DGLS] Another round of applause for Colonel Hansen and for his very inspiring keynote speech.

03:20:56 [DGLS] You know, it's not every day that you get the chance to learn from somebody who has explored the vastness of space and can translate those experiences into valuable lessons here on Earth.

03:21:05 [DGLS] I really enjoyed the fact that you talked about that.

03:21:08 [DGLS] It's not really a people problem that we have here, that it's a leadership problem that we need to work into working through that discomfort of taking risks and taking risks until we learn from those failures and we're successful. So thank you so much for your time.

03:21:21 [DGLS] We really appreciate that. merci.

03:21:25 [DGLS] Tout le monde aussi dans la salle on VA pond.

03:21:28 [DGLS] Une pose l'air de la vie et servi ici a coté dans la salle, si vous décidé de pour venir pour la premiere de on vous, vous demandé de prendre le cordon avec vos noms et les ramener a le van a avec les chars.

03:21:44 [DGLS] Madame qui vous ont donné le cordon debut.

03:21:47 [DGLS] And on that note, we'll see everybody back here at 1:25 p.m. Enjoy your lunch.

03:21:53 [DGLS] Thank you so much.

03:21:57 [DGLS] For 30.

04:24:12 [DGLS] Hey. Fantastic.

04:24:14 [DGLS] just profité de la pose for, Peu de parler.

04:24:20 [DGLS] A colleague, come demandé a l'avance on comme un club de minuit.

04:24:29 [DGLS] I'd also like to invite on the stage, Sylvain Belanger, the president of DPI and CIO at Treasury Board.

04:24:37 [DGLS] So Sylvain, over to you.

04:24:50 [DGLS] Good afternoon.

04:24:50 [DGLS] So I'm Sylvain Belanger, the CIO at the Treasury Board Secretariat and the current current president of DPI.

04:24:58 [DGLS] It's a marvelous DPI president that I'm speaking to you this afternoon, because DPI is really a network for the IAM IT community within government.

04:25:09 [DGLS] It's about the work that we do.

04:25:11 [DGLS] It's with volunteers that come from all of our departments, and it's work that we do for all of us, and it's really an opportunity for all of us, whether here in person today or in person or online, including our affiliates and those who are interested in DPI.

04:25:30 [DGLS] It's really a way to grow, to develop your competencies, to create new networks within the digital community, within government.

04:25:38 [DGLS] really to get to know the latest initiatives that are taking place and to learn about the trends and developments and really get an opportunity to access access all of us and the leaders within our organization.

04:25:51 [DGLS] Ans if you're not currently a affiliate of DPI, you can go on to our website and register and it's free to register all the services.

04:26:02 [DGLS] The activities are provided free of charge to all our affiliates.

04:26:07 [DGLS] and we also provide seminars and events throughout the year.

04:26:11 [DGLS] So I'll talk quickly about those.

04:26:13 [DGLS] We do have a development day.

04:26:15 [DGLS] Elevate your career on February 27th here at the Shaw Center.

04:26:19 [DGLS] It's an in-person, day with keynote speakers both in the morning and in a panel in the afternoon.

04:26:26 [DGLS] And in between, we will have speed mentoring session about are you acing your interviews?

04:26:33 [DGLS] So this is usually a very popular one for our community.

04:26:37 [DGLS] So for our members, our employees will provide lunch.

04:26:40 [DGLS] And then we will also have specialized training in the afternoon around Terraform training.

04:26:45 [DGLS] And then we'll have a career insights from across the community GC panel as well.

04:26:51 [DGLS] In March we have unleashing your leadership potential, mentoring session.

04:26:55 [DGLS] We do some virtual and we do some in person.

04:26:58 [DGLS] So February is all in person here at the Shaw Center for Mentoring in March will be virtual and this is all leading up to the annual conference with many of you have been to over the years.

04:27:09 [DGLS] And I see lots of faces of members who've been on the board or on our advisory and have participated in P.W. P.W. this year is the 7th to the 9th of May, and it's really about think big shift fast and it's going to be we have an exciting agenda again this year.

04:27:27 [DGLS] Lots of participation from members within your departments. And we have some great keynotes as well.

04:27:34 [DGLS] And just to give you numbers of participation, last year we had about 700 members participate in person and about 4000 virtually.

04:27:42 [DGLS] So it really is a great opportunity for members to participate from wherever they are.

04:27:47 [DGLS] And we, the conference is, is a enterprise path for departments and the call out has been done already, and we already have a number of departments who have purchased their passes.

04:28:02 [DGLS] So you can see here a number are in progress.

04:28:05 [DGLS] If you haven't done so, please reach out to us or reach out to your delegate within your organization to make sure that your passes are, purchased early.

04:28:16 [DGLS] There are in-person passes, and it gives full access to the online event as well.

04:28:22 [DGLS] and with that, you can follow us on ECS at, at DPI Underscore Canada.

04:28:29 [DGLS] You can follow us on our website or on LinkedIn as well.

04:28:32 [DGLS] All of our activities, all our sessions, all our speakers are all shared on LinkedIn as well.

04:28:38 [DGLS] With that, I'll pass it over and have a good afternoon.

04:28:41 [DGLS] Thank you.

04:28:48 [DGLS] Okay, a big thank you to Sylvain.

04:28:50 [DGLS] This event wouldn't be possible without the Dpi's, invaluable support and partnership as well. So a big thank you to that.

04:28:58 [DGLS] I'm sure you're feeling re-energized after that wonderful lunch. We hope everybody got seconds.

04:29:04 [DGLS] I will say that most of the time when I used to facilitate workshops with government of Canada employees, but also external people, I found that after lunch, things tended to get a little bit more quiet at,

04:29:16 [DGLS] So I'm not going to make you do a chant or repeat things after me, but I will ask that you actually take a moment and take a very deep breath in and out and try to do that.

04:29:28 [DGLS] Three times.

04:29:29 [DGLS] Sometimes, you know, it's not about putting a cheer and being really rah rah to get re-energized.

04:29:34 [DGLS] Sometimes it's about just breathing and making the space to be receptive to the great information that we're going to be hearing this afternoon.

04:29:41 [DGLS] And that's going to start off with a great panel that we have, ready for you.

04:29:46 [DGLS] And it's my pleasure to introduce this next session.

04:29:48 [DGLS] It's a pivotal discussion on digital service and design excellence through diversity, equity and inclusion.

04:29:56 [DGLS] This conversation is foundational, foundational to everything that we do in the digital community and beyond.

04:30:03 [DGLS] Taking the lead as the moderator is Cynthia De Zulma, executive director, enterprise for Enterprise Data Portfolio and integration at Employment and Social Development Canada.

04:30:14 [DGLS] With over 27 years of impactful service in the federal government, CompTIA is a trailblazer, spearheading key initiatives in race based data diversity, equity and inclusion.

04:30:26 [DGLS] She is actively manages, manages data relationships, develops intelligence around data linkages, and contributes significantly to anti-racism efforts.

04:30:37 [DGLS] Our esteemed panelists include Christina Casey, assistant deputy minister and chief service and digital officer at Transport Canada.

04:30:45 [DGLS] With an impressive background spanning leadership roles at Shared Services Canada, Global Affairs Canada and Natural Resources Canada, Christina brings over 15 years of experience in developing, managing and delivering information management and technology technology solutions.

04:31:03 [DGLS] We also have, Samantha Rahim joining.

04:31:07 [DGLS] She is the chief information officer and deputy chief security officer at Natural Sciences and Engineering Research Council of Canada.

04:31:17 [DGLS] she has over 25 years of experience in information technology and digital transformation.

04:31:22 [DGLS] Samantha has a diverse background, including her role at PwC Leadership at Canada Post, as well as seven years at Accenture.

04:31:32 [DGLS] She is committed to contributing to the agency's success, improving the lives of Canadians, and is passionate about diversity and inclusion.

04:31:40 [DGLS] In also joining the panel is Lauren Hunt, director of talent policy and platforms at Treasury Board Secretariat.

04:31:48 [DGLS] As the driving force for the GCS Digital Talent platform, Lauren is a dedicated is dedicated to creating a talent engine that fosters increased representation and meaningful equality.

04:32:00 [DGLS] Recognized for her commitment to innovative working methods and seamless technology and integration, Lauren's passion and dedication makes her a valuable addition to our panel discussion here today.

04:32:11 [DGLS] And lastly, but not least, Richard Smith.

04:32:14 [DGLS] The second is the Chief Information Officer and associate at the Association of Professional Executives of the Public Service of Canada, with a remarkable 22 year career in the federal public service, Richard has held various roles across departments.

04:32:32 [DGLS] In his recent appointment as the inaugural CIO of Apex, reaffirms his leadership in the evolving Emit landscape and his dedication to equity, diversity, diversity and inclusion, and as co champion for the Black Employee Network at Esdc, Richard actively fosters an inclusive environment.

04:32:52 [DGLS] And without further ado, I'd like to welcome our esteemed guest onto the stage.

04:32:57 [DGLS] I'm looking forward to this discussion.

04:33:08 [DGLS] Yes.

04:33:20 [DGLS] This is a lot of theater to get us all in the right chairs. Merci, Jessica.

04:33:26 [DGLS] For the introduction.

04:33:27 [DGLS] I appreciate the permanent une fonction publique plus diversifiée et plus inclusive.

04:33:35 [DGLS] Nous avons fait des progrès considérable, mais nous reconnaisant qu'il reste encore beaucoup de beaucoup a faire, y compris dans le domaine de la transformation numérique.

04:33:45 [DGLS] Aujourd'hui, Notre objectif est explorer le role essentiel joue la diversité l'équité et la inclusion dans le procession service center sur le client, la table ronde et la segment interactive de Slido suspension sur ses nuances et la diversité VA au dela de ce qu'on voit lorsqu'il s'agit de prendre des décisions et de planifier des strategies.

04:34:10 [DGLS] IL est essentiel de reconnaitre et d'adopter une l'anti plus inclusive cette reconnaissance et des applications a la vie de tous les jours.

04:34:19 [DGLS] Cela nous une perspective crucial for navigate dans la complexité de Notre société en garantissant nos initiative pardon numérique répond aux divers besoins et expérience des personnes qui nous visant a server.

04:34:36 [DGLS] We know that our work force, representative of the diverse population we serve, equips us with the necessary perspectives and insights to excel in service delivery.

04:34:49 [DGLS] As we look ahead to 2041, not to not too far from now, where nearly half of Canada's population will consist of immigrants and their Canadian born children.

04:35:00 [DGLS] Our commitment to diversity becomes even more crucial.

04:35:04 [DGLS] Every public servant, irrespective of their role, plays a pivotal part in integrating DNI principles into their design, development, consultation and collaborate processes.

04:35:20 [DGLS] Embracing the moral imperative is not only a responsibility, but also positions us strategically for a future where innovation and success are inseparable.

04:35:32 [DGLS] Today, as we navigate digital transformation, let's explore how we're embracing diversity.

04:35:38 [DGLS] Equity and inclusion has not only shaped our present day, but will also lay the foundation for delivering resilient, client centric services in the future.

04:35:49 [DGLS] Our esteemed panelists are ready to share their perspectives and ask thought provoking, provoking questions.

04:35:57 [DGLS] But first, let's explore what Dei means to them and how it benefits their organizations.

04:36:04 [DGLS] Let's discuss their strategies for building diverse teams, considering backgrounds beyond digital expertise, and how that has driven key Government of Canada initiatives in the digital space.

04:36:17 [DGLS] So I'm going to stop reading and turn it over.

04:36:20 [DGLS] So I'll turn it over to you.

04:36:22 [DGLS] Christina, can you talk a little bit, maybe for three minutes about your initiatives, about about we'll all do it in five minutes, but so, you know, I do think at transport we have to take like a three kind of three type of view in terms of how we do Dei.

04:36:39 [DGLS] One is, is the services that we provide to the community to which we serve.

04:36:44 [DGLS] So that would be a lot of the stakeholders that that interact with transport to.

04:36:49 [DGLS] The second one is the services that we provide to our staff within transport.

04:36:53 [DGLS] And the third one, which I think is a little bit more unique to Transport Canada, is the making sure that the transportation industry actually consider Dei in some of the services that we offer, and that that is an area.

04:37:04 [DGLS] I think if you've been looking at the news, you've seen a lot of things about certain airlines, not necessarily providing the right accessibility when someone wants to travel.

04:37:11 [DGLS] So I think transport has to play the right level in terms of regulating the industry to make sure that they consider Dei in some of their service offerings.

04:37:20 [DGLS] But we also have to look at things like we've put an innovation fund to look at what are some of the tools or not just technology, but some of the physical tools that can be available to airlines, for example, to help up the accessibility city.

04:37:33 [DGLS] So I do think that we're dipping our toe in terms of making sure that we provide the right level of regulation and the right level of guidance to the industry. I think that's really important.

04:37:42 [DGLS] The piece I think that we're more, I think, mature in is the service portals that we're offering.

04:37:48 [DGLS] So transport Canada offers.

04:37:50 [DGLS] I think the last count was over 150 services to Canadians and to the industry.

04:37:55 [DGLS] And looking at making sure that we built in diversity and inclusion and equity in our in our design of our portals has been really important to us.

04:38:04 [DGLS] And we've seen that in when we've launched the zero emission vehicle portal, where we really work closely with our colleagues in finance and our colleagues on the business side.

04:38:14 [DGLS] And a lot of testing to make sure that when we launch this, it took into consideration the Dei considerations for the organization for for the Canadians that we service.

04:38:24 [DGLS] The other one is around the TC Engagement and Consulting Hub, and this is the platform that TC uses to help maintain and build relationships with indigenous peoples.

04:38:35 [DGLS] And that aligns with TTC's commitment to the United Nations Declaration on Rights of Indigenous Peoples Act and ensures that indigenous perspectives are considered when the department is planning a lot of the investments that we make in the transportation grid.

04:38:48 [DGLS] So that's been a really, really foundational and important service that we're offering.

04:38:53 [DGLS] And we had to really take a step back and make sure that we did it to, to address the needs of that, that specific community from the get go.

04:39:01 [DGLS] I think the piece that we need to do a little bit better is making sure that from the, from, from launch, that our tools that we provide our staff meet the meet these requirements.

04:39:12 [DGLS] We're building Dei teams and making sure that the teams have different perspective.

04:39:17 [DGLS] But the tools that we provide internally, that tends to be a little bit more of a second thought.

04:39:21 [DGLS] So I think we're doing really good on the service side, we have a whole one TSI service strategy really looking at building these things in from the get go, working with industry, and we're working on improving that internally as well.

04:39:33 [DGLS] Thank you.

04:39:33 [DGLS] Thank you Christina I'll turn it over to you Richard. Well thank you.

04:39:39 [DGLS] just making sure Mike is still on.

04:39:42 [DGLS] So I think one of the things in if I look at apex as an organization today, so we've actually created the first Dei director lead and which I know, unfortunately, I'm not it.

04:39:55 [DGLS] I'm the CIO.

04:39:56 [DGLS] So fortunately we do have Chad Sheehy who is that director lead.

04:40:00 [DGLS] And the function within that is to be able to bridge the gap between the different groups.

04:40:04 [DGLS] We have that make up the public service from an executive standpoint to really showcase and really understand the different challenges and nuances from an executive support level as well.

04:40:18 [DGLS] So one thing that I could say from my experience in previous departments, and I'll bring one up from shared services years ago, I was very lucky and very blessed to be under the leadership within a team that allowed for building a support, thought and implementation team that was relatively based on the people that were serving our services for.

04:40:41 [DGLS] So we had a number of different folks who came in with different backgrounds.

04:40:46 [DGLS] Whether you looked at their physical background, whether they were Black or Asian or Indigenous, etc. and the understanding of how we're applying the technology to the different areas such as First Nation environments, the nuances in the agreements, the nuances in the support, the nuances of the services that we're providing were brought better to light by the employees that we had, which reflected the diverse nature of those that were supporting as a Canadian service outwardly.

04:41:18 [DGLS] So in that we had a number of people who were in the team who also brought different diversity and were included based on diversity.

04:41:27 [DGLS] You couldn't see such as neurodivergent see, such as dyslexia.

04:41:32 [DGLS] That brought a whole new spin on how we created our documents visually as well, with folks that in a typical sense, when we create documents, we usually have read green, yellow, right?

04:41:43 [DGLS] The typical escalation type of functions.

04:41:46 [DGLS] We couldn't use that anymore because you did have people who were excluded who weren't able to see those colors.

04:41:51 [DGLS] Accordingly.

04:41:52 [DGLS] So each member of that team, when we developed, whether support documents, implementation documents, services, how we trained our clientele and our services, our partners, all of that mattered because we had those people in place.

04:42:07 [DGLS] So for me, when I look at the inclusion portion, the diversity and the equity helps ensure that we are truly inclusive and how we do things.

04:42:16 [DGLS] We have things like the Accessibility Act, which also played in part.

04:42:19 [DGLS] I remember earlier you were talking about portals, for instance, and the multitude of portals that you have within TC, within my time and shared services and our can even speak.

04:42:29 [DGLS] It was great to see that so much of how we developed and how we put forth those portal services took into account the very things that are based on the Accessibility Act and how we ensure that those who are using our services never go feeling that they're excluded.

04:42:48 [DGLS] So for me, those are the key items.

04:42:51 [DGLS] And my my very happy memories of driving that forward.

04:42:56 [DGLS] And I hope to see the same thing applied here in apex because the role is new, but we're taking the right steps to be able to support our executives in their challenges and in their path down diversity, equity and inclusion. Thank you.

04:43:09 [DGLS] That's a very good point.

04:43:11 [DGLS] And I'm hoping that either through the questions that we'll have amongst us or the slides that maybe you come back in terms of how, diversity and inclusion embedded really helps developing great, great products and how Apex may support us.

04:43:29 [DGLS] Thank you. Thanks, Richard.

04:43:32 [DGLS] Lorraine. Lorraine, I'll turn it over to you.

04:43:35 [DGLS] Thanks.

04:43:37 [DGLS] so I'm the director for the Talent Canada, a platform that's over in the corner there.

04:43:43 [DGLS] We're also the home page, the home online presence for the IT apprenticeship program for indigenous peoples that's run out of Esdc and when we started that project several years ago, now, the first chunk of that was really a research and development time where we were doing a lot of live testing, and one of the three primary goals of doing that platform work in the first place.

04:44:08 [DGLS] One of the reasons that our team came together and was motivated to do the work was to try and create a talent engine that, by its very design, would produce more equitable outcomes, would produce higher numbers of people from diverse backgrounds in the applicant pool, going through the testing.

04:44:27 [DGLS] And then in terms of the the final hire and even beyond that, we in the earlier research phase of the project, we did a longitudinal study to see 18 months, two years after, where people still happy in the job were they were they a fit?

04:44:42 [DGLS] How did that look like?

04:44:44 [DGLS] I think when you reach for something like job applications, you can't compel people to finish that process.

04:44:54 [DGLS] If you want people from diverse backgrounds to come into government, you can't have barriers where as they're coming through, they get the IC and they're like, yeah, no, I'm out.

04:45:06 [DGLS] You have to figure out what those moments are.

04:45:09 [DGLS] And I think that in government we are very good.

04:45:14 [DGLS] Now at what I would consider first phase D and AI, which is where we put out the a lot of show of D and I, there's, there's colors, there's photographs.

04:45:24 [DGLS] There's a sort of meticulous representation of multiple faces and we very often miss the deeper level, which is where we actually assign value to people's life experience.

04:45:37 [DGLS] And where we determine who gets to be in a leadership role based on their life experience, based on their path.

04:45:43 [DGLS] And because we're a job platform that is fundamentally about what we do, we we foundationally translate the value of a human experience into a future opportunity.

04:45:54 [DGLS] And so for our team, when we were doing that work, it couldn't have couldn't be enough to just have the appearance of diversity and inclusion.

04:46:04 [DGLS] We had to make sure that indigenous applicants, persons with disabilities, people from all different backgrounds, would come through.

04:46:14 [DGLS] And it wasn't just about seeing themselves in terms of a visual representation or a picture as they went through the path, as we go through the path, because people on our own team use it.

04:46:25 [DGLS] It's about making sure that your life experience is valued at those key points where you describe what you've done.

04:46:32 [DGLS] And I can talk a little bit more about the methodology later, but I would say that D and I, the real thing we have to wrestle with in government is moving beyond that surface level appearance, where we feel good that there is a representation of diversity to the point where we get to that really deep value underneath.

04:46:50 [DGLS] And do we get past the ick?

04:46:52 [DGLS] Like as a government, have we managed to develop systems and programs that get past the ick?

04:46:57 [DGLS] If you are, or someone who isn't going to find themselves on the main page, I'm going to use that past the I'm going to use that now on a t shirt, definitely, because you do. Again, all valid points.

04:47:12 [DGLS] But definitely it's what's beneath that.

04:47:15 [DGLS] We're not seeing and not necessarily staying at the surface.

04:47:18 [DGLS] So really, really looking forward to hearing you how you pass the IC.

04:47:22 [DGLS] So over to you. Samantha.

04:47:25 [DGLS] Hi. Okay. Thank you.

04:47:27 [DGLS] with this opportunity to talk about DNI, as you heard from my bio, which I'm very interested in, I just wanted to first start before I describe my example, if that's okay.

04:47:38 [DGLS] Just to mention a few key metrics, because if I know my IT audiences, they're all around their metrics.

04:47:45 [DGLS] So some interesting metrics and some reasons why I mean, we all believe D in DNI, but there's some key outcomes that we get by having a diverse and more importantly and inclusive team.

04:48:00 [DGLS] And that is that a study by Gartner identified that diverse and inclusive teams are actually increasing innovation by 170%.

04:48:11 [DGLS] So if you have not just a diverse but an inclusive team, you will find that your rate of innovation will go up.

04:48:18 [DGLS] You will also find that you will have less people leaving and the product that you actually develop for your clients will actually be better by having that diverse and inclusive team.

04:48:30 [DGLS] So it's not just something we want to do because we want to do it.

04:48:34 [DGLS] We also want to do it because we want to get those better outcomes.

04:48:37 [DGLS] And I truly believe a diverse team will help us do that.

04:48:41 [DGLS] And I wanted to talk about a project that I worked on before I joined the public service.

04:48:45 [DGLS] I joined around a year and a half ago where we actually saw that we had benefits from having that diverse team.

04:48:52 [DGLS] So before I joined, I worked for Canada Post and Nova Post.

04:48:56 [DGLS] so Nova Post was the IT arm of Canada Post just got sold to Deloitte.

04:49:01 [DGLS] For those of you who might have seen that, but we worked on a project where we were changing the hardware and the software at all the postal outlets and just for you to get an understanding of the size of that, there are more Canada Post outlets than there are McDonald's and Tim Hortons in Canada.

04:49:18 [DGLS] And if you look around and see how many Tim Hortons are, that gives you an impression of how many postal outlets there are.

04:49:24 [DGLS] And as we started to work on this project, we looked around ourselves and we realized that we were all from Ottawa.

04:49:30 [DGLS] We all had some sort of post-secondary education, and we were all working on this project.

04:49:36 [DGLS] And then we started to look at the post offices, and a lot of the post offices were located in rural areas in Canada.

04:49:43 [DGLS] They were located in, and a lot of the people that worked at the post offices didn't have the same background that we had.

04:49:50 [DGLS] So we realized that although from looking at our team, it appeared diverse that we didn't have the right diversity to build a tool that would work for our post office clerks.

04:50:01 [DGLS] So we started to look at diversity and some of the things that are underneath diversity, which I think Lauren had mentioned.

04:50:08 [DGLS] And we started to look at bringing in postal clerks into our project that actually had used the tool that had grown up in small communities, and that could actually bring a different way of looking at the tool.

04:50:22 [DGLS] And of course, where did we put them in user acceptance testing?

04:50:25 [DGLS] That's where you always seems we we tend to put the diverse audience.

04:50:29 [DGLS] But what we actually found is that this diverse team, where they truly helped us was when we hit problems, when we were trying to solve the problems, it was this diverse clerks that were bringing new solutions that we just didn't think about because of the way we addressed our problems were all very similar.

04:50:48 [DGLS] We all addressed it sort of with an analytical methodology that we had learned from our post-high school.

04:50:53 [DGLS] So having the clerks with different experience and different backgrounds really helped us innovate and solve our problems.

04:50:59 [DGLS] And I'm really looking forward to bringing that at the departments that I work at today. Thank you. Thanks.

04:51:07 [DGLS] Thanks, Samantha.

04:51:08 [DGLS] So thank you for the great overview.

04:51:11 [DGLS] So I will turn it back to you, Christina.

04:51:15 [DGLS] La premiere question to signify the diversity, equity and inclusion.

04:51:21 [DGLS] Pour vous et un choix et Elle a été bénéfique pardon pour votre organization.

04:51:28 [DGLS] Donc pour moi, c'est vraiment pour moi personnellement l'organisation.

04:51:32 [DGLS] Si vraiment principal fondamental donc avec la diversité on vous en richesse des différents humains, on some considerations on reconnait, tous les individus ont sont confrontés a des obstacles éliminés Substack avec le courrier des espoirs self donc regarder les chief.

04:51:54 [DGLS] Je le nom de personne, mais qui permet de reconnait différence, esp p chance pour moi d'avoir un apprentissage continue.

04:52:10 [DGLS] Jeté la dpi a faire mondiale.

04:52:13 [DGLS] J'avais de the employee qui vient de pas tout le monde.

04:52:17 [DGLS] Donc j'avais des canadiens qui était dans la mission a travers aussi des gens qui était locale p surprend beaucoup beaucoup de compréhension de May Bay pour pouvoir, savoir interrogée avec un certain P ou avec un certain joint adapté p.

04:52:39 [DGLS] Donc c'est pour moi ce poor transport Canada p pour moi personnellement notamment la.

04:52:44 [DGLS] Just come on the program for comme regarder les chief mais de créer un culture donc d'un minister en terme de la des services numérique, on guard considération en fait no design p architecture.

04:52:59 [DGLS] The no system mais.

04:53:02 [DGLS] Responsable des service sont des services qu'on consideration en transport en a plusieurs plusieurs champions.

04:53:12 [DGLS] Donc on a des champions dans les trois elements, on a de conversation réel, on the, the, the chief minister, on les gens se sont comfortable en un program nouvelles sur ce a more important pour Transport Canada sont mis en place un nouveau comité sous le co-president.

04:53:32 [DGLS] La la la la la la la communauté se de la bonne culture dans le ministere.

04:53:39 [DGLS] Donc on the program.

04:53:41 [DGLS] Une des programs de recruitment moni de conversation asi en £0.08 on reconnait Q IL faut IL faut consumer regarder a Ellington des BHP joint MBA, PSA on mis en place un the the program on a toute la critique on a besoin pour pouvoir créer un culture de inclusion.

04:54:04 [DGLS] Donc notamment not program ou on regarde no shift, mais c'est vraiment sur one of the conversation ouvert Pascal avec sa on des eclipse plus fort on a des employés qui sont se sont plus respectée, se sont con la voix sont importante p aussi.

04:54:20 [DGLS] Les services qu'on offer a au Canada.

04:54:23 [DGLS] Industry transport supports des services de santé sont en on ont pour les services de soins employees or au Canada support.

04:54:34 [DGLS] Merci d'avoir une évolution just avait un départ jeté le champion pour une des réseaux.

04:54:41 [DGLS] Donc, je content de sa continue et maintenant a un committee qui qui focused vraiment la qui regard pendant seulement au point de vue les clients server mais aussi mais en fait les clients.

04:54:54 [DGLS] Mais les clients personnel donc les employés.

04:54:57 [DGLS] Donc, c'est donc de voir l'évolution bravo de le co-president pour pour ce comité Richard francais anglais.

04:55:08 [DGLS] Comme si vous mais comment votre organization apex ou old at LBC des équipe diversifiée, whom so commence avec apex le apex aujourd'hui, so le keep people et class avec le apex le passé mod me seven un peu de type, un historique de apex p diversity.

04:55:38 [DGLS] Si facile a voir meme facile, sur navigate ce may un leadership there the car je vois q r bon plan coté diversity pour just avec un position.

04:56:05 [DGLS] The director ou directrice director on place.

04:56:09 [DGLS] Comme je de tantos chat Sheehy, the diversity, equity, inclusion made de vraiment met le fils sur the two con confer dans le no no service con off at Total's executive consultation on sport.

04:56:33 [DGLS] The service informatique le service de the recherche qu'on fait meme les les événements.

04:56:40 [DGLS] Le sommet qui ont fait une réduction avec la nouvelle a nouveau executive.

04:56:46 [DGLS] Chaque année, le force et le sieur de la Kipp a grande avec de point vue p aussi la fonction plus diverse qui était originale identifié dans les années président.

04:57:00 [DGLS] One example on était chef de informatique survie directement avec no coéquipier, no ma'am, no leaders dans le KIPP.

04:57:16 [DGLS] The service de recherche, service de consultation Coté portail cet web de apex la plupart entre vous spouse ou jasper Q vous no self-esteem, no portail the charge de transformation se vraiment un demi fonction interim okay de role Strava avec l'équipe a grand savoir commence a la meilleure facon de connecté avec les executives de toute la sort.

04:57:54 [DGLS] The diversity qui existe est shows de beaux does not sit well done.

04:58:01 [DGLS] No service, no documentation.

04:58:03 [DGLS] La interaccion con touchpal aujourd'hui qu'on a besoin d'agir aujourd'hui poker dans future on a Cirque du Monde.

04:58:15 [DGLS] Sur toute seule excuse social avec le Kipp, qui abortion plus diverse?

04:58:21 [DGLS] Come sit, come sit a p la fashion comme un interact avec les autres groupes de la réseau executive de noir.

04:58:31 [DGLS] For example, la les executive de plusieurs groupe nous donne de concert porcon la mesure le service con done p on a myriad aussi not équipe.

04:58:46 [DGLS] Allentown, p Le monde qui nous joined pour avoir un equip plus diverse, inclusive.

04:58:52 [DGLS] Donc c'est qu'on fait so le apex aujourd'hui p dans la maniere qui vous développe encore plus est la sparks avait un peu plus avancé DC Le coeur par la pour minimum trois.

04:59:11 [DGLS] We may ask a certain guarantee, no guarantee, Pascu, en regard to vous, en bon francais sur la landscape en general, p a pas beaucoup de gens qui fait d'etre competitive landscape meme so set guarantee beaucoup de sport, mais si la experience p la exemple des ministres déjà travailler avec les pas encore plus fort, je regard not ou monosomies de la SDC de voir de plus en plus le monde executif piu niveau leadership, qui est plus diverse.

05:00:02 [DGLS] Some have done beaucoup de la sport d'avoir travaux public.

05:00:07 [DGLS] Je vois I say demi de travaux public.

05:00:11 [DGLS] This main service party candidate concessions sediment un volontaire de file is changement necessary so Olympics that sparks a possible guarantee avec revoir dans les jeté.

05:00:27 [DGLS] Merci merci Lauren.

05:00:32 [DGLS] How have you leveraged your teams to ensure that government technologies are not only inclusive, but also excel in providing equitable access and user experiences for all clients?

05:00:47 [DGLS] so I loved your comment about user testing, about where we put the D and I stuff, and it's user acceptance testing.

05:00:58 [DGLS] I think in government we regularly make the mistake of only being one layer deep.

05:01:05 [DGLS] It's like a thin sheet of ice.

05:01:07 [DGLS] And so if we if we don't have diversity in the the thought processes and the methodologies, when we're doing service design, we don't have people in-house on the team.

05:01:18 [DGLS] We try and do user acceptance testing, or we do a surface layer at the end, or we do it the other way around, where we have diversity on the team, and then we think, okay, well, we, you know, some faces can speak for entire populations.

05:01:30 [DGLS] And so we don't need to actually then do legitimate testing because we already have diversity covered.

05:01:36 [DGLS] there's a lot of ways that I think we rationalize skipping steps, the hard steps when it comes to diversity and equity and inclusion in government and that's why I think our products are not as advanced as perhaps they should be.

05:01:52 [DGLS] So I would say on our team, we basically have like almost like a two layer rule.

05:01:58 [DGLS] We have diversity on the team, but we also do the testing.

05:02:03 [DGLS] So and there has to be a challenge function.

05:02:05 [DGLS] And so if you're doing user testing, you don't use the user.

05:02:09 [DGLS] If you're doing the broad strokes from gathering from users, you don't also do the fine testing and the correcting from gathering from the same pot of users.

05:02:18 [DGLS] So you need a it's not redundancy, it's a it's a sanity check.

05:02:22 [DGLS] It's in the same way you shouldn't ask an AI to solve a problem.

05:02:26 [DGLS] A human couldn't judge whether or not the answer was good or not.

05:02:28 [DGLS] You can't ask an AI to solve, you know, deep systemic barriers.

05:02:32 [DGLS] If you don't know whether or not the methodology is good because you didn't have an answer to that to begin with.

05:02:38 [DGLS] So on our team, we have a lot of features that that rely on a very intricate balancing one, for example, that we spent a great deal of time on was the order in which for the IT apprenticeship program for indigenous peoples, the order in which you're able to select your indigeneity and to say, I'm First Nations, I'm Metis, I'm Inuit, I'm multiple.

05:03:05 [DGLS] And one of the things that came up in testing with indigenous communities was a persistent discomfort with the way that First Nations always appears.

05:03:13 [DGLS] First in Government of Canada, lists.

05:03:15 [DGLS] So we designed this beautiful carousel feature, which moved laterally and it tested extremely well.

05:03:20 [DGLS] And there was a huge amount of thought and heart and design that went into this.

05:03:24 [DGLS] And then it didn't pass accessibility and it was also super awkward for mobile, which is also where a lot of users are at.

05:03:33 [DGLS] And we're still working on finessing this feature.

05:03:36 [DGLS] We've got to we've gone back to the vertical for for mobile for the time being, and we're working on figuring out an accessible solution.

05:03:43 [DGLS] But sometimes there are these inherent tensions where it's not going to be one size fits all.

05:03:48 [DGLS] If you don't have diverse voices on your team, then you're not going to be able to catch those things early.

05:03:58 [DGLS] I, one of my early experiences was we one of the indigenous members of our team.

05:04:05 [DGLS] We took a look at a mockup of something, and there was a photo of the houses of Parliament.

05:04:10 [DGLS] And I looked at that photo and I felt a strong sense of pride. I'd gone there as a little girl.

05:04:14 [DGLS] I'd gone up to the tower.

05:04:15 [DGLS] I'd seen my grandfather's name in the book from World War Two, and I was so proud that image for me.

05:04:22 [DGLS] And she looked at it and she just made an off hand comment where she said, oh, look, that's the symbol of the oppression of my people.

05:04:28 [DGLS] You have to have the voices in the room, because I would never have caught that.

05:04:33 [DGLS] My life experience did not prepare me to have the same reaction to that image that she had.

05:04:38 [DGLS] And so that I will say this as a leader, I say this to all of the executives in the room.

05:04:45 [DGLS] This means making very hard financial choices with your hires.

05:04:50 [DGLS] You have got to allocate resources to bringing diverse voices in the room.

05:04:54 [DGLS] There's never going to be enough resources for all the developers, all the UI, all the security experts.

05:04:59 [DGLS] You need.

05:05:01 [DGLS] It does come down to tough choices and I think that until we prioritize looking for people who can bring diverse life experiences roses to their field of expertise and we consider that as a critical, essential component of the teams that we build collectively.

05:05:19 [DGLS] We're not going to be able to build the services properly because we won't have those checks and balances in house to catch when people are being othered just by virtue of something that would seem innocuous to people who were used to their dominant cultural perspective.

05:05:36 [DGLS] Being so present all the time. And the same for accessibility.

05:05:40 [DGLS] You know, this is an accessibility measure for me because I didn't come with the chair.

05:05:47 [DGLS] So a light is an accessibility measure for somebody who is sighted and wants to be able to see in the space. We don't think of these as accessibility measures.

05:05:58 [DGLS] We think of them as standards.

05:05:59 [DGLS] So again, it's a shift in thinking that has to happen.

05:06:06 [DGLS] Well, yeah, I could I could continue hearing you because it's so true.

05:06:11 [DGLS] Going back to your first, comment about going deeper than the surface and that check and balance, it's not about numbers like the numbers was in the 1990s.

05:06:21 [DGLS] We're in 2024.

05:06:23 [DGLS] It's about how individuals are contributing to elevate the services that we're offering to Canadians, which looks like us around the table.

05:06:33 [DGLS] So it's not just about we need to get to the quota.

05:06:37 [DGLS] The quota is passed is how are we using the individuals in the room to ensure that they're elevating not only the services, but our own understanding?

05:06:46 [DGLS] So we as public service can better serve Canadians. So thank you. Thank you for that. Thank you.

05:06:52 [DGLS] I'll turn it over to you, Samantha.

05:06:54 [DGLS] The question,

05:06:58 [DGLS] Have you looked at internal staff without digital backgrounds?

05:07:02 [DGLS] Because we've been talking about digital transformation.

05:07:06 [DGLS] it means diversity means so much than just what we see.

05:07:10 [DGLS] It also includes diversity of thought, diversity of experience.

05:07:15 [DGLS] the diversity in terms of background, in terms of school, etc. Can you talk a little bit about that? Sure, definitely.

05:07:23 [DGLS] First of all, though, I want to say, Lauren, thank you so much for that example and sharing that example that you had when you were working on that solution.

05:07:30 [DGLS] It really shows diversity.

05:07:32 [DGLS] And I guess, to, to the question that that you had, I guess one of the, one of the things that I wanted to first do is sort of ask the audience because there's nothing like a bit of audience, you know, participation, how many people in this room have a Stem background? So actually come from Stem?

05:07:54 [DGLS] Okay.

05:07:55 [DGLS] So actually a little bit less than I expected, which is good.

05:07:59 [DGLS] And I think that's one of the things that we wanted to talk about today is that when you're looking at hiring for your team is to make sure that you're not applying biases that you may have when you're looking at candidates and making sure that you're looking outside of the regular Stem area.

05:08:18 [DGLS] a couple of examples that I wanted to talk about is I work at the granting agencies for natural sciences and engineering and for social sciences and humanities and one of the things that they've done is instead of looking at the standard resume that looks at publications, they're now expanding that to look at life experiences.

05:08:37 [DGLS] And what do you bring and I think we can learn from that and do a similar thing.

05:08:42 [DGLS] So when you are looking at resumes for people that are applying, are you only looking at people who work in it departments, at other agencies or at other companies, or are you also looking outside of it?

05:08:55 [DGLS] Are you looking?

05:08:55 [DGLS] Do you have in yourself biases that might exist that will naturally say, okay, I need someone who's a programmer, because maybe that's your bias, is that that's the kind of person I need for this position.

05:09:07 [DGLS] So one of the things we want to encourage you to do is to open the realm of where you're looking to hire from.

05:09:14 [DGLS] We're all struggling right now to get resources in it, and there's a lot of amazing resources out there that may not have that traditional IT background.

05:09:24 [DGLS] I remember I was talking to a digital leader around ten years ago, or maybe it was less than ten years, five years ago, and he said to me, I was talking to him about how hard it was to hire a developer, a good coder, and he said to me, oh, the way you tell is when you're doing the interview and it was a video interview, so it must have been during the pandemic.

05:09:45 [DGLS] You see, if the person has Star Trek or Star Wars figurines, if they do, then they're a good coder.

05:09:52 [DGLS] And I was just like, oh, my, talk about applying a bias to who you're hiring from.

05:09:58 [DGLS] My daughter has Taylor Swift in the background, and she's an amazing coder.

05:10:02 [DGLS] So, you know, we really need to though, be conscious about the biases that we have and make sure that when we're looking to grow our department, that we're looking for diverse people, that we're looking for people that maybe don't have that IT background so they can bring that diversity of thought, for example, that Lauren described in her situation.

05:10:22 [DGLS] Thank you, thank you, thank you very much, Christina.

05:10:28 [DGLS] I will turn it over to you one last time.

05:10:32 [DGLS] How can digital leaders and their teams tap into the full potential of the people in their organization with diverse backgrounds to build better user centric applications?

05:10:44 [DGLS] This is especially important given the financial constraint that we are all going through currently.

05:10:51 [DGLS] Yeah, we just you know, right now we talk all about about human centered design, user centric design, and a human and a user takes so many different perspectives.

05:11:00 [DGLS] So if we're going to be true to that concept, I think we really need to make sure that we create safe spaces to actually look at different perspectives and allow for dialog and open discussion.

05:11:12 [DGLS] And I would love a world where we could just hire anyone.

05:11:15 [DGLS] But unfortunately, the IT processes are very rigid about the experience, so we'll have to find the right balance.

05:11:20 [DGLS] But I really do think that as leaders, we have to create that safe space where people feel they have a voice and that the voice is not bound by hierarchy or it's now bound by the specific culture of a team.

05:11:36 [DGLS] So I really do think that we have to create a sense where dialog and true open discussion, where it's not a bad word, like you can debate and allow that, that that sense of creativity, which is really around bringing that diverse type of perspective and different types of personalities, like I'm direct, I'm big personality, I'm kind of blunt.

05:11:58 [DGLS] And I have to realize that if you're timid and and shy, you have as much to contribute.

05:12:02 [DGLS] So we have to create that safe space where everyone has a voice, but also allow the best environment to allow that person to contribute. And not one size is the same.

05:12:12 [DGLS] So I do think from the get go, creating, making sure that the project teams and the teams that you have have that right. Makeup is very, very important.

05:12:21 [DGLS] But also creating a culture where respectful questioning of a design or a special questioning of a of an approach becomes part of the the DNA of your organization to me, is really important.

05:12:34 [DGLS] And also teach the reflex that when you have things like an architectural review board or you have a project review board that we ask questions to make sure that we've considered things like diversity, that we've made sure that we've considered things like inclusion and accessibility in our design.

05:12:52 [DGLS] And we tend to have a lot of these committees that are only formed of a specific group.

05:12:57 [DGLS] It like, I would love to see a lot of our like, architectural review boards and all these project boards to have the champions from, from our different Dei groups as part of that table, so that we ask the questions and we make sure that whatever we deliver is the right one, and also create an environment where you continuously learn.

05:13:16 [DGLS] Because I have biases, that I'm not aware of, but make it a safe space that I shouldn't be using certain language that I've learned because it's no longer accepted.

05:13:26 [DGLS] And and don't get defensive about it, but learn and make sure that that's the environment that you create. That to me is really important.

05:13:32 [DGLS] And I am going to take a shameless plug because TC is hosting the data conference.

05:13:36 [DGLS] But we don't realize as we talk about AI how much bias there is in our data, and there's going to be a whole stream about talking about bias in our data.

05:13:45 [DGLS] But just because there's not, you know, data is not necessarily the human we have a job to do and an opportunity ahead of us as we're building all these AI solutions to even look at the bias that our data has, because it's been collected for a little while.

05:13:56 [DGLS] So I think it's just about setting the right tone and the right culture and making it a priority in your discussions and your dialog and your and your project and digital transformation approaches is to have these conversations. Thank you.

05:14:12 [DGLS] And I like the idea about having various, champions, participate in some of these, review boards because around the table, sometimes there's a lot of, unchecked biases.

05:14:28 [DGLS] And having that person in the room to challenge that would, would definitely bring, I think, value in terms of not waiting at the end when we're the solution is about or is being deployed to say, oh, we didn't think about this or we didn't do that.

05:14:43 [DGLS] So I think having that opportunity, I think would help because, again, groundbreaking.

05:14:50 [DGLS] And I think that would bring value to the conversation and not just, talking about the specs itself, but looking broader.

05:14:58 [DGLS] And that's what we're diversity is bringing.

05:15:01 [DGLS] It's going broader than the specific item that we need to talk about, but making sure that, again, it's inclusive. Yeah.

05:15:07 [DGLS] And the only thing I'll add to that is it requires our technical people to not just think about the technical design.

05:15:13 [DGLS] We need to start asking questions about the service element of what we're doing, which would mean that when people come to Architectural Review Board, they're not we're not just talking about like what the technical solution is, but we actually talk about the outcome and the service component of it.

05:15:26 [DGLS] And I think that would make a much richer conversation, because it's everything from what is a technical solution looks like.

05:15:32 [DGLS] But what the user experience is and what is the rollout strategy.

05:15:35 [DGLS] So I think it's around putting that service lens to a lot of the things that we do.

05:15:40 [DGLS] And that requires us to think differently as digital. Yes.

05:15:43 [DGLS] And I'll go back to, I think, call, call colonel, Colonel Jensen about, bold leadership.

05:15:54 [DGLS] it's having that thought in terms of, breaking the barriers and allowing for that space.

05:16:01 [DGLS] Again, if we're talking about space, safe space.

05:16:04 [DGLS] You may not be technical, but you're also bringing value in either your lived experience or diverse background to the conversation.

05:16:13 [DGLS] So allowing for that space to occur I think will help.

05:16:17 [DGLS] So thank you very much for that.

05:16:19 [DGLS] before we go to the slide, we do have a few minutes.

05:16:23 [DGLS] any thoughts?

05:16:25 [DGLS] I want to go back in terms of how do we build diverse teams.

05:16:31 [DGLS] So maybe turning it over to maybe Samantha Lauren, any insights that you would want to, provide died or personal experiences that you would want to share?

05:16:42 [DGLS] Yeah, I, I can take that a little bit.

05:16:46 [DGLS] So I think, in building diverse teams and I think, you know, Christina, you you spoke very well right now about, you know, how we embrace diversity, how we have to embrace inclusion at the beginning and throughout the entire process.

05:17:01 [DGLS] But one thing that being new to the public service, maybe I'll just speak a little bit about this, is, is I had a really hard time figuring out, figuring out how to get hired by the public service.

05:17:12 [DGLS] Digital CA wasn't there yet, so it was a couple of years ago and and what I realized is that the public service very much in how we talk about jobs, and I know you're trying to change this and embracing that, but but we have to figure out how we get out there and go out to a diverse talent pool, how we're able to attract resources that normally would not work for the government of Canada.

05:17:39 [DGLS] And I know Catherine Louella would speak about this quite often about wanting to bring in diversity within to the public service, to make sure that we don't just have employees that have been here for the

last 25 years, that we have people that are coming from outside of the public service and that we're sending people outside of the public service.

05:18:01 [DGLS] So the thing that I would encourage for us to get that diverse team is look at where you're posting your jobs and consider where you can post jobs differently and I know that the IT indigenous internship did this quite, quite a bit.

05:18:15 [DGLS] So you might be able to talk a little bit about that, Lauren.

05:18:18 [DGLS] But really look at how you know what is the group that you're dealing from.

05:18:22 [DGLS] Because if you're constantly recruiting from the same group of people, it's not going to be diverse.

05:18:27 [DGLS] It's like, you know, and you want to have that diversity. I was going to say it's sort of like the monarch, right?

05:18:33 [DGLS] They all marry within each other. So you're not getting diversity within there.

05:18:37 [DGLS] So we have to make sure that we're not hiring from each other all the time.

05:18:41 [DGLS] We have to actually go outside and look to hire from different target audiences that we don't normally think about.

05:18:48 [DGLS] And maybe you want to talk a little bit about the indigenous, because I know you've done that well, and I would actually encourage folks to step over, if you haven't already had a look and talk to the people who actually run the IT apprenticeship program for indigenous peoples.

05:19:01 [DGLS] It's a remarkable program, and it looks at reducing barriers to entry for people who have non traditional education experience and who want to get a foot in the door for digital and people from very diverse backgrounds, indigenous backgrounds.

05:19:17 [DGLS] So please do step over and talk to the folks one on one and get a little bit of a deeper understanding.

05:19:24 [DGLS] can I just answer really quick about slightly different take on that is how we built, not just how we build diverse teams, but how we build diverse, I guess diversely inclusive products, diverse products.

05:19:39 [DGLS] Stephen Burt said something earlier in his opening remarks about government designing services that are so good that you don't even know that the government delivered them to you.

05:19:51 [DGLS] I think we have to get to the point our target for diversity and equity, inclusion has to be getting to the point where people don't feel called out for being diverse to access the service.

05:20:07 [DGLS] Like, I had this weird moment today, and I'm loving this event and a huge thanks to folks who organized it.

05:20:12 [DGLS] But there's this weird moment like having my coffee and all the intro and it's like, and thanks to all the women in the room today who showed up.

05:20:19 [DGLS] And I was like, I didn't feel gender ed before because I felt like I was in a room full of peers where there were lots of women. And so I felt inclusive.

05:20:26 [DGLS] But then all of a sudden I was like, oh, wow.

05:20:28 [DGLS] And I'm a woman in in the CIO space.

05:20:32 [DGLS] And now I'm wondering, as a woman, do I belong in CIO space and why did that get called out?

05:20:36 [DGLS] So I think there is this weird, weird moment where we have to get through in our product delivery, where we are inclusive enough, but we're not trying to put on this superhero cape.

05:20:48 [DGLS] We're not saving anyone.

05:20:49 [DGLS] We're just making good spaces. And that is a huge that.

05:20:54 [DGLS] It's getting past the obvious display of diversity to the point where it's just a natural flow.

05:21:00 [DGLS] You just feel belonging and there's no bumps where you kind of get knocked off the road into feeling like, okay, you're not on the path anymore. You're kind of having to go around the path.

05:21:11 [DGLS] I don't know if that's a very good way to say it, but oh, it is, it is. and thank you.

05:21:17 [DGLS] Like you've been so candid. Like, like seriously limiting.

05:21:21 [DGLS] Like, I like like I'm not even looking at the audience.

05:21:24 [DGLS] I'm not even looking at the audience because you bring such, refer meshing aspects that really makes us think.

05:21:33 [DGLS] Anyway, it makes me think because it's always about learning.

05:21:36 [DGLS] And although I'm, I'm from a racialized background, I'm always learning and unlearning certain things and having conversations like here today, hearing you talk, think taking things back and say, okay, so then how do I apply that?

05:21:52 [DGLS] How do I, vulgarize if it's that a word in English?

05:21:57 [DGLS] Or maybe a vulgarity in France?

05:22:00 [DGLS] to my team, to make sure that as we're hiring or as we're thinking things differently, we're bringing those lenses in because it's all about lenses to make sure that we have that comprehensive view and not just one focus blind spot view.

05:22:18 [DGLS] So thank you for that.

05:22:20 [DGLS] any other insights before we go to the Slido?

05:22:25 [DGLS] So maybe from a, maybe a personal level.

05:22:28 [DGLS] I just talked about how I learn or unlearn things.

05:22:31 [DGLS] Anything that you would want to share, how are you breaking your barriers or unchecked biases?

05:22:38 [DGLS] As I like to say, I will say that this is this is an awesome conversation and kudos.

05:22:44 [DGLS] folks, this is this is a well needed conversation and career limiting or otherwise.

05:22:51 [DGLS] I hope people listen because, Samantha, you said it earlier.

05:22:55 [DGLS] We need to look outside. And literally, as you were saying, I turned to my left.

05:23:00 [DGLS] I'm like, it's actually beautiful outside.

05:23:03 [DGLS] And that's one of the biggest things about Dei, or just in general, all of us. It's beautiful to be included.

05:23:12 [DGLS] It's beautiful to be me, to have a sense of belonging.

05:23:16 [DGLS] So I don't know why it's so difficult to be treating others like we wish to be treated ourselves. Right.

05:23:26 [DGLS] Christina, you said it earlier that it takes it takes an effort to do these things.

05:23:34 [DGLS] And you yourself have spoken about your own challenges or learning or development.

05:23:41 [DGLS] That's great.

05:23:44 [DGLS] That's what we should all be striving to do every day.

05:23:48 [DGLS] And as I look around the room openly, I can see a number of folks that I've either worked for as in Direct Line or in Direct Line, or I've worked with providing support and services that that I can't understand why, if we have such good people who want to do good things, why can't we get this done better?

05:24:15 [DGLS] Why can't we get this done sooner?

05:24:16 [DGLS] Why are we still having this conversation just like you said, Lauren, where Dei is still a thing instead of actually just letting it be normal, let it be a true reflection of this country that we live in.

05:24:27 [DGLS] Whether you want to identify it as good, great, or otherwise, that's your individual thought.

05:24:34 [DGLS] But we should be able to get this done, folks.

05:24:36 [DGLS] And in the years that I've been here and the remaining years that I have left, I want to see an environment where not just my kids, not just our kids, their kids.

05:24:48 [DGLS] I want to see the public service be a true place where people want to come in and feel a sense of belonging every day, because I know I'm still waiting for that.

05:24:57 [DGLS] At a certain point.

05:25:00 [DGLS] Thank you, thank you, thank you for your insights and and candid conversations, exploring how organizations can leverage their diverse workforce for user centric applications and understand the impact of Dei initiatives on trust, bias mitigation and cultural change was thought provoking.

05:25:22 [DGLS] So now we're going to transition to the Slido.

05:25:25 [DGLS] I think we have we've prepared four questions for you today, each with multiple choice answers.

05:25:33 [DGLS] so I think there's a QR code on the table to access the Slido link.

05:25:41 [DGLS] utilize Répond aux questions on a link on person.

05:25:48 [DGLS] anonymous.

05:25:51 [DGLS] So your answers will be anonymous.

05:25:53 [DGLS] And we want to encourage honest feedback, as we were having honest conversation here at the on the panel.

05:26:02 [DGLS] Hello je sais pas si on je sais pas au regard des bons. Voila. Merci.

05:26:08 [DGLS] La premiere question est la at my organization. Okay.

05:26:12 [DGLS] At my organization, we have established a culture of dei or only, established initiatives based on Dei metrics.

05:26:21 [DGLS] We do not focus on more underlying changes.

05:26:27 [DGLS] Donc je sais pas combien de temps en donne pour répondre?

05:26:32 [DGLS] Donc je vais stabilize peut et pour la réponse.

05:26:39 [DGLS] Donc, dans mon dans mon organization, nous avons établi un culture de diversity, equity and inclusion.

05:26:49 [DGLS] ET ou établi des initiatives uniquement fonction de mesure de de de nous NE mise en pas sur d'autres changement Susie Q c'est un peu constant autour de cette semaine second, second, second 2% current, 3% pensez vous de réponse qui vous fait s'asseoir casement?

05:27:16 [DGLS] Moi moi, je.

05:27:24 [DGLS] Richard. Second. Second cinq out there. Karen.

05:27:28 [DGLS] Karen. Neuf.

05:27:31 [DGLS] Semitone.

05:27:34 [DGLS] Upper vraiment. Semitone.

05:27:36 [DGLS] Upper C si se vraiment a border.

05:27:41 [DGLS] We. Second segment. Paul dear.

05:27:43 [DGLS] Second second zone.

05:27:46 [DGLS] Jimmy.

05:27:47 [DGLS] Vraiment voir quel minister p Cisco qui a plusieurs the Minister qui sont bien représenté ici mostly aussi face the action as a minister lo mas avoir la preuve p improve on the data.

05:28:15 [DGLS] It's not always data driven.

05:28:17 [DGLS] Si les experience with feedback du monde. C'est le dossier, Minister skill.

05:28:22 [DGLS] Pass them off. La vision.

05:28:25 [DGLS] The understanding, the vision and the thought process that might be at the executive level.

05:28:30 [DGLS] I know in several departments that I've been in is not always shared with those who are either experiencing or at the working level.

05:28:38 [DGLS] And I'm not saying that to be doom and gloom.

05:28:40 [DGLS] I'm saying that as that's an opportunity that we have to actually change that so that we're actually speaking the same thought process, the same efforts, and the same sentiments.

05:28:51 [DGLS] Folks. So.

05:28:54 [DGLS] So maybe before you jump in, I don't know how I feel about the, the that there's so there's initiative lives on Dei metrics, but they're not focusing on the underlying changes.

05:29:08 [DGLS] I don't know how I feel about that because it should be about the underlying changes that brings light to the Dei.

05:29:16 [DGLS] So I'm a bit perplexed about the answers.

05:29:19 [DGLS] And thank you for those answers, but I think I need to take a step back and really understand what's missing as part of the conversation that we're having to get to the root cause and to not only elevate the conversation, but to bring out those issues so they can actually be processed and answered.

05:29:43 [DGLS] So I don't know how I feel about that question, to be honest, but I'll turn it maybe over to you.

05:29:48 [DGLS] Do you, how do you feel?

05:29:50 [DGLS] I, you know, 5050, that's a little shocking.

05:29:54 [DGLS] but I think the thing that I wanted to say is this is our responsibility to change.

05:30:02 [DGLS] We are leaders, not just IT leaders.

05:30:05 [DGLS] We are leaders within the federal public service.

05:30:08 [DGLS] And it is our responsibility to change that number.

05:30:13 [DGLS] Because if there's at least 50% out there.

05:30:16 [DGLS] And to what Richard said, the number is probably higher.

05:30:19 [DGLS] There are people out there that are not feeling included.

05:30:22 [DGLS] And and you we all want to feel included. Imagine going to work every day.

05:30:28 [DGLS] And I remember reading this statistics that said that 70% of individuals that reveal themselves as part of the LGBTQ community in university will actually go back in the closet in their first year of work.

05:30:44 [DGLS] So imagine if you're not able to be your full self at work, how limiting and how sad that must be.

05:30:51 [DGLS] So the question I have is what can each of us do to change that metric so that if we redo this test next year, we're improving?

05:31:01 [DGLS] Let's say I was just thinking I wouldn't know how to answer for my organization like I'm a white woman.

05:31:11 [DGLS] I mean, lower middle class to start.

05:31:13 [DGLS] But I've had access to education. I wouldn't know how to answer because I just don't see it.

05:31:18 [DGLS] I, I, I work with a co-chair of our disability network at TBS, and I know she sees it every day.

05:31:26 [DGLS] She wouldn't say we had an inclusive environment.

05:31:29 [DGLS] but she's made me aware of many of the things about our organization that I was completely unaware of to begin with, so I really don't know how I would answer that.

05:31:38 [DGLS] I think it's one of those things that probably, depending on what your lived experience is, that answer's always going to shift.

05:31:47 [DGLS] but I think as an organization, we need to challenge ourselves to look at some of those key metrics that are important, like retention and attraction.

05:31:59 [DGLS] I know our persons with disabilities numbers are staying fairly steady, and government, which should concern us deeply because there's a huge amount of recruitment effort ongoing, which means the rate of people leaving is basically the same as the rate that we're recruiting at, which tells us we have a really significant problem.

05:32:16 [DGLS] Similar issues with, indigenous talent grouping at certain levels.

05:32:21 [DGLS] So I think we shouldn't just rely on our, our localized perception of how we think we feel about our organization.

05:32:31 [DGLS] We have to be really comfortable with looking at some of the difficult numbers and having a sustained conversation about what are those difficult numbers really tell us.

05:32:41 [DGLS] Yeah, because it brings back to what is the culture of the organization that you work in, looks like or feel like, or is.

05:32:51 [DGLS] But at Digital Leaders, we have an important role to shape that culture.

05:32:55 [DGLS] Like we're an enabling function that is part of a big transformation.

05:32:59 [DGLS] How government's going to deliver services.

05:33:01 [DGLS] So we have a responsibility to create that safe space to have these discussions and create the time to have these discussions and ask the questions like, is the team makeup great? Is it?

05:33:13 [DGLS] Have we done like what's, you know, are we recruiting the right type of people or are we building an organization that is only of groupthink thinkers?

05:33:21 [DGLS] Do we create an environment that allows us to challenge the solution that we're doing so so we could rely on the greater organization.

05:33:28 [DGLS] But I think we all play a role to allow those safe conversations and to allow us to call it like, to be called out. Like I use the word master plan.

05:33:36 [DGLS] I didn't think I was not allowed to use the word master plan, but I realize now that I'm not.

05:33:40 [DGLS] That's not appropriate, and I know why, but I'm proud that someone like, you know, felt comfortable enough to say that that language is no longer appropriate.

05:33:50 [DGLS] And these are the reasons why.

05:33:52 [DGLS] So I think we all play a role.

05:33:54 [DGLS] So the numbers are like I hear the numbers, but I also think that we're part of we have to be part of the solution and help at least within our own teams, create that that environment where we can have the questions and listen, I'm not perfect and by any means I learn every day.

05:34:08 [DGLS] And if you cheer for certain bad football team, I'll probably call you out.

05:34:11 [DGLS] But but at the end, like we all have to learn about creating a sense where everyone's comfortable to have that dialog and that's that's about leadership. That's not that's not about numbers.

05:34:21 [DGLS] It's about leadership. And be respectful.

05:34:26 [DGLS] Definitely.

05:34:27 [DGLS] Question number two, to improve diversity of IT or Im teams.

05:34:34 [DGLS] We should look across at cross training non IT resources. Donc pour améliorer la diversité des équipes de la GTA.

05:34:43 [DGLS] Nous devrions nous envisager une formation polyvalent pour les ressources non liée a la.

05:34:56 [DGLS] A la contrairement a la premiere question, la réponse est de plus en plus definitive pour un oui.

05:35:04 [DGLS] EST vous avez de une pensée?

05:35:09 [DGLS] Vous avez de chose par rapport a cette question?

05:35:14 [DGLS] Moi je sais je peux pas pour moi personnellement dans le monde de la de la.

05:35:21 [DGLS] Mais aucun background on jet et here I am. It's about curiosity.

05:35:27 [DGLS] Curiosity city.

05:35:28 [DGLS] I think it's about, leaning on the team of experts and also providing, the guidance, the leadership that they need to, be to be the best that they can in what they do contribute fully raise their hands where they're seeing issues. but it is possible.

05:35:54 [DGLS] And I have to say, when I started in 1997, that's when I started in the public service.

05:35:59 [DGLS] But from an I am it, it was around 2017 and seven years later, almost seven years later, I've learned a lot.

05:36:10 [DGLS] So it's not necessarily always about, the background and it's about for some, you definitely need the background depending on the role.

05:36:20 [DGLS] But again, building I it teams or I am it teams is about that multidisciplinary.

05:36:28 [DGLS] So you don't need coders dirty coders.

05:36:31 [DGLS] You also need to embed other type of resources as part of that multidisciplinary teams.

05:36:37 [DGLS] So I think understanding for it non-it individuals, for them to understand the importance of, of, data cybersecurity also helps, that security that, that we were talking about at the beginning or this morning around making sure that the applications or services that we're offering are not just only accessible, but also safe, also help when other individuals don't necessarily that are that do not have the background, the OC plan more participate on tank moms.

05:37:15 [DGLS] We the only thing I would add on this is I think we need to promote a little bit the jobs and emit a little bit differently.

05:37:23 [DGLS] And I have a girl and I have a boy and I have a gamer who talks a whole different language.

05:37:27 [DGLS] I don't understand.

05:37:28 [DGLS] And I have a girl studying in Stem, and when they think about emit careers, they think of the coders and they think of of like the world of coding.

05:37:38 [DGLS] And I really do think that we have to do a better job from high school.

05:37:43 [DGLS] And just especially as a woman in it, we have to do a better job that it's not just the kids that sit in their basement playing Fortnite.

05:37:52 [DGLS] that should be coders or work in cyber or work in data.

05:37:56 [DGLS] And I think we have a role to play about the opportunities that digital provides.

05:38:01 [DGLS] And everyone is going to be doing digital in the future, but we have to kind of change the myth that you need to be like a really great coder, or you have to have a certain personality type to work in this space.

05:38:14 [DGLS] So I think there's this thing about cross training Non-it resources.

05:38:18 [DGLS] I think we need to redefine what an IT resource is and what they look like in their background.

05:38:22 [DGLS] And maybe I'm a different I couldn't code my way out of anything.

05:38:26 [DGLS] But like we have to look at it from a different way.

05:38:29 [DGLS] And I think we need to really champion a little bit more about the cool work that we do in this space, so that we can attract different people with different backgrounds into this world. So.

05:38:40 [DGLS] So I would take it a little while longer.

05:38:41 [DGLS] I think we need to kind of promote a little bit of the roles that we play, even at the high school level of the opportunities.

05:38:48 [DGLS] And that's not just on it. I think it's even in the public service.

05:38:51 [DGLS] So I think that that would help increase the diversity a little bit as well.

05:38:55 [DGLS] Yes.

05:38:56 [DGLS] Just like a one second thing on this, if you're thinking about non, it folks, I would challenge all of you to audit in-house your As category where we do see very high levels of women and indigenous talent and persons with disabilities clumped in there for various reasons.

05:39:16 [DGLS] And sometimes when we audit the work and I speak from personal experience here, we do find that they are actually doing equivalent jobs to very often white men in IT roles. So please audit your own houses.

05:39:30 [DGLS] Just just go through your own as category and see what you find.

05:39:34 [DGLS] And if it's all good, Bravo to you.

05:39:36 [DGLS] And that's great.

05:39:38 [DGLS] So if I can ask one small thing on that also, thank you for saying that because I can sit in front of this entire group and say some of the best resources that have excelled didn't come from an IT one or back in the day, CS one position.

05:39:59 [DGLS] there's one resource in particular that really stands out to me.

05:40:03 [DGLS] At the end of the day, who is today an IT five that came in to the federal public service and the only door that was open was a CR three mail room.

05:40:14 [DGLS] And for you to say yes, indigenous and it's it's it hits home in my for me because a lot of black employees usually end up in that same type of role.

05:40:30 [DGLS] And I look at our old department, SDC, you look at passport processing, Mississauga, Scarborough, the, the demographic area, that's where you find them.

05:40:42 [DGLS] Some of those resources are incredibly intelligent, far more intelligent than I am in the position that I'm in. That's not taking me down.

05:40:49 [DGLS] That's just saying there are so much prowess out there that shouldn't be defined by a position, a box or an area.

05:40:59 [DGLS] So kudos for that challenge for everybody to really check in with their own.

05:41:03 [DGLS] Thank you, thank you.

05:41:06 [DGLS] Question number three.

05:41:07 [DGLS] It is difficult to build diverse teams in it due to other due to other factors.

05:41:13 [DGLS] Was French or English bilingual language requirements difficult to attract resources as we do not have competitive salaries, it is difficult to find diverse teams members with the correct skill set.

05:41:29 [DGLS] Okay, so it seems that number one so far here is the, language requirements.

05:41:40 [DGLS] Maybe 30s, item from the from the panel.

05:41:46 [DGLS] Your thought I was just going to say it's you can select multiple answers to yes.

05:41:53 [DGLS] That may not be obvious when we design the survey, we might not have done the best on that.

05:42:01 [DGLS] I think if I can say, much like my last note about the geographic areas other than the national capital Region and the other designated province, I believe, which is New Brunswick, that is a bilingual requirement.

05:42:17 [DGLS] The talent from the Toronto area, the talent from Vancouver, the talent of the prairies and in other maritime areas, the talent across this country is incredible.

05:42:28 [DGLS] The hindrance of not being well brought up in a system that's bilingual.

05:42:36 [DGLS] For those that know my story and my age, I grew up in a family that didn't speak French at all, but my parents put me through the French immersion immersion program here in Ottawa the same way for my children, and the same way for certain other children. They got that opportunity.

05:42:53 [DGLS] But there are a lot of people who never do weather the same age group, older or even younger now, they still don't get that opportunity.

05:43:01 [DGLS] So linguistically, we that that I'll hold on to because that one for me, every opportunity for somebody to develop the duality in linguistics should be given.

05:43:14 [DGLS] I have seen folks I have coached, folks I have helped folks meet their higher level linguistic requirements and get into positions where they've been stagnant for over 20 years because they weren't given an opportunity.

05:43:33 [DGLS] Every one of us has the ability to go to bat for them.

05:43:37 [DGLS] Please do, because you never know what's going to happen.

05:43:41 [DGLS] Okay, last question.

05:43:44 [DGLS] Do you agree with the statement Dei metrics makes it challenging having to move quickly in the hiring of new Emit resources.

05:44:01 [DGLS] Oh, get a different question up here on oh, it's a different question.

05:44:04 [DGLS] Get a different question.

05:44:06 [DGLS] Was it is it a different question. Yeah.

05:44:08 [DGLS] So good I can't see sorry. With the light.

05:44:12 [DGLS] Do you personally feel it.

05:44:14 [DGLS] Does the question none of us can read the question because do you personally feel you're well equipped to build diverse teams?

05:44:20 [DGLS] Oh okay. That changed. Sorry about that folks. That's all good.

05:44:24 [DGLS] And I can't see because of the glaring of the sun.

05:44:27 [DGLS] Yeah, I think I've just got the angle on it. It is.

05:44:30 [DGLS] You're sitting at 72% in.

05:44:32 [DGLS] Yes and 28 and no.

05:44:38 [DGLS] So most people seem to feel well equipped.

05:44:40 [DGLS] Well, I, I'm happy with that answer in a sense where I think not only and I'm looking around the room and also online, but you know that we are making efforts that individuals, feel equipped, to have diverse teams, and that also employees, I'm hoping as part of their teams also feel equipped to challenge the status quo and raise their voices whenever they have they have something to say.

05:45:13 [DGLS] So on that note, I want to say thank you and merci.

05:45:16 [DGLS] A l'histoire pour avoir participé a Notre Slido.

05:45:21 [DGLS] Merci a new panelist and looking forward for the next conversation. Thank you everyone. Merci beaucoup.

05:45:26 [DGLS] Tout le monde.

05:45:57 [DGLS] Thank you so much to that incredible panel.

05:46:01 [DGLS] thank you for lending your voices to such an important discussion.

05:46:06 [DGLS] And for all of your candor for, where you sit vous et vous en démontrée avec brio, comme command des equip diversité diversifier et inclusive a la capacité a comprendre les besoins des utilisateurs sur ces equip sont indispensables a la présentation de service de haute qualité.

05:46:33 [DGLS] We're going to take a ten minute break and you can stretch your legs, grab another coffee and when we come back we'll we'll be hearing from a very unique presentation at around 310.

06:05:40 [DGLS] So.

06:05:41 [DGLS] Just before we start, just a quick note on this session.

06:05:47 [DGLS] it will be in English, but the French version of the presentation is available on the summits GC wiki page.

06:05:56 [DGLS] Now, it's my pleasure to introduce our next keynote speaker, Louise McEvoy, vice president of Cybersecurity, US channel sales and Mount Everest.

06:06:08 [DGLS] Summiteer Louise will be sharing valuable insights in her motivating address, lessons from the mountain collaboration, results and Leadership Louise is a seasoned digital leader and an extraordinary adventurer.

06:06:24 [DGLS] outside her senior leadership role, she scales the world's highest peaks.

06:06:29 [DGLS] Passionate about empowering teams, Louise leads groups of women executives on their first fourteener in Colorado, a mountain over 1400 feet.

06:06:41 [DGLS] She is dedicated to helping others reach their summit and has shared her insights with nearly 100 groups and organizations in four different countries or continents.

06:06:53 [DGLS] I think we have a video.

06:07:02 [DGLS] On May 15th, 2018, I was at camp four on Mount Everest.

06:07:07 [DGLS] Camp four is located in the death zone.

06:07:10 [DGLS] The death zone starts at 26,000ft, or 8000m.

06:07:15 [DGLS] Humans are not meant to live at the altitude where jetliners fly.

06:07:20 [DGLS] At this altitude, the low atmospheric pressure only allows a person to take in about 30% of their oxygen, and the body breaks down without acclimatizing, someone at sea level would be unconscious within a few minutes.

06:07:35 [DGLS] Death happens from fluid build in the lungs or brain.

06:07:38 [DGLS] Hypothermia, frostbite, or simple exhaustion.

06:07:43 [DGLS] I left camp four at 10 p.m. climbing through the night, reaching the summit of Mount Everest at 11 a.m. on May 16th.

06:07:51 [DGLS] After spending seven weeks in a tent and after 14 years of climbing around the world for training in pursuit of this summit, why would anyone go to such risks?

06:08:01 [DGLS] This is the story of my journey that got me to the summit of Everest, and the life lessons I learned when I came down from the mountain.

06:08:12 [DGLS] To all those in the room and joining online, please help me to give a warm welcome to Louise, who is about to take us on a journey where we'll discover the parallels between mountaineering and achieving personal and professional success as leaders.

06:08:30 [DGLS] I appreciate the introduction. Thank you.

06:08:33 [DGLS] Hi everyone. Can you hear me? Okay.

06:08:36 [DGLS] How's everyone doing?

06:08:37 [DGLS] It's a real pleasure to be here today. You know, I grew up in Aylmer.

06:08:43 [DGLS] I went to school in Gatineau and my alma mater is Carleton University, and I never expected that I would have the opportunity to speak to such an esteemed group of Canadian government leaders. I never dreamed that.

06:09:00 [DGLS] I want to thank you.

06:09:01 [DGLS] It's a real, real honor to be here.

06:09:05 [DGLS] My name is Louise McEvoy and I'm the vice president of a global multi-billion dollar cybersecurity company.

06:09:12 [DGLS] And probably like you, I have a really large team who reports to me, and we have a really big book of business, and we have a lot of challenges ahead, lots of risks, but also opportunities.

06:09:27 [DGLS] And I wanted to share with you some of the lessons that I've learned from the mountain from Everest and beyond that I share with my team.

06:09:37 [DGLS] Again, thank you for listening to my presentation on Everest, but I want to share something first.

06:09:45 [DGLS] I believe we're all on a journey.

06:09:48 [DGLS] We're on a journey in some way, and one of the most frequently asked questions that I get is what made me want to climb Mount Everest.

06:09:59 [DGLS] Well, I look back on that and I recognize that it wasn't just one particular thing.

06:10:05 [DGLS] I grew up in Aylmer.

06:10:06 [DGLS] High altitude mountaineering wasn't something that I did. And Elmer, people know that, right?

06:10:12 [DGLS] But it was a series of events in emotions and people that got me to that summit.

06:10:22 [DGLS] It was a journey, and I believe we're all on a journey, and I believe we're all on a journey with our teams.

06:10:30 [DGLS] So I'm going to give you a very, very condensed view of what that journey looked like.

06:10:38 [DGLS] And as I'm going through the journey, I want you to think about what your journey to your version of your summit is and pick out those emotions.

06:10:50 [DGLS] If experiences and people.

06:10:52 [DGLS] Because if any one of those didn't happen in my life, I don't know if I would have made the summit.

06:11:00 [DGLS] So I was living in Ottawa and I got divorced, and I was really sad and I was confused and I didn't want to be in Ottawa anymore.

06:11:11 [DGLS] So I asked my boss who I was working for at the time, can he send me to the California office and after a period of time he said, yes.

06:11:22 [DGLS] That manager all those years ago changed the course of my life.

06:11:28 [DGLS] He took a chance with me, so I moved to California and unbeknownst to me, I was going to be working out of a satellite office.

06:11:36 [DGLS] So there weren't many people in that office.

06:11:38 [DGLS] So I spent most of the days alone, and I didn't really know anyone.

06:11:43 [DGLS] So I spent the weekends alone as well.

06:11:46 [DGLS] And I was really lonely.

06:11:49 [DGLS] So a colleague of mine suggested that I read a book, a book about the 1996 Everest disaster that killed many people.

06:12:00 [DGLS] Now, as tragic as that story was, what it did for me was it ignited something in me that I didn't even know existed.

06:12:10 [DGLS] And that was the concept of Everest, of high altitude mountaineering.

06:12:16 [DGLS] Now, I never thought I could climb Mount Everest, but wow, what an what an opportunity.

06:12:22 [DGLS] I just knew that Everest was the tallest mountain in the world.

06:12:25 [DGLS] But for someone like me, no, I didn't think I could do that.

06:12:31 [DGLS] But fast forward, you know, a number of years I continued with this quest in Mount Everest and I was reading books non stop nonstop.

06:12:39 [DGLS] I became almost an expert in Mount Everest, and four years later at a different company, I got laid off and I was mad, I was sad, and I was confused, but I got a severance package and I had nowhere to go.

06:12:57 [DGLS] The next day.

06:13:00 [DGLS] So I went online and I found an adventure company that was going to Mount Everest Base Camp.

06:13:07 [DGLS] I made a promise to myself one day.

06:13:09 [DGLS] I wanted to see the mountain, not climb it and mount Everest Base Camp was where I wanted to be, so I signed up.

06:13:18 [DGLS] They had 16 spots, 16 guests that they were taking, 15 of which were already taken.

06:13:24 [DGLS] There was one spot left and I grabbed it.

06:13:28 [DGLS] Two weeks later I landed in Kathmandu in Nepal.

06:13:33 [DGLS] This isn't something I'd ever done before.

06:13:35 [DGLS] I just knew it was an opportunity I needed to take.

06:13:40 [DGLS] I had no idea that for the next three weeks along that Everest base camp trail, that I would be in a tent for three weeks.

06:13:51 [DGLS] But it didn't matter, because eventually along that trail, you turn a corner and you see Mount Everest in real life. And I had already made it.

06:14:05 [DGLS] One fulfilled, one promise to myself, and that was to see Everest in real life.

06:14:11 [DGLS] So I made a second promise to myself, and that was, I'm going to climb Mount Everest.

06:14:22 [DGLS] I want you to see all those journey that I just shared with between the people, experiences, events and emotions.

06:14:33 [DGLS] I want to see that we're all on this journey.

06:14:36 [DGLS] I spent the next 14 years traveling all over the world in pursuit of this summit.

06:14:44 [DGLS] I've climbed the highest mountains in Russia, Argentina, China, Ecuador, Mexico, Switzerland, France, Tanzania, Nepal, on and on and on, all in pursuit of this summit.

06:15:00 [DGLS] Me it's achievable.

06:15:04 [DGLS] I want everyone to think about what their journey looks like. You could be on a journey.

06:15:09 [DGLS] You might meet someone in this conference that changes the course of your life.

06:15:15 [DGLS] You might have an experience or an event that comes into your life that leads you to your version of your summit.

06:15:25 [DGLS] So let's go to the next slide.

06:15:28 [DGLS] So this is a picture from Mount Everest Base Camp. So I challenge you.

06:15:35 [DGLS] What colors do you see in this picture here other than the colors of the tent?

06:15:41 [DGLS] Sort of a rhetorical question because I know it's a big audience and I don't know if anyone's going to shout out any answers, but really it's just white, gray, black, the colors of the ice, rock and snow.

06:15:53 [DGLS] This is Mount Everest Base Camp, and this is where we stay for six weeks.

06:15:58 [DGLS] So you travel to Kathmandu, you trek to base camp, it takes a full week, and then you're here, up and down, going up and down the mountain for six weeks.

06:16:07 [DGLS] A total of seven.

06:16:08 [DGLS] And we stay in these tents.

06:16:11 [DGLS] And what I want to talk about is getting out of that comfort zone.

06:16:15 [DGLS] So we're all on this journey and we all have maybe a summit within us that in order to achieve that summit, maybe we have to get out of our comfort zone.

06:16:26 [DGLS] And on Everest, you know what that comfort zone looks like.

06:16:31 [DGLS] So it's a lot of things you don't have at Everest Base camp.

06:16:36 [DGLS] But what is amazing about getting out of your comfort zone is that it really makes you appreciate all the things in life that you do have.

06:16:47 [DGLS] I didn't shower for six weeks.

06:16:52 [DGLS] I haven't had that reaction before.

06:16:57 [DGLS] So when I look at a shower head now, I think this is the most amazing invention ever. Ever.

06:17:05 [DGLS] I didn't have a pillow for six weeks.

06:17:07 [DGLS] Wow, what a luxury. I didn't have a toilet.

06:17:13 [DGLS] We had a hole in the ground, so to sit on a toilet seat is the comfiest seat in the house.

06:17:18 [DGLS] Everything is awesome and I really encourage you.

06:17:23 [DGLS] I encourage you with your teams, get out of your comfort zone.

06:17:27 [DGLS] I promise you you will see things in a different light. A whole new world will open up.

06:17:33 [DGLS] There's a known phenomenon with for the mountaineers coming off base camp, coming off Everest.

06:17:39 [DGLS] You're so long in this environment that you don't see life, only life.

06:17:44 [DGLS] You see or the climbers around you.

06:17:46 [DGLS] And when you come down at the end of May and you're in the valley, you see the yaks, the birds, the trees, the flowers, it's almost an it's almost an overload, a sensory overload where you see life and color for the first time and it makes you wondrous.

06:18:04 [DGLS] Yes, I really encourage you to get out of that comfort zone.

06:18:10 [DGLS] So go to the next slide.

06:18:13 [DGLS] So, you know, I'm a VP of cybersecurity company Big Team.

06:18:17 [DGLS] We have a big book of business that we need to run.

06:18:20 [DGLS] And I am a little bit of a control freak.

06:18:25 [DGLS] Control is I you know I need to be in control.

06:18:28 [DGLS] We're trying to drive hundreds of millions of dollars of business a year, but sometimes letting go of control will actually help you get to your results faster.

06:18:41 [DGLS] And I'll share a little example from this picture.

06:18:45 [DGLS] So I'm always in training.

06:18:47 [DGLS] But when I started really training hard for Mount Everest, I was having the what ifs.

06:18:55 [DGLS] What if I'm not fit enough? What if I get sick?

06:19:01 [DGLS] What if there's an avalanche? What if the weather is bad?

06:19:04 [DGLS] The Sherpa is bad. What if the team doesn't mesh?

06:19:07 [DGLS] Do you ever have the what ifs and what happens?

06:19:11 [DGLS] It bogs you down.

06:19:14 [DGLS] And I was getting really, really bogged down.

06:19:17 [DGLS] And I decided I need to let go of control and only be in the control of one thing that I can be most in control of.

06:19:28 [DGLS] I can't control the weather. I can't control the team.

06:19:31 [DGLS] For the most part, I couldn't even control my own health.

06:19:35 [DGLS] What I could control was my fitness.

06:19:40 [DGLS] So I decided I am going to be the most fit I've ever been.

06:19:45 [DGLS] And if I don't make the summit, it's not because I'm not fit.

06:19:51 [DGLS] So six months before leaving forever Monday to Friday, I was at the gym from 4 a.m. until 7 a.m. and you know what I did for three hours?

06:20:01 [DGLS] I did the stair climber.

06:20:03 [DGLS] That's all I did for three hours.

06:20:06 [DGLS] I needed to keep my heart rate low while increasing my aerobic capacity.

06:20:10 [DGLS] I needed to build the muscle memory because that's what we're doing on the mountain.

06:20:14 [DGLS] For hours and hours and hours and hours and hours.

06:20:17 [DGLS] And I need to build that muscle memory.

06:20:21 [DGLS] I live in Southern California now, and we have mountains over 10,000ft.

06:20:25 [DGLS] So every Saturday morning I would get up at 2:00 in the morning, I'd put on ankle weights, water bottles in my backpack right here, and I would hit the mountains.

06:20:35 [DGLS] I would go in the middle of the night because that's when we climb.

06:20:38 [DGLS] We climb when the mountain is most stable, the mountain is least stable.

06:20:43 [DGLS] When the sun comes out, comes out, because that's when the snow melts. The rocks fall.

06:20:48 [DGLS] Avalanches, crevasses open.

06:20:50 [DGLS] So I made it a point of getting up in the middle of the night and going for a really long hike, and on Sundays I would rest.

06:21:01 [DGLS] But what does that have to do with this picture?

06:21:04 [DGLS] So this picture is taken from camp one and the challenge with camp one is once you leave camp one, there's no rescue because the air is so thin at camp one that the blades of the helicopter won't keep the helicopter up.

06:21:23 [DGLS] So we knew that once we stepped off that mountain, there was nothing that could be done if we needed a rescue. And my what if came?

06:21:34 [DGLS] What if, what if?

06:21:35 [DGLS] And now I'm at camp one and someone on our team is getting rescued.

06:21:40 [DGLS] I'm taking.

06:21:40 [DGLS] I took this picture from inside my tent and that's my ice ax that's over here.

06:21:46 [DGLS] And the Sherpa was directing the helicopter down and everything that I was afraid of.

06:21:52 [DGLS] This camp one rescue is everything that happened because I knew the next day, if I stepped off that mountain up to camp two, I was on my own.

06:22:02 [DGLS] But it gets back to letting go of what you can't control.

06:22:07 [DGLS] I couldn't control what happened next.

06:22:10 [DGLS] And so all I knew was, I'm most in control of the only thing I can be in control of, and that helped me get past camp one.

06:22:21 [DGLS] So we talked about our journey, share and things that we can't let go of.

06:22:26 [DGLS] You know, there's this old airline adage about putting your own mask on first. Well, the same applies to Mount Everest.

06:22:33 [DGLS] It's the same applies to life in general.

06:22:36 [DGLS] And when we're on Everest, we wear this oxygen mask.

06:22:40 [DGLS] And there's three different versions of the mask and there's two different sizes.

06:22:45 [DGLS] So when we're at base camp, we're told to put on the mask, walk around, walk around.

06:22:51 [DGLS] We need to make sure there's no leakage in that mask, because if there is and we get to the death zone over 26,000ft and that oxygen leaks, guess what happens?

06:23:01 [DGLS] We can die.

06:23:03 [DGLS] So we had to make sure we put that mask on and we took care of ourselves.

06:23:08 [DGLS] And it's the it's the same analogy for everything we do in life.

06:23:12 [DGLS] Make sure you are most taken care of.

06:23:15 [DGLS] We had to make sure we took care of our health, our hygiene.

06:23:19 [DGLS] We had to make sure we were the best that we can be on that mountain, because if we weren't, there's no way we could take care of anyone else.

06:23:29 [DGLS] And that mask was really important to us.

06:23:35 [DGLS] So show up to your team because they need you.

06:23:39 [DGLS] So this picture is from 28,000ft on Everest.

06:23:43 [DGLS] It's a really, really hard environment.

06:23:48 [DGLS] And what's really important about being at 28,000 or this one 26,000ft is you're roped into your Sherpa and each other's lives depend on each other. I need to come most prepared.

06:24:03 [DGLS] We are a team together.

06:24:04 [DGLS] And when you're wearing a big suit like this and you have your mask on and your goggles on, you've got your oxygen tank and you got your big boots and your big gloves, and you're going up the fixed lines and you've got your ascender device hooked into these fixed lines, and it's in the middle of the night.

06:24:21 [DGLS] You need to make sure that you've actually clipped into these fixed lines, because if you don't guess what can happen, it's a really narrow ridge for the most part.

06:24:35 [DGLS] On Everest.

06:24:36 [DGLS] And if you don't clip in properly, you can fall.

06:24:40 [DGLS] And if you fall, you pull your team down with you.

06:24:43 [DGLS] And when you pull your team down with you now you're pulling down the team behind you and the team behind you.

06:24:49 [DGLS] You need to make sure you show up the best that you can for your team.

06:24:55 [DGLS] And I look at this and think about everything I did to make sure I was most safe and most safe with my Sherpa, because the teams all around us were all affected.

06:25:05 [DGLS] Now it's kind of an extreme environment, kind of an extreme parallel to managing big teams.

06:25:10 [DGLS] But I, in turn, make sure I show up for my team.

06:25:15 [DGLS] I make sure I'm putting on my own mask first, that I'm doing everything I can.

06:25:19 [DGLS] I have a big team of real diverse team all across the country, and I need to make sure I'm the best I can be for all of these people and their careers.

06:25:31 [DGLS] I need to show up for my team, and I try the best I can every day.

06:25:37 [DGLS] So two steps forward, one step back. So this is a quick video.

06:25:40 [DGLS] Most people don't realize what it takes to climb Mount Everest.

06:25:43 [DGLS] It is a seven week journey.

06:25:46 [DGLS] What you're trying to do is increase your your blood cell, your red oxygen blood cells so that you can adapt to the high altitude.

06:25:52 [DGLS] So you start off at base camp, which is 17,000ft, and you go up to camp one and you sleep at camp one, and then you come back down to base camp, and you stay there a week and then the second week you go up and you pass camp one.

06:26:09 [DGLS] You sleep at camp two and you come back down and you stay another week at base camp, it's called climb high, sleep low.

06:26:17 [DGLS] It's literally feels like you're going backwards. But what it is is you're going forwards.

06:26:23 [DGLS] You're just taking two steps forward and one step back.

06:26:26 [DGLS] But you're building your red blood cells.

06:26:29 [DGLS] This is really important for anything at high altitude.

06:26:32 [DGLS] And you're going up to each of these different camps.

06:26:35 [DGLS] You touch the camp or you sleep at that camp and then you come back down again.

06:26:38 [DGLS] And what's really hard about this journey is you have to go through what's called the Khumbu Icefall.

06:26:44 [DGLS] And if anyone's heard about the Khumbu Icefall, it's the most treacherous part of Everest.

06:26:49 [DGLS] It's between base camp and Camp one.

06:26:52 [DGLS] Massive amounts of glaciers, they're constantly moving.

06:26:56 [DGLS] The sun comes up, the rocks come down, the avalanches fall, the the, the mountain contrasts and expands.

06:27:03 [DGLS] So when it expands, these wide, gaping holes open up and so you want to get through the Khumbu Icefall as fast as possible, because if you don't get through it when the sun comes up, that's when the snow is going to fall.

06:27:16 [DGLS] And you could be in a really precarious situation. On they had a pretty tough accident.

06:27:21 [DGLS] A number of years ago, and 16 people died in the Khumbu Icefall.

06:27:25 [DGLS] But I say this because I tell my team this all the time, you might think we're doing the same thing over and over again.

06:27:34 [DGLS] We're in sales, so we have to do demos and we have to do POCs.

06:27:38 [DGLS] We have to, you know, issue orders, and we're talking to customers again.

06:27:42 [DGLS] And again and again.

06:27:43 [DGLS] And I say, as long as you're moving forward, you might feel like you have to go backwards and go back to that customer.

06:27:49 [DGLS] You might feel like this is going backwards, but as long as you're taking two steps forward and you're gaining, you're acclimatizing, you're gaining all of that muscle memory, you're actually moving forward and this is why it takes seven weeks to climb Mount Everest.

06:28:07 [DGLS] So this is crossing a crevasse.

06:28:11 [DGLS] A crevasse is a wide, gaping hole in the mountain.

06:28:16 [DGLS] And I'm not afraid of heights, but these crevasses were pretty scary.

06:28:24 [DGLS] And literally, it's just this abyss.

06:28:27 [DGLS] And the only way to get across these crevasses was to go over these ladders.

06:28:33 [DGLS] I was a little bit grateful for my nine and a half shoe and my ten and a half boot, because once I put my crampons on them, the rungs of the ladder actually fit the size of my boot.

06:28:44 [DGLS] But I the first time you go across these ladders, it's really scary.

06:28:49 [DGLS] So you have a harness on and you have two carabiners, and you clip into these ropes and you go across and it's really bouncy and the first time I went across these crevasses, this crevasse, I was afraid. I thought, you know, I don't train for this.

06:29:04 [DGLS] It's not like I have a lot of crevasses in Southern California.

06:29:07 [DGLS] It's not like I can just rig up a ladder in my backyard.

06:29:11 [DGLS] And what I needed to do was accept that fear.

06:29:17 [DGLS] Fear is a natural human emotion.

06:29:19 [DGLS] And this is not something I do every day.

06:29:22 [DGLS] So it's okay that I'm afraid to cross this crevasse.

06:29:28 [DGLS] But what's not okay is avoiding that risk.

06:29:35 [DGLS] So you cross the crevasse because if you don't cross the crevasse, you don't make it to the summit of Everest.

06:29:42 [DGLS] And guess what happens when you do something over and over and over again?

06:29:47 [DGLS] It becomes easy. It's like muscle memory.

06:29:50 [DGLS] I clipped into those those ropes, and I just walked across those ladders. It was easy.

06:29:57 [DGLS] And I talked about my to my team about this all the time.

06:30:00 [DGLS] There's a lot of things that we're doing that we're launching new things.

06:30:03 [DGLS] We're doing a whole lot in the business.

06:30:04 [DGLS] Cybersecurity is a pretty tough place to be, but if we don't try new things, if we're afraid of things, that's okay.

06:30:11 [DGLS] But we've got to take that risk and we've got to move forward.

06:30:16 [DGLS] I'm sure everyone knows about that one.

06:30:18 [DGLS] You know, in this room, there's a lot going on in this world if we don't try new things, if we just stand there and wait for things to happen, we don't build that muscle memory.

06:30:27 [DGLS] It sometimes we just get stuck.

06:30:33 [DGLS] This is also a picture from Everest, just at 28,000ft.
06:30:38 [DGLS] But my story is around Mont Blanc and I'm going to give you a.
06:30:42 [DGLS] I learned a lot of lessons from the mountains.
06:30:45 [DGLS] One of them is from the highest mountain in France.
06:30:49 [DGLS] So in Mont Blanc you stay at a hut, you stay at a hut on the mountain.
06:30:53 [DGLS] Otherwise you have to come up from the mountain in the little village of Chamonix. We're in the hut.
06:30:59 [DGLS] There's probably about 100 people in that hut that night, probably about three females.
06:31:04 [DGLS] There's not a lot of female high altitude mountaineers.
06:31:07 [DGLS] And we're staying in the hut, and we know there's really bad weather coming the next morning we start off at 2:00 in the morning again.
06:31:16 [DGLS] We want the mountain to be most stable, and we continue up.
06:31:21 [DGLS] And I hired a private guide and we're going up mont Blanc.
06:31:25 [DGLS] We're going up and it's really, really bad weather.
06:31:29 [DGLS] It's extremely windy, extremely cold.
06:31:32 [DGLS] It's really icy.
06:31:34 [DGLS] And as we're going up, there are teams of people coming down and they're shaking their head.
06:31:40 [DGLS] They're going no summit, no summit.
06:31:43 [DGLS] And I went, oh.
06:31:45 [DGLS] If they can't make it, I can't make it. I'm just me.
06:31:50 [DGLS] And I'm just trying Mont Blanc.
06:31:52 [DGLS] And I knew that I was one of only a few females.
06:31:55 [DGLS] And I thought, well, I'm not strong enough to make this.
06:31:59 [DGLS] And thankfully my guide said, okay, let's stop every hour.
06:32:05 [DGLS] Let's feel our fingers and our toes, let's get some water and some food.
06:32:11 [DGLS] And if we both agree to keep going, we're going to keep going.
06:32:15 [DGLS] Thankfully, that was the right approach.
06:32:17 [DGLS] We made it to the summit of Mont Blanc and there was no one else on that summit.
06:32:23 [DGLS] Mont Blanc is one of the most busy, busiest mountains in all of Europe.
06:32:28 [DGLS] He had been on that summit 30 times and there's around 200 people on each of his summits.
06:32:34 [DGLS] We had the summit all to ourselves, so we were able to see Italy, Switzerland.
06:32:40 [DGLS] We were standing in France.
06:32:42 [DGLS] And I go back to that moment and I think, wow, if I let people get in my head, I wouldn't have made that summit.
06:32:52 [DGLS] And I think we all let people get in our head.
06:32:55 [DGLS] We all think, well, if they can't do it or if they're not successful, well, I can't because I don't have that kind of strength.
06:33:02 [DGLS] I'm not as good at that.
06:33:04 [DGLS] But I firmly believe we are all on a journey.
06:33:10 [DGLS] And I would encourage you not to take away someone else's journey.
06:33:16 [DGLS] They're on their path. Don't make it yours.
06:33:19 [DGLS] You're on your path, so that doesn't mean you turn around just because someone else turned around.
06:33:28 [DGLS] And if I did that, I wouldn't have made any of these summits.
06:33:35 [DGLS] So I love this picture.
06:33:38 [DGLS] It's me with my teammates, Viviana, who is from Mexico.
06:33:43 [DGLS] She went on to make history.
06:33:45 [DGLS] She climbed the 14 peaks, the highest peaks in the world over 8000m.
06:33:51 [DGLS] She was just someone from a small village in Mexico who decided to take this mountaineering journey.
06:33:58 [DGLS] And she's on the Guinness Book of World Records.
06:34:00 [DGLS] And beside her is Oona and Mana from Norway.
06:34:05 [DGLS] So our team consisted of four women and five men.
06:34:08 [DGLS] It was actually the only time I climbed with more than one other woman.
06:34:13 [DGLS] There's not many women in this sport, and out of the nine people on our team, how many?
06:34:21 [DGLS] How many people do you think made the summit that day? This is an actual question.
06:34:26 [DGLS] I'm going to throw it out. Nine people.
06:34:28 [DGLS] How many think made the summit?
06:34:32 [DGLS] Four. Three. I heard someone say six.
06:34:34 [DGLS] Two.
06:34:36 [DGLS] Someone say six. Good guess.
06:34:39 [DGLS] Okay, no, unfortunately it wasn't nine.
06:34:42 [DGLS] We had six people make the summit that day.
06:34:45 [DGLS] All four of us made the summit that day.
06:34:48 [DGLS] And two of the men made the summit.

06:34:52 [DGLS] And I want to I want you to think about that, because even myself, when I looked at the team, I thought, oh, I wonder who's going to summit? Maybe I don't really think it's going to be me.

06:35:01 [DGLS] I don't know who it's going to be, but I don't know if I would have picked all four of us.

06:35:06 [DGLS] But everyone brings a strength to the team.

06:35:11 [DGLS] Everyone has something to contribute, and if you look at everyone at face value, you may not recognize their strength.

06:35:21 [DGLS] Women, strength on mountaineering is endurance.

06:35:24 [DGLS] This is an endurance climb and we were able to make that summit.

06:35:28 [DGLS] But this isn't about men or women.

06:35:30 [DGLS] This is about looking at people in a different light.

06:35:34 [DGLS] We have a team exercise every year on my team where we talk about our superpower and our Kryptonite.

06:35:39 [DGLS] And what I really want to understand from everyone is where do you see your strengths and weaknesses and where I see those strengths and weaknesses.

06:35:47 [DGLS] I can put teams together for special projects or many things that we need to do, and I want to make sure I get different people working together because when I do, great things can happen.

06:35:59 [DGLS] But if I look at someone face value, I might be over.

06:36:04 [DGLS] I may overlook what that what they bring to the team.

06:36:11 [DGLS] All right, another possibly rhetorical question.

06:36:14 [DGLS] And this one's going to be really hard to see.

06:36:16 [DGLS] I took this picture, going from camp two to camp three on what's called the Lhotse Face.

06:36:24 [DGLS] The lower face is hard work.

06:36:28 [DGLS] So the Lhotse Face is blue ice, and you're climbing it for hours and hours.

06:36:32 [DGLS] Blue ice is the toughest ice possible.

06:36:35 [DGLS] So you dig in with your crampon, you dig in with your other crampon, and there's a fixed line going up, and you lift up your arm and you fix in with your ascender device, and you get to the next step, and then you kick in, kick in, go up.

06:36:47 [DGLS] It was extraordinary amount of work. I also got really sick.

06:36:52 [DGLS] I got what's called the Khumbu Cough and I coughed and coughed and coughed and coughed nonstop for six weeks. I pulled a rib here. I pulled a rib here.

06:36:59 [DGLS] So every time I lifted my arm up to move my ascender device, it was like someone's kicking me in the ribs.

06:37:06 [DGLS] I also got a chest cold, so I was miserable.

06:37:09 [DGLS] And there's no pharmacies on Everest, so you just sort of deal with it.

06:37:15 [DGLS] But this picture, it's hard to see. But he's a double amputee.

06:37:23 [DGLS] He has no legs.

06:37:26 [DGLS] Kind of a sad story. He lost his feet in Everest.

06:37:29 [DGLS] He tried over and over again, got cancer, lost his legs to cancer and tried a ninth time.

06:37:34 [DGLS] And he made the summit of Everest.

06:37:37 [DGLS] Talk about perseverance.

06:37:40 [DGLS] So we knew that he was on the mountain. We just didn't know where he was.

06:37:45 [DGLS] We knew that he had summited.

06:37:47 [DGLS] And as we were going up the fixed lines between camp two and camp three, he was descending on the down lines and my Sherpa, he tapped me on the shoulder.

06:37:58 [DGLS] He goes, there's that guy.

06:38:01 [DGLS] And I looked at him and he was wobbling all over the ropes.

06:38:05 [DGLS] I went, oh my goodness, he has no legs and I'm complaining about my chest cold.

06:38:12 [DGLS] But wow, if he can do it, I can do it.

06:38:18 [DGLS] And in that moment that he inspired me and I use this picture to this day, he doesn't know me.

06:38:26 [DGLS] He didn't look at me. He didn't shake my hand.

06:38:29 [DGLS] He has no idea that he helped get me to the summit of Everest.

06:38:35 [DGLS] Imagine what his training was like.

06:38:36 [DGLS] I thought my training was hard, but he has no legs.

06:38:42 [DGLS] And I encourage you, it may not take much to inspire you to inspire others and as leaders.

06:38:52 [DGLS] When I got promoted to a VP level about five years ago, I saw how people looked at me different.

06:38:59 [DGLS] I saw how people were looking at me down the hall.

06:39:02 [DGLS] They were looking at my every move.

06:39:03 [DGLS] They were looking at how I presented and what I did, what decisions I made. Everything I did was being looked at.

06:39:10 [DGLS] I was looked at by the younger generation coming up, and every thing I did, and I knew that I had to set a good example for my team, even though I may not know what the right example is or what the right decision is.

06:39:24 [DGLS] I knew that I was being looked at as the leader in the team, and I make a very, very conscious awareness or decision to know, okay, I need to do the right thing for this team of mine so that we can all get to our version of the summit.

06:39:46 [DGLS] Remember I told you I was sick, I was absolutely miserable.

06:39:51 [DGLS] This is going from camp one to camp two and I could barely move where our tent. Close by.
06:40:02 [DGLS] Yeah.
06:40:06 [DGLS] I was struggling that day.
06:40:08 [DGLS] I was struggling so hard.
06:40:11 [DGLS] I didn't know that I was being filmed.
06:40:14 [DGLS] I just knew that if I didn't get to that tent, I didn't know how I was going to keep going.
06:40:21 [DGLS] But I did know, and I still remember to this day, going from camp one to camp two, I keep I kept thinking to myself, I just need to keep going forward.
06:40:35 [DGLS] Remember, it could be two steps forward and only one step back, but you're still moving forward.
06:40:39 [DGLS] And and I knew I had to keep moving forward.
06:40:44 [DGLS] And eventually I would make that summit.
06:40:47 [DGLS] It's kind of like the fear is okay, but avoiding the risk isn't.
06:40:50 [DGLS] So if you stop and turn around, I knew if I stopped and turned around because this is too hard and I've got a chest cold and I pulled some ribs.
06:40:59 [DGLS] I was never going to make that summit, and I knew if I just kept putting my one step in front of the other, eventually I would get to that summit.
06:41:10 [DGLS] And sometimes really big things are hard.
06:41:14 [DGLS] And this was one of those days. It was probably one of the worst days.
06:41:17 [DGLS] I had on Everest, because I had a really tough time moving, but it was worth it.
06:41:22 [DGLS] Sometimes the hardest things in life are worth it.
06:41:29 [DGLS] Yeah, so I dream big.
06:41:31 [DGLS] So I was really, really proud to carry the Canadian flag up to the summit of Everest.
06:41:39 [DGLS] I didn't think me from little old Elmer could make the summit of Everest. Now.
06:41:45 [DGLS] I was born in Dublin, Ireland, and I immigrated here when I was four and and I made the Irish newspapers as the first Dublin born female to summit.
06:41:56 [DGLS] I had no idea that was a thing.
06:41:58 [DGLS] But yeah, I made it and I really encourage you, I encourage you as leaders to really support your teams, to dream big, to understand who they are. What is it that they want to do?
06:42:13 [DGLS] How is it that you can help them? You have a lot of power.
06:42:16 [DGLS] You have a lot of influence.
06:42:17 [DGLS] You can really make a change in people's lives.
06:42:24 [DGLS] Okay, last slide.
06:42:27 [DGLS] So before we move to the video, you know what this is.
06:42:31 [DGLS] This is my Sherpas thumbprint.
06:42:34 [DGLS] And it was on every summit photo I had.
06:42:39 [DGLS] And at first I'm like, darn it.
06:42:41 [DGLS] Every summit photo.
06:42:43 [DGLS] But no, every summit photo has my Sherpas thumbprint.
06:42:48 [DGLS] He was with me on this journey.
06:42:50 [DGLS] I'm so proud that he's part of every photo I have.
06:42:54 [DGLS] This video I didn't realize my that my phone was on video and so what you'll hear is you'll see the coming up as I stand up in the suit with the flag and you'll hear the Nepalese Sherpas talk on the radio.
06:43:10 [DGLS] So we'll run that video.
06:43:16 [DGLS] Two times.
06:43:22 [DGLS] You.
06:43:25 [DGLS] See his thumbprint on every photo? Yeah.
06:43:29 [DGLS] One thing I want to point out about this. When I asked my manager.
06:43:35 [DGLS] Hey, boss, you know, I'm really obsessed with Mount Everest.
06:43:38 [DGLS] Hey, I got accepted on a really good team, and I really want to climb Everest. And he said, yeah, okay.
06:43:45 [DGLS] I said, well, I'm going to need some time off work.
06:43:47 [DGLS] And he said, yeah, I said, I'm going to need two months off work.
06:43:50 [DGLS] He goes, yes, I said, I didn't say two weeks.
06:43:54 [DGLS] I said, I need two months off work.
06:43:57 [DGLS] And he said, yes, just come back alive.
06:44:01 [DGLS] Wow. Right.
06:44:04 [DGLS] He didn't say, well, you have to get this done.
06:44:08 [DGLS] You have to make sure you have a backup plan.
06:44:10 [DGLS] You have to make sure your person who you're going to be, who's going to back you up, is trained.
06:44:14 [DGLS] He didn't give me anything.
06:44:15 [DGLS] I was free to just go and he's part of my story.
06:44:21 [DGLS] He changed my life. He allowed me to get on this journey.
06:44:25 [DGLS] And when I say that we as managers and leaders have influence and, you know, I really encourage you think about what it is that your team wants and those people want. I couldn't have done it without them.
06:44:37 [DGLS] I couldn't have done it without the support of the company.

06:44:40 [DGLS] That first manager, way back in California, who got me to California, well, he was actually based in Ottawa. Wow.

06:44:48 [DGLS] There's a whole lot here that we can do for people.

06:44:51 [DGLS] And I really encourage you to encourage, you know, inspire them, help them live their dreams.

06:44:58 [DGLS] There's so much that we can do collectively in this room. That's it. I want to say thank you.

06:45:05 [DGLS] It was a true honor to be come back to Ottawa and be here in front of everyone.

06:45:11 [DGLS] I really I never thought that this would be possible for me.

06:45:14 [DGLS] You know, since summiting Everest, my life has changed and I've gone on to do a lot of speaking.

06:45:21 [DGLS] And I, you know, now lead women to hike over 14,000ft so they can experience their first high altitude hike.

06:45:27 [DGLS] And so much more has happened.

06:45:29 [DGLS] But I, I really do encourage you to dream big, help your teams dream big because, you know, you never know who might reach their version of their Everest. Thank you again.

06:45:41 [DGLS] Thank you.

06:45:47 [DGLS] Thanks.

06:45:48 [DGLS] Did you want to. Louise? Did you want to take a couple of questions?

06:45:51 [DGLS] Oh, sure.

06:45:54 [DGLS] I forgot about that.

06:45:57 [DGLS] Any questions? You guys want to climb Everest now?

06:46:01 [DGLS] Any hands up for climbing Everest?

06:46:02 [DGLS] I know, I know how to help train you know, any surprises?

06:46:11 [DGLS] No.

06:46:12 [DGLS] Are you guys just going, like there's a happy hour right after, and that's what you want? That's okay too.

06:46:17 [DGLS] I understand it's a long day.

06:46:21 [DGLS] Congratulations. Oh, I appreciate that. Thank you.

06:46:24 [DGLS] Thanks. Okay. All right.

06:46:28 [DGLS] Thank you very much. Thank you.

06:46:41 [DGLS] I'll put it so it's equal for both of us.

06:46:43 [DGLS] We keep having to fix the mic.

06:46:45 [DGLS] I don't know if you've noticed, but we are two different heights.

06:46:49 [DGLS] I'm a whole foot taller than my co-emcee.

06:46:53 [DGLS] And I have to say, I really appreciate how good she's been about looking up all day and having to put her mic back down, so hopefully that's bringing a little bit of humor to all of you as much as it did for us.

06:47:04 [DGLS] that was incredibly inspirational way to end the day, you know, to be able to do, to show parallels between mountaineering and and leadership.

06:47:15 [DGLS] I thought that that was quite remarkable.

06:47:17 [DGLS] And I was thinking about how I want to conquer my own Everest once I find out what that is.

06:47:23 [DGLS] so that's a journey on its own.

06:47:25 [DGLS] And, as we wrap up the first day, I want to thank each and every one of you for, incredibly, your incredible participation, and being able to kind of listen to the various topics that have been at hand throughout the day. We've explored a variety of themes.

06:47:40 [DGLS] We've talked about AI, we've talked about innovation, we've talked about collaboration, we've talked about wartime efforts and citizen services.

06:47:49 [DGLS] So it's been one of those days where it's been inspiring.

06:47:52 [DGLS] not only by, speakers like Louise McEvoy and Colonel Hansen, but also from our own colleagues in the GC and what they're able to bring to the table.

06:48:02 [DGLS] so we really have been able to explore international collaboration and innovation and vital importance of diversity, equity and inclusion. and I hope this has been a remarkable day for you.

06:48:13 [DGLS] I know it has been for me.

06:48:14 [DGLS] So over to you, Leanne. And merci to les Invité.

06:48:19 [DGLS] Incroyable.

06:48:20 [DGLS] I'll just fix this.

06:48:23 [DGLS] qui ont participé a la prize de panelist engagé qui qui ont alimenté les discussions.

06:48:34 [DGLS] Nous espérons vous vous 82 motivé et des nouvelles, des a mettre en oeuvre dans votre propre initiative numérique a special shout out and thank you to our virtual attendees for joining us in making the most of the digital experience we value your feedback and on your experience and encourage you to provide comments in the survey you'll be receiving.

06:48:59 [DGLS] For those who received an invitation and registered for in-person attendance, we look forward to welcoming you back again tomorrow.

06:49:07 [DGLS] We'll dive into strategic discussions at senior leadership levels, unraveling the intricate layers of the current operating environment across the GC.

06:49:17 [DGLS] And finally, a special note for those here with us in person today, DPI is, generously sponsoring an in-person networking event.

06:49:28 [DGLS] We encourage you to stay mingle, network, and continue the discussions that we had over the course of the day.

06:49:34 [DGLS] Once again, thank you to everyone who joined the summit today.

06:49:37 [DGLS] It's truly inspiring to witness the collaborative spirit of our GC digital community as we come together for meaningful discussions and shared insights. Thank you.

06:49:50 [DGLS] We'll see you tomorrow.

DIGITAL GOVERNMENT LEADERS SUMMIT - SOMMET DES DIRIGEANTS DU GOVERNMENT NUMÉRIQUE 2024:
QXMR-8929 - alejandro.almendrades@tbs-sct.gc.ca - Tuesday, January 30, 2024 8:49 AM - 380 minutes

Participant: DGLS [DGLS] English (US)

00:00:00 [DGLS] Testing. Wordly check. Check one, two.

00:00:03 [DGLS] Test.

00:02:30 [DGLS] So.

00:07:50 [DGLS] Good morning Good morning everyone.

00:07:52 [DGLS] Good morning.

00:07:54 [DGLS] I'll just ask that you all take your seats and we'll get started in just a moment.

00:08:53 [DGLS] Okay.

00:08:53 [DGLS] With anything on the left.

00:08:57 [DGLS] Okay. The height difference doesn't change.

00:09:01 [DGLS] I know.

00:09:06 [DGLS] Okay.

00:09:07 [DGLS] Welcome back everyone.

00:09:10 [DGLS] It's great to see some faces from yesterday and some new faces joining us today. I'm liane LaBelle.

00:09:17 [DGLS] I'm the executive director of platform at CDS.

00:09:21 [DGLS] And I'm Jessica Zeroual.

00:09:23 [DGLS] I'm senior advisor to the associate deputy minister at public Services and Procurement Canada.

00:09:28 [DGLS] yesterday was such a wonderful day.

00:09:30 [DGLS] We had a lot of inspiring conversations that took place.

00:09:33 [DGLS] what I enjoyed most, and I hope you probably all those of you who were with us yesterday, was the parallels that some of the discussions had, whether it was Colonel Hansen that talked about his experience going into space and translating those lessons to Earth, to Louise McEvoy, who closed yesterday's discussion where she made parallels between climbing Mount Everest and her leadership roles throughout her career. So it was quite remarkable.

00:09:59 [DGLS] today's there's actually going to be a shift in focus as we delve into strategic discussions.

00:10:05 [DGLS] It's going to be more of an internal focus.

00:10:07 [DGLS] Yesterday we had a few external folks come in and have a discussion with us.

00:10:11 [DGLS] Today will be a little bit more intimate, which will be fantastic.

00:10:14 [DGLS] We'll hear from leaders from across the GC and we'll be able to hopefully have some open, honest and real conversations around digital, but not only around the what, but the how we do digital.

00:10:26 [DGLS] so I'm going to pass it over to Leanne and we'll do a quick landing. Knowledge ment.

00:10:32 [DGLS] So as we begin, let's ground ourselves and acknowledge the traditional ancestral and unceded territory of the Algonquin Anishinaabe peoples, custodians of the Ottawa River watershed since time immemorial, the rapid pace of innovation finds harmony with the ancient rhythms of this land, inviting us to cultivate a digital landscape that echoes the inclusive wisdom of the Algonquin Anishinaabeg people.

00:10:59 [DGLS] In this intersection of tradition and technology, it demands that as non-indigenous individuals, we recognize our responsibilities and commit to concrete actions for anti racist and anti-oppressive practices in our digital land leadership roles.

00:11:20 [DGLS] Let this recognition be the catalyst for meaningful change, inspiring a collective journey towards the reconciliation and the development of truly inclusive and equitable digital government.

00:11:34 [DGLS] Thanks, Leanne for that.

00:11:36 [DGLS] this is the most exciting part of the day.

00:11:38 [DGLS] I'll be doing some housekeeping, so hopefully we'll get over those and you'll be well equipped to have today's discussion.

00:11:45 [DGLS] So we ask that you kindly put all of your electronic devices on vibrate mode.

00:11:50 [DGLS] So of course, if you have calls throughout the day, we encourage you to actually not take them in the back.

00:11:54 [DGLS] But rather go downstairs or try to find another space, as the room does echo.

00:12:00 [DGLS] So if you do not want to hear what if you don't want folks to listen to your calls, we encourage you to step out just for a few minutes.

00:12:06 [DGLS] this is a federal event, and it will be conducted in both official languages.

00:12:10 [DGLS] So please feel comfortable of asking questions in your preferred language.

00:12:13 [DGLS] You'll notice that there are two mics in the room, so you'll have one on the left and one on the right.

00:12:17 [DGLS] Whenever we have a panel, we have panelists or we have a keynote speaker. Please feel free to come up and ask your questions.

00:12:24 [DGLS] you will see me with the mic as well.

00:12:26 [DGLS] While we're facilitating later today one of our workshops.

00:12:29 [DGLS] So if ever you just want to flag me down, you can also do that as well.

00:12:33 [DGLS] We do have the wordly app, which is available for simultaneous translation to connect, you simply scan the QR code located at your table to follow instructions, so there is something in the middle of your table.

00:12:44 [DGLS] If ever you want to connect with wordly and for any assistance that you need throughout the day, we have great organizers at the registration table and they can help you with any requests that you might have.

00:12:55 [DGLS] And lastly, please make sure that you drop off your lanyards.

00:12:58 [DGLS] If you decide to leave throughout the day, you can give them back at the registration table and they'll take them right then and there.

00:13:05 [DGLS] Today's lineup is truly something special, featuring some amazing speakers.

00:13:10 [DGLS] To start things off, we have a special guest, Doctor Stephen Lucas, Deputy Minister of Health Canada, who is leading us through a thought provoking discussion and working session on values and ethics in the public service.

00:13:24 [DGLS] After a quick health break, we will have an exciting panel discussion and Q&A titled Working Collaboratively While Dealing with enterprise wide Operation Operational Realities.

00:13:36 [DGLS] We'll delve into the constraints that are pushing us back to collaborate more effectively in the GC.

00:13:43 [DGLS] After this session, we are honored to have Scott Jones, President of Shared Services Canada, sharing how SSI is evolving to collaborate better.

00:13:53 [DGLS] He will be looking to you to ask questions so please feel free to approach one of the microphones.

00:13:58 [DGLS] As I mentioned before, after lunch we invite you to join the thought provoking panel discussion and Q&A focusing on coordinated efforts to tackle the talent gap in Canadian governments.

00:14:12 [DGLS] Ostvedt dancer était sur le gouvernement de aujourd'hui et de demain.

00:14:18 [DGLS] Notre envoyé tres special et John Hannaford, greffier du Conseil trésor of the Conseil privé et secretariat et secretario de cabinet de plus nous nous sommes moderator Christiane Fox, greffier du Conseil privé et secretary associate du cabinet ensemble Discutant les valeurs et artistique et partagent la vision de l'avenir sécession a l'occasion de poser vocation tres brulant.

00:14:49 [DGLS] IL s'agit d'une occasion d'entente directement des experts sur le sujet fondamental.

00:14:55 [DGLS] Nous concluent la journée avant garde avec quelque mode de conclusion de Stephen Burt, dirigeant principal de la formation du Canada par Intérim nous vous soit une journée et nous vous soit une tres bonne participation.

00:15:13 [DGLS] All right, so we're going to make our way off the stage so we can start this day without further delay.

00:15:19 [DGLS] It's our pleasure to introduce our first guest speaker, Doctor Stephen Lucas, deputy minister of Health, who will guide us through a session on values and ethics in the public service. Appointed in 2019.

00:15:32 [DGLS] Doctor Lucas brings extensive experience.

00:15:35 [DGLS] Previously serving as Deputy Minister of Environment and Climate Change Canada and holding key roles at the Privy Council Office and Natural Resources Canada.

00:15:45 [DGLS] His career spans leadership in strategic policy development, innovation and international relations with a background as a research scientist, Doctor Lucas is well equipped to guide us through this discussion.

00:15:57 [DGLS] We are honored to have his insights at our summit.

00:16:00 [DGLS] Please join me in welcoming Doctor Lucas to the stage. Thank.

00:16:16 [DGLS] Good morning.

00:16:18 [DGLS] I, from the introduction, I can safely say I'm not an astronaut, so I won't have that experience to share with you.

00:16:26 [DGLS] Nor have I climbed Mount Everest, at least literally.

00:16:30 [DGLS] although figuratively, the Covid had, pandemic had its moments.

00:16:34 [DGLS] but it really is an honor to join you here, here today.

00:16:39 [DGLS] and to speak to you from the context of my role on the task team that the clerk appointed early last fall to look at values and ethics, the de Valera ethic, Donald, context de fonction publique et vraiment essentiel et ses clé de not role.

00:17:03 [DGLS] not approche de travail a le processus de navigate de DeFi et de sujet very non difficile dans un monde, extremement complex dans la fonction publique au Canada a hauteur le monde.

00:17:21 [DGLS] so what I'm going to do briefly is just give you a little bit of the context for the task team, speak.

00:17:29 [DGLS] then to five areas where we in our report that came out in December boiled down, the what we heard themes, which I understand will be the focus of your discussions at tables this morning into five of, areas of reflection from which we made a number of recommendations and through this I hope to help, animate and support your discussions, provoke some questions and interest.

00:17:57 [DGLS] And most important, ignite the spark.

00:18:01 [DGLS] If it's not burning already to talk about values and ethics and, I think the reason that Clark focused on this early in his tenure as Clark and he'll he'll speak with you this afternoon in the session, is that it's so fundamental to our role as public servants.

00:18:20 [DGLS] It's fundamental to people in any organization.

00:18:22 [DGLS] But I think there's aspects that are very unique in the context of our work as public servants, such as the respect for democracy, value and certainly the respect for for people value and it's in that regard that it provides an opportunity to reflect on the context in which we work.

00:18:43 [DGLS] the evolution over the past number of decades in terms of how the public service has changed in many, many regards.

00:18:50 [DGLS] And I'll touch on that briefly, but as well, how the values as kind of a foundation that we stand on can help guide us in our work.

00:19:04 [DGLS] And in a sense, the conclusion of, of our, our work, similar to the conclusions raised 25 years ago in a seminal report led by John Tait, a former deputy minister of Justice.

00:19:18 [DGLS] was that these values endure, but to keep them alive, we need to have an ongoing dialog process, and that needs to be honest and open.

00:19:27 [DGLS] And I think that's one of the things that, based on what we heard through more than 100 sessions across government this past fall, has has been lost in the context of the pandemic, the transition to working remotely and, and hybrid work.

00:19:46 [DGLS] and it's certainly something that we strongly recommend be, reignited and made an ongoing process.

00:19:53 [DGLS] Le Greffier, the one they sank under, the formation in, in équipe de travail pour nous puissions, avoir les perspective de diverse group.

00:20:09 [DGLS] The fonctionnaires that autumn qui touche the the community the diversity le réseau mais aussi de community fonctionnelle come thevote a aussi dans le ministere is a agence.

00:20:28 [DGLS] The task team was led by Catherine Blewett, who was named yesterday as the secretary to the Treasury Board.

00:20:35 [DGLS] Caroline Xavier, Christiane Fox, the new deputy clerk, Donald McClymont and myself and we worked together to ensure that we really listened to in in open ended dialog sessions, the perspectives of literally thousands of public servants in those over 100 sessions that we facilitated and participated in, and that culminated in us doing our best to pull together these these threads across ten themes and capturing the voices through quotes in the milestone report in December.

00:21:15 [DGLS] So in terms of the five areas of recommendations and and reflection, I think an overarching point, that is, fundamental is that we don't recommend opening up and changing the code.

00:21:30 [DGLS] The, the five foundational values on excellence, stewardship, integrity, respect for democracy and respect for people we believe are solid and endure.

00:21:42 [DGLS] But what's fundamental is how we use them and how we keep them alive in the public service.

00:21:48 [DGLS] Recognize as tensions inherent between them, and and have them support and guide our work.

00:21:53 [DGLS] And so it's in that regard I'll, I'll speak briefly to, these five, kind of boil down areas of, of reflection.

00:22:03 [DGLS] The first and it touches on a point I made that the public service is unique.

00:22:07 [DGLS] And certainly for me over a number of decades of my career as a public servant, view public service as a calling.

00:22:16 [DGLS] and I think, many organizations, as I noted, have commitments on excellence or represent nations in their values and respect for people, including respect for diversity and ensuring an inclusive, positive work environment.

00:22:32 [DGLS] but respect for democracy is is is fundamental and we play a unique role in Canada's democracy, as you know, and as nonpartizan public servants supporting the governments that Canadians elect and in fulfilling their mandates.

00:22:51 [DGLS] And it's that, unique nature of our role as public servants that that, leads to our recommendation that we need to up our game on the dialog and talking about our values and ethics so that they they live and can help us navigate our work and issues and challenges on a day to day basis.

00:23:14 [DGLS] And indeed, as the clerk will mention this afternoon, he's in created a deputy minister that he wants to see us engage in discussion in our departments, both in terms of work over the next six months and as an ongoing process supported by training.

00:23:31 [DGLS] The second theme is, really recognizing that we are the stewards of the public trust.

00:23:39 [DGLS] This is a specific phrase that we, had through a discussion from with Ian Shugart, just a few weeks before he died.

00:23:48 [DGLS] And, of course, a long standing deputy minister and clerk of the Privy Council who sadly passed away this fall.

00:23:56 [DGLS] But really spoke to that fundamental role we have in safeguarding and supporting through our commitments and stewardship and integrity and other values, public trust, which is hard to earn.

00:24:10 [DGLS] It takes a long time, but easy to lose through issues of ethical challenges or conflicts or other things.

00:24:20 [DGLS] and I think being able to use the code to help navigate these, these challenges is absolutely essential.

00:24:27 [DGLS] And this is an area where we strongly recommended, in addition to an ongoing dialog process with public servants, which is something that we've we've lost.

00:24:37 [DGLS] When I joined the public service and after the Tate report, it was just part and parcel of what we would do in the workplace.

00:24:45 [DGLS] And, and certainly from onboarding to to annual discussions.

00:24:50 [DGLS] I think it's become more of a tick box exercise.

00:24:53 [DGLS] in terms of an onboarding process for public servants.

00:24:57 [DGLS] And so it just doesn't have the same resonance.

00:25:02 [DGLS] Our view was that the training needs to be real.

00:25:04 [DGLS] It needs to be based on practical examples, case studies telling stories of some of the challenges we face in our, in our work, and scenarios that are forward looking.

00:25:15 [DGLS] And I'll, I'll highlight a couple of areas of important focus in subsequent comments.

00:25:21 [DGLS] The third area of focus and probably the strongest, theme and and fundamentally important part of the discussions was around the respect for people value, say, Montclair, per note.

00:25:36 [DGLS] travail may le plus important changement pendant le vent.

00:25:42 [DGLS] Cinq années passé a note.

00:25:45 [DGLS] The recommendation is to affirm and reaffirm the action de Monsieur et Madame Charette. A note of engagement.

00:25:57 [DGLS] there.

00:25:57 [DGLS] La reconciliation avec les autochtone.

00:26:01 [DGLS] So here, we think there's a critical need as part of our ongoing work and part of our foundation of how we work and who we are to reaffirm our commitments to diversity and equity and tackling racism through the call to action.

00:26:21 [DGLS] As well as commitments on reconciliation and other key areas that speak to our people, values, who we are and that are so fundamental to our work in creating a positive, respectful work environment.

00:26:35 [DGLS] The fourth theme was on values and accountability.

00:26:40 [DGLS] Values, of course, are the Code of Values and ethics.

00:26:43 [DGLS] Specifically, is a condition of our employment.

00:26:47 [DGLS] yet we heard a concern from people particularly, younger public servants, from bargaining agents and other groups that there was a double standard that people at senior levels weren't held to account for upholding the code and being seen to act in an ethical manner as, people at, at other levels were, in addition, there was significant dialog around ministerial accountability and the role of political staff, who support ministers and are not elected officials nor accountable public servants for delivering on on mandates.

00:27:31 [DGLS] And this led to some recommendations, including ensuring broader awareness and use of a companion document, if you will, to the Code of Values and Ethics.

00:27:42 [DGLS] the guide on Open and Accountable Government that the government released in 2015, which really spells out and outlines the roles of ministers and their accountabilities, the role of political staff and that of deputy ministers and the public servants public service.

00:27:56 [DGLS] And as well, I think we strongly recommend, redoubling the focus on on senior leaders, leading by example, ensuring that they uphold departmental codes of conduct and, and, take action as, as needed at all levels to address issues associated with following the Code of Values and Ethics.

00:28:19 [DGLS] The final theme is a really interesting one, and I know it's one of the areas of focus in the ten what we heard themes that you'll be discussing.

00:28:29 [DGLS] and that's the both the duality and the tension between individual and collective responsibility.

00:28:36 [DGLS] Public service is, at its essence, a team sport.

00:28:40 [DGLS] We're here as individuals, but we contribute in a collective context to our mandates, including through the collective provision of advice, transmitted by Deputy ministers to ministers.

00:28:53 [DGLS] in terms of policy and operational decisions and, and actions.

00:28:58 [DGLS] But we've seen over the past several decades significant change in your world, technology and the role of personal technology and access to it has been fundamentally important, liberating, but has generated challenges, including in the use of social media and and expressing personal views in social media while respecting our principle and value of a respect for democracy and nonpartizanship.

00:29:31 [DGLS] we're certainly seeing not just the rise of but the, predominance of and growth of the use of artificial intelligence and machine learning algorithms.

00:29:42 [DGLS] And this presents both an incredible opportunity, but a challenge for how that can be implemented in a way that aligns with our values and ethical utilization in the public service, in the public service.

00:29:56 [DGLS] the other dimension of this theme is the rise of individualism, which I think has, in a sense a secular change over the past number of of decades and manifests itself in individuals joining the public service or who have been with the public service wanting, through their own agency, to have personal impact.

00:30:17 [DGLS] And while this can be incredibly positive in terms of driving initiative and innovation and helping to support change and new ideas, again, we're working in a collective context where collaboration across boundaries is so essential.

00:30:34 [DGLS] A team sport, as noted.

00:30:36 [DGLS] And, this tension is natural, but it's one that we need to talk about and understand and support individuals as they look at it.

00:30:44 [DGLS] And so in this regard, we recommended the need to to update and and clarify the guidance on social media use.

00:30:53 [DGLS] As noted, look ahead to to the broader utilization through all of the things we do in the public service of artificial intelligence and machine learning algorithms and ChatGPT things you're fully conversant, conversant with in a way that, as I noted, aligns with our values and ensures ethical and responsible use and that we support ongoing dialog that can spur that creativity and innovation.

00:31:21 [DGLS] But in a sense, it also fosters collaboration and the ability to provide collective advice and and respond to the direction we receive.

00:31:30 [DGLS] Don't, give me remark for cray in in sparse conversation avec trois cat point final the first just to reaffirm our perspective from the work of the task team and listening to thousands of public servants that our core values endure.

00:31:54 [DGLS] But what's really critical is ensuring how they come alive through ongoing, honest dialog.

00:32:01 [DGLS] the third point is, as Ian Shugart had noted, public trust is at the core, and we need to think about that from the perspective of stewardship and integrity in terms of our actions and how we support and maintain that and talk through situations where it's challenged and public servants feel the need, in some cases, to go to the media in areas where they disagree with the government decision to ensure that we create a space and open, safe spaces for for dialog and and working through challenges.

00:32:32 [DGLS] And the final point for you as digital leaders in government is that leadership matters, and it needs to be anchored in our values and informed by that, and that we lead and project and live by them.

00:32:44 [DGLS] Don't. Commentary.

00:32:46 [DGLS] in dialog.

00:32:54 [DGLS] All All right. Thank you so much, Doctor Lucas.

00:32:57 [DGLS] Now it's going to be over to all of you to have conversations around values and ethics.

00:33:01 [DGLS] You'll notice that there is a document on your table, on each table, we're actually going to ask you at least one person to sign up for Slido.

00:33:11 [DGLS] each group number, you'll have a group number, and it'll be one of the ten themes that you'll be discussing.

00:33:16 [DGLS] We'll ask that you have conversations, discussions at your table around the theme that you have assigned for your table.

00:33:23 [DGLS] And then in about 12 to 15 minutes, we'll have a wider conversation.

00:33:27 [DGLS] We'll have a plenary conversation. I just want to see if those were clear instructions.

00:33:32 [DGLS] Does anybody have any questions around this specific workshop? Okay, great. So get started.

00:33:39 [DGLS] We'll check back in 12 minutes.

00:33:41 [DGLS] Thanks.

00:37:07 [DGLS] So.

00:37:15 [DGLS] Yeah.

00:37:27 [DGLS] I don't know, but.

00:37:36 [DGLS] But.

00:38:15 [DGLS] And

00:44:26 [DGLS] So.

00:45:30 [DGLS] So I do.

00:47:07 [DGLS] Hey, folks, just to let you know, we're actually going to add a few more minutes. So just five more minutes.

00:47:13 [DGLS] Thank you for bearing with us.

00:47:14 [DGLS] We hope you're having a really fruitful conversation right now.

00:48:12 [DGLS] And.

00:53:03 [DGLS] I will read it.

00:53:33 [DGLS] I'm good.

00:53:34 [DGLS] We're.

00:53:37 [DGLS] And I'll make sure that.

00:53:44 [DGLS] Yeah.

00:54:28 [DGLS] You know.

00:54:36 [DGLS] I have to give it a moment to warm up.

00:54:41 [DGLS] Okay, great.

00:54:43 [DGLS] we hope you had fruitful conversations at your tables around the topics at hand.

00:54:48 [DGLS] So if we can just get everybody's attention back to the front of the room so that we can conclude the workshop itself. Thank you so much.

00:54:56 [DGLS] We know that, yesterday we had a harder time getting people's attention after workshops.

00:55:01 [DGLS] So thank you so much for, looking back to the front of the room, like I mentioned before, we hope you had a very interesting conversation.

00:55:09 [DGLS] We're actually going to invite your tables to come to the mics and share some of the key highlights of your discussions.

00:55:15 [DGLS] I do want to note the fact that there are some really good inputs here.

00:55:20 [DGLS] it just switched up on me on the board, but there was a comment from Group five, somebody around Group five that mentioned that we need to have continual conversations around values and ethics, and to make it more accessible for folks.

00:55:34 [DGLS] so I'm going to invite Doctor Lucas to respond to some of the comments that you've made.

00:55:38 [DGLS] But again, I'll actually ask you to identify somebody at your table that will hopefully have the courage to come share some of the results that you just, shared with your group. That's great.

00:55:49 [DGLS] I'll just make a few comments on the point from table five, which is absolutely essential.

00:55:53 [DGLS] And I think it wasn't just about communication and dialog, but the importance of senior leaders engaging with staff in it and being seen effectively as real people talking about real things, which is kind of the heart of the discussion on on values and ethics.

00:56:11 [DGLS] so that's certainly consistent with the recommendations that we made in our report and the expectation of of the clerk.

00:56:17 [DGLS] And one of the things we did during the fall, we met, with one, two or even three task team members with groups of five, ten, 15 staff.

00:56:27 [DGLS] So you could really have dialog and exchange and that scaled up to cases where we had broader engagement with groups up to 400.

00:56:35 [DGLS] For example, when we met the community persons with disabilities.

00:56:39 [DGLS] But I think a key dimension and something to think about is how to engage in support middle managers who often find themselves in challenging situations, staff looking for support, and all kinds of stuff coming from the top down and living through and dealing with some of those challenges for which having the compass of our values and ethics on a day to day basis are really important.

00:57:04 [DGLS] So the role of senior leaders absolutely essential, both in engaging directly in the dialog and in leading by example.

00:57:11 [DGLS] But we need to think about how to support middle managers for their role in in the process. Okay. Great. Thank you so much.

00:57:20 [DGLS] Doctor Lucas.

00:57:22 [DGLS] I actually had a follow up question to group five.

00:57:25 [DGLS] You know, you mentioned continual communication from leaders around this topic.

00:57:30 [DGLS] Doctor Lucas, you kind of mentioned some of the consultations that were done prior to the report.

00:57:35 [DGLS] I'd be curious to know if any leader in here actually has additional suggestions around how might we best communicate continuously on this topic.

00:57:45 [DGLS] So if you're in Group five and you want to come respond to that, please feel free to do so.

00:57:49 [DGLS] If not, we'll invite other tables to come up and share some of the key highlights from your from your group.

00:57:55 [DGLS] So, any volunteer peers? Okay.

00:58:00 [DGLS] Perfect.

00:58:03 [DGLS] Good morning, Beth Ford from Group one.

00:58:06 [DGLS] And I wanted to actually bring the example from a department I worked for where they had some incredible, focus on values and ethics.

00:58:14 [DGLS] And one of the things that we did, which was very useful and I felt was a great exercise, was an annual ethics cascade.

00:58:23 [DGLS] And so what it was, was centrally determined scenarios and a theme for each year.

00:58:28 [DGLS] So we had case studies that we would review around a certain theme.

00:58:32 [DGLS] And what was so good about it is that it was delivered from the highest level down.

00:58:36 [DGLS] And every employee was expected to sign off with their signature that they had participated.

00:58:42 [DGLS] The sessions were long enough that we had great conversations, and the other thing that was really good about it was that as you cascaded down, you had the groups were getting lower and lower, so you didn't have like let's say the DM delivering messages to it, ones and twos.

00:58:57 [DGLS] You had managers delivering to it, ones and twos, you had DGS delivering to directors and managers.

00:59:04 [DGLS] And so you had that very focused and very relevant way of bringing those conversations to the audiences that you were working with.

00:59:11 [DGLS] And the conversations were very fruitful and brought up a lot of information that we would not have gotten access to otherwise about specific issues that people were finding or things that they didn't understand, that we could bring back and and explain in better detail to help people understand and to be able to live those values. Thank you for sharing that.

00:59:34 [DGLS] I think it really highlights, at one level, that in a sense there's nothing new and and no need to kind of reinvent processes such as the one described at that work that function and that can be, you know, spread and scaled to other departments.

00:59:50 [DGLS] I think the other thing that it highlights is the importance of that kind of annual good hygiene, if you will.

00:59:57 [DGLS] It is something it doesn't necessarily need to be on an annual clock. It could be more frequent.

01:00:02 [DGLS] I would argue it shouldn't be less frequent.

01:00:04 [DGLS] but just being systematic about it, and I think that's one of the things that, kind of infused our, our approach and recommendations to, to the clerk.

01:00:15 [DGLS] Is there another group who would like to share their thoughts or pose a question or make comments?

01:00:21 [DGLS] Please. Yeah, we can go next.

01:00:24 [DGLS] So Dougal Typekit transport Canada I was in Group ten on training and we were a little torn about it to be honest.

01:00:30 [DGLS] We obviously thought training is good, but it needs to be the right kind of training.

01:00:34 [DGLS] I don't know if it's ethical, but I do know the first thing I do with online training is jump to the end and see if you can take the exam right away to pass and get it done. And I don't think I'm the only one who does that.

01:00:45 [DGLS] So we talked a bit about it.

01:00:47 [DGLS] How can we have training that doesn't just represent a checkbox?

01:00:49 [DGLS] And the reality is you need to create a culture of values and ethics.

01:00:52 [DGLS] Because I remember when I was starting out in the workforce, what you do, what we all do when push comes to shove and you're actually in a situation as you look at the senior people around you, what are they doing? And you take your cues from them.

01:01:04 [DGLS] So we talked a bit about how we can create that culture. A couple of things we highlighted.

01:01:08 [DGLS] One is we'd like some metrics like what is the actual situation in the Canadian federal government?

01:01:13 [DGLS] It's certainly better than a lot of governments around the world, but it's worse maybe than others.

01:01:18 [DGLS] Maybe it's not as good as it used to be. But do we really know?

01:01:20 [DGLS] So how can we find out?

01:01:22 [DGLS] One of the suggestions that our table was to do an open sort of Truth and Reconciliation style venue, where people could come and talk, because it seems a lot of people have stories about values and ethics concerns that they've seen.

01:01:33 [DGLS] maybe we share some of those.

01:01:35 [DGLS] And then the biggest theme, to be honest, that we had about this was about accountability, because I think, unfortunately, we have to be honest, in the Canadian public service, there is a culture where people do not even in the executive cadre, they do not like having difficult conversations, they do not like being honest and we obviously need to be honest about the performance.

01:01:57 [DGLS] We're all aware of executives that are known to have issues.

01:02:02 [DGLS] We all know that sometimes we end up getting really good people all from the same department, around the same time. That clearly sends a message.

01:02:10 [DGLS] And finally, we talked about the possibility of maybe setting up probationary periods so that if someone gets appointed to an executive role, maybe they go on probation, like they just started the federal public service, because that will maybe create a little incentive to find people who actually aren't carrying the competencies the way we expect and get rid of them.

01:02:30 [DGLS] Instead of acknowledging that it's a problem privately, not really doing anything about it and allowing it to be passed on to someone else in the public service.

01:02:43 [DGLS] Well, thank you.

01:02:44 [DGLS] And table ten for for the thoughts that you're you're sharing.

01:02:48 [DGLS] I think they touch on a number of, of critical dimensions.

01:02:52 [DGLS] I won't go through all of them, but I think a number of the points that were highlighted in the report, I think in the first instance, as you noted, it is absolutely essential.

01:03:04 [DGLS] And, and a core responsibility of, of leaders at all levels and in particular senior leaders to create safe spaces for that dialog.

01:03:13 [DGLS] It was something that we focused on and with the support from participants, captured their voices directly in in the what we Heard section of the report, which is predominantly quotes.

01:03:27 [DGLS] And that was very purposeful to to bring out those challenges that individuals are facing.

01:03:32 [DGLS] Some of the challenges on accountability or double standard or performance issues being swept under the carpet when people know about them.

01:03:40 [DGLS] As you highlighted.

01:03:42 [DGLS] I think on on the focus on culture and training need to go and dialog need to go hand in hand.

01:03:51 [DGLS] I mean, we will address, cultural issues by having more open dialog, revealing it as, as we, as we did in the report.

01:04:00 [DGLS] And it'll be up to departments to think about how they communicate the results of the dialog the clerk has asked them to undertake, and then thinking about how we measure improvement, as you noted, we have some high level metrics from the Public Service Employee Survey, but it's worth a deeper dive.

01:04:17 [DGLS] And I think that's something that, will be looked at.

01:04:21 [DGLS] other comments or questions from from colleagues. Exactly.

01:04:27 [DGLS] Look.

01:04:32 [DGLS] We merci nous en uno talent assessment.

01:04:34 [DGLS] Do an excellent discussion.

01:04:37 [DGLS] Moi j'ai pas entendu maintenant qui a la facon et des dirigeants du gouvernement numérique nécessaire d'établir une confiance numérique avec nos citoyens.

01:04:48 [DGLS] No service on pas vraiment en avant de l'industrie always say we are in a drag race with the rest of all the service providers, be it companies, other governments.

01:04:59 [DGLS] So I think we have a role to play in advancing digital as a way to increase, you know, this big value, which is excellence.

01:05:08 [DGLS] And so we had a bit of that conversation.

01:05:11 [DGLS] And we also compared with what's going on in the private sector, I think we have an excellent system of values and ethics.

01:05:17 [DGLS] They're the right ones, but we need to make them, more, I would say, of our internal culture, especially as digital leaders.

01:05:24 [DGLS] So that was part of the conversation. Thank you.

01:05:27 [DGLS] Merci, Luc.

01:05:28 [DGLS] Le tem de d'excellence et la valeur de excellence et était un des team principal en uno discussion set a Tom et la tension comme j'ai dit, avec la valeur de toncontin était un espece de sur.

01:05:48 [DGLS] I think the government has experienced some significant service delivery challenges, and I know your community and many would like to see the acceleration to digital as a way, ideally to leapfrog, in terms of service delivery, I think having the discussion on the how you accomplish that, as well as what to do is essential, which I think is inherent in in your comment.

01:06:14 [DGLS] And I think you know, the recognition that we don't well, a couple of things, are important to note.

01:06:21 [DGLS] One is, that the nature of the work done by public servants is so incredibly varied across departments, across different functional communities across the country.

01:06:33 [DGLS] And so what's important in some jobs like mine, providing advice to ministers and taking their direction and and implementing it, is quite different from those focused on service delivery.

01:06:46 [DGLS] That doesn't mean we follow different codes of values and ethics, but areas of emphasis will shift and it's worth thinking about it and having discussion within communities, as well as broader cross sections of public servants. Thanks, Maya.

01:07:00 [DGLS] I think my comments flow quite well from that.

01:07:02 [DGLS] I'm Catherine McDonald from agriculture and Agri-Food Canada.

01:07:06 [DGLS] and we discussed a lot how smaller decisions that might be kind of ethical and in line with values at the individual level or team level, can actually result sometimes in poor service outcomes that have maybe even bigger detrimental effects on public trust than one particular public servant acting badly.

01:07:25 [DGLS] So we were kind of wondering, how do we make sure that we have room for risk taking in this?

01:07:31 [DGLS] How do we create parameters for effective risk taking?

01:07:34 [DGLS] And how do we encourage people to have their eye on the bigger picture, as well as on their individual work, and that maybe the values and ethics sessions are a chance for us to, to have that dialog with employees and especially new ones who kind of joined in the chaos of Covid, about kind of what it means to be a public servant at both the individual level and the organization level.

01:08:01 [DGLS] and the other conversation that we had was the importance of the user experience and doing a better job of capturing the user experience in our in our digital endeavors, essentially.

01:08:11 [DGLS] Thank you. Thanks.

01:08:14 [DGLS] perhaps I'll just make a couple of brief comments and then, I mean, certainly the encouragement is in opportunities, both in this conference here.

01:08:23 [DGLS] But as you go back into your departments and work in your communities to bring these thoughts and ideas, great suggestions have been made.

01:08:31 [DGLS] I think the user experience is absolutely critical.

01:08:35 [DGLS] It's something, for example, in in us mounting a new dental care program that has been critical in terms of how Service Canada is looking at supporting elderly Canadians signing up and their user experience will be different from younger Canadians participating in that program.

01:08:54 [DGLS] I think one of the themes we heard was the need to focus on how to lead and and embody our values in, in working with the the public user groups with empathy in particular, recognizing areas where there's service shortcomings.

01:09:12 [DGLS] so I just, note that, and really encourage you to take the great thoughts and bring them back to the discussions which are or will be unfolding in your department and how they can be practically applied in your work.

01:09:26 [DGLS] So I think we have time for one last comment.

01:09:30 [DGLS] Rapid Mo.

01:09:33 [DGLS] We were just looking at, the evolution of, new employees and their awareness of collective responsibilities as public servants and some of the key takeaways there.

01:09:44 [DGLS] We were quite surprised to see that 22% of employees with less than ten years experience had minimal awareness of what their responsibilities were in terms of political activities.

01:09:56 [DGLS] We were not surprised to see that the majority of newer employees felt a lack of trust in their ability to speak truth to power, and to take intelligent risks, and so just building on some of the things that we we heard today, we felt that having those open conversations of how we make decisions, what are the risks, how we should tackle those, what we should document, how we can move together as a team, that that would go really long way.

01:10:28 [DGLS] And being able to demonstrate that at every level of government of, of leadership and really taking the time as a community to talk specifically about those things would go a long way. Thank you for that.

01:10:42 [DGLS] maybe I'll invite the gentleman with the final comment, and then I'll just make a few brief closing remarks.

01:10:49 [DGLS] au début des sciences, des valeurs a chaque année.

01:10:54 [DGLS] C'était en le plat j'arrive dans la reunion.

01:11:01 [DGLS] ICI, une des choses qui était difficile ou qu'on peut faire.

01:11:07 [DGLS] C'est de van comme un performance Pascal.

01:11:12 [DGLS] Quant en suite la valeur critique on notamment la performance de l'organisation.

01:11:17 [DGLS] Mais si pour vous en voie comme oh, I can't be bad, said he. Don't be bad, don't be bad.

01:11:24 [DGLS] But that's not the point in my opinion.

01:11:26 [DGLS] The point is, how are you using this to leverage values and ethics to inspire people to say, you'll build your career, you'll win, you'll you'll achieve more if you follow these.

01:11:38 [DGLS] So I think the framing might be important in how we present values and ethics. Thank you.

01:11:45 [DGLS] Donc merci pour les deux dernier commentaire two Le commentaire si absolument primordial d'avoir une approche positive a de renforcer la valeur and ethic Donner context.

01:12:00 [DGLS] The rendement de fonctionnaire may aussi l'évaluation de sa mais aussi pour la evaluation dans le contexte de de competition for the post.

01:12:16 [DGLS] So, values and ethics need to inform our leadership.

01:12:20 [DGLS] you know, as we've been discussing and as undoubtedly you heard yesterday, in terms of people who experience extraordinary challenges climbing Mount Everest or or astronauts, or for those of us who worked in all of our different roles through the course of the pandemic, it had at its core to be based on our core values and our what we believe in and want to accomplish.

01:12:43 [DGLS] but I agree, both at the level of the individual, it needs to inform how our performance is assessed and and as discussed, there need to be consequences when there's when there's issues that arise.

01:12:57 [DGLS] but as well for the organization as a whole.

01:12:59 [DGLS] And I think you'll hear the clerk speak this afternoon to this exercise, helping reinforce and be an outlet to strengthen pride in the public service.

01:13:07 [DGLS] And what we're doing and celebrating our accomplishments, which are extraordinary across across government every day and over the course of decades.

01:13:16 [DGLS] and then in terms of talking about risks and having that honest dialog, I mean, that's really that's really the core of it.

01:13:24 [DGLS] I mean, in the pandemic, we tried different things.

01:13:27 [DGLS] Some worked and some didn't.

01:13:28 [DGLS] We early on, recognizing the need to mobilize Canadians, called for a national volunteer registry.

01:13:35 [DGLS] We unfortunately, we didn't do all the work to figure out how to take that incredible energy from 50 or 60,000 Canadians who signed up in a week and translate it to actual roles, and so it didn't realize its promise. By contrast, we kind of built that in.

01:13:51 [DGLS] And as we worked on establishing a humanitarian workforce to help back up provincial hospitals and health systems and long tum care facilities, we were able to translate those lessons so that people could be deployed and and come and help out and I mean, I think that the I use those examples because kind of the core public service values of respecting democracy and trying to achieve the results, but recognizing that excellence needs to be at the core and sound stewardship of public funds can underpin how we take those risks.

01:14:22 [DGLS] And and the critical importance of kind of learning from that experience.

01:14:26 [DGLS] So with that, I'll just thank you for, for listening, for engaging, for sharing your thoughts and strongly encourage you to continue the dialog in your own organizations and communities. Merci beaucoup. Thank you so much.

01:14:40 [DGLS] Okay. Merci beaucoup. Tout le monde. Avoir participé a la colere. Je pense.

01:14:43 [DGLS] C'était vraiment un bel discussion sur les valeurs et la tech.

01:14:47 [DGLS] Alors, merci beaucoup, a doctor Lucas pour avoir anime la session.

01:14:52 [DGLS] A big thank you for everyone for bringing a lot of great ideas to the forefront.

01:14:55 [DGLS] What I thought was most interesting was not just the what we were communicating down, but the how.

01:15:01 [DGLS] And that first person who came up and shared how things were delivered on their team is an effective way at the micro level.

01:15:08 [DGLS] So you all had some really great ideas and I hope you apply them at the micro level within your organizations, especially as digital leaders.

01:15:14 [DGLS] But I also encourage you to continue to share them at the macro level, because we could definitely build a new momentum with values and ethics.

01:15:22 [DGLS] Now, on that note, we'll take a 15 minute break. So we'll ask you to come back in 15 minutes.

01:15:26 [DGLS] Thank you so much.

01:15:33 [DGLS] La

01:34:30 [DGLS] It's a etre de priorité et de probleme concurrents afin de trouver un point de opportunité qui nous pouvons to exploité.

01:34:38 [DGLS] ET je NE peut pas imaginer a male group de personnes vivant la réalité de succes.

01:34:44 [DGLS] So the backdrop before we jump into these specific themes, is about balancing what appears to be competing needs.

01:34:51 [DGLS] But we know we're not competing needs.

01:34:52 [DGLS] So first, the landscape obviously, of enterprise operating realities affecting every single organization across the enterprise, including budget pressures, talent gaps, increasing expectations and decreasing trust of Canadians.

01:35:05 [DGLS] All the while planning for near and far terms, expectations and then on the other side, the balance that every elusive need to work collaboratively outside of our vertical silos not because it's the right thing to do, but because it's likely one of the hows for how we're going to address all those current enterprise opportunities and realities.

01:35:23 [DGLS] So for this community, this is the tension between the individual from our thinking about from our earlier speaker, the individual, which is the organization and the collective, the government of Canada.

01:35:34 [DGLS] So our first theme is around Canada's digital ambition and one of the four themes of the Canada's digital ambition is focused on excellence in technology and operations, as this theme recognizes that putting a 30 page PDF written in legal jargon online for people to print an email in is not a digital service.

01:35:53 [DGLS] The numeric, consistent concept of the service on a l'utilisateur a reimagined le processus de entreprise pour rendre ses service.

01:36:03 [DGLS] Simple et facile a utiliser leading digital organizations like banks have managed to create seamless experiences for their clients while slowly chipping away at technical debt.

01:36:15 [DGLS] So, Alex, I'm going to begin with you.

01:36:18 [DGLS] Selon vous a quel point l'ambition numérique était realizable?

01:36:26 [DGLS] je NE crois pas.

01:36:29 [DGLS] Okay, first of all, intros, I think I'm here to say dumb things and provocative things.

01:36:35 [DGLS] so I'll try to stay on brand, but just to know that you're some of my favorite people on the planet. And I miss some of you not.

01:36:41 [DGLS] Scott.

01:36:43 [DGLS] for the last four and a half years, And I'm going to.

01:36:47 [DGLS] I don't believe in being able to address hard things if you don't say hard things.

01:36:51 [DGLS] And they come from a place of caring despite my delivery.

01:36:55 [DGLS] Okay. Disclaimer done.

01:36:56 [DGLS] I don't think in the current context and the numeric realism.

01:37:03 [DGLS] Vont travailler pour la réalité mais qui NE manque de. Anvil.

01:37:11 [DGLS] C'est pas sur is that we design programs and services.

01:37:14 [DGLS] If I was to ask any of you, how often do you sit at your departmental decision making table to make sure that the service that you're designing is not industrial age, but is actually digital?

01:37:24 [DGLS] First, most of you would probably.

01:37:26 [DGLS] I've asked I've checked about ten of you this morning and most of you would say you're not there.

01:37:31 [DGLS] I would even argue that Thibs doesn't know what the mics are half the time when they go in and they go through.

01:37:36 [DGLS] So from a central agency perspective not there either.

01:37:39 [DGLS] So for me, I think we need help.

01:37:41 [DGLS] So I think it's very very very important to get our central agencies on track.

01:37:46 [DGLS] We submit budget requests and we get asked, what are you cutting in the budget request before you even starting CU Phenix? Right.

01:37:55 [DGLS] So so I think we need to have a real conversation around how central agencies look at, I'll call it a digital first ambition. In everything we do.

01:38:02 [DGLS] I think we design programs that are made for us, not for users.

01:38:06 [DGLS] Despite, again, the best efforts in the room. Right.

01:38:09 [DGLS] Because if we were to be honest with one another, I don't think I should be giving the same information 17 times to 17 different departments in the government of Canada today, right? Yet we do that.

01:38:20 [DGLS] We have built a help desk for Phenix that helps us at Pspc administer, pay, not make it a good experience for you. Right. And that's what we do.

01:38:30 [DGLS] So I think there's a lot of hard, hard things we need to look at in order to be able to.

01:38:34 [DGLS] And conversations.

01:38:35 [DGLS] We need to have to go from a document to execution. The good news is, is we could process all of this tomorrow.

01:38:41 [DGLS] We could choose that our next program that we submit for budgeting is 40% automated out of the gate, not 3000 humans.

01:38:48 [DGLS] We have to hire and grow the size of the civil service by 28% over three years, right?

01:38:53 [DGLS] Those decisions are ours to make.

01:38:54 [DGLS] So I think I think the potential is there. I think we need some help.

01:38:58 [DGLS] I think we need to have some really hard conversations around digital first does not equate digital only, but I do think the potential is there.

01:39:05 [DGLS] But I think we need to have some hard conversations around execution. Thank you.

01:39:09 [DGLS] Thank you for your honesty. So Scott, I'm going to turn to you then.

01:39:12 [DGLS] So for some of those really hard conversations, but specific to your organization. So we know the reality at IRCc, right.

01:39:19 [DGLS] You've got that legacy global case management system fundamental to delivery of the operations, all the while driving digital platform modernization.

01:39:26 [DGLS] So how are you going to deliver on your modernization mandate while grappling with the legacy technology and other operational realities?

01:39:33 [DGLS] Okay.

01:39:34 [DGLS] well, please badminton bond.

01:39:38 [DGLS] I have to say I'm a pitch hitter, so I was only asked to do this a couple of days ago because Chris Fox was supposed to be here.

01:39:44 [DGLS] but of course, she got, moved into the deputy clerk position, and so, I'm here, and so I'm trying not to make eye contact with Jose and Jason, who are worried that I'm going to say something really stupid and make their life difficult.

01:39:58 [DGLS] But, all that to say, this is a very live question, and it's not simply a matter of dealing with sort of the challenges of modernizing ING, dealing with legacy platform and dealing with operational realities.

01:40:10 [DGLS] It's layered on top of, I would say, the challenges with ambitious policy.

01:40:15 [DGLS] in the immigration space, as in most places in government, the move to make policy choices and to implement those choices extraordinarily quickly is probably one of the the most complex additional ingredients in the mix.

01:40:30 [DGLS] you know, so balancing off the technology and operational reality is sort of a day to day responsibility, and especially in an organization where we have 13,000 employees all over the world using this technology and a number of partners using that technology.

01:40:44 [DGLS] So, so, and when you're in the middle of a transformation, there's this constant sort of promise that something new is just about to be there, but it feels like the promise, might be on your desk.

01:40:58 [DGLS] But the actual sort of realization of that promise is many years out.

01:41:01 [DGLS] And so you're constantly making the choice between, how do we invest in what we have today to keep it alive long enough to realize the dream, that comes with that and the benefits that will come with with those things.

01:41:15 [DGLS] and so I would say it becomes an almost perpetual conversation between all the different stakeholders to try and manage, manage the sort of investments that you make in keeping alive, a current platform.

01:41:28 [DGLS] So you mentioned GCMS is obviously one that everyone in government hears about and the choices we have to make to keep that functional for the purposes of moving forward, but also nimble enough to continue to be able to introduce the changes that people need from a policy and operational perspective.

01:41:43 [DGLS] While we while we transform not only the technology through DPM, but also the business processes that underline it.

01:41:50 [DGLS] So, it's it's it's a live conversation all the time in the organization.

01:41:55 [DGLS] I suppose when you figure that one out, then we'll just rinse, repeat, duplicate it. Yeah.

01:42:01 [DGLS] Cliff, another extremely complex organization with super high vertical mandates. Right.

01:42:06 [DGLS] So guess only consideration don't compute decision command trouver l'équilibre entre la nécessité de remplir votre mandat et ceux qui est le mieux pour le entreprise dans son Assemblée.

01:42:20 [DGLS] Merci, Liz.

01:42:21 [DGLS] A just comment on, la nommé pour moi et des employés pour moi.

01:42:29 [DGLS] recently it was, the shift exploration for service Canada.

01:42:35 [DGLS] Don't you see the response for Service Canada and the lead that lead operation, for the program modernization de prestation donc MVP or bdrm, which has been characterized as largest.

01:42:50 [DGLS] It enabled transformation in the history of the government of Canada. Yeah.

01:42:54 [DGLS] No pressure whatsoever.

01:42:56 [DGLS] and now that I'm responsible for leading Service Canada, enterprise wise is a complete new reality.

01:43:04 [DGLS] It's even greater importance, for me in my role as we try to drive forward service transformation mission not just as it relates to Service Canada, but across the board across the GCC.

01:43:17 [DGLS] We know we are not meeting Canadians needs at this point in many different ways.

01:43:22 [DGLS] We have lots of examples of where we really led and delivered extremely significant and impressive results during the pandemic across many, many different departments and, Japan.

01:43:33 [DGLS] Situated moment critique pour la fonction publique a j'avais penché to salary changé Notre Avenir a new Etienne mesure de prendre la leçon.

01:43:46 [DGLS] How to move much more quickly and nimbly, and driving results.

01:43:52 [DGLS] And we talked in the days of the pandemic.

01:43:54 [DGLS] Let's not make sure we revert back to the bureaucratic processes and all the delays.

01:44:01 [DGLS] I don't think we have realized that vision by any means.

01:44:04 [DGLS] And I think we, now, when there is no longer that absolute imperative that we work together and collaborate, we have lost some of that momentum.

01:44:13 [DGLS] And I think we need to really hold all of ourselves to account.

01:44:17 [DGLS] There's so many distractions to the Montparnasse program, a system so unique and so unique.

01:44:26 [DGLS] Mais la réalité a une unique at soit la fonction publique, mais aussi avec le secteur privé a new évoque on apprend meurt savoir commande motorway and Széchenyi's solution come in pour trouver un solution I don't we have learned a lot of lessons under benefit delivery, modernization.

01:44:48 [DGLS] Treasury Board led by Catherine Lorello.

01:44:51 [DGLS] So Dominic's predecessor, led a strategic review on BDM and we really try to drive some hard lessons learned.

01:45:00 [DGLS] And we are actually now on track for BDM.

01:45:03 [DGLS] Very happy about that.

01:45:04 [DGLS] But I don't think we are learning those lessons across town.

01:45:07 [DGLS] And I think repeat, repeat, repeat that we have to learn the same lessons over and over again.

01:45:12 [DGLS] And I think that's a big challenge for us, and it's something that we really need to drive forward hard.

01:45:17 [DGLS] And I look forward to working with Dominique as we try to advance that agenda. Thank you.

01:45:22 [DGLS] I'm seeing a topic for a future session, sharing of those lessons learned and how we can incorporate them in our organizations, because I don't think we do enough of that. Right.

01:45:30 [DGLS] Thank you.

01:45:31 [DGLS] Anyone want to jump in or weigh on any of those responses is all good. Move on to number two.

01:45:37 [DGLS] Okay, let's talk future of work.

01:45:40 [DGLS] So creation of Shared Services Canada 2011 a long time ago right.

01:45:46 [DGLS] That signaled a significant change in government around the desire to modernize and consolidate the IT infrastructure.

01:45:52 [DGLS] And we've seen that same direction a number of other places, including trying to enterprise pay, for example.

01:45:58 [DGLS] And even within our own my own small organization at Treasury Board, the the modernization of the management of the digital community across the community, the Blue L'épidémie mondiale are not perspective from cloud to talent to access technologies, these have all changed.

01:46:17 [DGLS] The playing field a lot in the last ten years.

01:46:20 [DGLS] L'Avenir de travail a la foi des opportunity et des défis en Sookie concerne la gestion de l'environnement distribuée tout en présence dans un Vivier Nacional de talent et le maintien de la confiance du public dans un Iran et un retenant.

01:46:35 [DGLS] Les meilleurs talent. So, Scott, I'm going to start with you.

01:46:39 [DGLS] What have you learned from your colleagues in your organization when it comes to adapting to post-pandemic realities and driving forward on your mandate? Oh, wow.

01:46:50 [DGLS] exiting question a beaucoup d'opinion.

01:46:54 [DGLS] my message machine, a beaucoup de perspective on concerne la lesson apres la pandémie et commence sa influence Notre facon de gestion et de gérer le gouvernement, I you know, I think I would say probably the biggest thing we spend a fair amount of time as senior leaders talking about sort of where we're at in terms of lessons learned coming out of the post pandemic, how that influenced us, what we might do going forward.

01:47:24 [DGLS] And I think it comes with a huge dose of humility, to try and understand and sort of what it what it means for how we work today and what it means for how we might work tomorrow.

01:47:34 [DGLS] I would say we're still somewhat sloppy sometimes when we use terms like flexibility and productivity and, you know, sort of community and, like the actual sort of precision around what we're getting from those things needs to continue to be on the table.

01:47:50 [DGLS] a lot of people have assumptions about those things, but those assumptions get really hard to prove.

01:47:55 [DGLS] and so I think on all sides, we need to be able to sort of, engage in an honest conversation, listen to Alex's point to say hard things that need to be said, to be willing to adjust and to to learn.

01:48:08 [DGLS] But with the view to making the way we do work better.

01:48:13 [DGLS] and the way we achieve objective results for Canadians better.

01:48:16 [DGLS] And so, I mean, I think, we're probably not where we need to be at the end of the day and we're going to continue to evolve in this space.

01:48:26 [DGLS] but but, you know, I think we have benefited on some level from a very hard period by being able to try some things that we never would have tried had it not been for the pandemic.

01:48:37 [DGLS] I do think there is a coming to terms with the investments that we've made to make that reality happen during the pandemic.

01:48:44 [DGLS] like we put a ton of resources out into our organization and to partners to be able to sort of adapt in that environment.

01:48:53 [DGLS] And I don't know that we'll be able to sustain all that infrastructure.

01:48:55 [DGLS] And I'd be looking to this community to help us talk about what that ongoing investment is in all of the the, the adaptations that we made during that period and what the new adaptation will look like layered on top of that.

01:49:07 [DGLS] So thank you. Thank you.

01:49:11 [DGLS] Alex. Let's talk about Modern workforce.

01:49:14 [DGLS] How does a modern workforce shape your own delivery.

01:49:18 [DGLS] Yeah.

01:49:20 [DGLS] I guess a couple of things.

01:49:22 [DGLS] first of all, from the outside in during the pandemic, I just want to kind of riff a little bit off what was said earlier, like amazing accomplishments from the outside in, you know, delivering programs at a rapid pace and just delivering for Canadians.

01:49:38 [DGLS] So thank you for all of you.

01:49:39 [DGLS] I was a, in a weird way, a little bit jealous not to be by your side during those times because like we were doing things, we were putting outcome ahead of process, not being illegal in anything we do.

01:49:51 [DGLS] I think, but definitely putting outcome over process.

01:49:56 [DGLS] Now from a modern management perspective, what I would love to see, what I was hoping is that we would be able to double down on hiring across Canada, not impose a hybrid environment that forces you to be in an office two days a week.

01:50:10 [DGLS] because there's some pretty talented people across the country.

01:50:14 [DGLS] I'd love to personally be able to tap into having someone in Victoria.

01:50:17 [DGLS] That'll work till, you know, 8:00 my time and have someone in Saint John's that's working an hour and a half before I get up.

01:50:24 [DGLS] Like there's value in that and the cycle of how quickly we can develop policy products, tools, we don't value that. Right.

01:50:31 [DGLS] So so to me, a modern workforce has to be one that's spread across the country.

01:50:36 [DGLS] It has to be one that brings the the views of every single region across Canada into what we do.

01:50:42 [DGLS] I'd also say I have a hard time talking about these conversations. There's a reason I don't do these panels a lot lately.

01:50:49 [DGLS] Since I'm back, I get to have the privilege of sitting in, seeing the ugly underbelly of our world in government with the Pei file.

01:51:00 [DGLS] I can't talk to you about a modern workforce because we don't pay people properly.

01:51:08 [DGLS] so that's a hard thing for me to talk about. It's the same thing with the values conversations.

01:51:14 [DGLS] To me, values are only as good as much as you uphold them.

01:51:18 [DGLS] I have a hard time with the values conversation because I'm not sure that we respect people.

01:51:26 [DGLS] We don't pay them that we are a good stewards if we don't pay them and that we are great and excellent in what we do if we don't pay them. And the problem with pay?

01:51:37 [DGLS] Just a newsflash, it's an HR problem. It's a data problem.

01:51:40 [DGLS] It's a culture problem. It's a management problem.

01:51:43 [DGLS] So for me, a modern workforce is hard to attract because the first thing they say when you leave this bubble that is Ottawa is like Phenix, right? And I hate having a Phenix tattoo on me.

01:51:54 [DGLS] By the way.

01:51:54 [DGLS] And the irony of coming back and working here on this is very thick for me.

01:52:00 [DGLS] But I one day want to get rid of that thing.

01:52:03 [DGLS] The day we fix the pay problem.

01:52:05 [DGLS] But I don't know how we can have a serious straight face conversation around values, attracting talent.

01:52:11 [DGLS] If we've let a situation for eight years that has cost the lives of people and that we are not prioritizing, and we have normalized, right?

01:52:21 [DGLS] I don't think a single executive in the government of Canada should get their at risk pay until we fix pay and we respect our people.

01:52:30 [DGLS] So.

01:52:31 [DGLS] So to me, I can't answer your question.

01:52:34 [DGLS] So because I wake up in the morning and there's two words, it's like Dick's pay. I go to bed and it's like fixed pay.

01:52:39 [DGLS] And so I want to say I want to hire a blockchain person and a cloud person and all of these things.

01:52:45 [DGLS] But I really can't because we've normalized this situation. And to me, that's a huge hurdle.

01:52:50 [DGLS] Like internationally, Canada government, you don't talk about BDM, you don't talk about immigration.

01:52:56 [DGLS] If you say, oh, I worked in government of Canada, it they go, oh yeah, Phenix. Right.

01:53:01 [DGLS] So like we need I think we were having a prioritization conversation.

01:53:05 [DGLS] Like if this isn't our top priority, I don't know how we deliver on BDM.

01:53:08 [DGLS] I don't know how we deliver on immigration because the people that are doing that work are getting paid.

01:53:12 [DGLS] I will stop my rant now because I hijacked your question.

01:53:15 [DGLS] and I'm filibustering. Maybe you can thank me.

01:53:19 [DGLS] Maybe not, I don't know, but I will now turn it back over to you and shut up, because I've done enough damage today.

01:53:23 [DGLS] Some of your phones are out, and I can see what you're doing, so I will stop.

01:53:27 [DGLS] And actually,

01:53:30 [DGLS] Alex had warned us that he was grouchy this morning.

01:53:33 [DGLS] I did, salty, I think so, I so I said that I would try to be the yin for his yang.

01:53:39 [DGLS] I do agree with everything that Alex said, and I like the basic employment contract is that people get paid for for the work that they do. And I fully agree we have to fix that.

01:53:50 [DGLS] but moving beyond that, because lots of people are not getting paid and that needs to be fixed for sure.

01:53:57 [DGLS] But but I think most of the people in this room are being paid like so like there is still there are other pieces other than pay related to what we are doing.

01:54:06 [DGLS] and about a modern workforce.

01:54:10 [DGLS] Yes, there is the mandate about two days a week in the office, but we we do not.

01:54:16 [DGLS] And with an esdc and Service Canada, we have not retrenched that national headquarters has to be in Ottawa prior to the pandemic, we had a national workforce, but it was really rare.

01:54:29 [DGLS] Not not completely unheard of, but it was rare that we would have national, nationally responsible workforce located out in the regions.

01:54:39 [DGLS] We had a regional presence for a regional delivery.

01:54:42 [DGLS] We had some examples of some new people working in Ottawa during the pandemic.

01:54:49 [DGLS] Because of necessity and how much we grew, we actually brought in talent into our into various positions at all levels and definite senior levels in which people would work like we have.

01:55:01 [DGLS] I have an ADM, national ADM who works out of, Dartmouth, Nova Scotia.

01:55:07 [DGLS] No expectation whatsoever that she will ever relocate.

01:55:11 [DGLS] We have DGS, we have directors across the country who we brought in because of their background and their experience and we are actually able to take advantage of a truly national workforce.

01:55:23 [DGLS] Yes, there is a mandate to work in the office, and we respect that because we have a big distributed network.

01:55:29 [DGLS] And and our my CFO colleague, who is responsible for accommodation might cringe at this, but we have some space there too.

01:55:36 [DGLS] So for the organizations that do not have national footprint, there would be opportunity.

01:55:41 [DGLS] I'm very confident for us to be able to hotel people, to align with the policy, and we'd have a long debate about the policy, about return into the physical office or not.

01:55:52 [DGLS] But with that policy, there's and I believe there are some good value from it.

01:55:56 [DGLS] There are lots of challenges, but that doesn't mean that we have to revert back to everybody in all the talent we can only find in Ottawa and so I challenge all of us to make sure that we do actually live, live that ambition as well. Nice. So you heard it.

01:56:10 [DGLS] This is the person to get the business case from.

01:56:12 [DGLS] If you're having those challenges in your organizations. We know we have a massive talent gap, right?

01:56:17 [DGLS] In specific domains.

01:56:18 [DGLS] It's not here in the National Capital Region, 100%. Thank you.

01:56:23 [DGLS] So, Cliff, last question under this theme, Ralliement de la direction de la ville dirigé en ce qui concerne le milieu de travail et le util.

01:56:31 [DGLS] You already spoke about this a little bit, but let's talk about tools on the tool. This is tools. This is technology.

01:56:38 [DGLS] So a theme that I would like to talk about.

01:56:41 [DGLS] And actually, last in Bungees, avec la Trinité de Suministro, Société de L'intelligence artificiel AI.

01:56:53 [DGLS] We know there's a lot of developments, a lot of activity, but I don't believe we as a government of Canada have driven that agenda in a nearly strong enough in a coordinated and driven way.

01:57:06 [DGLS] There's huge potential across the board, but I'll speak mainly from a service delivery and operational effectiveness.

01:57:13 [DGLS] We within SDC and Service Canada, we have been dabbling in it, and through that dabbling, we've achieved millions of dollars of efficiencies because we've dabbled.

01:57:23 [DGLS] But that's all that we've done so far.

01:57:25 [DGLS] There's huge potential and we need collectively.

01:57:28 [DGLS] And the people in this room, we need to drive forward in a meaningful, real way to drive that potential of artificial intelligence and and it is a tool.

01:57:40 [DGLS] And that's I chose to kind of free, free form off your question.

01:57:44 [DGLS] But for me, like having a back in the early 2000, we had a really ambitious government online initiative.

01:57:52 [DGLS] We were global leaders in getting information onto the web.

01:57:56 [DGLS] We were recognized, today in terms of AI, we are absolutely not recognized around the world in terms of any type of leadership.

01:58:05 [DGLS] And I think there's a huge imperative for us to collectively drive that agenda forward.

01:58:09 [DGLS] And that will bring about dramatically improved results for Canadians.

01:58:12 [DGLS] And we also know that we are in an environment of significant fiscal restraint.

01:58:16 [DGLS] So there will take some investment to develop the AI piece, but it will drive significant, significant efficiencies as well.

01:58:22 [DGLS] So I think in this environment, it behooves us in the leadership across government to really find meaningful ways to drive that agenda forward. Nice.

01:58:30 [DGLS] I think there were lots of discussions around that, around that same theme after yesterday's artificial intelligence session.

01:58:35 [DGLS] But as well the need to dig in a little bit more to, for example, what our colleagues at Fintrac are doing to really understand the steps that they've gone down so that we can leverage that.

01:58:42 [DGLS] But then as well, how to take some collective low risk, test it out. Feel confident. Yeah. Nice.

01:58:49 [DGLS] Thank you. Thank you. Okay.

01:58:52 [DGLS] Let's switch to leadership. Leadership in a modern world.

01:58:55 [DGLS] Although I know sometimes in our organizations it doesn't feel like a modern world. It's a modern world out there.

01:58:59 [DGLS] So big data, cybersecurity, artificial intelligence and application programming interfaces call for a rethink, a total rethink of how we design and deliver government services.

01:59:09 [DGLS] Despite the fact that we have lots of legacy infrastructure. Right?

01:59:12 [DGLS] That doesn't necessarily scream out those those modern world things.

01:59:16 [DGLS] a couple of examples here we have Korea's got a sophisticated network of APIs which enabled the private sector to ship in a matter of weeks, hundreds of new pandemic related services like apps on where to find PPE. Ukraine.

01:59:29 [DGLS] Yesterday we had a fabulous presentation from Ukraine who talked about the issuance of electronic passports, passports which enabled its people to flee the country in a time of war.

01:59:37 [DGLS] In cases where their paper documents may have been destroyed, destroyed.

01:59:40 [DGLS] Really cool examples.

01:59:43 [DGLS] So I'm going to start with Scott Commandeur et les dirigeants de la ville Tirée des avancées numérique pour concevoir et fournir des services de manière plus efficace pour précisément qui fait vous faire partie des avancées numérique, afin de faire avancer votre mandat. Thank you.

02:00:04 [DGLS] well, this is obviously a very live conversation for us with DPM and the work that we're doing there in the department.

02:00:10 [DGLS] We are, you know, kind of purpose built right now to figure out how to integrate the technology that we're talking about and the opportunities that exist within that technology to completely transform the way we do business.

02:00:24 [DGLS] And that was accelerated, I would say, last year by as many know, the service challenge, you know, the the Summer of fire, where we were all, put to task for our service delivery results coming out of the pandemic.

02:00:36 [DGLS] And we even had to adapt our thinking around that to move forward. Client service facing pieces of the work.

02:00:43 [DGLS] but part of it is it's twofold.

02:00:45 [DGLS] One is leaders need to be willing to transform the way we do business.

02:00:49 [DGLS] First, you have to be willing to let go of sort of how you do the job today.

02:00:52 [DGLS] I would say, and build into a business process that that takes advantage of the technology differently.

02:00:59 [DGLS] And it's so it's not about sort of layering the technology on your business process.

02:01:03 [DGLS] It's really about on on Unshackling your business processes to, to, to build around the possibilities of the technology.

02:01:12 [DGLS] because of the pace of the policy changes I talked about earlier, we've had to experiment already, with, with different aspects of innovative technology.

02:01:19 [DGLS] So automated processing, paper doc or not, paper documents in some kind.

02:01:25 [DGLS] a little bit of sort of artificial intelligence, although I'm always cautious to use that word because we get a lot of criticism around it.

02:01:34 [DGLS] and the one area I would say we do have, we are a bit forward leaning is in our in our legal services space.

02:01:40 [DGLS] They've done a lot of analysis on AI and justice, at least our justice Department has. They're eager to get sued, quite frankly.

02:01:46 [DGLS] because, it will start to set the parameters for that jurisprudence around it.

02:01:51 [DGLS] So if you talk to Carolyn Fobes, who's the head of our legal services, they're waiting for the first lawsuit to come in so we can start to negotiate how AI fits.

02:01:59 [DGLS] but I think I think one, to be honest, I think for the for leaders themselves, one of the actual challenges is learning how to meter expectation reasons to, you know, set culture change within the department and then to hold to ourselves to account for actually delivering on it.

02:02:20 [DGLS] you know, as I talked about the dream earlier, we people get very invested in that.

02:02:25 [DGLS] And, you know, as this community is very aware, living up to the timelines, living up to the scope, living up to the to the budgetary expectation, expectations associated with this can be very challenging.

02:02:36 [DGLS] And that unfortunately, as you're going through that, you build up disappointment at various stages from stakeholders.

02:02:43 [DGLS] And if that as that disappointment grows, sometimes people lose perspective on the absolute transformational aspects of the work that we're talking about here.

02:02:51 [DGLS] And so I think there's a challenge on leaders to help manage it.

02:02:54 [DGLS] I think there's a challenge on the community to continue to be rigorous and to to make sure we get it right and that we aren't we aren't selling people a pipe dream. We're selling them a real dream.

02:03:04 [DGLS] Nice. Thank you.

02:03:05 [DGLS] I have to say, there was a very interesting IRC example given yesterday on the artificial intelligence panel, where there was, speaking about leveraging AI to actually do an analysis of your information holdings in order to seek biases that are inherent in your legislation or your policy today to make those changes, I thought was a fascinating example. So good.

02:03:24 [DGLS] Thank you, Cliff, back to you.

02:03:28 [DGLS] So do you have an opportunity when it comes to establishing partnerships outside of government to help us advance at a faster pace?

02:03:35 [DGLS] How do we ensure senior leaders have a safe working environment to do this? It's a lot wrapped up in this one.

02:03:41 [DGLS] I love that question.

02:03:43 [DGLS] and I really want to talk about partnerships with private sector.

02:03:48 [DGLS] when I started as the head of BDM, I'll admit. So I'm a career public servant.

02:03:54 [DGLS] I came into that role having managed contracts with with vendors.

02:03:59 [DGLS] and I think I shared the perspective that many, many public servants have about the private sector that you call them partners.

02:04:08 [DGLS] But you can't really trust them that they're in it for the money, that that they are a private company.

02:04:13 [DGLS] If you work closely with them, they're just going to take advantage and they're just going to ensure that they can just increase your bottom line.

02:04:19 [DGLS] and then I became head of BDM, and we have hundreds of millions of dollars of contracts currently.

02:04:26 [DGLS] Soon it will be going into the billions of dollars of contracts with the private sector and we spent years on the procurement process to establish a strong system integrator ecosystem.

02:04:39 [DGLS] and so now I was leading that program.

02:04:41 [DGLS] And one of the big lessons that I learned, and it was actually from a colleague.

02:04:46 [DGLS] So I was appointed as business lead for benefit delivery modernization, back in the summer of 2022.

02:04:52 [DGLS] John Ostrander, who was one of those dirty, private sector guys, he had 40 years of experience working in the private sector and he came in his title was technical lead, but he was also very much leading on our, what we were calling at the time, our vendor relationship management and he really challenged us.

02:05:12 [DGLS] And I, as a result of his leadership, I was able to learn that the language that we use, although we call our vendors partners typically, and we were certainly doing this in BDM, and I've seen this with other large scale projects and programs.

02:05:28 [DGLS] We do not we do not treat them as partners.

02:05:32 [DGLS] We spend months and months saying that and doing a procurement process that we don't have the knowledge and expertise we need to.

02:05:38 [DGLS] We need to partner with the private sector because they have that knowledge and expertise, and we bring them in, takes a long time through the procurement process.

02:05:45 [DGLS] But then immediately we do not treat them as partners. We get in their way, we question them.

02:05:51 [DGLS] We do not trust them, and it permeates throughout all levels of the organization.

02:05:57 [DGLS] we started with an BDM to reset the senior level relationship of the most senior leaders at the ADM and at the deputy level with our counterparts, with our system integrators, working very closely with SPC to ensure that we were operating within the right lines, for sure.

02:06:14 [DGLS] And that's critical.

02:06:15 [DGLS] And I thought we were slaying that after a few months of having very strong relationships.

02:06:19 [DGLS] But then we continue to see lots of different challenges related to the delivery of of our program.

02:06:25 [DGLS] And what was a further lesson learned that I had was it permeates through every level of the organization.

02:06:31 [DGLS] We were having.

02:06:33 [DGLS] more like Officer level staff who were constantly reviewing and checking and double checking the work that our system integrator partners were doing, what we were doing, we were ensuring we were trying to be we were risk averse.

02:06:47 [DGLS] We were trying to ensure that work was being done according to our business requirements, etc. but all that we were doing was ensuring that we were not going to be successful because we were getting in their way.

02:06:56 [DGLS] We often talk about in large projects, the challenge about velocity you need to maintain velocity.

02:07:01 [DGLS] We were absolutely a big, spoke in their wheel to ensure that they did not be successful.

02:07:10 [DGLS] And then when they didn't deliver, and certainly the private sector, we have lots of examples of examples where they don't deliver.

02:07:16 [DGLS] But when we are a key source of why they're not delivering, it makes it extremely difficult for us to be able to say no, you didn't deliver, you didn't achieve an X deliverable because they didn't point to lots of different examples.

02:07:29 [DGLS] That is a cultural change that we need to continue to drive through.

02:07:33 [DGLS] Any of these large scale programs, and that takes our collective leadership.

02:07:37 [DGLS] And if we're unable to put that aside and actually have the strong relationship, build strong relationships with our partners and real partners, that allows you to actually have the tough conversations when things aren't going right and actually find ways to have solutions and drive that through at all levels of the organization.

02:07:54 [DGLS] And that's something that I think we're getting some momentum within BDM.

02:07:59 [DGLS] But we need you need to be constantly on it, because the reflex attitude will often, undermine all that progress.

02:08:07 [DGLS] That's fascinating. Wow.

02:08:09 [DGLS] Do either of the other two want to jump in on that one?

02:08:13 [DGLS] No. I'm good. Okay, good. Okay.

02:08:15 [DGLS] We know you have a lot of questions. No, we only have one more question.

02:08:19 [DGLS] So I'm expecting that the audience is getting their questions ready to come up to the mic.

02:08:23 [DGLS] So we have a very willing panel here.

02:08:24 [DGLS] So the last question is off to Alex.

02:08:27 [DGLS] keeping in mind your mood today. Right. So thank you for put that out there.

02:08:32 [DGLS] Yes, yes, yes.

02:08:34 [DGLS] So the question is what keeps you up at night either approaches how we're doing things in government or or related to technology trends.

02:08:41 [DGLS] Tell us what are those things that are I mean, minus the obvious that, you know, on the pay file, yeah. So let's skip that. That's too easy.

02:08:50 [DGLS] I think what I've noticed since coming back, is people are tired in town.

02:08:56 [DGLS] like the pandemic took a lot out of the civil service.

02:09:00 [DGLS] I was asked at a dinner with John a few months ago, and, like, what's the biggest difference?

02:09:04 [DGLS] And I think people are tired.

02:09:06 [DGLS] you know, it took a lot out of people, I think. Right.

02:09:10 [DGLS] Like, if I think of some of our colleagues at FAC or other places or like it was a heavy, heavy lift.

02:09:15 [DGLS] So for me it's about like maintaining steam and like self care of people around.

02:09:22 [DGLS] And I know of some of the gang at the pay side are here today.

02:09:25 [DGLS] They'll say I'm full of crap because they'll be like, you keep imposing these deadlines on us.

02:09:29 [DGLS] However, like, to me, that's one thing that I'm worried about. I see.

02:09:33 [DGLS] I see us being tired a little bit and, you know, we're heading into an election and so that'll be another wave of whether it's a returning government or a new government or whatnot.

02:09:41 [DGLS] But like so I think that's important for me is to make sure people take the time to take care of themselves.

02:09:46 [DGLS] That's number one.

02:09:47 [DGLS] number two, is pace, pace worries me in town. And that's a weird word, I guess.

02:09:55 [DGLS] But if you look at we were talking about AI. So what happens in the private sector?

02:09:58 [DGLS] It's the first to automate that wins. I'm not sure that's where we are.

02:10:05 [DGLS] Like, we're dabbling.

02:10:06 [DGLS] Like, to your point on dabbling, and so that worries me because the more private sector or the more software as a service companies continue to automate the less we can ingest it.

02:10:17 [DGLS] And there is a huge disconnect there. So that's another one that worries me.

02:10:20 [DGLS] So in the concept of like, hey, let's all do next gen.

02:10:23 [DGLS] Yes, Dom still working on next gen. Yes.

02:10:26 [DGLS] But now guess who else is working on next gen. So it's great.

02:10:30 [DGLS] so so but like the pace at which we make decisions, at which we make calls or don't make calls has significant impact, like, I'll go back to pay because I just can't not not go back to pay. But we've been at this for eight years, right?

02:10:44 [DGLS] We've been experimenting with next gen for 3 to 4. Right.

02:10:48 [DGLS] Like so.

02:10:49 [DGLS] Somehow we need to find a way to do pace better.

02:10:53 [DGLS] and so that is a mixture of process that is a mixture of culture.

02:10:57 [DGLS] And all of you struggle with culture change and you're trying to wrap your arms around corporate culture and like, good luck because it's just like vapor.

02:11:04 [DGLS] But some of it is that, and so yeah, so for me it's fatigue.

02:11:08 [DGLS] And at the same time we need to go faster.

02:11:11 [DGLS] So, so trying to figure that out. If you have figured it out, please come see me.

02:11:15 [DGLS] You have a job in HR and pay today.

02:11:19 [DGLS] But to me those are two factors that are hugely important is we need to accelerate pace and we need to do it in a way that doesn't completely destroy the civil service that I have seen a lot of people be tired because of the amazing work they did during the pandemic. Thank you.

02:11:32 [DGLS] And that was a key theme as well, coming up in the Values and Ethics report.

02:11:35 [DGLS] Right?

02:11:35 [DGLS] The speed of change, not the speed of change necessarily around around us, but the speed at which we need to change the space that we need to be.

02:11:42 [DGLS] Excellent. Okay.

02:11:45 [DGLS] We're opening it up.

02:11:47 [DGLS] I suspect we've got some questions. Anthony. You're going.

02:11:52 [DGLS] I see you on your way. Elizabeth's next. Good.

02:11:55 [DGLS] Thanks. thanks very much to all panelists.

02:11:58 [DGLS] so some of you spoke with the the need to accelerate the pace and the importance of delivering on policy expectations.

02:12:07 [DGLS] So in a culture where the craft of coming up with the policy intent is considered more important than the craft needed to deliver on the policy outcomes, how do we shift the decision making process so that it isn't asked to just paint by numbers?

02:12:21 [DGLS] Thanks. Yeah, I didn't take that one.

02:12:26 [DGLS] and that's a great question.

02:12:28 [DGLS] And it's something that within Esdc and Service Canada, we often have struggled with.

02:12:34 [DGLS] how do you ensure a hard connection between the policy development and the implementation person?

02:12:41 [DGLS] And, a key element that we have learned and we've implemented in particular in the employment insurance program, we have the.

02:12:51 [DGLS] So for those who haven't spent a lot of your career in Esdc employment assurance program is one of the favorite programs of any government.

02:12:59 [DGLS] I don't I mean, at Esdc for for 19 years now, I don't recall a budget in which there was not some policy changes. Doesn't matter.

02:13:09 [DGLS] The color, the stripe of the of the party that's in power.

02:13:12 [DGLS] It's something that actually at the federal level, you can make targeted measures.

02:13:18 [DGLS] And we've seen the development of the EI program over 50 years really changed significantly.

02:13:23 [DGLS] And and targeted measures in particular communities across the country.

02:13:26 [DGLS] So it's extremely popular to make policy changes.

02:13:30 [DGLS] and we are operating on a 50 plus year old Unisys mainframe still for the EI program.

02:13:38 [DGLS] What we learned through lots of effort in the in particular in the 20 tens, is when I think we solved the issue on the AI side, was you can't have the policy team in rooms making decisions and then subsequently, post mic, post budget decision that there ends up being a the discussion with the operational delivery in the IT team about how it can be done.

02:14:01 [DGLS] We have very, very joined up conversations on an ongoing basis as it relates to development of AI policy.

02:14:09 [DGLS] Every. Actually, I think we're back to every week.

02:14:12 [DGLS] Again, it varies between weekly and bi weekly.

02:14:15 [DGLS] We have an AI policy service delivery meeting at the Deputy minister and ADM, and DG level in which we are talking about the myriad of different elements that are in play.

02:14:26 [DGLS] Implementation is not an afterthought.

02:14:29 [DGLS] The IT requirements are not an afterthought.

02:14:32 [DGLS] And we've done that through necessity because it's nonstop.

02:14:35 [DGLS] On the AI development side, we have not fully addressed that across the board.

02:14:40 [DGLS] At Esdc.

02:14:41 [DGLS] Other programs that do not see this type of volume of change, there hasn't been that need in the past, and we have not had that joined up conversation.

02:14:49 [DGLS] But we're trying to and we are replicating that throughout our organization to try to address that.

02:14:55 [DGLS] And there also has been, I'd argue, in the last 4 or 5 years, there is increasing recognition of the value of, of implementation.

02:15:02 [DGLS] So I was appointed as a deputy minister responsible for BDM ten years ago.

02:15:07 [DGLS] You would not have had a deputy minister responsible for like my only mandate was only was leading the large IT transformation in the history of government of Canada.

02:15:17 [DGLS] I am not a policy guy, I do not have that background and we have lots. We have a number of different examples.

02:15:22 [DGLS] So Alex's appointment is another example in which we are dedicating very senior level positions, because there is that recognition that great policy ideas, without successful implementation don't matter.

02:15:35 [DGLS] And I think there is that increasing awareness.

02:15:37 [DGLS] But we need to be very diligent to ensure it continues to happen. Nice, nice.

02:15:41 [DGLS] Yesterday we had a conversation in question to the audience as to how many had read recording America right? And I was surprised it wasn't 100% of the audience.

02:15:49 [DGLS] So excellent examples. Thank you Alex. Yeah.

02:15:52 [DGLS] Real quick, Uber one against policy in the municipalities because it was a service that people cared and wanted. tick tock. Same thing.

02:16:02 [DGLS] Despite my best effort to eliminate it from my household, it continues to proliferate everywhere because people want the service.

02:16:09 [DGLS] Arguably, ChatGPT same thing.

02:16:13 [DGLS] You all work in a space that I think you have the leeway.

02:16:17 [DGLS] This is going to sound weird to not care about policy.

02:16:22 [DGLS] Like do something that people want to use.

02:16:24 [DGLS] And it's easy for me to say now that I'm not a tbss because I'm looking at Dom cringe right now.

02:16:28 [DGLS] Okay, but none of those policies get in the way of you doing things, and if they do, you need to ask them, show me where in the policies.

02:16:35 [DGLS] Number one lesson I learned from Graham Flack show me where in the policy it says I can't do this thing right.

02:16:40 [DGLS] But if you can set the pace and deliver a product that people care about, policy follows every single time.

02:16:48 [DGLS] So on one part, I'm also complaining the fact that this town cares about policy too much and less about implementation.

02:16:54 [DGLS] I think it's absolutely true.

02:16:55 [DGLS] They're starting to be a shift, but the collective onus is on us to actually deliver, like throw people in a room with the pizza. I can't say lock up. I've been told I'm not allowed to say it.

02:17:05 [DGLS] I can't say throw in a room either.

02:17:06 [DGLS] I can't ask people to go in a room and develop stuff and give them deodorant and a pizza box and just turn the key so they can't come out until the thing is produced and it's amazing.

02:17:16 [DGLS] Okay, do that.

02:17:18 [DGLS] And if it's a really good product policy follows. So to me like that would be my challenge.

02:17:23 [DGLS] Back to the entire room is like, what do you need in your organization to be able to do that?

02:17:28 [DGLS] Because if someone at SDC says, here's a brilliant idea on how we're going to do BDM, it's going to be \$1 and it'll fix everything, I promise you, we're listening right? Like so.

02:17:37 [DGLS] So like the onus has to kind of be put back on us to drive that pace a little bit, I think. Nice.

02:17:43 [DGLS] This is my first stint at Treasury Board.

02:17:44 [DGLS] So this is my first stint in an organization where we focus on policy.

02:17:47 [DGLS] And I am absolutely amazed at the questions we get on policy, where there's a belief and an implementation that are not at all ever the intention. It's rampant.

02:17:56 [DGLS] Absolutely. Did you want to jump in?

02:17:59 [DGLS] yeah.

02:18:00 [DGLS] I guess the only thing I would just a little challenge to that is I think we need to then be like, if we're going to do that, we need to be in a position to then scale up to to the expectations that we create by it.

02:18:13 [DGLS] you know, because at the end of the day, we're still public servants and we're accountable to government.

02:18:17 [DGLS] And so we don't get to run off and do our own thing, hoping government will learn to follow us.

02:18:22 [DGLS] we need to sort of lead with intent, and be able to deliver sort of the, the solutions that they're looking for to the problems that, that, that, that they're, they're being asked to solve for Canadians.

02:18:35 [DGLS] So it is a marriage more than, than, than, than sort of a choice of one or the other between us and them.

02:18:42 [DGLS] I will agree with Cliff that I think the, the, the impulse today is to bring it to the table early and to try and get an understanding of it.

02:18:50 [DGLS] I will say the sophistication of that understanding is still pretty weak.

02:18:53 [DGLS] my observation is that for many decision makers, it's still a lot like Scotty on Star Trek. Right? it can't be done.

02:19:02 [DGLS] you know, we're not going to be able to do it. The ship's going to blow up.

02:19:05 [DGLS] We'll get it done.

02:19:06 [DGLS] And we always find a way, usually to to make it happen. Sometimes the ship blows up, but not fully.

02:19:11 [DGLS] and we repair it and move on, you know, kind of thing. Yeah.

02:19:15 [DGLS] and that unfortunately, is still some of the, the layering of the conversation that happens in the policy space.

02:19:22 [DGLS] And I'm talking about policy from a government perspective on that front, going forward.

02:19:26 [DGLS] But I do think I think there's opportunities to continue to get those those conversations better, smarter and more aligned to to meeting expectations.

02:19:35 [DGLS] And so that'll be, you know, and the earlier question you asked about what keeps you up at night, very little keeps me up at night.

02:19:40 [DGLS] But I do think the legacy of our generation of public servants and leaders is around public trust in institutions.

02:19:48 [DGLS] we are at a, for the most part, an all time low in terms of trust in government institutions.

02:19:53 [DGLS] And I think collectively, how we do our work needs to be shaped in such a way that it rebuilds that trust.

02:20:00 [DGLS] And so we have to be able to to find a way to work together to meet the expectations of Canadians and the stakeholders that we serve, and to deliver on the promises that we make to them. Thank you.

02:20:14 [DGLS] Thank you. Elizabeth.

02:20:19 [DGLS] Good morning.

02:20:20 [DGLS] I want to pick up on what Alex said with regard to fatigue and seeing that.

02:20:24 [DGLS] And in actual fact, we have that evidence in the Apex report on the 2021 Executive Work and Health Study.

02:20:31 [DGLS] We can see results in the CIS, CIS as well.

02:20:36 [DGLS] And I think this is so important to talk about because there's two things when it comes to fatigue.

02:20:40 [DGLS] And when we look at our research and I work with epidemiologists.

02:20:43 [DGLS] So if anybody's saying, well, she's done cyber for 25 years, how can she talk about this?

02:20:48 [DGLS] But with the research behind it, there's two key areas.

02:20:51 [DGLS] First off, it's work home interruption.

02:20:54 [DGLS] So those are the interruptions when people are are at their kid's game or at 7:00 at night and they're getting calls.

02:21:02 [DGLS] So every time they get those interruptions, they don't have the recovery to come back refreshed the next day.

02:21:09 [DGLS] So with regard to work home interruptions, the first part of the question is what is it that you're successfully seeing within your own organizations in order to build in some more recovery for people?

02:21:21 [DGLS] So less work home interruptions.

02:21:24 [DGLS] The second one is on effort and reward imbalance.

02:21:29 [DGLS] So this isn't just pay.

02:21:31 [DGLS] And Jennifer Moss and her research with regard to pay that's like organizational hygiene.

02:21:36 [DGLS] So when we talk about recognition, whether it's a thank you a recognition and research also says from senior management that recognition should come every approximately every two weeks to not only thank but also identify how it integrates into the overall mission or objectives of the organization.

02:21:55 [DGLS] So looking at absolutely folks are tired.

02:21:59 [DGLS] We know from 75% of exhaustion and burnout in executives.

02:22:03 [DGLS] But when we look at what proactively can be done in minimizing work home interruptions or effort reward imbalance because people can do very hard things, but the reward needs to be matched in order to have that balance.

02:22:19 [DGLS] So what are you seeing in your organizations that either are working or you you would like to try?

02:22:28 [DGLS] I mean, I'll give it a quick go first.

02:22:30 [DGLS] I'd say for me, it's important that you as managers hire a team that you learn things.

02:22:36 [DGLS] By the way, like you have to continuously learn, and adapt.

02:22:40 [DGLS] so one of the things I've gotten more comfortable with, and now I wouldn't do it any other way, frankly, is hiring a team of people that you trust around you, and that trust is important because those people need to be able to tell you to bug off, and you need to be able to know how to take it.

02:22:59 [DGLS] Kim Steele told me to bug off yesterday, and the best possible way.

02:23:05 [DGLS] and so I think that's important when you have a real trust in your team and you're able to have hard conversations, argue, maybe raise your tone even, but you're like, it's all good and that you're actually having a real conversation to settle something.

02:23:18 [DGLS] I think that's important because your team needs to be able to push back.

02:23:21 [DGLS] So creating that super important.

02:23:24 [DGLS] I get to work at 5 a.m. I'm running by 545.

02:23:28 [DGLS] I answer emails Jessica is nodding.

02:23:31 [DGLS] I've made it clear to the gang, I don't expect you to have answered the 5 a.m. email.

02:23:37 [DGLS] And I also, if you're sending me one at eight, I'm probably sleeping.

02:23:40 [DGLS] So PM.

02:23:41 [DGLS] That is so so so you have to have that open conversation around your work expectations. I'm not joking. I'm on.

02:23:47 [DGLS] I pass out on the couch by eight.

02:23:49 [DGLS] So if you have anything urgent, you have to call.

02:23:52 [DGLS] and so, so to me, that honest conversation again is important.

02:23:57 [DGLS] On the rewards part, I would say it gets back to the team you bring together.

02:24:01 [DGLS] Like I went through a lot of adms to do some replacements of the of the team, at on the pay front and a lot of them said no, and a lot of them said no for two reasons.

02:24:14 [DGLS] too high of a risk, too low reward.

02:24:18 [DGLS] And the second reason is they were tired and I had 20 plus conversation.

02:24:22 [DGLS] I went through a list of high fliers at Okro.

02:24:25 [DGLS] So to me, it speaks to the fact that yes, we are absolutely tired and, you know, a totally a thing that we need to actually have a conversation about, like, how do we administer, like how do we manage this?

02:24:35 [DGLS] But the other one was too high risk, too low reward, and it is very hard to find people that will run into this fire for sure.

02:24:44 [DGLS] So the people that do, however, are the ones that find the reward through solving this fricking thing. Right?

02:24:50 [DGLS] And so nurturing that is super important as well.

02:24:54 [DGLS] Once you kind of identified what the reward is, I think it's different for everybody in this case, for me, with this project, we need to find people that have a sense of reward and solving the problem. Right.

02:25:05 [DGLS] And that's like primordial and another project that could be something else.

02:25:08 [DGLS] But in this case, it's this. And then how do you support that? How do you enable that?

02:25:12 [DGLS] How do you be the umbrella to make sure that they can do the things they need to do and not have the weird questions come up? Right. So to me, those are like softer things.

02:25:19 [DGLS] It's not like a direct answer, but it's things that we're trying to do right now. Thank you.

02:25:25 [DGLS] I like that I'll jump in and maybe I'll just speak on the the that work life balance.

02:25:32 [DGLS] and how do we slay that?

02:25:35 [DGLS] I think it's even more challenging today than it was pre-pandemic, because the blurring of home and work has increased because lots of us are working from home at certain times, and you're used to actually being on your on your, on your desktop, at all different hours.

02:25:53 [DGLS] And certainly during the pandemic. That was the case.

02:25:55 [DGLS] I think it starts with a conversation and and it continues with ongoing conversations.

02:26:01 [DGLS] It's really important that you have the conversations with first with your leadership team, and you have ongoing frank conversations about how do you adjust it.

02:26:09 [DGLS] I'm not a proposal of the ironclad rules that or no emails after 6 p.m. between 6 p.m. and 6 a.m. I.

02:26:20 [DGLS] I think it really behooves all of us, especially at the executive level, like we all have our own personal accountability and Alex was using his example that he's up at 530.

02:26:30 [DGLS] I am not responding to any email at 530 in the morning by any means, and not even six. No.

02:26:37 [DGLS] I moved downtown so I don't have a commute, so I'm enjoying sleeping in every every morning.

02:26:42 [DGLS] and, I don't support the hard and fast rules because I think what we are all adults, we're all executives especially.

02:26:50 [DGLS] And then you got to drive it down throughout your team.

02:26:53 [DGLS] But what works for Alex does not work for me.

02:26:57 [DGLS] And I would have a challenge if I was working for Alex. And and he's not doing this.

02:27:01 [DGLS] But if he said, oh, yeah, it's it's fine.

02:27:03 [DGLS] Don't reply to my 530 email until 7 a.m. I would still have a big problem with that.

02:27:08 [DGLS] and similarly, if I'm sending him an email at eight and I'm getting impatient that he's not responding to me, there's an issue.

02:27:14 [DGLS] So it's about figuring out what works for you as an individual, having a conversation with your team, figuring out what works for them, and for some teams it might work.

02:27:23 [DGLS] Like I know some areas have, no meetings on Friday afternoons, which is a nice idea, but most of us aren't having meetings just because we want to have a meeting.

02:27:33 [DGLS] And actually, if you cut off, say, four hours on Friday afternoon, then you're going to have meetings at 530 at night, on the Thursday or whatever.

02:27:42 [DGLS] And actually that impacts other people's choice. So I think you need to communicate.

02:27:45 [DGLS] You need to have that conversation.

02:27:47 [DGLS] And then you need to regularly check in, and you need to make sure that you can have that.

02:27:50 [DGLS] Frank, back to Alex's point, that Frank conversation back and forth and that demonstration of ongoing respect. Nice.

02:27:58 [DGLS] It's a bespoke work life integration, bespoke awards and recognition.

02:28:03 [DGLS] Thinking about individuals, thinking about cultures and mandates.

02:28:06 [DGLS] Yeah, yeah.

02:28:09 [DGLS] I mean I think we're like most departments we're trying to make in sort of investments in mental health and in life balance and trying to create community within the department as a way to sort of to broker this.

02:28:21 [DGLS] But my observation is a bit like my colleagues, you know, you kind of have to negotiate expectations is probably the reality of it.

02:28:27 [DGLS] And I think it is harder today because of some of the accessibility, it's easy to be accessible or easier to expect people to be accessible.

02:28:36 [DGLS] I don't think it's terribly new, though.

02:28:37 [DGLS] I was reflecting when I came to Ottawa in the 90s for my first job here.

02:28:41 [DGLS] There was an executive who worked around the corner from me, and he came in at like 530 in the morning and left at like 730 at night from the office.

02:28:48 [DGLS] And I remember him saying that, that if you didn't do that, it was your choice.

02:28:51 [DGLS] It was career limiting.

02:28:52 [DGLS] Basically, if you didn't, if you weren't prepared to live that lifestyle, I don't think anyone would get away with saying that today. And if they, you know, they shouldn't get away with saying it. Let me be clear.

02:29:02 [DGLS] like, I think we're much better at sort of naming, the fact that we need to take care of ourselves today and the expectation that we have to be invested in one another's well-being in order to succeed collectively together, I don't, so I'd like to believe we're a little, at least more open to the conversation. hopefully better. More sensitive to it.

02:29:21 [DGLS] but my observation is we just have to negotiate this on a on a relationship level. You know, I'm a bit like Alex.

02:29:28 [DGLS] I'm up very early in the morning, and, probably not quite a bit at 8:00 pm, but.

02:29:33 [DGLS] But I go to bed relatively early, and, you know, and I think of Chris, who I just finished working with, she was getting on the computer at 10:00 pm when she was done with dealing with her kids, her teenagers, and she would send messages till, till till 12.

02:29:48 [DGLS] And it would be easy to fall into a pattern of you know, receiving a message at midnight that I then didn't respond till five in the morning feeling like I had failed somehow to respond.

02:29:56 [DGLS] And but my whole day I'm in meetings and five hours goes by and I don't respond to stuff during the middle of the business day.

02:30:03 [DGLS] I'm not sure why I panic about, you know, like why we obsess about this, but there is this feeling like somehow we shouldn't be taking care of ourselves.

02:30:10 [DGLS] And that's there's an internal dialog that we have to master as well around learning to set some space around and around those feelings of of that. Maybe I'm failing somebody.

02:30:21 [DGLS] And so, you know, I think it's I don't think we've mastered it. It's the long version of it.

02:30:25 [DGLS] So I think we have a long way to go. Thank you.

02:30:28 [DGLS] Dialog talking. I've got a question on the back end.

02:30:32 [DGLS] Do we have time for one more? Okay.

02:30:35 [DGLS] Good. Okay.

02:30:38 [DGLS] I guess this is a question that goes back to the who automates wins.

02:30:42 [DGLS] comment. What do we automate is the question.

02:30:45 [DGLS] But I wanted to couch it in a couple comments and that's that.

02:30:47 [DGLS] We've got all sorts of measures of widgets that we produce or costs that we use for targets.

02:30:53 [DGLS] And there is a temptation to utilize targets as the the thing that we want to automate, the thing that we're looking to automate is, is often a target.

02:31:02 [DGLS] But if you look at Goodhart's law.

02:31:04 [DGLS] Goodhart's law states that a measure that becomes a target is no longer useful as a measure. So how do we find what we automate?

02:31:12 [DGLS] Well, when there is a temptation to use targets and I'll use a metric that I often use whenever I'm talking about immigration work.

02:31:19 [DGLS] If you've got a million widgets to produce, seven seconds per widget is one FTE.

02:31:26 [DGLS] So how can we save seven seconds on a million widgets?

02:31:29 [DGLS] Or in the case of this year's temporary residents, for for immigration, one second per widget on about 6 to 7 million widgets.

02:31:36 [DGLS] That's one FTE. So what do we automate?

02:31:39 [DGLS] Thank you.

02:31:43 [DGLS] Wow.

02:31:44 [DGLS] I mean, I think that's an interesting question.

02:31:48 [DGLS] You know, I think, you know, I think there's a couple for me, there's layering of conversation in that, like, so for me, there's there's the things that we measure and set targets around because we have to communicate about what we can get done, and we have to negotiate resources and we have to sort of drive productivity like we have to manage, especially in a large like when you're talking millions of applications a year, you have to be able to sort of coordinate the work to deliver outcomes.

02:32:13 [DGLS] and those outcomes become very complicated.

02:32:15 [DGLS] And so trying to figure out what those are to set reasonable targets so you can know whether you're achieving or you're getting to where you need to be.

02:32:22 [DGLS] you know, there's the whole management exercise of productivity, I guess that goes with that.

02:32:27 [DGLS] the layering of the question around automation is a bit interesting, though.

02:32:32 [DGLS] I mean, I think what we look to do for automation is to try and find that those parts of the work where, sort of that human value isn't really as as useful, like where basically the human who's, who's managing all of that is doing it almost automatically anyways, you know, like where there's not a lot of sort of real thought that goes into it, to try and take some of that noise out of their day to day work so that they can focus on the things where they add all the extra value, which is, I think, where most people find meaning in work, it's not sort of going through a spreadsheet and manual, adding up columns when the Excel can do that for you.

02:33:09 [DGLS] It's an old example, I know, but you know what I mean.

02:33:12 [DGLS] Like where were you doing that? We need to kind of take that out of that.

02:33:16 [DGLS] and then you have to layer risk on top of that.

02:33:19 [DGLS] So some of those tasks, even though they may be mundane, probably still need to be done manually just from a from a risk perspective until we can we can communicate how we're taking care of the risk associated with it.

02:33:31 [DGLS] So it's a bit of a complicated question, but like, you know, for me, there's it kind of speaks to different things that I worry about in my role and responsibility. It is a complicated question.

02:33:41 [DGLS] Everybody wants to weigh in on it.

02:33:43 [DGLS] I'll jump in, briefly.

02:33:46 [DGLS] so speaking from large operations.

02:33:49 [DGLS] So you talked about immigration the same on the service side.

02:33:54 [DGLS] leverage the knowledge and expertise of the front line delivery people.

02:33:58 [DGLS] So I'll give an example of what we use in AI.

02:34:02 [DGLS] We have records of employment.

02:34:03 [DGLS] We get 10 million records of employment, every year.

02:34:08 [DGLS] And there's a lot of it has already been automated.

02:34:11 [DGLS] It's been automated for me for years.

02:34:12 [DGLS] About 45%, I think, for all of our claims are 100% automated.

02:34:17 [DGLS] And that's not leveraging AI, etc. it's just leveraging lots of development over the last couple of decades.

02:34:22 [DGLS] but we also on the records of employment, we have a free form text field for comments that an employer can put comments in.

02:34:29 [DGLS] Sometimes it really matters because what they put in those comments could impact whether someone's entitled to employment insurance or not, or what they might be entitled to.

02:34:38 [DGLS] But often those comments are meaningless.

02:34:41 [DGLS] Okay, but we had an operational policy that said every time there's a comment, it would trip out of automation and we would need a front line delivery person to read the comment and but actually through an idea from a front line staff person who was going, yeah, I appreciated that.

02:34:57 [DGLS] The employer is wishing me merry Christmas, but actually it doesn't really add a whole lot of value to my day after I've seen it a number of times.

02:35:04 [DGLS] So actually, what we did is we leveraged AI to read those comments and make decisions on the ones that do not need, human intervention.

02:35:12 [DGLS] I think that's close to a million, comments fields that we no longer have to look at so that leveraging the knowledge of the people who are actually doing the work, huge value.

02:35:23 [DGLS] second one is, looking at your business processes and engaging with the front line delivery, the business processes, typically for lots of our large operations, have not been designed as an overall master design and operational effectiveness.

02:35:37 [DGLS] They have designed and developed over years and years, taking the time for some of your biggest ones to take a step back and do that redesign and then the third one is we do not have to figure out the lessons learned all of our by ourselves.

02:35:51 [DGLS] Like there are things that IRC is doing that I'm sure Service Canada can benefit from. CBSA et cetera. ET cetera.

02:35:58 [DGLS] Find ways to learn both from our internal networks and also from the private sector as well.

02:36:03 [DGLS] And I don't think we we do a nearly a good enough job of learning those lessons as well.

02:36:08 [DGLS] Thanks, Alex. Yeah. Real quick, I agree with my colleagues. I love the concept.

02:36:12 [DGLS] Like innovation doesn't happen at the core.

02:36:15 [DGLS] It always happens on the edges. So like go to the edge of your organization.

02:36:18 [DGLS] I love that I'd say two things.

02:36:20 [DGLS] I'd say I'm going to twist your question because I'm on stage and I could do that and I get the privilege of doing that.

02:36:26 [DGLS] But I think, I think you're asking the right the right question or the wrong audience.

02:36:30 [DGLS] and what I mean by that is like, don't think about it like the answer is everything.

02:36:35 [DGLS] So if you throw like 100 things at the wall, three of them will stick.

02:36:40 [DGLS] So my answer to you would be like, experiment on automating on everything, right?

02:36:45 [DGLS] Like we run warehouses at Sbcc where we still have humans and we know the model is an AWS kind of warehouse where it's robots, right?

02:36:51 [DGLS] So we know that. So why not play around with that?

02:36:54 [DGLS] Anything financial.

02:36:55 [DGLS] But like so the first part is, is, is don't think don't overthink it.

02:36:59 [DGLS] Like if you're not breaking a law or a policy like, you know, go for it.

02:37:02 [DGLS] The second thing I would say is ask the right question to the right audience, which is outside of government.

02:37:08 [DGLS] and what I mean by that is sometimes our left hand and our right hand as the big system of government doesn't work together.

02:37:13 [DGLS] So, for example, I said, it's pumping billions of dollars into AI, into our country.

02:37:17 [DGLS] We are not a first buyer of any of it.

02:37:20 [DGLS] So that's an interesting sort of broken thing.

02:37:23 [DGLS] So but you can fix that because there's no policy stopping you from doing that.

02:37:27 [DGLS] It just means you should ask your question to the market.

02:37:30 [DGLS] Go to Edmonton at the AI hub there and sit down with people and have the conversation.

02:37:35 [DGLS] Go to Toronto and Montreal, where those hubs are, and ask them, here's our problem.

02:37:40 [DGLS] Don't tell them what you want as a solution, because that's also a problem we do.

02:37:44 [DGLS] We spend two years defining the solution.

02:37:46 [DGLS] And I know this is partly my department's fault and I apologize, but we spent two years defining the solution and by then the world has changed completely.

02:37:54 [DGLS] And then we put the solution out on the street when you should just say, here's my problem.

02:37:57 [DGLS] Like I don't pay people well, like, how are you? How can you help me?

02:38:00 [DGLS] And then but you have to be ready to back to the business process discussion.

02:38:04 [DGLS] Well, they're going to tell you you need to re-engineer things and you need to be ready for it. Right. And so that's okay too.

02:38:09 [DGLS] But to me, like we need to continue doing a better job of when we were talking about partner and private sector, we can't say buy Canadian first.

02:38:17 [DGLS] Not allowed to say that, although all the other countries do that by the way.

02:38:19 [DGLS] Okay, so so I answered our RFP and other market RFPs. Other countries do that. We can't do that.

02:38:26 [DGLS] But you could definitely bring your problem to the AI hubs across the country that we have spent billions of dollars growing, right? To me, that would be like the first step.

02:38:33 [DGLS] Go have a conversation with those folks.

02:38:35 [DGLS] Turn the data over if you can.

02:38:37 [DGLS] Synthetic synthetic data, all that wonderful thing and see what they come up with. Right.

02:38:42 [DGLS] Like it's it's way more fun to do it that way than to issue an RFP.

02:38:46 [DGLS] I promise you, that is a promise.

02:38:49 [DGLS] And I apologize if there's any procurement executives in the room. My bad.

02:38:52 [DGLS] That's fun to nice. Thank you.

02:38:56 [DGLS] Thank you so much. All three of you.

02:38:58 [DGLS] Extremely diverse opinions, which which was really led to a fabulous conversation.

02:39:03 [DGLS] And thank you, everyone for the excellent questions. Okay.

02:39:06 [DGLS] Here we go.

02:39:28 [DGLS] All right.

02:39:29 [DGLS] Thank you so much to to our panel.

02:39:31 [DGLS] I have a feeling that we could have gone on for quite some time having that discussion.

02:39:36 [DGLS] and thank you, Alex in particular, for your candor and for staying on brand.

02:39:43 [DGLS] so continuing on with the theme of collaboration, our next session focuses on evolving collaboration strategies at Shared Services Canada.

02:39:54 [DGLS] It's my pleasure to introduce our next guest speaker, Scott Jones, president of Shared Services Canada, appoints to his role in September of 2023.

02:40:04 [DGLS] Scott brings extensive experience having served as Executive Vice president of SSC and the Associate Deputy Minister of Public Services and Procurement Canada, with a key role in delivering the Canadian Covid 19 proof of vaccination program.

02:40:21 [DGLS] Scott Jones has led digital transformation efforts and played a pivotal role in modernizing thing, in the modernization and data management at IRCC, as well as funding the founding the Canadian Center for cybersecurity at the Community Security Establishment.

02:40:39 [DGLS] Please join me in welcoming Scott Jones.

02:40:50 [DGLS] All right.

02:40:52 [DGLS] Tracy, avec vous a, la onda, de petite blog de debilitated suministro de parlé plu longtemps.

02:41:03 [DGLS] And now it's actually true.

02:41:05 [DGLS] sorry, guys, I'm just trying to tease you here.

02:41:07 [DGLS] first I'd like to say welcome to Dominic Rochon.

02:41:10 [DGLS] Dom and I have worked together for a long, long, long time. Probably longer than he would care to it.

02:41:16 [DGLS] care to admit?

02:41:19 [DGLS] But I will tell you, we continue to move from strength to strength to strength in the CIO job.

02:41:25 [DGLS] and, you know, even though Alex wants to tease me, I would say I started off with a very strong relationship when he was in the role.

02:41:32 [DGLS] It continued on with Mark acting, Catherine coming in. Stephen.

02:41:39 [DGLS] and also, I want to thank Stephen because one of the things that it's very hard to act in the job, and to do it right, it's very easy to sit in coast.

02:41:49 [DGLS] and Stephen didn't just coast.

02:41:51 [DGLS] He continued to do the job as if he was the steward of it.

02:41:54 [DGLS] So he not only has my thanks, he has my respect.

02:41:58 [DGLS] and I think that's something that we need to think about as the digital community manager, because we can't assume the role, the premier, vice president Morsi, the president, the Service Canada.

02:42:12 [DGLS] I thought I knew the organization. I worked very closely since its inception.

02:42:17 [DGLS] I actually was the pretty much the only external person who sat on things like the operation service board.

02:42:22 [DGLS] I can't remember what it was called back then.

02:42:24 [DGLS] right at the inception, running the and so I thought I knew this place.

02:42:31 [DGLS] What I didn't understand was a little bit of the history of SSC and some of the things.

02:42:35 [DGLS] And so I wanted to share a few of those, a few of those lessons.

02:42:38 [DGLS] But I did want to say I am going to I'm trying to save a bunch of time for questions and answers.

02:42:42 [DGLS] So start thinking of what you want to hear, but pay attention because maybe I'll answer some of your questions while I'm speaking.

02:42:49 [DGLS] The first thing I didn't understand was how deep those cuts impacted the organization and the ability to transform.

02:42:55 [DGLS] so, you know, we all knew that shared services created and we mashed together and, you know, we saw some deputies come out and me, me, me, me about shared services and levels of service levels and etc. none of them talked about the sheer and utter mess that was transferred to SSC that was under their purview as deputies.

02:43:13 [DGLS] but you know, there was a lot of and we never talked about the cuts.

02:43:17 [DGLS] Half \$1 billion gone from the budget.

02:43:20 [DGLS] And what I've learned is during those conversations, it was, do we spend the money on transform or do we replace the generator that just blew up at a data center where there's critical government workloads going? And those were the decisions that were faced.

02:43:33 [DGLS] We don't pay. We can't pay for it to pay the maintenance.

02:43:36 [DGLS] so we're going to try to keep things running as long as we can and hope we don't have to call the vendors because we're not paying for maintenance on half the equipment, because there's no money for that.

02:43:44 [DGLS] Like, that's the decisions all the people for the first, probably 5 or 6 years of SSC were forced to deal with.

02:43:50 [DGLS] So for those of you who were there, you have my absolute utter thanks, because I don't think anybody understood what you had to deal with.

02:43:57 [DGLS] And you dealt with it in a way, that at least gave us a platform to do modernization.

02:44:02 [DGLS] I am very glad I'm not the president.

02:44:04 [DGLS] Like at the time when Lianne Laronde was there and the Westcott years, and even the Ron Parker years.

02:44:13 [DGLS] So that's the first thing.

02:44:14 [DGLS] Those cuts were much, much deeper than I understood. And it took us a long time to recover.

02:44:20 [DGLS] The second piece is we all need to look in our mirror, because I would say the staff weren't treated very well with their fellow public servants.

02:44:28 [DGLS] And I would say that that conversation about values and ethics is something that we need to reflect on.

02:44:33 [DGLS] It's also something that I just find completely intolerable.

02:44:35 [DGLS] So we are all public servants, and we have to need to treat each other with respect and that's something that didn't necessarily happen.

02:44:42 [DGLS] so for those of you who suffered that, you have both my apologies and my thanks for persevering and keep continuing to push through.

02:44:48 [DGLS] And for those of you who absolutely stopped that behavior and have changed the culture and changed the work, I thank you for that too.

02:44:55 [DGLS] That's really important.

02:44:56 [DGLS] Respect for us in the digital community.

02:44:59 [DGLS] Here's some other things I found SSA has a ton of talent in the organization.

02:45:05 [DGLS] It has a tremendous amount of innovation.

02:45:08 [DGLS] these are people who care about the mission of the Government of Canada and delivering service to Canadians.

02:45:13 [DGLS] They care, and they still identify a lot of the people still identify with the departments they came from.

02:45:18 [DGLS] That's a good thing.

02:45:19 [DGLS] That's a strength, and that's something we need to continue.

02:45:22 [DGLS] but the innovation can be suppressed.

02:45:28 [DGLS] the organization is extremely risk averse. From the time when there wasn't money.

02:45:31 [DGLS] It is used to being very poor.

02:45:33 [DGLS] and so it is very reluctant to make decisions and take risks.

02:45:37 [DGLS] It wants to plan and plan and plan.

02:45:40 [DGLS] And until the plan is perfect and everybody's in agreement, it doesn't want to move.

02:45:44 [DGLS] So those are things that are changing. I'm going to talk about the culture change in a minute.

02:45:49 [DGLS] The last panel talked about lessons learned and the need to share.

02:45:52 [DGLS] And I think that's really important.

02:45:54 [DGLS] But I want to talk about how are we applying the lessons learned?

02:45:57 [DGLS] I've been in government long enough to know the difference between lessons learned and lessons applied by that I mean lessons written down and put put in docs somewhere to never be read again, and lessons that lead to actual transformation and change in an organization that makes a huge difference.

02:46:14 [DGLS] the other thing I found is I was delving into SSI is a lot of the problems that you all talk to me about, or some of you talk to me about in my appointment, they already existed.

02:46:25 [DGLS] the solutions have existed across government in a lot of these places.

02:46:29 [DGLS] We in many cases, we solve the same problem 85 different times in the almost nearly the same way.

02:46:34 [DGLS] But slightly incompatible, creating like little bits of friction that make it harder for us to work as public servants.

02:46:41 [DGLS] I'm going to come back to that as well.

02:46:42 [DGLS] But what I heard from you all and from many of you, is you want predictability from SSI, meaning we need to say we need to follow through. First of all, what the heck are you people trying to deliver?

02:46:51 [DGLS] And planning on delivering? And we need reliability.

02:46:53 [DGLS] We need to be able to rely on your ability to provide the foundation for the services we need to do.

02:46:59 [DGLS] that is absolutely heard. And you'll hear a little bit about that.

02:47:06 [DGLS] So an overlay for the service Canada, a cat, cat, cat cat premium on premium connectivity service numeric cybersecurity a Bergman.

02:47:22 [DGLS] so let me break those down.

02:47:24 [DGLS] Connectivity I'm I'm not going to talk about any more about how networks need to deploy. No more third party reviews.

02:47:33 [DGLS] We do all those things internally.

02:47:35 [DGLS] Let's talk about the connectivity you need to deliver the service and the connectivity public servants need.

02:47:39 [DGLS] No matter where they are.

02:47:41 [DGLS] if you want to do network engineering and you would that's that's your goal.

02:47:45 [DGLS] Give me a call, call Pat and do we likely have a job for you?

02:47:49 [DGLS] you want to talk to me about the connectivity that's not there for your users, for your service, for the citizens and the things like that?

02:47:55 [DGLS] That's the conversation we need to make sure we're solving.

02:47:58 [DGLS] but we'll talk about that work, work where you need to be able to work.

02:48:02 [DGLS] the connectivity you need to be able to do your job, the connectivity we need to be able to deliver the services and advance the transformation that's there.

02:48:09 [DGLS] It's easy to say, and frankly, network is so ubiquitous now.

02:48:13 [DGLS] there shouldn't be a difference between coming into the office and working, going to a Starbucks and working or working from home in terms of the connectivity and the experience we have.

02:48:22 [DGLS] And I can tell you, none of us have that right now.

02:48:24 [DGLS] We know it. The second piece, Digital services.

02:48:29 [DGLS] So this is where I would say as a community, we need to really look in the mirror and admit that the problem is us.

02:48:38 [DGLS] these things, how many of your departments, when somebody leaves or leaves your department, take these back and you're provided by SSC.

02:48:49 [DGLS] Don't, don't don't put up your hands. Stop it.

02:48:52 [DGLS] We can reprovision these remotely so nobody has to turn their phone back in.

02:48:56 [DGLS] We don't have to switch SIM cards.

02:48:57 [DGLS] Adding friction to a necessary friction to a process, but it needs to move to the next thing. It needs to move to desktops.

02:49:03 [DGLS] We need to be able to work seamlessly.

02:49:05 [DGLS] why did we. Oh, there's a PMO announcement. I hope I haven't been shuffled.

02:49:10 [DGLS] see, that's why you don't look at your phone during a speech. It's kidding.

02:49:16 [DGLS] They usually call you the day before, the, somebody look and tell me, though. No, I'm just teasing.

02:49:29 [DGLS] but we need to.

02:49:30 [DGLS] We need to think about how do we how do we reduce the friction for all of us as public servants?

02:49:35 [DGLS] This is the this is the part that has been solved so many times in the world.

02:49:39 [DGLS] We don't need to resolve it because I'm going to get I'm going to come back to that.

02:49:43 [DGLS] So digital services, how do we reduce that friction?

02:49:46 [DGLS] I think it's absolutely criminal. And some of you have heard me say this before.

02:49:50 [DGLS] I think it's criminal that any of you that are not in SSC send me a message and I get a message from a fellow government employee that will say this.

02:49:58 [DGLS] This might be spam and might be like untrustworthy. Do you want to accept or block the connection?

02:50:03 [DGLS] We're in a single entity and we don't behave that way.

02:50:06 [DGLS] And I will tell you from my time in the cyber center, which actually had a name that people understood what it delivered, don't don't ask me to explain why we're called Shared Services Canada, because it doesn't.

02:50:17 [DGLS] But most Canadians don't know an SDC from an SSC from a CR.

02:50:22 [DGLS] They might know CRA because they're the people who take all our money.

02:50:25 [DGLS] they don't probably know an IRC, but they know immigration is a concept.

02:50:30 [DGLS] Canadians don't really care how we organize ourselves, but we seem to really care a lot with our with kind of our that mentality. We can break some of these things down and those solutions are there.

02:50:40 [DGLS] So that's digital services. I can talk about that some more.

02:50:43 [DGLS] the third pillar is cyber security for the technical people in the room, the the short route.

02:50:48 [DGLS] The shortcut to this is the roadmap to zero trust.

02:50:51 [DGLS] for the rest of you, those are those that aren't as deep in technical technology as I am.

02:50:57 [DGLS] think of it as single identity, so you don't have to worry about it.

02:51:01 [DGLS] Think about security built in rather than having to reconfirm.

02:51:05 [DGLS] Change your password every 30 days. ET cetera. ET cetera.

02:51:07 [DGLS] Continuous assurance. And no longer dependent on a perimeter. Being behind a perimeter.

02:51:11 [DGLS] That's just a really high wall for people to get.

02:51:13 [DGLS] Get through.

02:51:14 [DGLS] but there's a lot of elements that are embedded in this that need to be done. And then finally hosting.

02:51:20 [DGLS] This is one where people are, notably concerned.

02:51:23 [DGLS] We've had the new direction on cloud come from OCO.

02:51:27 [DGLS] So the first thing I'm going to say is public cloud is not bad.

02:51:31 [DGLS] It is a good thing and it lets you transform, but it only makes sense when it's done smartly.

02:51:38 [DGLS] and so whether you call it cloud first, cloud smart, they're, they're not that different of policies.

02:51:44 [DGLS] Cloud first was meaning you have to at least consider is this a way to accelerate your transformation.

02:51:48 [DGLS] It didn't say go to cloud above all others and no other thoughts could be in there if you if you read the policy, we interpreted it that way.

02:51:54 [DGLS] but it was very clear, but cloud needs to be affordable.

02:52:01 [DGLS] And one of the things so we have the cloud, we have we we now have the cloud services stood up by the contractors going through.

02:52:10 [DGLS] All that work is happening right now operationally.

02:52:13 [DGLS] This was part of our hosting strategy before the decision was made.

02:52:15 [DGLS] I didn't know what the decision was going to be.

02:52:18 [DGLS] but there's one question you need to come to the table with when you ask for a public cloud instance, has your CFO signed off and do they have money to pay for the consumption year over year over year over year?

02:52:29 [DGLS] That's the only question we're asking right now.

02:52:31 [DGLS] And so far the answer has not been yes.

02:52:35 [DGLS] how were you planning on how were people planning on paying for this is a question I think we need to think through because we were on the way to \$1 billion of cloud consumption, and there wasn't \$1 billion to pay for it.

02:52:45 [DGLS] That's that's something we need to think about.

02:52:47 [DGLS] So hosting but hosting strategy for SSC is we need to give we need to pre-position capability that covers all the all of those all of the areas that would be hosting.

02:52:57 [DGLS] So whether it's a custom built piece of infrastructure in the in an enterprise data center all the way out to public cloud and everything in between, private cloud, etc. we need to have a fully contiguous service model that's there.

02:53:10 [DGLS] And as digital leaders, you should not be waiting 18 months for us to deliver something.

02:53:14 [DGLS] We should have a platform ready to go.

02:53:16 [DGLS] And the beauty of cloud has proven that you don't need to spec out infrastructure down to the lowest level and all the way up the stack. We can provide compute platforms.

02:53:24 [DGLS] So thank you for all of you proving that cloud is viable and compute platforms are viable.

02:53:29 [DGLS] And then of course there's going to be exceptions like the one I always use is the E triple C.

02:53:34 [DGLS] we work very closely with the team to provide the super compute capacity that they need to be able to do all the weather forecasting.

02:53:40 [DGLS] And frankly, a world where they're very accurate for a world where it doesn't seem to be predictable at all anymore.

02:53:46 [DGLS] so that's the hosting continuum. But what do we also need to look at?

02:53:51 [DGLS] Application platform as a service.

02:53:52 [DGLS] So you've seen Teammate Plus launch for those of you who don't know what that is you should really look into it.

02:53:57 [DGLS] It's a very, very good model for getting out of running the software inside your departments. we have a lot of clients on it.

02:54:07 [DGLS] It is a good cost savings measure, but also it comes with all the things that software as a service does.

02:54:12 [DGLS] But for something that frankly, there's no good commercial model for, and there's going to be more of those rolling out over time as we as we move forward.

02:54:20 [DGLS] we need to start looking for common solutions there.

02:54:24 [DGLS] so those are the roadmaps very quickly, going forward.

02:54:31 [DGLS] So first of all, the big announcement for last week was I got I now have a partner in Raj joining from the as the executive vice president.

02:54:39 [DGLS] And I use partner deliberately.

02:54:41 [DGLS] you will see us dividing and conquering there will be no light between the two of us.

02:54:46 [DGLS] We we are remarkably in sync without ever being without syncing up. Really?

02:54:50 [DGLS] we've worked together for a long time.

02:54:53 [DGLS] we will be changing SSC pretty substantially.

02:54:58 [DGLS] we started doing that already.

02:55:01 [DGLS] So one of the things I asked for when I moved, when I moved over to SSC, was I wanted to implement user choice.

02:55:07 [DGLS] I want to eliminate the I want to let people choose.

02:55:09 [DGLS] I don't care if you want to work in Mac, Mac or Windows.

02:55:13 [DGLS] Choose your environment and we want to be able to support that.

02:55:16 [DGLS] We started rolling those out now at SSC.

02:55:19 [DGLS] and then we've got a prototype for a managed desktop service with somebody else.

02:55:23 [DGLS] So I have people right now who are who are using Macs in our, in our environment, not as standalone computers, not the comms people that get to use the cool stuff.

02:55:31 [DGLS] but real people at SSC who are using them in a production.

02:55:35 [DGLS] But we rolled it out differently.

02:55:37 [DGLS] We rolled it out in an iterative way where we rolled it out to get user user feedback, and I'm putting that on purpose because a lot of times services are designed in the government to be the users are never at the table.

02:55:50 [DGLS] Security is at the table to lock down all the features that you need to be able to work.

02:55:55 [DGLS] the CFO and the financial people are at the table to say whether this is affordable or not.

02:56:00 [DGLS] And those those people all need to be there.

02:56:01 [DGLS] Don't like, I spent my career in security, but where's the user?

02:56:06 [DGLS] So we've reversed it.

02:56:07 [DGLS] Let's get it into the hands of users and let's get feedback.

02:56:10 [DGLS] So it started with eight with ten people, including representatives from our persons with disability group.

02:56:17 [DGLS] because for once, my goal is I would like to see the most underserved group of, for technology get the technology first.

02:56:25 [DGLS] and then we get feedback and then guess what?

02:56:28 [DGLS] We iterate and redeploy, and then we get feedback and we change it, and we maybe go to 20 people.

02:56:33 [DGLS] Then we iterate and deploy, and then we go to 40.

02:56:36 [DGLS] And then you get you get momentum, you get progress, you get feedback, you get users involved because the goal is, and Raj reminded me of something that I actually didn't know.

02:56:47 [DGLS] One of the founding things for SSC was a measure of our service should be user delight.

02:56:52 [DGLS] I don't think many of you would describe it that way.

02:56:56 [DGLS] but we'll get there.

02:56:59 [DGLS] Raj and I want to eliminate birds. Yeah.

02:57:02 [DGLS] If you're not cheering, come on, you guys suck.

02:57:04 [DGLS] but that means something.

02:57:07 [DGLS] That means that means a very different relationship.

02:57:10 [DGLS] right now, some departments use birds to try to manage us as if we're an outsourcer.

02:57:14 [DGLS] It means a partnership, and it means coming to the table to talk about us, to talk with us about where do you need to go.

02:57:20 [DGLS] It means instead of doing this cost recovery service as if we're a service, as if we're a commercial service provider, it means setting up things to make our lives easier, draw down accounts. ET cetera. ET cetera.

02:57:31 [DGLS] but that means we need to.

02:57:35 [DGLS] We're going to need to be more transparent as an organization. So this is one of those things.

02:57:41 [DGLS] these are not locked in stone.

02:57:44 [DGLS] This was not SSC planning for the last three years. We put out roadmaps, we published them.

02:57:49 [DGLS] We're bringing them out for consultation and feedback. Where does this align?

02:57:52 [DGLS] Where doesn't this, it's very different. That's not an industry is even reacting.

02:57:58 [DGLS] They're like, so is this the plan?

02:58:01 [DGLS] What do you mean that you're going to take feedback and change these. But I'm going to plan to this. Well, yeah.

02:58:05 [DGLS] That's not how iteration works and that's not how consultation works.

02:58:08 [DGLS] if we don't put something forward, we're not going to move. We're not going to be able to do this.

02:58:11 [DGLS] So these will change.

02:58:14 [DGLS] My goal is, though, once we start publishing dates, we're going to stick to those.

02:58:18 [DGLS] And you're going to know where we sit.

02:58:20 [DGLS] So. Here are my priorities.

02:58:25 [DGLS] Number one I have to start eliminating the spend on old Co.

02:58:30 [DGLS] It is incredible the amount of money we're spending running legacy I know this is really easy to say but there is low hanging fruit.

02:58:39 [DGLS] Eliminate out your landlines. They're killing me.

02:58:42 [DGLS] That's hundreds of millions. It's \$100 million.

02:58:45 [DGLS] and I get it in the government grand scheme of things, 100 mil.

02:58:48 [DGLS] That's \$100 million for cloud consumption.

02:58:50 [DGLS] That's \$100 million for deploying a new hosting service.

02:58:54 [DGLS] that's one of our challenges here.

02:58:56 [DGLS] We're going to start doing this pretty ruthlessly.

02:58:58 [DGLS] The team's trying to talk me out of my plan, which is if it's not documented and listed as a C base, we're not turning it back on when we do annual old legacy data center outages.

02:59:07 [DGLS] So that's how aggressive I am willing to be.

02:59:11 [DGLS] but come to the table and help me be less aggressive than just shutting things off and only turning them on when you complain.

02:59:17 [DGLS] which is a strategy I've used very successfully in my past to clean up crappy, messy data centers.

02:59:22 [DGLS] By the way, we need to start looking at simplification.

02:59:26 [DGLS] We have a lot of unnecessary free services that have been complexified purely to appease, a department.

02:59:35 [DGLS] It you've seen it in a whole of building Wi-Fi.

02:59:38 [DGLS] So there's a building in Ottawa where my teams went there 17 times last year to deploy Wi-Fi in 17 different parts of the building for four different organizations as they came out piece by piece by piece. That's over.

02:59:50 [DGLS] It's all a building Wi-Fi.

02:59:51 [DGLS] If you don't like it, we'll move to the next building and you can wait.

02:59:53 [DGLS] I can't afford the delays that are happening with all of these service differentiations.

02:59:58 [DGLS] You we have to we have to start putting the differentiation where it matters, where it matters for me in connectivity, I need to worry about border service, border guards that are sitting on the on the border with a single connectivity point, and I need to make that more resilient.

03:00:12 [DGLS] I need to worry about RCMP officers in the field where this is their one and only lifeline.

03:00:18 [DGLS] I need to worry about nurses sitting in and serving communities that are not connected very well.

03:00:24 [DGLS] that's where the differentiate needs to differentiation needs to be.

03:00:28 [DGLS] Not my building in downtown Ottawa needs a different connection because I'm special. No you're not.

03:00:32 [DGLS] I'm sorry. You're not.

03:00:34 [DGLS] It is a network. and we need to start worrying about those things.

03:00:39 [DGLS] I'm not saying the client you serve aren't different, but network connectivity to a building is not where we need to differentiate.

03:00:44 [DGLS] And right now, you would not believe the complexity that we're managing at those places.

03:00:49 [DGLS] So I need help simplifying, because I've got to start driving out cost and increase the speed of deployments and getting things done.

03:00:55 [DGLS] You shouldn't have to worry about Wi-Fi in a building.

03:00:57 [DGLS] We should we should have all 3200 buildings.

03:01:00 [DGLS] There are 3200 buildings.

03:01:01 [DGLS] And that does not include a single one on a D and D base across the Government of Canada.

03:01:07 [DGLS] I need to start shifting resources towards the things we will need right now.

03:01:13 [DGLS] I'm behind.

03:01:15 [DGLS] SSC it's not that we don't have people who have thought about these problems, but we don't assign resources to it.

03:01:21 [DGLS] So I need to assign resources to what we will need in the future, not what we needed in 1986.

03:01:29 [DGLS] And then we also need to start recognizing that as SSC, I actually run one of the largest IT services organizations in the country.

03:01:39 [DGLS] and I'm also most most organizations biggest buyer, which means we get really good deals.

03:01:46 [DGLS] So we've driven out a ton of cost, out of some of these services.

03:01:49 [DGLS] There's a reason why SSC is based. Budget is back to 2016 levels.

03:01:53 [DGLS] I don't think many other many of my colleagues can say that, we've managed to we've managed to make things quite efficient and effective where we've been able to modernize and transform.

03:02:03 [DGLS] This is probably the best example, to be honest with you.

03:02:06 [DGLS] so but what do I need from all of you? So I've listed some of those already.

03:02:13 [DGLS] we need to work together in the obstacles. Have to stop.

03:02:16 [DGLS] So some of you will have seen a draft of a letter that no longer needs to be sent to your deputies around things like video conferencing, where we were being blocked for doing things from deploying, the, the equipment we need. And there was barriers being put in place.

03:02:30 [DGLS] I'm not deploying like it's video conferencing equipment, people.

03:02:32 [DGLS] It doesn't need to be special. It needs to be easy. One click deploy.

03:02:36 [DGLS] Use. I think we made some big mistakes.

03:02:39 [DGLS] over in the deployment of some of the new pieces.

03:02:42 [DGLS] But if you want, you can ask me that question.

03:02:45 [DGLS] we need to stop as digital leaders thinking in departmental silos and put the fourth 400,000 public servants at the center of our decisions and our actions. I don't think we're doing that as a community.

03:02:56 [DGLS] I think we really think about how do I deliver these pieces, and I'm not sure I would be any different if I was in a CIO or a digital leader role in a department.

03:03:04 [DGLS] but if we don't, if we don't do that because we've got to we've got to free up your resources too, because we've got to fix the apps. the auditor general was right.

03:03:13 [DGLS] 85% of our applications are old.

03:03:15 [DGLS] And I can show you pictures of the data centers that show it in real life.

03:03:19 [DGLS] a 40, 50 year old mainframe.

03:03:21 [DGLS] So, Cliff mentioned the Unisys system.

03:03:25 [DGLS] that's really expensive for me to run.

03:03:28 [DGLS] And it's also very critical.

03:03:30 [DGLS] So I'm trying to avoid the word legacy because we talk about it.

03:03:34 [DGLS] Legacy equals government production and the core services that Canadians depend on. So we absolutely have to keep it stable.

03:03:39 [DGLS] We've got to figure out how to how to move it forward.

03:03:42 [DGLS] And we're all not going to get \$5 billion to modernize. so how do we start to do that?

03:03:48 [DGLS] This is where I want to be your ally.

03:03:50 [DGLS] most of the deputy community, there's only a few of us who speak it.

03:03:54 [DGLS] And you saw some of them up on the stage? most people are.

03:03:57 [DGLS] Most people come from a policy background that's not a bad thing. We need a mix.

03:04:01 [DGLS] And I think that's what you'll have seen in the community.

03:04:03 [DGLS] but but policy tends to look at the crown molding, paint and wallpaper in a, in an organization. That's not a bad thing.

03:04:15 [DGLS] That's exactly what people should care about.

03:04:17 [DGLS] When you go into a store, you want to you want to look into an environment where you can where you can get the services you need, etc. the problem is, is that we need to worry about the foundations, the electrical system.

03:04:29 [DGLS] Fortunately, sometimes the sewers, and that's where if you look at our digital environment, our foundation is leaking, cracked and crumbling.

03:04:38 [DGLS] we can barely get clean water into the.

03:04:40 [DGLS] And we're talking about how do I paint? And that's usually what the demands are.

03:04:44 [DGLS] we need we need to go and make some space.
03:04:47 [DGLS] We're not going to be able to stop painting the rooms and putting up the new wallpaper.
03:04:51 [DGLS] Although why anybody puts up wallpaper is beyond me.
03:04:53 [DGLS] I've spent a ton of time taking it off.
03:04:56 [DGLS] and like, we're going to have to do some of that, but we need to free up some resources to do the basic things.
03:05:01 [DGLS] How about let's just get single sign on an identity in departments and right and across the GC, you'd be amazed at how much that starts to simplify a lot of the user experience for people.
03:05:11 [DGLS] Let's start to decompose just a little bit at a time.
03:05:15 [DGLS] Pulling out pieces of our complex web of applications.
03:05:17 [DGLS] I know what you're facing.
03:05:19 [DGLS] You're facing a massively complex, interwoven and interconnected application ecosystem in your departments and it is not easy to pull it apart.
03:05:29 [DGLS] But the solution isn't to go and move it on to a cloud environment as it is, because it's well, I think Alex already said today, but it is crappy. It is terrible.
03:05:39 [DGLS] That is not going to get it's going to it is a recipe for cloud disaster because you're going to pay for ingress, egress.
03:05:45 [DGLS] All of the processing, etc. it is massively inefficient.
03:05:49 [DGLS] so we need to stop big Bang and the problem is the entire system is aligned to the waterfall project of building a battleship.
03:05:58 [DGLS] I'm not going to make a comment about how we build ships.
03:06:02 [DGLS] and that's going to be our big challenge because we're going to have to see how do we start doing incremental improvements in places, how do we slowly start to build the foundation to fix things on?
03:06:13 [DGLS] you know, I was going to say nice things about Alex until he didn't say nice things about me. I'm just teasing him.
03:06:21 [DGLS] but what he said earlier is bang on the technology exists for things.
03:06:29 [DGLS] We have to start. We have to start looking at things like data.
03:06:32 [DGLS] How do we start to get velocity, etc. and in a lot of cases, I'm hearing my colleagues talk about AI when a script and a form letter would actually serve the purpose.
03:06:42 [DGLS] So hey, can I do AI to solve this service problem?
03:06:44 [DGLS] Because I'm not letting people know where is in the process. That's a form letter.
03:06:48 [DGLS] I can I can write you a script to do that.
03:06:50 [DGLS] Right now your application is sitting in a queue and is going to be processed in six and a half months, because right now it's all manual and people are at it.
03:06:58 [DGLS] how do we change the process?
03:07:00 [DGLS] so those are the those are the those are the pieces that I wanted to say, like, we are going to we are going to fundamentally look to eliminate the friction that there at SSC works. I'm serious.
03:07:09 [DGLS] When I say we want to eliminate birds.
03:07:11 [DGLS] Where I'm not going to eliminate them, though, is every time you want to customize and do something that's completely against what the rest of government is going to do, we're going to go through the whole bird process. I'm going to make it hard and I'm sorry.
03:07:22 [DGLS] I'm going to add friction to the things that are not worth us spending our time on.
03:07:26 [DGLS] but I'm going to remove the friction from the things that should be frictionless or actually transparent.
03:07:30 [DGLS] So we need to we need to fit out all the buildings and just make it work so you don't have to worry about it.
03:07:37 [DGLS] We need to make it easy for us to collaborate across, which means we're going to have to have a very serious conversation about office 365 and how crappy we've deployed it in the Government of Canada at some point.
03:07:48 [DGLS] like try being in two departments and living.
03:07:53 [DGLS] It was really hard.
03:07:54 [DGLS] I spent 18 months in SSC and SPC, and the only saving grace was SSC was the course was the service provider for both.
03:08:02 [DGLS] So they could overcome my barriers.
03:08:03 [DGLS] But it was not fun walking around with like all my pants are stretched because I had two phones, I was the only way to do it.
03:08:11 [DGLS] and somehow they made my PKI work, which two thumbs up.
03:08:16 [DGLS] So look, this is where we want to change to.
03:08:18 [DGLS] I am happy to stay and answer some more questions, because I know we started a little bit late.
03:08:23 [DGLS] but that's where I will stop and I'll turn it over to you.
03:08:28 [DGLS] I didn't quite rise to Alex's level of controversy.
03:08:36 [DGLS] If anybody has any questions, you can come up to the mics here. Sure. Yeah.
03:08:40 [DGLS] I'd love your energy. That was great. Especially right before lunch.
03:08:43 [DGLS] I have a somewhat difficult question, though, so maybe I'll start with just a suggestion. I'm a big fan of this approach. Turn the server off.
03:08:50 [DGLS] Wait to see who complains.

03:08:52 [DGLS] But as a partner of SSC, maybe a suggestion?

03:08:55 [DGLS] Get the servers back online and just delete the DNS entries for the applications.

03:09:00 [DGLS] So it works the same way, but it's a lot easier for us to get them back up.

03:09:04 [DGLS] Oh, I don't think I don't think you're right.

03:09:06 [DGLS] Actually, I wish it was that easy.

03:09:09 [DGLS] DNS is remarkably difficult in the government of Canada.

03:09:12 [DGLS] Shockingly difficult as a network engineer, let me tell you.

03:09:15 [DGLS] So what I would ask though, the, as a government, I think at the creation of SSC, you talked about how some of the culture there, a lot of the people at SSC still think of themselves in terms of the department they left and personally, I've always thought as an IT community, the biggest we mistake we made in the creation of SSC was on the people side, the culture.

03:09:35 [DGLS] And I think we unfortunately created an environment where a lot of people felt like they'd lost something when they ended up over at SSC, and now I know everything hasn't been figured out.

03:09:45 [DGLS] With the new cloud responsibilities SSC is going to have, but there's a possibility that we'll see people deployed again.

03:09:50 [DGLS] And so my question to you is what do we say to our people working on cloud now to give them the sense that they're not losing something if they end up over at SSC, but they're joining a world class public sector cloud provider.

03:10:04 [DGLS] Yeah, that's a that's that's not a difficult question.

03:10:06 [DGLS] That's a great question.

03:10:08 [DGLS] so the first things I would say is, number one, we need your skills. So don't go run off to industry.

03:10:14 [DGLS] Number two, you're going to get to you're going to get to be basically, you come to SSC, this will be the cloud brokering service that's going to be automated.

03:10:23 [DGLS] We're going to make a world class, because my goal is that you won't notice a difference with being able to swipe your credit card and being able to go to SSC. and that's what the team is working on.

03:10:34 [DGLS] They're working on automation.

03:10:35 [DGLS] They're working on how to automate all of the security guardrails, all things that you have to worry about now as departments that we should be taking care of, you'll get to be one of the world class service providers.

03:10:44 [DGLS] Now, you know, Raj and I talk about this and I would like to be able to say that SSC is looked at around the world as the best public service, IT service provider in the world.

03:10:56 [DGLS] We're not there.

03:10:57 [DGLS] We're looked at as unique and an interesting experiment.

03:11:01 [DGLS] so, you know, my goal is that SSC will be the place in government that you want to come and work, because you're going to get to work on these things.

03:11:10 [DGLS] the longer Tum goal will be that we want to be recognized in Canada as a leader in the, in the, in the, in the public service and a leader in Canada for IT workers.

03:11:19 [DGLS] And then eventually I would like to be recognized around the world as a place that you come to, to learn how to deliver public services, not not I'm not competing with the with the private sector.

03:11:29 [DGLS] I don't have to. I'm a monopoly.

03:11:32 [DGLS] I would be I would be dealt with by the Competition Bureau if I was a private sector company. but that's the power, right?

03:11:40 [DGLS] So we can we can actually leverage that to really drive things forward.

03:11:43 [DGLS] So the first thing would be, yeah, we haven't figured it all out yet.

03:11:46 [DGLS] this is part of the whole we need to we need to iterate, get feedback, work with Pathfinders to say, how can we make this more efficient and effective?

03:11:55 [DGLS] my commitment to people is we shouldn't have to do the mundane thing more than once.

03:12:00 [DGLS] And after that, we should be applying automation, whether that automation is taking advantage of things that are in industry, it's issuing a challenge to Canadian companies.

03:12:09 [DGLS] What where can we apply? where can we apply?

03:12:12 [DGLS] I actually really I not government fake I and that's the goal.

03:12:20 [DGLS] But we're not going to get there if nobody wants to come and help us.

03:12:23 [DGLS] Now the good news is, whether you know it or not, a lot of your people are contacting my hosting services branch saying, I want to come over and work there because I'm interested in this new direction and I see where things are going, and I want to run into the I want to run, run forward.

03:12:39 [DGLS] So for us, the challenge is actually how do we make sure we work with you?

03:12:42 [DGLS] Because I don't want to I don't want to risk your operations.

03:12:44 [DGLS] Like if anybody's here from stats Canada, there's nothing that would kill me more than to see Stats Canada take even a step backwards in where they on the progress they've made, because we are now a modern like.

03:12:56 [DGLS] We are an example around the world of how a stats organization can transform and leverage new technology.

03:13:01 [DGLS] Now we can we there are other things we have to solve there, but let's not lose that forward piece. Right.

03:13:08 [DGLS] so that's that's kind of where we need to go. But it's not all figured out.

03:13:11 [DGLS] That's why we need good people to come and work with us. And we want to be more open and transparent.

03:13:16 [DGLS] I know, Shannon, I don't know if Shannon is here today.

03:13:20 [DGLS] but Shannon has really been trying to be engaging with the digital community because, yeah, we need we're going to need feedback and we want to make it.

03:13:26 [DGLS] But the goal is automation fast. surprise and delight.

03:13:32 [DGLS] Service. because I know you don't believe that.

03:13:35 [DGLS] You believe it's going to take in 12 months.

03:13:36 [DGLS] Bird to get a cloud instance.

03:13:38 [DGLS] so still keep believing that so that when I can manage your expectations.

03:13:42 [DGLS] But the goal is the goal is ours. Really?

03:13:48 [DGLS] One question. Oh, there we go. Oh, my.

03:13:50 [DGLS] Okay, I have to I have to do a shout out here because they mentioned proof of vaccination credentials.

03:13:55 [DGLS] But the one thing that I've been trying to get out there is, if it hadn't been for Luke and his team at Public Health Agency working with the provinces and territories, we would never have been able to go.

03:14:04 [DGLS] They'd been working for months, if not over a year with across Canada.

03:14:07 [DGLS] So.

03:14:08 [DGLS] So there's a shout out to collaboration. Merci, Scott.

03:14:13 [DGLS] I appreciate I think, you know, what happened is that we had, you know, we were good and we were lucky in a way.

03:14:19 [DGLS] We basically built open source that we gave to the provinces.

03:14:23 [DGLS] Some of them used it and we spent a lot of time with them, you know, to to get that service out there.

03:14:28 [DGLS] And with your leadership, we were able to do it. I was a CTO at SSC.

03:14:34 [DGLS] I was coming back from a big telco and the first my first reaction was, oh my God, you know, the peanut butter is spread too thin here.

03:14:41 [DGLS] And we say, yes to everybody. And I have to say that's true.

03:14:45 [DGLS] There's a lot of talent at SSC and it's a great place.

03:14:49 [DGLS] I mean, people, people like to work there.

03:14:52 [DGLS] There's the bad reputation it's got is because we're serving all of governments and we're taking all the orders. We don't fire any customers.

03:14:59 [DGLS] I speak as if as I was still there, but like when I was there, that was the kind of the conclusion I was drawn to my question.

03:15:07 [DGLS] My question is sur le service numérique.

03:15:10 [DGLS] So I see digital services and I, I wonder if the vision is a vision of of tools, components, APIs for the CIO community to build services to Canadian citizens.

03:15:22 [DGLS] Or if it goes to Canadian citizens in due time as well, with some common platforms. Thanks.

03:15:29 [DGLS] Yeah, that's, so I got to well, I'm going to I'm going to answer the question, but there's an answer for me in terms of what SCS role is, which when I say digital services, I'm really talking about digital services, public servants and inside of government.

03:15:43 [DGLS] But you're absolutely right.

03:15:45 [DGLS] There's a digital services piece of how do we enable and empower the transformation that needs to happen.

03:15:49 [DGLS] So our hosting environment would be the place where, you know, you'd build the foundations for delivering those services to Canadians.

03:15:56 [DGLS] I think we can move further up the stack together on this one.

03:15:59 [DGLS] There are some things where I've talked to a few of you about some of these major transformation projects, and we recompute we relook for the same solutions over and over and over again, and we build institutional barriers in the places where, you know, we we tell each we tell the tell 13 times to government what happened.

03:16:18 [DGLS] Right. I'll give my example. I'm the executor.

03:16:21 [DGLS] I'm trying not to. It's done now, so I try. I've been very careful.

03:16:24 [DGLS] Try not to use this as an example lest I get special service.

03:16:28 [DGLS] But I was executor for an estate, and when my it was for my godmother, when she passed away, I called the government of Saskatchewan, where she was a public servant, took me one call and they just needed me to send them the the funeral director's certificate of death.

03:16:44 [DGLS] And then they took care of everything.

03:16:45 [DGLS] Her death benefit, they got it shipped out to the her beneficiary, everything like that.

03:16:49 [DGLS] I didn't have to get my the lawyer that was handling the thing to take it in, blah blah blah, blah blah.

03:16:53 [DGLS] It was so freaking easy.

03:16:55 [DGLS] One call minute and 15 seconds, 20s of which was them expressing their sadness at what I was dealing with.

03:17:04 [DGLS] very, very pleasantly, with surprised and delighted. Let me tell you.

03:17:08 [DGLS] let me tell you my federal government service, I called one 800 Canada.

03:17:14 [DGLS] Very pleasant, very nice person to deal with.

03:17:17 [DGLS] And the the only thing they did was they gave me two more one 800 numbers to call, not transferred me, not anything. Here's the here's the one eight numbers.

03:17:25 [DGLS] You have to call.

03:17:26 [DGLS] So when I call CPP to deal with that and OAS and then I call Revenue Canada, it's Canada Revenue Agency. So sorry.

03:17:35 [DGLS] Been in the government too long.

03:17:36 [DGLS] At least I didn't call them Canada Customs and Revenue Agency.

03:17:39 [DGLS] the, and then the saga ensued because I didn't get through to somebody.

03:17:46 [DGLS] My wait time was 45 minutes and all these other things, and I filled out the form.

03:17:50 [DGLS] Give me a call back. They didn't call back.

03:17:52 [DGLS] Then I called again, and then I waited, and I called up extra early because I was up and I finally got through to somebody. ET cetera, et cetera, etc. etc. etc.

03:18:01 [DGLS] multiple copies of the Certificate of Death, multiple copies of the will going into the government didn't send me the right form.

03:18:08 [DGLS] So then I they they said, well, if you want to fix that, you have to resubmit all of those same documents to us. I'm like, but you've got them.

03:18:13 [DGLS] You didn't send them back to me. Oh yeah. But you can't, we can't, we can't go into those.

03:18:17 [DGLS] They're they're locked in the privacy vault somewhere. but what do you mean?

03:18:22 [DGLS] And anyway, everything was a burden to the point where I found anyway, I have to tell you, I was not surprised and was not delighted.

03:18:30 [DGLS] that's where we have to get to on the on the shared services side, I agree. We spread the peanut butter too thin.

03:18:36 [DGLS] but we do it because we're trying to keep everybody happy. And I think that's that.

03:18:42 [DGLS] Actually, if there was a fatal mistake for SSC, it was trying to appease everybody at the cost of at the cost of government and the cost of the public servants.

03:18:52 [DGLS] I also think that until Covid happened, because SSC had been forced to do that and the legacy environment is much bigger than, than I think any of us really understand, because none of it the only place that actually has the full enterprise view is SSC.

03:19:09 [DGLS] we don't realize how actually bad it is, but we also don't realize how many similarities there are.

03:19:18 [DGLS] And we're not alone in departments and we can start to share things.

03:19:21 [DGLS] And I think that's the last piece for me.

03:19:23 [DGLS] SSC is a certain amount of convening power to bring people together when we see the same solutions, and we're not organized along that way. We're organized still by department, by department.

03:19:31 [DGLS] And I actually think we need to look at oh, sorry, I didn't realize I was so far from the microphone.

03:19:36 [DGLS] we need to start looking at how do we bring people together that have similar problems around services?

03:19:41 [DGLS] like, we don't need to solve digital identity 43 different times.

03:19:46 [DGLS] in fact, it's probably detrimental if we do it that way because then we won't be compatible.

03:19:49 [DGLS] We don't need to solve all of these. Like, I can keep going.

03:19:54 [DGLS] and that's a convening power that I don't think we've used that I think we need to start thinking about and looking for some leaders in the community.

03:20:01 [DGLS] So, like, I know you've been leading a pretty, interesting data strategy, for public health agency.

03:20:08 [DGLS] Well, actually, I've talked to have many of you in the room who are doing the same thing and luckily we've got a CIO, but we can't only rely on CIO to do it.

03:20:16 [DGLS] They're like, there's only so many people in the center, and we tend not to fund our central services properly.

03:20:22 [DGLS] Right. You can look at okro, you can look everything.

03:20:24 [DGLS] So I will stop there because I'm looking, I'm looking, I'm getting the hook.

03:20:29 [DGLS] but I can continue to talk for 20 minutes so you can't eat.

03:20:32 [DGLS] It's your choice anyway. Always looking for feedback.

03:20:35 [DGLS] one last thing have started.

03:20:38 [DGLS] Raj and I will are inviting, like, small groups of digital leaders just to come. And we're just having casual chats.

03:20:44 [DGLS] There's no nefariousness to it.

03:20:46 [DGLS] It's just a chat about what you're, what you're experiencing and what we can do to improve. so don't read much into it.

03:20:52 [DGLS] Thank you very much.

03:21:01 [DGLS] Let's hear it for a surprise and delight.

03:21:06 [DGLS] Shameless plug CDs is building common components that, that can be used by public servants to build better services.

03:21:14 [DGLS] So check it out.

03:21:18 [DGLS] At conferences, Scott Jones, president of Service Partners Canada la session et la période de gestion en fournir des perspectives précieuse sur l'évolution de la collaboration au sein du service partagé Canada.

03:21:32 [DGLS] Nous en la expertise de Monsieur Jones et le dialog engagé. And what an incredible morning.

03:21:39 [DGLS] I think we had a lot of very bold and true raw conversations and discussions, and we hope you all appreciated that.

03:21:46 [DGLS] I enjoyed the fact that we talked a lot about running into the fire, whether it was Bdwm or working at IRC or even working on Paye.

03:21:55 [DGLS] so the lineup was really fantastic.

03:21:57 [DGLS] We hope you use your lunch time to have more fruitful conversations around the topics at hand.

03:22:02 [DGLS] On that note, I will tell you to come back at 1:00, but lunch is served on the right hand side of the room, so enjoy that and we'll see you very soon.

03:22:10 [DGLS] Thank you.

04:16:34 [DGLS] Sustainable strategies and refocusing budgets results for positive and efficient changes.

04:16:41 [DGLS] And last but not least, John Roberts, associate deputy minister with the Ontario's Ministry of Public and Business Service Delivery and the province's chief digital and data officer and chief privacy officer and archivist.

04:16:56 [DGLS] In his current role, he oversees all of government efforts in the digital strategy, data management and access for information to privacy, contributing over 30 years of expertise in operational policy and leadership roles.

04:17:11 [DGLS] His extensive knowledge has led to significant contributions in supporting effective data and information practices within the government, and without further ado, Len, over to you. Thank you.

04:17:25 [DGLS] Oh, comms check.

04:17:27 [DGLS] Hey, folks, can you hear us? Can I get a nod from. There we go.

04:17:32 [DGLS] We got a thumbs up. Bonjour.

04:17:35 [DGLS] Bienvenüe. Merci.

04:17:39 [DGLS] Avec parmi nous. Thanks for coming back.

04:17:42 [DGLS] For those of you who are with us yesterday. And thanks for joining.

04:17:44 [DGLS] If this is your first day, it's my privilege to host this session for a couple of reasons.

04:17:49 [DGLS] One, those of you who didn't know me, heard a quick version of my bio I spent over a decade before I was able to reach escape velocity from defense. six months or seven months ago.

04:18:02 [DGLS] And now I'm at Treasury Board, and I get to work with a great team of people who care a lot about the talent in our community.

04:18:09 [DGLS] So community management for Ocio has become somewhat of a priority.

04:18:13 [DGLS] We, we look across the Treasury Board at Okaro and OCG and we see how it's been done for, you know, for years.

04:18:21 [DGLS] And I can honestly say nobody tapped me on the shoulder when I was in X1 and said, hey, you're going to be a CIO someday, and here's what you need to do to get there.

04:18:29 [DGLS] but that's a vision we have.

04:18:31 [DGLS] And the vision we have eventually is to promote from our community the next CIO for government, of course, relevant only because we got to go to meet Dom this morning and you heard the announcement yesterday.

04:18:42 [DGLS] These are fascinating times. Today has been a bit of a buzz, I must say.

04:18:47 [DGLS] There's quite a positive energy I felt in the room having the panelists we had earlier.

04:18:51 [DGLS] and so now that I have the talent community management file and I've picked up a few pieces since Paul Wagner decided to abandon ship, one of them is the federal provincial territorial relations.

04:19:04 [DGLS] So it seemed relevant to me that I could put the two together and provide you a bit of a panel this afternoon so we could discuss the differences and similarities and maybe the opportunities we have to work with our colleagues.

04:19:18 [DGLS] So travail de tres tres proche a moncada et la voulte sur la capacité con ou le manque de capacité qu'on n'a pu livré sur le service numérique. One by one I'll go.

04:19:32 [DGLS] I'll ask our colleagues, in these provincial jurisdictions to share with us some of their experiences how it relates to us and what we've been doing federally.

04:19:42 [DGLS] Of course, and how it may be of interest to them.

04:19:46 [DGLS] So we could all agree collaboration, interconnectivity is essential as we think of service to Canadians.

04:19:53 [DGLS] I can't imagine being able to deliver it without interoperability across these jurisdictions to find the talent to bridge the gap.

04:20:03 [DGLS] We have you heard yesterday the announcement by the Minister of our new talent platform built inside of Ocio as part of our effort to help manage, the capacity, that we're all looking for tens of thousands of people have registered in that inventory.

04:20:20 [DGLS] a third of it is government employees already. and a lot of them work for you.

04:20:26 [DGLS] And so their talent is now on display in that platform.

04:20:30 [DGLS] So that could be a little bit, interesting if I said awkward or uncomfortable, that's okay too.

04:20:36 [DGLS] because as managers, you know how access to 20 some thousand resumes, you can go in and say, I need an IT three who has cyber and AI and analytics?

04:20:46 [DGLS] And the system will give you the top ten from there.

04:20:49 [DGLS] They're at level you can right fit them and appoint them. It can be done in weeks. You don't need months.

04:20:54 [DGLS] You don't need to run a process.

04:20:56 [DGLS] Our objective is to find you faster, easier ways to recruit, retain and develop talent.

04:21:03 [DGLS] All that with keeping an eye on on the community.

04:21:08 [DGLS] Community with respect to diversity, equity and inclusiveness is a big deal.

04:21:13 [DGLS] has championed for persons with disabilities.

04:21:15 [DGLS] I was a lead for a certain community, one of many that was also underrepresented, especially in Stem.

04:21:21 [DGLS] So today, with your permission, I'll ask John, Arlene and Andrew to walk with me through a conversation around talent change, management, diversity and what comes next.

04:21:36 [DGLS] So let's get started. The talent gap.

04:21:40 [DGLS] Every government priority, whether you're federal, provincial or municipal, are facing the same demands for digital services.

04:21:48 [DGLS] So addressing the talent gap is not new.

04:21:52 [DGLS] We've been talking about it for a while, but we seem to be making little progress.

04:21:57 [DGLS] So I'm going to be interested in hearing from our provincial colleagues on on how they've how they've taken approaches to address the talent gap.

04:22:05 [DGLS] For example, some of our colleagues and I'll be turning to them momentarily, have recently completely changed out their leadership teams.

04:22:14 [DGLS] They were looking for new ideas and thoughts.

04:22:17 [DGLS] I'd be curious in hearing from them what their experiences were when dealing with a complete swap out of talent like that.

04:22:24 [DGLS] Where did it come from? Their jurisdictions.

04:22:26 [DGLS] And, you know, I point to I'm from Prince Edward Island, so I can point to the other island on the East coast and say, that's not a large community of talent to pick from.

04:22:33 [DGLS] I'd be fascinated to hear more. So let me get started, Arlene.

04:22:37 [DGLS] Maybe with you first, if I may, tell me a little bit more about your approach to talent.

04:22:44 [DGLS] Thanks. thanks, Lynn.

04:22:46 [DGLS] so our approach to talent has been an interesting, journey through Nova Scotia.

04:22:51 [DGLS] So over the past, couple of years, we had the formation of the Nova Scotia Digital Service, which saw a digital team, come together and bring traditional IT shared services leadership under the, accountability and responsibility of a digital leader.

04:23:07 [DGLS] And so that was sort of an interesting sort of pivot in how we were leading digital across the province.

04:23:13 [DGLS] and then recently as of last year, in 2023, we saw the creation of the Department of Cybersecurity Digital Solutions, which is really digital and cyber security and shared services opportunity for for the province and so, as you noted, we during that process, we had to rebuild a senior executive team pretty much from scratch.

04:23:36 [DGLS] And so some of the approaches we had taken, we took for doing that was looking at, recruitment and selection of processes that brought together really multidisciplinary leadership skills.

04:23:47 [DGLS] And so no longer looking at sort of recruitment of it, as technology literacy, but really looking for people that would bring skills.

04:23:56 [DGLS] But, we're really transforming, really understood what it took to approach the transformation of government in a different lens.

04:24:04 [DGLS] Looking at how you bring together standing government approach to delivering on their mandate and policy outcomes with, enabling the delivery of great services for Nova Scotians and starting to recruit talent and leadership, that would bring together digital, expertise along with really understanding that mission and vision, for transforming the public service.

04:24:29 [DGLS] And so this is recruit the folks who, understood putting users at the center of everything they do and understood what it took to be agile and iterative in their delivery techniques and disciplines.

04:24:42 [DGLS] so really, the focus for us was on looking for folks who are invested in, aware of that digital transformation agenda for the province.

04:24:53 [DGLS] and also taking a look at how we were recruiting for talent through all levels of experience within the organization.

04:25:00 [DGLS] So, that's a little bit of sort of what's been on the underway within Nova Scotia.

04:25:05 [DGLS] And I can talk more in, your questions around what we did around, selection, recruitment of talent, both from within and, how we help the public private sector opportunity to both build and by talent. Thanks, Arlene.

04:25:20 [DGLS] We heard earlier from our president of shared Services who, like you, is trying to build sort of be the employer of choice for the digital talent and and be the magnet, if you will, and that's good for him.

04:25:32 [DGLS] We'll have to keep an eye on that from the other, the other institutions. But I'm all in.

04:25:36 [DGLS] If we can, we can focus and get the right people in the right place. It could be.

04:25:39 [DGLS] It could be great.

04:25:41 [DGLS] Andrew, I kind of hinted at your narrative, but I'll let you tell us a bit more about your journey. Yeah.

04:25:48 [DGLS] I mean, we've, we struggle like everyone, I think, with the same, with the same problems.

04:25:52 [DGLS] And, you know, job classifications and salaries aside, I think we all know government has a ways to go to catch up to industry. It comes to salary incentives.

04:26:02 [DGLS] But, some of the bigger things I think we need to do holistically if we want to be competitive, is start thinking a little bit more like a private sector.

04:26:10 [DGLS] So we need to be using all the latest and greatest technology that is going to entice, you know, a younger, younger workforce into our organizations.

04:26:21 [DGLS] it's pretty hard to recruit Vb6 and mainframe and 16 bit developers these days.

04:26:27 [DGLS] you know, we got to focus on culture and and being a little more, attuned to that low risk tolerance that governments typically had, reducing red tape, which, you know, makes everything so painful and slow for us to be able to deliver quickly and effectively.

04:26:44 [DGLS] And I think, you know, if we if we focus on those core issues that make government jobs unattractive for a lot of people, then hopefully that will overcome some of the wage gaps that we, you know, we still need to address.

04:26:57 [DGLS] But hopefully those things will be enough to get us by.

04:27:01 [DGLS] So did you did Andrew when we spoke previously was it was it not one of your challenges to have to swap out your entire team, or was that Arlene? Did I mix that up?

04:27:11 [DGLS] We changed out our entire executive team over the last, 18 months.

04:27:16 [DGLS] So, yeah, so incredible because you're talking about a lot of senior leadership, not just one position, which we struggle with sometimes even here in Ottawa with a plethora of talent.

04:27:25 [DGLS] tell me a bit more about how you recruited talent to Newfoundland or did you did you actually take it from somewhere else? Yeah.

04:27:35 [DGLS] You know, I think that's typically what's been happening here in small jurisdiction is we are competing with each other in the public service.

04:27:42 [DGLS] So with our agencies, boards and commissions, our health authority and, with with core government, we're all we're all trying to, we're all trying to go after the same talent and, fortunately, it's small enough where sometimes relationships will will help you, you know, bring some talent into the organization. But we're pretty tapped out, I think.

04:28:03 [DGLS] And, we're really running into a wall now with, with some of our, both retention and, and ability to attract new talent into the organization.

04:28:13 [DGLS] Just out of curiosity, is any of that new leadership team not located in Newfoundland?

04:28:20 [DGLS] from an executive perspective, we're all located not only in Newfoundland, but we're all located in Saint John's and Saint John's. Excellent.

04:28:27 [DGLS] Not a bad place to live, to be honest.

04:28:29 [DGLS] but did you have to draw anybody there or were they in, were they there for you? No.

04:28:37 [DGLS] They they were here for sure.

04:28:38 [DGLS] you know, all of our jobs are publicly listed, and we, you know, we do all external competitions, especially at the executive level and senior leadership level.

04:28:48 [DGLS] But, you know, other than a few expats that want to come home, we weren't we're not we're not enticing a lot of talent to come back to the island to to work for government jobs. Oh, that's too bad.

04:28:59 [DGLS] I was trying to get in there. okay, I tried hard enough.

04:29:03 [DGLS] I'll let you off the hook, Andrew. Thank you very much.

04:29:05 [DGLS] next up, our colleague from Ontario, John Roberts.

04:29:09 [DGLS] John, you've read through the the questions.

04:29:12 [DGLS] I sure, I'm sure you have a concept of where you'd like to go, but out of curiosity, partnerships, we talk about the ability for us to be creative with getting talent on board and and you in Ontario, almost an extreme to our colleague in Newfoundland, where you have access to numerous academic institutions and numerous very high end industry who've located themselves in the Waterloo Corridor, tell me more about what it's like to be in your role in Ontario. Thanks, Lynn.

04:29:43 [DGLS] Yeah, that we are lucky to be, surrounded by a whole bunch of of natural partners.

04:29:49 [DGLS] and that is a bit of a double edged sword, obviously, because many of those partners are also people who will be, you know, stealing talent away from government.

04:29:57 [DGLS] So it's it's very much about, kind of understanding how do we make best use of those, those relationships.

04:30:05 [DGLS] So the whole issue of attracting, securing and retaining talent, is, is absolutely central as, alien and Andrew have both talked about, what that means for us is tapping into, the universities that are on our doorstep and actually reaching out, being an active part of some of the career days and really trying to, instill in before they even enter the workforce, the idea that government might be a really good place to ply their trade.

04:30:32 [DGLS] So, trying to, you know, get them early and create that idea that government is, is a viable and exciting place.

04:30:40 [DGLS] And that is it's more than just competing on dollars.

04:30:42 [DGLS] It is competing on on sort of value and impact.

04:30:46 [DGLS] It's competing on culture as Andrew was, was suggesting.

04:30:50 [DGLS] And it's trying to to paint a picture of the kind of career paths that people can have through a big, complex and exciting, employer like a, like a government.

04:30:59 [DGLS] So really trying to indicate not just you're applying for a job, but you're applying for an opportunity that is going to be, supported and managed.

04:31:08 [DGLS] we do actively work not just with the academic institutions, but with industry, as you've hinted at.

04:31:14 [DGLS] And, kind of engagement with groups like Tech Nation.

04:31:17 [DGLS] are really important for, for trying to indicate that we're doing exciting stuff and that people shouldn't just see the opportunity as selling to government, but also perhaps applying their trade on our side of the fence for a while and then perhaps another part of enabling that to become real is is addressing just the process stuff.

04:31:36 [DGLS] And I think both Alan and Andrew mentioned, you know, we we sometimes make things really difficult for ourselves in terms of the, the process for, for bringing folk in.

04:31:44 [DGLS] So we've been doing some interesting stuff, piloting continual hiring processes where rather than just posting a job and then trying to fill it within a quick time, we say, hey, we know that we're going to need cyber folk.

04:31:57 [DGLS] We know that we're going to need some web developers.

04:32:00 [DGLS] If you're interested, come and talk to us and we'll leave a posting open for for an extended period, and then challenge ourselves to operate at the speed of business, to actually bring folk on board so that folk who, if I can put it, government curious, have the opportunity to really quickly, get on board and, and understand just just how exciting work in our side of the space can be.

04:32:22 [DGLS] So that whole issue of attracting and securing talent, critical perhaps the other kind of partnership I'd mentioned is with, some of the, the groups around diversity and the like.

04:32:36 [DGLS] So, the, black technology professionals, groups like that.

04:32:43 [DGLS] So really trying to make folks who might look at government and see, a very sort of middle class white light set up, start to realize that, no, there's a space for them in, in government, too, so actively reaching out to groups that are advocating for, some of our, minority community in tech or just groups in general to, again highlight that culture that we have, that I think in government is very inclusive and welcoming and, help people see that that can be a great platform for their careers.

04:33:15 [DGLS] So lots of opportunities for us that we're really trying to to leverage.

04:33:19 [DGLS] But so the flip side is that there's a lot of people, competing for that scarce talent, particularly in the the tight areas around things like cyber, data engineering and the like.

04:33:30 [DGLS] So it's, perhaps if you're in in Newfoundland, then the government has a bigger source of employment.

04:33:36 [DGLS] and there's less opportunities for folk to go go other areas.

04:33:41 [DGLS] I don't know, I was in Saint John. The oil rigs can draw a lot of talent.

04:33:44 [DGLS] I just don't know how digital they are.

04:33:46 [DGLS] the your your topic is right on point because it's going to segue to our next, our next question.

04:33:52 [DGLS] But before I jump to that, I'd be curious.

04:33:56 [DGLS] just, John, if, your experience working with industry, we, and this is just almost a public service announcement for being the moderator.

04:34:07 [DGLS] I guess I can do that.

04:34:08 [DGLS] we've started, and this is going to be a bit. Is there anybody from ICI here?

04:34:14 [DGLS] I said, okay, don't see any. Okay, that's too bad.

04:34:17 [DGLS] somebody pointing over here, so. Oh, there we go. Hi, guys.

04:34:21 [DGLS] you'll know this, perhaps, but your boss asked us to help him with a potential student.

04:34:28 [DGLS] engagement with Waterloo, the University of Waterloo and the reason for that is a prominent local business, formerly or currently from China, is walking away from student placements, which is taking about 110 of opportunities off the grid for students in that institution.

04:34:50 [DGLS] And their chancellor was quite preoccupied with that.

04:34:53 [DGLS] So in engaging with your boss and us, we're going to come up with a scheme to test drive the potential of bringing students from an institution into the government under our student program and see if we can get that onboarding process at pace.

04:35:07 [DGLS] Has, has, John says is critical.

04:35:10 [DGLS] And you may have students from that institution as soon as, you know, September maybe even this May. We'll see.

04:35:16 [DGLS] So just again, we're all trying to be creative and finding funnels and tunnels and channels, I should say, given it's a digital forum.

04:35:26 [DGLS] next topic and John, you got us going on.

04:35:29 [DGLS] This is diversity, conscious that it's one hard enough to find, talent, talent in a community that is starving for more.

04:35:39 [DGLS] But when you start looking at that community from its onset, it it's not exactly the I was offered the digital community doesn't reflect your typical community.

04:35:48 [DGLS] In other words, the diversity doesn't necessarily exist in a Stem community that it would need to for us to be to be equitable.

04:35:56 [DGLS] And so we've been struggling to make sure we do right by these communities and privileging when we can.

04:36:03 [DGLS] I'd be curious to know what it's like in your provincial jurisdictions from a priority perspective.

04:36:08 [DGLS] So I'll go a step further.

04:36:11 [DGLS] You know, has a hiring manager in the federal government.

04:36:13 [DGLS] We have a lot of boxes to check, and then they're in no particular order.

04:36:17 [DGLS] And I'd be curious which one you would put first.

04:36:20 [DGLS] But beyond talent, we have official languages.

04:36:23 [DGLS] We have diversity.

04:36:25 [DGLS] We have obviously, specific skills and ethnic and and so so, you know, the list goes on.

04:36:34 [DGLS] And in an effort to make sure we're not managing ourselves towards mediocracy, how do we make sure we do right, by both talent and diversity and I know at the federal level, we're, we're we're doing much better.

04:36:48 [DGLS] In fact, this room looks pretty good compared to what it looked like a few years ago.

04:36:54 [DGLS] and it's getting better, but it's obviously a work in progress for us at the federal level.

04:36:58 [DGLS] I'd be curious what it's like provincially. Let's start. Sorry.

04:37:04 [DGLS] Let's go with let's let's go with Arlene. Thanks.

04:37:08 [DGLS] so, Len, just to sort of, zoom in, zoom in on sort of the question related to is it a priority?

04:37:14 [DGLS] Diversity and a diverse workforce in Nova Scotia is a very significantly high priority for both the department, but the entire public service, really to make sure at all levels that we are reflecting the citizens that we serve.

04:37:28 [DGLS] so we do have an employment equity policy that is meant to promote inclusive, culturally competent, workforce that values diversity.

04:37:37 [DGLS] And what I will say is within our department itself, we're doing quite well with a number of women in senior leadership positions, but we certainly have a significant amount of work to do to continue to build a diverse workforce.

04:37:50 [DGLS] in our in our leadership positions itself.

04:37:53 [DGLS] And as a result, the department has made a broader, multi-year inclusion, diversity, equity and accessibility plan.

04:38:01 [DGLS] It helps to really, create the conditions for inclusive workplaces.

04:38:07 [DGLS] looking at what different ways we can support our leaders and staff on broadening understanding and values of, benefits of having a diverse and inclusive workplace, the things that we're currently undertaking is, in the province itself, hosting positions, in senior leadership positions that are designated and meaning that only applicants from African, black, Nova Scotian and other racialized persons can apply for that.

04:38:35 [DGLS] Another strategy we're taking is that we are having applicants have the opportunity, to self-identify employment equity candidate.

04:38:44 [DGLS] So this aligns with the benefits of improving our hiring process, also offering greater value to the department through our recruitment, processes as well.

04:38:54 [DGLS] we're also taking a very open approach to hiring.

04:38:57 [DGLS] And so in our postings, you start to see where we're, valuing technology and talent, but not not, but not fully comprehensive.

04:39:07 [DGLS] And having every single technology literacy expectation that's outlined in posting itself.

04:39:14 [DGLS] So we are very much putting language in our postings to encourage people and applicants to apply.

04:39:19 [DGLS] Even if you didn't check off boxes that you look at, that well-rounded, applicant of in relation to, diversity and inclusion.

04:39:29 [DGLS] and so we're also looking at approaching with we can look at, opportunities for hiring processes as well, and how to start to things like conducting interviews for someone who makes up needs and so like traditional Q&A versus assessment process may not be reflective of things.

04:39:57 [DGLS] Looking at a current, opportunity there as well.

04:40:01 [DGLS] So these are just a few of the approaches that no peaking. But back to the original question.

04:40:06 [DGLS] diversity being a top, important priority for the department. Well, thanks for that, Arlene.

04:40:13 [DGLS] Again.

04:40:14 [DGLS] would you be working with the groups themselves like the would again, do you have enough representation?

04:40:21 [DGLS] Do you have the organization in your province to work closely with advocacy groups in the federal space, specifically in Ottawa?

04:40:28 [DGLS] We have access to numerous advocacy groups who've been incredibly helpful over the last few years and helping us get better and get it right.

04:40:36 [DGLS] And we've even done processes that are dedicated to certain groups with, with, with their oversight.

04:40:41 [DGLS] Is that something provincially you can do or is it size matters kind of.

04:40:47 [DGLS] You don't have the numbers. So it's a great question.

04:40:50 [DGLS] We actually this is an area where, where supports would be beneficial to the province being a smaller jurisdiction.

04:40:57 [DGLS] We do have relationships with community, and that's beneficial that I would say at the scale, when you look at Stem, there is some limitation.

04:41:03 [DGLS] So we have worked with, with the immigrant services Association of Nova Scotia.

04:41:09 [DGLS] So I seems to look at how to build pathways for new immigrants into the province around placement, into, into positions within the province to help them build out their community.

04:41:21 [DGLS] but I would say from a scale, this is an area for Nova Scotia that could benefit from our with our internal partners around, sharing of knowledge, skills and capability and networks.

04:41:33 [DGLS] Excellent. Thank you. Let's move to, let's move to Andrew.

04:41:37 [DGLS] Andrew, for a two year stint in my career, I worked for the department of Fisheries, where I had a team in Saint John's. a couple of gentlemen there.

04:41:46 [DGLS] I used to tease him about language.

04:41:48 [DGLS] Before I could send him on French language, they had to learn to speak English. we had some fun with that.

04:41:53 [DGLS] But the reality of today is, you know, the Official Languages Act just, you know, got amended, updated.

04:42:00 [DGLS] It's a it's a it's a big piece for us.

04:42:02 [DGLS] I suspect you probably don't have to worry about language in Newfoundland as much.

04:42:06 [DGLS] And if not, I'd be curious to hear more about your diversity sort of challenges.

04:42:11 [DGLS] Yeah, I would say, you know, French is is not as, is not as important of an issue in Newfoundland given the, the lower population of French speakers.

04:42:20 [DGLS] But, we actually have a fairly diverse, diverse staff in the ocio here in Newfoundland, Labrador and across government.

04:42:30 [DGLS] Actually, in general.

04:42:31 [DGLS] But I would say it doesn't transcend as much when we start going up the organizational tree.

04:42:37 [DGLS] So at a staff level, we're we're well represented.

04:42:41 [DGLS] We have multiple multicultural engagement committees.

04:42:44 [DGLS] We do events all the time.

04:42:45 [DGLS] And it feels like we're we're very supportive and encouraging.

04:42:48 [DGLS] But, you know, whether for whatever reason, it doesn't transcend the management structure.

04:42:53 [DGLS] So we've only, for example, I think from a gender diversity perspective, we're, we're really good.

04:43:00 [DGLS] 60% of our leadership team is female, which is a really nice stat.

04:43:04 [DGLS] But even at the executive table, four out of five of us are middle aged white men.

04:43:09 [DGLS] So, with only one, one female at the executive table.

04:43:12 [DGLS] So there's definitely still work to do.

04:43:15 [DGLS] we we are certainly open to having a diverse, work environment.

04:43:20 [DGLS] And in fact, I think that's the only way we're going to survive, with the with the cliff that we're all headed towards from a, from an employment perspective.

04:43:27 [DGLS] But, there's definitely still some work to go.

04:43:30 [DGLS] Great observations, Andrew, and I'm thanks for being honest.

04:43:34 [DGLS] your table, you know, obviously a work in progress, but it's challenging, right.

04:43:38 [DGLS] When the what we will call the pool of talent you're fishing from is, is is limited.

04:43:42 [DGLS] And in its own diversity to begin with.

04:43:45 [DGLS] Our third topic may bring you some options. And that's what I'm anxious to get to.

04:43:48 [DGLS] But before we go there, let's go to John in Ontario because again, Ontario like quite, quite a hot spot for immigration, quite a hot spot for a lot of different, communities.

04:44:00 [DGLS] So I'd be curious what this feels like for, community for from your perspective, for these communities.

04:44:07 [DGLS] So, yeah, we we certainly have a very diverse set of communities to draw on to, to recruit, our digital talent.

04:44:15 [DGLS] I guess the part of the challenge is making sure that all of those people can see themselves in government.

04:44:21 [DGLS] So, and that is about making sure that we, are an attractive place to work for for every one that, that has talent to bring to the table, because, you know, as Andrew was just saying, we we shoot ourselves in the foot if we don't, open the door as wide as possible for the, for the talent that's out there.

04:44:41 [DGLS] And I think we we have been very intentional about diversity, in government, as Eileen was saying, there's a lot of all of government programs intended to to support diversity and inclusion across the workforce.

04:44:53 [DGLS] We we see the benefits of that, particularly in the senior management and executive tables, where there is a large represents portion of, folk from, racialized groups, probably a greater set of, amazing women, technology and digital leaders than you would typically get in an industry, setting.

04:45:15 [DGLS] I think if there's an area where we're struggling, it's it's the gap between our senior leaders and our staff.

04:45:22 [DGLS] Our staff at entry level are often very, diverse and bringing all of the different backgrounds in our leaders.

04:45:30 [DGLS] Similarly, converting the pipelines through middle management to to senior levels is, I think, where, where we're being, been struggled and been struggling.

04:45:40 [DGLS] And that's where we've been focusing some of our internal efforts.

04:45:43 [DGLS] So things like, mentorship programs designed specifically for, racialized and minority populations, to get that interplay between execs and, aspiring leaders, for the for the sharing of ideas.

04:45:59 [DGLS] So people feel encouraged to, to step up the leadership ladder and again, to give, leaders a greater sense of just the, the amazing talent that is in some of the, the minority groups in the, in the workforce and encouraging some of that diversity of thought.

04:46:17 [DGLS] Because the other thing I'd throw into the mix around the whole diversity conversation is it's not just about how people look, part of the the benefit we get from diversity is around the diversity of experience, the

diversity of thought that really enables us then to build programs that do, work well for the whole of our populations.

04:46:37 [DGLS] You know, it's, it's not just about how people look, but it's about getting making sure that we've we're stress testing our thinking internally.

04:46:45 [DGLS] And if we don't have voices around the table with different experiences, then, again, we, we miss something really important.

04:46:52 [DGLS] So in the diversity bucket, I would include not just diversity of, of ethnic background, but making sure we've got people who have come in from from industry, you know, that industry experience as well as sort of government think is a really important part of having different perspectives feeding into into decision making.

04:47:12 [DGLS] part of what what enables us to make the best possible decisions for, for Ontarians. Excellent. Thanks. And you're absolutely right.

04:47:22 [DGLS] I think diversity brings perspective, and perspective brings better services to Canadians, which is really what we're all focused on.

04:47:30 [DGLS] And and it's what we've been talking about here this afternoon, this morning and now this afternoon.

04:47:35 [DGLS] so let me jump to, the last, scripted question and before we open it up to the audience, the now, we've talked about sort of the challenge space. Let's, let's, let's maybe look at some opportunities.

04:47:49 [DGLS] in government, we talked I mentioned earlier, we've launched officially by the minister yesterday a talent platform in the government for the enterprise community, to help us look at what we already have in inventory and allow the public to register against our opportunities. it's an obvious question.

04:48:08 [DGLS] We have a jobseeker that is ultimately there now, but it's legacy, and we're looking to evolve that to a more digital experience where we can bring people on board quickly.

04:48:18 [DGLS] we're taking on not so much for you that I've heard language is not as much of a challenge, but in the federal space, it very much is in a bilingual region.

04:48:26 [DGLS] We're looking at ways of working with our colleagues in Okro to define what level of bilingualism is truly necessary for a digital talent in certain positions, and maybe get some discretion.

04:48:39 [DGLS] There to help us have that flexibility to onboard that talent and then worry about evolving their language skills later.

04:48:46 [DGLS] So we're we're trying to be progressive here in the center in Ottawa.

04:48:49 [DGLS] and the final thing we're doing is, looking at remote work as an option to, to bring our, bring our numbers up in general, but maybe our diversity numbers, Andrew, maybe a way to get representation from other communities by connecting them virtually from another region. Just a thought.

04:49:05 [DGLS] We're we're struggling with it in Ottawa.

04:49:07 [DGLS] Obviously, the policy is they're working through the machinery now to find out what actual modern workforce is going to be for the federal public servant.

04:49:16 [DGLS] right now we're sitting at, you know, two days a week from anywhere within the country, as we review that for the IT community, I'd be fascinated on those three pillars.

04:49:26 [DGLS] How it's looking like in the provinces and a secondary thought.

04:49:30 [DGLS] Is there anything we could do together, collaboratively to share talent, to maybe interchange talent or maybe to work with industry to develop curriculum that would help us leverage their pool?

04:49:43 [DGLS] So. So let's change the order. Let's go to Andrew first.

04:49:46 [DGLS] This time. Yeah.

04:49:50 [DGLS] I mean, I think, we're we're often all doing the same thing.

04:49:54 [DGLS] And I think there's an opportunity to do things together and maybe, you know, we say it all the time when we're working on FPT, groups, that we love it when the federal government steps in and provides leadership and standardization because it just it just brings some, focus and some structure to a lot of the conversations that we do, you know, more this case, more of a technology stream.

04:50:17 [DGLS] But in general, you know, if we had a talent pool that was somehow centralized and we had a skills database and, you know, it had gone through some vetting process than any jurisdiction could come in and potentially avail of, you know, you're taking a lot of the the red tape and the hard work piece out in front of it where, you know, maybe we can all contribute to some type of centralized service that would enable faster onboarding of, you know, external talent and talent residing inside of Canada, for example, we're, we're actually actively reviewing our current security policy in general for that reason, the onboarding and security, an interoperable city could be an interesting angle to consider for security at least at the entry level.

04:50:59 [DGLS] Enhanced possibility. John, your thoughts.

04:51:04 [DGLS] So a couple of thoughts here.

04:51:06 [DGLS] I think I mentioned earlier the, some of the interesting stuff that we've been doing to try and make the the actual, application process smoother and easier and work at work at pace because I think, traditional government hiring processes, are far too slow and cumbersome, and we find that we've one of the big challenges we have is the number of people we lose who are applying with great resumes.

04:51:29 [DGLS] And by the time we go back to them to call them to interview, we've lost.

04:51:33 [DGLS] Lost the talent.

04:51:34 [DGLS] So trying to reduce that gap and get a more sort of continual process for bringing people in.

04:51:40 [DGLS] So that the minute they're they're interested, we're out there talking to them and trying to secure them into the system.

04:51:45 [DGLS] So that's, that's, that's one piece.

04:51:47 [DGLS] I think the the other bit, though, that I think you're starting to talk about, Leonard is really interesting.

04:51:53 [DGLS] Is around, how we continue to make government interesting for people when they're in, and some of the growth opportunities that we can give potentially by working as a, as a team Canada.

04:52:04 [DGLS] So people who are looking to, to continue to expand their skills, to apply their, their talent and slightly different areas.

04:52:12 [DGLS] if if we're looking across multiple jurisdictions for the paths where we can collectively retain talent within the the public sector at large, I think there is a huge opportunity there, to to kind of continue to create ways that people can see their future, in, in governments, plural, that, having brought talent into the mix, we, we continue to find ways that they can be part of our, our sort of shared community and that those interchange opportunities, either, an interchange between governments or, or just some of the cross-cutting activities that people do that really do provide, stimulation.

04:52:55 [DGLS] You know, I'm thinking of some of the, the FPT digital credentials work that has provided some huge stimulation to, to various teams to work with colleagues across the country.

04:53:07 [DGLS] and feel that they're, there's, they're excited, they're rewarded.

04:53:11 [DGLS] They're, they're operating at the, at the highest level.

04:53:14 [DGLS] And those opportunities to be part of inter inter jurisdiction initiatives, I think, are things that help retain talent, in government as well as more formalized, interchange type, type opportunities.

04:53:28 [DGLS] But, yeah, suffice to say, I think that that opportunity for us to, to to maximize how talent contributes to the public sector, collectively through some, some joined up thinking is a huge area of opportunity as we try to make the most of, of scarce talent. Thanks, John.

04:53:50 [DGLS] And you hit the second item that we share that we're going to be talking about at the FPT conference.

04:53:57 [DGLS] I, for the benefit of the room, I'll leave all the other acronyms out of it.

04:54:00 [DGLS] but we talk about cyber together.

04:54:02 [DGLS] We talk about talent, which we've chosen to focus on here today, and of course, digital credentials.

04:54:07 [DGLS] So thanks. Thanks for that. Arlene.

04:54:10 [DGLS] We're going to let you, answer this before we open up to the room.

04:54:14 [DGLS] So you get kind of the last word, but I suspect there might be a few questions in the room, but let's let's go to you for the opportunities.

04:54:21 [DGLS] Conversation. Brian. Thanks.

04:54:22 [DGLS] So I actually love John's point about Team Canada, because what I when I sit and reflect from each of my colleagues and yourself, Lynn, the challenges are pretty similar and the priorities of government also sound pretty similar when we look at, you know, digital trust and credentials data and engineering and artificial intelligence, and there as well, along with talent, and of course, cybersecurity.

04:54:45 [DGLS] And so when I think of like the talent pool that we're looking to draw from, very similar challenges and how we're looking to solve this problem, I would focus in on really the opportunity around recruitment and so picking up on what John said is looking at how we look at interchanges and taking complexity out of offering that interchange across each of the jurisdictions and with the federal government.

04:55:07 [DGLS] So some support around how do we bust those, silos that exist today, both from a policy perspective, and from understanding that talent that does exist?

04:55:18 [DGLS] I would also focus from a recruitment perspective of how do we work differently with the public, the private sector around, tours of duty.

04:55:25 [DGLS] So when you think of going back to how do you make it mission driven for the organization and government to make it super compelling?

04:55:32 [DGLS] when I think of trust and credentials around coming from the private sector to help us solve a problem that affects all Canadians, all of our organizations, and think differently to create that sort of opportunity for a tour of duty, within the public sector.

04:55:45 [DGLS] And then I would also sort of close on the retention piece.

04:55:48 [DGLS] So I think from a retention perspective, that's one of the most expensive decisions we make as leaders.

04:55:53 [DGLS] And government is hiring people into the public service.

04:55:57 [DGLS] We have a obligation around how are we going to retain an upskill and reskill public servants so that they are ready for, leading digital transformation and digital government.

04:56:08 [DGLS] And so I think that's a how do we form partnerships with, nonprofits that do exist, like code for Canada around how your buddying, you know, putting people together in like a buddy system for reskilling and upskilling, the delivery of talent or talent in a way that's meaningful and different.

04:56:25 [DGLS] And so I think that those are some opportunities for us as jurisdictional partners to really lean in together through some of our FPT work.

04:56:33 [DGLS] to also look at how do we solve that talent problem, in a more cohesive and collective way.

04:56:40 [DGLS] It's interesting on our talent management questionnaire in our public service at the federal level, we're asked if we're willing to take on, an assignment in a region and, it would be great if we shared data on that because maybe we don't have an assignment immediately.

04:56:56 [DGLS] you know, maybe my colleague in Newfoundland needs some help, and I can go out there for a tour before I retire.

04:57:03 [DGLS] well, we have great lobster, Len, so I, I, I bet you do. and so that's the vision.

04:57:09 [DGLS] That's the conversation we wanted to have with you was the Team Canada. You guys nailed it.

04:57:14 [DGLS] It's exactly the the conclusion I wanted to get to. And you got there first.

04:57:19 [DGLS] And I'm really glad you did.

04:57:20 [DGLS] we're going to take a few minutes and ask the room if they would like you to take an opportunity to address, our colleagues in their, in their provincial jurisdictions.

04:57:28 [DGLS] I would only ask if you do just let them know who you are, what program you're with, so they can put some context around it.

04:57:34 [DGLS] And so we're looking for questions.

04:57:37 [DGLS] Is there any ideas questions comments.

04:57:40 [DGLS] Just the mics are kind of hot and they're in the middle of the rooms. Hi. Thanks.

04:57:46 [DGLS] thanks for the panel. My name is Anthony Sheehan.

04:57:48 [DGLS] I'm trying to modernize the federal courts.

04:57:52 [DGLS] interesting challenge.

04:57:54 [DGLS] so we, you know, we heard a lot about how to bring the right talent into government, which is obviously a key.

04:58:01 [DGLS] I was hoping to also get your thoughts on how to better manage the existing talent.

04:58:06 [DGLS] I'll offer the hypothesis that unstructured talent, mobility creates a huge loss of productivity.

04:58:13 [DGLS] because many researchers, such as Google's Aristotle Project, showed that competency of each individual in a team is not really a great determinant of the team's performance.

04:58:22 [DGLS] How the team members work together and foster a psychologically safe environment is, in fact, the real secret sauce.

04:58:28 [DGLS] And as you can expect, whether you use language as norming, forming, performing and storming somewhere in there takes a lot of time to build and nurture high performing teams.

04:58:38 [DGLS] So how can we protect high performing teams by when possible, keeping them together and moving them to problems versus having people move for promotions? Thanks you.

04:58:48 [DGLS] Are you reading that off?

04:58:49 [DGLS] ChatGPT Tony?

04:58:54 [DGLS] Listen, I see Andrew has his hand up.

04:58:57 [DGLS] Let's, let's go there. Yeah.

04:59:00 [DGLS] So we're also in the process of modernizing our course.

04:59:03 [DGLS] And there the digitization project. So if you ever have questions, maybe we can brainstorm together.

04:59:08 [DGLS] But, there's a few things we're trying to do.

04:59:11 [DGLS] And one, one I would say is empower staff.

04:59:14 [DGLS] So we're really focusing on strategy where in the past maybe there hasn't been a long term strategic vision on where we're going from a technology perspective, but it can't be a top down strategy.

04:59:25 [DGLS] It's got to be a bottom up strategy.

04:59:27 [DGLS] So we're really trying to empower our staff and our managers to own that strategy.

04:59:31 [DGLS] And we we become more of a supporting role as opposed to a dictating role, which, you know, can sometimes happen from a strategic perspective. I think that's really important.

04:59:41 [DGLS] the other thing we've done inside of our organization, and I assume many, many places have the same problem.

04:59:49 [DGLS] The talent kind of hits a ceiling when it comes to salaries.

04:59:53 [DGLS] before you have to kind of move to a management scale to be able to get higher end, you know, on your job growth.

04:59:59 [DGLS] So what we've done instead is we've created HL equivalent technology, HL maybe a firm here, I'm not sure if it's a firm everywhere, but our management scale jobs that stay focused in the technology area, such as architects that are getting paid the same level as managers, to try to create a career path growth for those people that would naturally leave the technology area and move into management to stay in the technology area and still grow their career and be able to, you know, see some of that salary growth without necessarily jumping over to the management stream.

05:00:34 [DGLS] So few approaches we're trying to take.

05:00:36 [DGLS] But, you know, we it's all about our staff and in upskilling and investing in our staff and making sure that, we create a work environment where they feel supported and appreciated.

05:00:47 [DGLS] It brings to light an anecdote I have, and this is a real and a real scenario.

05:00:52 [DGLS] Andrew, there's an old friend of mine from fisheries who's still, in the system.

05:00:57 [DGLS] He's an IT for working for shared services in Saint John's and called me the other day.

05:01:02 [DGLS] He goes, Lynn, I got about five years left to be great.

05:01:04 [DGLS] If I could get an IT five.

05:01:06 [DGLS] And I said, you know, dude, I don't know, you know, because we're all virtual hybrid. It could be anywhere.

05:01:14 [DGLS] And there may not be many in Saint John's.

05:01:16 [DGLS] if we could ever get to a place where we could share benefits, pensions, maybe put them out on assignment with you, that would be an opportunity for you to benefit from somebody with a whole career of

federal experience and give him what he's looking for, which is a bit of a bump up before he leverages his pension to transition.

05:01:33 [DGLS] So just again, these thoughts are flowing through my mind as we we listen to these discussions.

05:01:39 [DGLS] I'm scanning the room for hands. I'm also conscious of time.

05:01:43 [DGLS] and I want to wrap up to give enough time for you to grab a quick refresher before we introduce our keynote closing guest, which is just happens to be no less than the clerk of our Privy Council.

05:01:55 [DGLS] so I want to take this opportunity to thank you for your time. Arlene. John.

05:02:00 [DGLS] Andrew, you we are virtual on the first day.

05:02:04 [DGLS] The second day typically closed and typically traditionally closed to federal leaders.

05:02:09 [DGLS] But I'm going to make an executive decision today because I've enjoyed this interaction. I think it was incredibly valuable.

05:02:15 [DGLS] And we do share space not only in talent but in cyber and credentials.

05:02:20 [DGLS] That next year, you'll receive an invitation to join us in person.

05:02:23 [DGLS] We might make you work for it, and you may have to participate in another panel.

05:02:27 [DGLS] But I want to let you know that invitation is going to be in the mail when we start organizing next year's event.

05:02:31 [DGLS] So thank you very much.

05:02:38 [DGLS] I'll invite our emcee back up to give us some joining instructions for the next ten minutes, I guess. Or maybe not.

05:02:44 [DGLS] I see the clerk has joined us, so I'll let you navigate all right. It's all yours.

05:02:54 [DGLS] Thank you.

05:02:55 [DGLS] Lynn and our colleagues from the provinces for such a valuable discussion addressing the digital talent gap.

05:03:02 [DGLS] And and, Len, for letting us in on your pre-retirement plans. I hope it works out.

05:03:07 [DGLS] so we're going to take a short ten, 15 minute break.

05:03:12 [DGLS] There's refreshments.

05:03:14 [DGLS] and as Len mentioned, you know, I really encourage you to stick around.

05:03:19 [DGLS] after the break, we have the privilege of hearing from the clerk of the Privy Council and the new deputy clerk.

05:03:25 [DGLS] So grab something and then come on back in about 10 to 15 minutes.

05:03:34 [DGLS] Yes.

05:14:15 [DGLS] Wrap up. Grab your coffees.

05:14:17 [DGLS] Come and sit down at your tables.

05:14:30 [DGLS] All right.

05:14:33 [DGLS] So for our final segment, we have a dialog session on the Government of Canada for of today and tomorrow.

05:14:42 [DGLS] Values and Ethics and vision for the future.

05:14:45 [DGLS] We welcome two esteemed guests.

05:14:48 [DGLS] Gilles Plaisirs de santé primaires, Invité John Hannaford, Greve de Conseil privée et sécurité du cabinet John Hannaford assumed the role of the 25th clerk of the Privy Council and Secretary to Cabinet on June 24th, 2023, before for this appointment, he served as Deputy Minister of Natural Resources Canada, playing a pivotal role in key clean energy initiatives with a distinguished career spanning over two decades, Clerk Hannaford has been a dedicated representative of the Canadian government on critical international fronts, from free trade to foreign and defense policy.

05:15:26 [DGLS] Commencing his federal public service journey in 1995 with the Department of Foreign Affairs, he specialized in maritime jurisdictions, environmental law and trade.

05:15:35 [DGLS] Later, he held significant positions, including Deputy Minister of International Trade at Global Affairs.

05:15:42 [DGLS] I also want to extend a warm welcome to Christiane Fox, deputy clerk of the Privy Council, associate secretary to Cabinet and newly appointed values and Ethics Task Force.

05:15:54 [DGLS] Task force lead, who will take the stage as our moderator, deputy clerk?

05:15:59 [DGLS] Fox very recently assumed her role prior to this, she served as Deputy Minister of Immigration, refugee and Citizenship Canada and Deputy Minister Champion of the Federal Youth Network.

05:16:10 [DGLS] With a distinguished career including roles at Indigenous Services Canada and key positions at the Privy Council Office and Industry Canada.

05:16:17 [DGLS] She brings a wealth of knowledge to her current responsibilities.

05:16:22 [DGLS] Please help me welcome both to the stage.

05:16:26 [DGLS] Thank you. Thanks.

05:16:32 [DGLS] La Merci.

05:16:34 [DGLS] Tout le monde por la invitacion aujourd'hui.

05:16:36 [DGLS] Thank you so much for having us here. Day two in my new role.

05:16:42 [DGLS] So I've. I've mastered it.

05:16:44 [DGLS] and, and really glad, though, that we have an opportunity to have this important conversation around values and ethics.

05:16:52 [DGLS] And I know that there has been some conversations throughout the day.

05:16:57 [DGLS] Scott and Scott Harris was was texting me about some of the panels earlier and the discussions, and John and I were reflecting on our walk over that, you know, you've heard from astronauts and people who have climbed Mount Everest.

05:17:10 [DGLS] So, you know, the bar is pretty high for this, for this discussion.

05:17:15 [DGLS] but I'm particularly interested in having this dialog with all of you because I think, as you all know, you know, John asked us as deputies to really look at values and ethics in the context of our work.

05:17:31 [DGLS] I was fortunate enough to be a member of the task force that went out and consulted and public servants and external stakeholders around sort of who we are as a public service and more importantly, we, you know, having a discussion around values and ethics and how we live those values and ethics in our day to day.

05:17:50 [DGLS] Alors, mes de cette dialog, j'ai pu parlé ou Jean Fonctionnaire qui Vienne tout joindre a la fonction publique pour mieux comprendre leur perspective.

05:18:00 [DGLS] J'ai EU l'honneur de parler a beaucoup de anciennes greffier qui ont apporté des perspectives intéressant au role, puis et aussi les changements qui ont EU lieu depuis les derniers années, surtout depuis le rapport de tete, and then a lot of the networks who are our community members as part of the public service, just in terms of their lived experiences and what they, what they felt and, and how they felt, their employers supported them.

05:18:31 [DGLS] And I think in the context of today's discussion, you've probably had rich discussion about kind of the future of digital government.

05:18:39 [DGLS] And I and I think there's a direct link to values and ethics.

05:18:43 [DGLS] And we're seeing governments around the world think about issues of digital technology and AI in the context of privacy, in the context of work environments, and in the context of, you know, humans making key decisions and not computers.

05:18:59 [DGLS] And so how do we approach this conversation with this community, I think will be of great interest to John and I.

05:19:06 [DGLS] And I think the most, you know, I think what we're really trying to get out of this dialog is really make it a dialog, a conversation open, and we don't anticipate we're going to have all the answers to these very real challenges that we face as public servants.

05:19:21 [DGLS] But I think what we're encouraging today is a really active discussion.

05:19:26 [DGLS] Alors, je vous encourage de la vie, le meme si vous avez une intervention, une question de venir au micro moi, j'ai des questions. Paul, John Paul animé la conversation.

05:19:37 [DGLS] Mais je pense q la richesse de aujourd'hui.

05:19:40 [DGLS] Vous vraiment venir de chacun de vous.

05:19:43 [DGLS] And so before I dive into some of the questions that I've been reflecting on, I do want to turn it to our Clark to speak a little bit about his vision and you know why you chose to make this a priority of your tenure as our Clark?

05:20:00 [DGLS] So maybe, John, some opening reflections on that.

05:20:04 [DGLS] Yeah. Thanks, Chris.

05:20:05 [DGLS] look, I mean, I think what's become I'm now seven months into the job and what's been fairly clear to me over the course of the time that I've been doing this is that you on the I think we are in the most complicated operating environment, at least in my professional career, in the sense that we have all sorts of pressures that are coming to bear on how we operate as a as an institution.

05:20:30 [DGLS] There are geopolitical challenges which are manifest every day there, the effects of climate, which are having very material effects on our colleagues and on our country.

05:20:39 [DGLS] There's the holdover effects of the pandemic and what that has meant for the way we do our work and and some of the attitudes as well towards the institution that we we serve.

05:20:51 [DGLS] And I think the combined effect and radically important is technical, technological change and the effects that that has on the work that we're doing.

05:21:00 [DGLS] Those things are all interconnected and a number of different ways, but what's clear to me is in a moment of change and a moment where there's real pressure on us as as professionals and as a community, we need to remind ourselves of what is fundamental to the role that we play.

05:21:19 [DGLS] As I say in question, to constraint atmonavage and question the limit, the norm function.

05:21:26 [DGLS] So the question set an affirmation.

05:21:29 [DGLS] The l'importance de Notre travail de l'importance de Notre role come an institution for democracy.

05:21:36 [DGLS] If you look at the rules that were enunciated by John Tait, who was the deputy minister of Justice at the time that he did his report 25 years ago, those rules are in many ways quite inspiring.

05:21:51 [DGLS] Still, and certainly very pertinent still, the defense of democracy people values, the importance of stewardship, the importance of excellence and the importance of integrity.

05:22:01 [DGLS] Those are still very valid and solid principles for us to be shaping the work that we do.

05:22:08 [DGLS] But I think what's important is to recognize that in this environment that I was describing earlier, the application of those rules may mean quite different things.

05:22:17 [DGLS] And so we need to think about what it means to be defending democracy in a situation where I can be generating deep fakes that can fundamentally change the way that people perceive our democratic processes.

05:22:30 [DGLS] And the realities of what government is saying.

05:22:33 [DGLS] We need to think about how, technological change can improve the way that we provide services to fill the Canadians, not only because, you know, we are a service provider, but we're also operating in a much broader environment where there are other service providers who are looking at using these technologies, and those begin to create their own expectations as to what it is that serves looks like in the modern age.

05:22:56 [DGLS] All of those things are of critical importance.

05:22:58 [DGLS] But if we we need to tether ourselves to what our principal purposes are, and I think those core values that, were reflected in the report that Chris and Steve Lucas, who you heard from earlier today and colleagues generated those are our guiding lights as we think about how we we now deal with the challenges that confront us.

05:23:20 [DGLS] Excellent. Come, come.

05:23:23 [DGLS] Moi j'ai eu le privilege de de parler avec beaucoup d'employés Durant la période de l'otan.

05:23:30 [DGLS] Puis petite quelques réflexions a partagée qui se retrouve dans le rapport du groupe de travail.

05:23:37 [DGLS] I think what's important, as you sort of have discussions within sort of your work environments and your teams is I was actually quite surprised at a few of the reflections that were shared with me in the context of this conversation.

05:23:51 [DGLS] I think one of the observations that I would make to all of you is a lot of young public servants or new to the public service, felt that the values and ethics conversation was actually about a set of rules for them that didn't actually apply to their management, and I even heard some young public servants say, actually, no one's ever spoken to me about values and ethics in until the strike occurred in the spring of last year.

05:24:18 [DGLS] That's the first time somebody has actually brought up the code of conduct.

05:24:21 [DGLS] And so I reflected back on that because, you know, my experience as a young public servant was actually my deputy minister at the time, Richard Dyson, pulling me aside and, you know, handing me a copy of the code and speaking to the responsibilities that I was taking on and taking on this role.

05:24:40 [DGLS] And I think that I don't want to romanticize the public service of the past because, you know, at that time, we didn't talk about mental health.

05:24:48 [DGLS] We didn't talk about anti-racism and discrimination, and the system wasn't good for everyone in that context.

05:24:55 [DGLS] But I think one of the things that we did well is we actually onboarded public servants in a values and ethics context that we have shied away from.

05:25:05 [DGLS] And I think that in particular, in a hybrid world, in a major hiring of Covid, there's a lot of people that have been onboarded that actually perhaps haven't had the benefit of being sort of fully entrenched into this values and ethics conversation.

05:25:23 [DGLS] And I think that that is a real opportunity for us to think about within our own respective organizations. How do we actually onboard people?

05:25:32 [DGLS] How do we think about the journey through their career from a values and ethics standpoint? A couple of other observations.

05:25:39 [DGLS] I would make, you know, spoke to former clerks around how the public service growth has led to perhaps people feeling like their advice is not getting through, that it is overly filtered, that they're not really being recognized for their work because of the layers of approvals that are built into the public service system.

05:26:00 [DGLS] And I think that's a cause for for reflection in the context of our work.

05:26:04 [DGLS] And the final sort of two observations I would make, one which I thought was particularly telling.

05:26:11 [DGLS] I spoke to an indigenous employee who had worked her whole public service career, her whole career on reserve, working for the band council and in joining the federal system later in her career.

05:26:25 [DGLS] Journey, she got a lot of pushback from community members saying, you're going to go join a colonial institution.

05:26:32 [DGLS] You're kind of turning your back on your community.

05:26:34 [DGLS] But it was actually the values and ethics code that she read prior to accepting the role that made her think.

05:26:41 [DGLS] Actually, it's quite aligned with where my values and ethics are from a First Nations perspective.

05:26:47 [DGLS] So I thought that was extremely telling.

05:26:48 [DGLS] And then finally, I think we all like to talk about values and ethics in the context of our democratic system, in the context of giving our best advice and then loyally implementing decisions.

05:27:02 [DGLS] And I think that we absolutely need to have that discussion.

05:27:05 [DGLS] But what I would maybe encourage is for us to think about the majority of public servants who are working every single day for our organizations are not necessarily in that space of giving their advice to cabinet ministers, their border agents, their correctional officers, their coast guard and fisheries licensing public servants.

05:27:28 [DGLS] And I think we have to think about the values and ethics dilemmas of our employees in that broader context, and not necessarily in this kind of Ottawa bubble.

05:27:37 [DGLS] And you as kind of IT professionals, members of this community will face different types of challenges than others would face.

05:27:45 [DGLS] And so I think we just really have to take a broad approach to this conversation.

05:27:51 [DGLS] and come, come ont parlé les affaires rapport.

05:27:57 [DGLS] Tatsumi a rapport au mois de sombra j'aimerais avoir petite réflexion sur le contenu.

05:28:03 [DGLS] Get to know if we did a good job or not.

05:28:05 [DGLS] pour un peu animé, c'est un petite appris du rapport kezk emreis souligné p surtout, ceci a été un peu de conseil a tissue minister la de la la retraite.

05:28:22 [DGLS] La semaine dernière.

05:28:25 [DGLS] Oui évidemment IL and, processus available.

05:28:31 [DGLS] Yan Degré de désir d'avoir the conversation concernant no nos objective strategic a la continue de valeur critique dans le contexte de Notre travail actuel a la chose qui était pour moi et de, la n'a pas un grand nombre de surpris a mon avis.

05:28:58 [DGLS] Mais en même temps, j'avais and degré de annoté coté notable.

05:29:06 [DGLS] And I was really pleased at the candor that people brought to the conversation, because, look, there are issues that I think are just concerning to people as they are doing their jobs right now.

05:29:18 [DGLS] And I just reinforce one point that Chris was making at the outset.

05:29:22 [DGLS] We've over the course of the last five years, we've hired about 80,000 people.

05:29:27 [DGLS] That's a huge number of people who have joined this community, who have joined it in circumstances that are very different than at least my own experience.

05:29:35 [DGLS] When I started in an office and was able to trail around after people and learn the job by watching them do it.

05:29:42 [DGLS] You know, in many ways what we do is an apprenticeship and that opportunity to learn from those who are more experienced is a pretty fundamental aspect to how we enter people into the community and create the ties that bind within the community.

05:29:57 [DGLS] So people feel loyalty and feel support and feel that they have a sense as to what it is.

05:30:01 [DGLS] We're collectively trying to achieve.

05:30:04 [DGLS] And I think the reality is that for a lot of people, we just didn't provide that.

05:30:08 [DGLS] And I, my poor child, I keep running her out as an example and all of this.

05:30:14 [DGLS] But I have a 26 year old who started a job for a large institution in Toronto, which is not the Canadian government.

05:30:19 [DGLS] and I guess it was about three years ago, right in the middle of the pandemic.

05:30:25 [DGLS] And her experience sitting in her apartment in Toronto was pretty grim for the first period of time.

05:30:31 [DGLS] And I think, you know, one of the things that I reflected in watching her experience and I actually don't fault the institution because, as I say, I think we were all trying to figure out how to manage in those circumstances.

05:30:42 [DGLS] But what she didn't get was that apprenticeship, which I mentioned, what she was being asked to do was very, very task oriented.

05:30:52 [DGLS] It really was not situating what was being asked in any sort of broader framework.

05:30:55 [DGLS] It was really, you know, we got to get this done, so please just do this.

05:30:58 [DGLS] And she didn't then get the sort of feedback either as to, you know, whether it made a difference that she was doing what she'd been asked to do.

05:31:07 [DGLS] And I really think that that the power of the conversation that we have going right now, which is reflected in the report that Chris and her colleagues did, is that desire to talk about the big picture, to talk about what it is that we are collectively doing and ultimately to be proud of that.

05:31:26 [DGLS] You know, Chris is just dead, right?

05:31:28 [DGLS] We're not all offering our advice to ministers, but we are all participating in a process that, if we do it right, is supporting a democracy, and we are all working with other people and so the respect for other individuals, the respect for the Canadians that we serve, those are pretty fundamental things that we are doing together.

05:31:48 [DGLS] And if we do it with excellence and we do it with integrity and we we show appropriate stewardship of our resources as those are our strategic objectives and we should talk about that.

05:31:58 [DGLS] We should be proud of it because, you know, we do it well in the whole.

05:32:01 [DGLS] There are obviously some examples to the contrary. And that gets into questions around accountability.

05:32:05 [DGLS] And we should come back to that.

05:32:07 [DGLS] But I think the thing that we should be absolutely prepared to do is celebrate the work we do together, because it matters.

05:32:14 [DGLS] And we we don't need to look very far around the world to see places where, you know, those same services are not provided.

05:32:20 [DGLS] And those are those are more challenging societies.

05:32:24 [DGLS] So, that was something that I took from the report on the question around, the feeling that the rules are something that is imposed and imposed, with, with, with some inequity.

05:32:42 [DGLS] I think that's something obviously, we need to confront directly.

05:32:45 [DGLS] The rules are of general application, and they need to be things that we are all guided by.

05:32:52 [DGLS] But I think there's a there's a transparency piece to this as well.

05:32:55 [DGLS] And it is one of the things that we're we're looking at in the context of this exercise, you know, there are privacy issues and there are a whole series of reasons why there isn't broad reporting on some of the accountability that does happen with respect to breaches of ethics.

05:33:10 [DGLS] But we can talk about this more in global terms so that we can demonstrate that there are actually consequences if people act outside of the boundaries of what is appropriate.

05:33:20 [DGLS] And that's something that I think we need to be investigating further to on a system wide basis. Yeah, absolutely.

05:33:27 [DGLS] one of the, the comments and I think it's important to to note kind of the context of when we were actually engaging with public servants.

05:33:38 [DGLS] And I know that, in a, you know, we talked about the complexities of what the public service sort of operates, operating environment is on any given day.

05:33:48 [DGLS] And I would say that the events of October 7th, definitely had an impact on the conversations that we were having with public servants around values and ethics, around how, you know, people felt supported by their employer, by their colleagues about about, you know, what people were posting online, fellow public servants who had views about you know, this the Middle Eastern conflict and the geopolitical situation and how that manifested into the kind of day to day environment and the use of social media and the lack of clarity around, you know, when I make a post, am I representing government? Am I representing myself?

05:34:30 [DGLS] Do I have a different accountability than my spouse who doesn't work for the federal public service or my children?

05:34:36 [DGLS] These are real issues that we have to tackle, frankly, because I think the ambiguity is causing some concerns amongst our teams, amongst people who have grown up using it so frequently.

05:34:48 [DGLS] And, you know, back in my time at PCO communications, we spent a bit of time around the use of social media for ministers in the context of their ministerial responsibilities versus their political MP responsibilities.

05:35:02 [DGLS] I think that one of the kind of areas of work is probably kind of to tackle the use of social media and what is acceptable, and not without sort of infringing on people's ability to maximize the platforms.

05:35:14 [DGLS] And so how do we kind of strike that right balance?

05:35:18 [DGLS] And I think that then goes into sort of where we're going on digital, how we deliver our services, educations, communications with Canadians and those that we serve.

05:35:29 [DGLS] And so in the context of digital platforms, in the context of AI, how does that impact this conversation around values and ethics?

05:35:39 [DGLS] And, you know, I've just come from the Department of Immigration and I see some of my colleagues, Jason and Marie-josée here and probably others.

05:35:46 [DGLS] Jordan, when we talk about what how can I benefit the immigration system?

05:35:52 [DGLS] It becomes very, challenged in in a world where an immigration officer must make the final decision about a case, it becomes much more pressured when you're having an inability to meet the demand of your service and your backlog without relying on technology to assist the department in doing its work.

05:36:14 [DGLS] But how do you tackle those challenges with public service values of respect for democracy?

05:36:21 [DGLS] how do you challenge some of the platforms that are being used with respect to privacy? And so these are very real.

05:36:29 [DGLS] challenges that we will feel.

05:36:32 [DGLS] And so, John, I'd be curious, like, do you see this as a challenge? An opportunity, a little bit of both.

05:36:40 [DGLS] God, there's a lot there.

05:36:41 [DGLS] well, honestly, it's a little bit of both.

05:36:44 [DGLS] just take a step back because I think there really is a lot there.

05:36:49 [DGLS] And what you what you set up, Chris?

05:36:52 [DGLS] you know, I think we did talk a little bit about, context of use of social media in the context of the work that was done in the fall.

05:37:04 [DGLS] And obviously, I mentioned earlier the challenges that we have as a result of what the world's presenting us with and those those create their own realities.

05:37:14 [DGLS] We obviously want a workplace where people feel safe, where people feel included, and that that is irrespective of background of of our colleagues and so that's that's a broad context.

05:37:25 [DGLS] But we also we operate within a democracy.

05:37:28 [DGLS] We need to be mindful of what that means.

05:37:30 [DGLS] And so I think one of what I'm sort of picturing for the work going forward now, and I will get to the AI question, but what I'm sort of picturing for the work going forward is we've asked each department to look at a department specific program.

05:37:45 [DGLS] Now with respect to, to to values and ethics, so as to kind of foster conversation right down to the divisional level.

05:37:52 [DGLS] to deal with some of the specific challenges, because each context is very different.

05:37:57 [DGLS] The border officer is obviously in a very different situation than when I started doing fisheries jurisdiction 30 years ago.

05:38:06 [DGLS] That those are just very different exercises, and they present different sorts of challenges.

05:38:10 [DGLS] And so I think we want to kind of approach the process so that those conversations can be had.

05:38:15 [DGLS] But I think there's also some transcending conversations that we need to have, which really do come up across the system.

05:38:22 [DGLS] One of them is social media, and I think that's something where there has been really good work done.

05:38:26 [DGLS] The school's got some good materials with respect to social media, and Treasury Board has looked at some of these issues as well.

05:38:32 [DGLS] But, you know, I think it be it needs to be part of our overall range of of conversations that we look at, use of social media and current context.

05:38:43 [DGLS] the other one that we talked about, we had a deputies retreat on Friday.

05:38:48 [DGLS] We talked about the idea of, one sort of the collective versus the individual in the sense that I may have strongly held views on a certain topic.

05:38:57 [DGLS] How does that correspond to, how those views get expressed, how those views are reflected in advice that may ultimately be provided to the government. And that's that's a piece that's complicated.

05:39:09 [DGLS] You know, it gets characterized as truth to power in some instances.

05:39:12 [DGLS] And it's something that I think we need to talk about further because it is it is.

05:39:17 [DGLS] We're now at 375,000 members of the Canadian Public Service.

05:39:22 [DGLS] We're a very large institution.

05:39:24 [DGLS] There are a lot of perspectives in 375,000 people, and our system isn't that everyone sort of has an equal voice to present their view to the minister and then ultimately to the government.

05:39:37 [DGLS] Our system is that we aggregate the knowledge that exists in our system to provide the best advice we can to the government, which may then reject that advice.

05:39:45 [DGLS] And that's perfectly legitimate as well.

05:39:47 [DGLS] But that sort of process of aggregation is is critically important.

05:39:53 [DGLS] And that's really the function that we provide on the policy side of government.

05:39:56 [DGLS] And so I think having a deeper conversation around what it means to be part of that process, what the outcomes of that are, and you know, where the constraints are and where the opportunities are.

05:40:06 [DGLS] That's part of this as well.

05:40:08 [DGLS] Now, with respect to I, I feel like we're, you know, this is so live and so immediate.

05:40:16 [DGLS] that it is something that we do collectively need to be really be addressing with as much vigor as possible.

05:40:22 [DGLS] And I see Steve Bird is here, and he was part of a conversation last Thursday as we're trying to look at where there are already applications of machine learning and, and AI through the system.

05:40:34 [DGLS] And I was talking to somebody earlier about something that's going on at AG right now.

05:40:38 [DGLS] I think there are a number of little pockets of well, I mean, there are just simply is application already of machine learning as we think about the sort of generative AI.

05:40:49 [DGLS] and where the opportunities are there, there are certainly some, some possibilities for us to be looking at pilots.

05:40:57 [DGLS] We need to think about how we do that in a way that is responsible and we move reasonably quickly in order to sort of think about how these these technologies can be applied.

05:41:07 [DGLS] But we need to be mindful, as Chris says, as the context in which we operate.

05:41:10 [DGLS] We have legal constraints, both in terms of privacy and in terms of what accountabilities look like.

05:41:16 [DGLS] We have ethical considerations as well.

05:41:18 [DGLS] And, you know, these are in some ways exercises and experimentation.

05:41:23 [DGLS] And in most instances when you are experimenting, you think about what the ethics of that experiment are as well.

05:41:28 [DGLS] And that's something that we do need to be mindful of. And there's a huge international component to all of this.

05:41:34 [DGLS] there's international kind of conversations that are happening in a number four around governance and around, you know, compares and contrasts of how the technology is being used.

05:41:44 [DGLS] There's also there's just a risk associated with application of AI.

05:41:48 [DGLS] I mentioned earlier the use of deepfakes.

05:41:52 [DGLS] you know, that that possibly city of challenging some of our institutions, we're seeing now and we will see more of that going forward.

05:42:01 [DGLS] And one of my responsibilities in this role is to sit on the panel that deals with election interference or possible election interference.

05:42:09 [DGLS] And I can tell you the last conversation we just had was very much mindful of the technology of of the circumstances that we we face.

05:42:17 [DGLS] So I think there is there are massive opportunities with respect to, service offerings and dealing with massive backlogs.

05:42:27 [DGLS] And there's all sorts of ways that we can and providing information to the public.

05:42:30 [DGLS] Those are all things that are real opportunities that, you know, others in our society are looking at in different contexts.

05:42:37 [DGLS] So, as I say, those will create their own expectations as to what the government's going to be doing.

05:42:41 [DGLS] But we also, as the government, have other considerations that need to be absolutely part of this, this conversation too, and the deployment of some of that, you know, in the context of, as you note, like the services to Canadians, services to clients, not only does it help in reaching the people that need to be reached or supported, but at the same time, it builds trust in an institution that serves Canadians respectfully in a in a digital environment.

05:43:10 [DGLS] I think these are all things that are completely aligned with the direction that many departments that you sit at, are, are working towards.

05:43:19 [DGLS] And I think that, you know, you raised a really important point around there's 375,000 people who work for the federal public servant service, and there are many differing points of view.

05:43:31 [DGLS] And I think that, you know, we've all faced our own sort of challenges internally.

05:43:36 [DGLS] If a direction goes one way or the other, and I know that you know, in, in some of the departments that I've worked in at times those people manifest their displeasure with a with a government decision or a ministerial decision by, you know, a leak to the media.

05:43:52 [DGLS] And I find that often, as you know, a leaders in the public service that can create a really challenging environment for kind of who we are and what we do and what our role is.

05:44:02 [DGLS] And I think that we talk a lot about truth to power.

05:44:06 [DGLS] And, you know, best evidence based, data driven advice.

05:44:10 [DGLS] We also have to talk about loyalty and implementation.

05:44:14 [DGLS] And I know that, you know, we've all been challenged within our own teams in those moments.

05:44:18 [DGLS] And I think instinctively and I've been guilty of that.

05:44:21 [DGLS] The first reaction is to take kind of a negative, you know, why would someone do this?

05:44:25 [DGLS] This is not who we are as a system.

05:44:28 [DGLS] But I think we also have to appreciate that perhaps we haven't created the spaces in our departments where there are sort of dissent channels where people can articulate why they're disappointed with a particular direction, or seek perhaps additional information on how we got there.

05:44:44 [DGLS] And I think that that's not possible in all cases, all the time.

05:44:48 [DGLS] But I think if we're mindful about creating those spaces where people can, voice concerns or have an ability and there are good examples of that out, you know, within the public service, but also in other departments around the world.

05:45:04 [DGLS] And I think kind of looking at how we can structure those conversations so that they're useful and we learn from them and grow, I think is, is really, really important.

05:45:15 [DGLS] on a spirit Danut Rabbi de Notre ancienne greffier, the late Senator Ian Shugart, our champion de la diversité l'inclusion de la racisme et la de son mandat comme greffier un des messages qu'on NE entendu lorsqu'on a EU des dialog avec nos staff.

05:45:39 [DGLS] C'était escu sécurité sont encore des des priorités pour la fédérale pour le greffier dans le cadre de la conversation pour les valeurs l'éthique.

05:45:51 [DGLS] And so maybe John, if you could reflect a little bit on how you see the values and ethics piece fall within the broader frame of the calls to action?

05:46:01 [DGLS] Yeah, I think they are the work that was done by Ian and was amplified by Janice.

05:46:08 [DGLS] these are now my calls to action.

05:46:11 [DGLS] And I think, you know, that that is absolutely central to the work we should be doing together.

05:46:15 [DGLS] And I see it as a central feature of our values.

05:46:19 [DGLS] And ethics.

05:46:19 [DGLS] You know, respect for people for sure, but excellence, like, in order for us to be an excellent organization, we need to be drawing off the strength of the organization.

05:46:28 [DGLS] And that's a question of inclusion.

05:46:31 [DGLS] and you know, the call to action specifically focuses on anti-Black racism.

05:46:37 [DGLS] But, you know, I think we have done some very important work across the system with respect to inclusion more generally.

05:46:42 [DGLS] And those all need to be part of this as well.

05:46:45 [DGLS] This is absolutely not supplanting that work.

05:46:48 [DGLS] It's really reinforcing that work.

05:46:50 [DGLS] And I think situating it, as I say in the broader context of, of our strategic purposes.

05:46:56 [DGLS] so there's no contradiction whatsoever.

05:46:59 [DGLS] Excellent.

05:47:00 [DGLS] well, I would maybe encourage, some of our guests here to maybe come to the mic or lift your hand if you have a specific question, a comment, perhaps a reflection to share with the clerk.

05:47:14 [DGLS] And I just to make sure that you have an opportunity to kind of weigh in on, on some of your thoughts around this work.

05:47:20 [DGLS] So any anyone wanting to share or have a question in this intimate room?

05:47:29 [DGLS] Yes. There we go. I'll be brave.

05:47:33 [DGLS] Thank you so much.

05:47:34 [DGLS] Thank you so much for this and creating the space for these kinds of discussions. And then following up to to share it.

05:47:39 [DGLS] It's really fantastic. You got a lot of numbers. People in the room.

05:47:43 [DGLS] and one of my numbers that stuck in my head from 2023 is Statistics Canada, telling us that Canada's population reaches the 40 million milestone.

05:47:52 [DGLS] And not only did they say that, but in the and it's kind of in the footnotes and there's some caveats around it.

05:47:56 [DGLS] But Canada's population could double by 2050 right in the next 26 years. That's huge. That's huge.

05:48:01 [DGLS] So I know we're focused on the size of the public service and the transition that's happening in the public service and some of those longer terms things and some of the shorter terms things.

05:48:08 [DGLS] But when that's that 25 year time frame, I mean, 25 years ago, that was that was a tape report.

05:48:14 [DGLS] Can you help us to to like that that more that forward looking.

05:48:18 [DGLS] Because I feel like the the values and ethics, it's totally it's grounding. It's foundational.

05:48:23 [DGLS] also the future, the future looking part of this and how you see the public service being part of that.

05:48:31 [DGLS] Canada at 40 million, Canada at 80 million beyond. Thanks.

05:48:36 [DGLS] Yeah, that's a great question.

05:48:38 [DGLS] well, I'll, I'll turn to Chris as well.

05:48:41 [DGLS] And her reaction, I you know, I think several things, what that suggests that is in some ways a subset of, of just a broader set of changes that are coming at us super fast.

05:48:53 [DGLS] Like I mentioned, all the various pieces that create a difficult environment right now.

05:48:59 [DGLS] One of the other things that I didn't mention is they're all coming together and they're all changing really, really fast, and population is part of that for sure.

05:49:07 [DGLS] And, you know, there, there is one of the reasons we have seen the economic growth we've seen over the course of the last period of time is because of population growth.

05:49:15 [DGLS] And so it is there's a massive economic effect of that.

05:49:18 [DGLS] By the same token, one of the things we've also seen is there has been an increase in prices in pretty critical areas, including housing, which is again a product of population growth.

05:49:28 [DGLS] And we have just an awful lot more people we're serving and so that sort of demand on our services, we need to be anticipating as that evolves too.

05:49:38 [DGLS] And so I think, I think several things.

05:49:42 [DGLS] One of them, we absolutely need to be focused on the service side of what it is we do our legitimacy as an organization is often kind of proven or disproven by the interaction that people have in transactional ways.

05:49:58 [DGLS] And if we screw that up, we leave an impression of incompetence. We leave an impression of lack, of caring.

05:50:05 [DGLS] There's a series of things that kind of then drive a much bigger set of perceptions.

05:50:09 [DGLS] So I think that sort of focus on service has got to be kind of a critical piece.

05:50:14 [DGLS] As we think about the reputation of, of our organization.

05:50:18 [DGLS] I think as we think about changes in all of those conditions, we need to think of then what all the policy implications of that are and make linkages that were not always super good at.

05:50:30 [DGLS] One of the other challenges of being a 375,000 person organization is you naturally fall then into the structures that have been created within that.

05:50:40 [DGLS] And, you know, it's a kind of a nature of any large, large body that you look to subsidiary bodies and those don't necessarily talk to each other.

05:50:50 [DGLS] So I think one of the huge challenges we have right now, which I think we're getting better and better at, is figuring out how you collaborate across disciplines, how you make the linkages that need to be made in a whole series of different areas where we wouldn't necessarily have thought about those linkages in the past, but realizing them now PM when, when President Biden was in town was saying, you know, climate policy is security policy is economic policy.

05:51:18 [DGLS] There is now a kind of merger of all of these things that kind of drive us in our government agendas that create dependencies for a number of different things to fall into place, including critical enablers for us to do the work that we need to do.

05:51:35 [DGLS] Like I am struck and this gets back to a question of celebration.

05:51:39 [DGLS] Like I am struck by how quickly, when push came to shove, we were able to make radical adjustments the way we did our work in the whatever.

05:51:47 [DGLS] That was March of 2020, and that was a whole series of things coming together.

05:51:52 [DGLS] We were able to make radical changes to some of our policy suites.

05:51:56 [DGLS] We were able to make radical changes to the manner in which we worked because, you know, our IT platforms were able to evolve incredibly quickly and people adapted their work.

05:52:06 [DGLS] And, you know, I think the results are remarkable.

05:52:09 [DGLS] But that kind of linkage of a series of things together enabled us to deal with the challenges we faced.

05:52:16 [DGLS] And we need to continue that kind of innovative spirit as we see more and more change, including in the context of rapid evolution of our populations and the implications of that.

05:52:29 [DGLS] Yeah, I think I would, echo some of the points that, the clerk just made in the context of if you look about sort of forward looking and kind of the future of Canada and our country, I think you have to think about that in the context of kind of what is the future of the public service and what is that to me, in large part would be about how we do our role to serve Canadians and those wishing to come to Canada.

05:52:54 [DGLS] And so I think as we look at technology adoption, I like I think all of these digital government have to be a part of how we transform ourselves.

05:53:05 [DGLS] And it's not to transform ourselves to reduce back to a smaller size.

05:53:10 [DGLS] In my view, it's actually about delivering our service and maximizing technologies to actually allocate the resources that we have towards those big challenges of, you know, what's coming in the forward looking challenges.

05:53:25 [DGLS] And and I think that for very good reasons over the last few years, and I think in particular, in light of sort of summer 2022 and the pressures of serving our, our clients, we made decisions to allocate more resources to do the jobs in the exact same way, because we needed to respond right away and we needed to deal with the crisis.

05:53:52 [DGLS] But I think that as we think about those forward looking challenges, we should be thinking about, how do we actually transform public service service delivery, not just by adding more people to do the thing we've been doing for a long time?

05:54:06 [DGLS] And I think that's and and this is not a cost or a people cutting exercise.

05:54:11 [DGLS] It's about maximizing the resources to be dedicated to things like the sophistication of disinformation and misinformation, and how we can sort of tackle that challenge or the geopolitical context or our, you know, our Arctic sovereignty.

05:54:26 [DGLS] Like, these are all things that will require to, you know, the best public service.

05:54:31 [DGLS] And at the end of the day, it then becomes the trust in the institution.

05:54:35 [DGLS] And I think that that is something that we should all be thinking about is how do we maintain that trust? And that's taken a hit.

05:54:43 [DGLS] And so what do we do as a public service to kind of demonstrate, change.

05:54:48 [DGLS] And I think the last thing I would say is and our ability to ensure participation from all Canadians, whether it's racialized Canadians, indigenous Canadians, whether it's those who come to Canada as refugees who seek to become Canadian citizens.

05:55:08 [DGLS] I think that maximizing the people in what we do is key, and sometimes we all get into the habit of thinking about our public service work and I've been guilty about it.

05:55:20 [DGLS] Backlogs, service standards, as you know, it's actually people.

05:55:25 [DGLS] It's individuals who come for particular reasons to seek support.

05:55:30 [DGLS] And if those supports aren't actually helpful, useful, nimble and timely, we we risk a loss of trust.

05:55:39 [DGLS] And I think as we think about forward challenges, that's who we need to keep in mind is people.

Other questions please go ahead.

05:55:49 [DGLS] It's actually really hard to ask a question after such a mic drop moment there, but, so I'm Erica, I'm from the school's digital academy.

05:55:57 [DGLS] and I'm just going to tell a little anecdote and then leverage that into a question.

05:56:00 [DGLS] So I'm a first generation public servant, probably in only generation public servant in my family, because we are a family of creative artists type people. And that's what they've all done.

05:56:11 [DGLS] And I'd, I felt like I gave something up when I joined the public service and I was embarrassed.

05:56:17 [DGLS] I actually like I told my family, like, yeah, I sold my soul to the government.

05:56:21 [DGLS] And I've entered in and I'm stuck there and like, nobody judged me.

05:56:26 [DGLS] Please, because I've changed my mantra.

05:56:28 [DGLS] But, you know, at that point in time, I felt like I'd sold my soul.

05:56:32 [DGLS] And what I found after a career in the public service is that I found my soul here.

05:56:37 [DGLS] Like this is what you just explained really resonates with me.

05:56:41 [DGLS] I'm someone who found my value and my power in knowing that I'm making a difference and serving people and I think that's what we're all struggling to remember.

05:56:50 [DGLS] And that's a really important part of a public service career.

05:56:54 [DGLS] So now my question how do you get the people like me to join the public service?

05:57:00 [DGLS] because it's one thing to try and remind all of us that are already here, like, yeah, yeah, okay. Those are our values. Let's get back to that.

05:57:06 [DGLS] But what about all those people like me who have something to contribute but never thought that they had this career for themselves?

05:57:12 [DGLS] And, you know, at and these might be the most brilliant minds out there that could change what we're doing.

05:57:18 [DGLS] And I feel like we need to do a better sales pitch.

05:57:20 [DGLS] Maybe we've talked a lot today, like on the digital talent perspective, like how to get new digital talent into the government and you have to sell them on the mantra, well, yeah, we do, but we have to sell that to everybody, not just digital.

05:57:32 [DGLS] So I just I'm curious what your perspectives are on whether, you know, clerk's office has a role in actually pitching government to the public?

05:57:40 [DGLS] Yes, for sure.

05:57:42 [DGLS] Look, I think those are great points.

05:57:45 [DGLS] and I think, well, I'm invoking my child again, but I will do it.

05:57:51 [DGLS] so my eldest daughter is just about to start work now for the British government.

05:57:56 [DGLS] and it's an interesting point of comparison.

05:57:58 [DGLS] She, she's been working in the area of social policy in Toronto.

05:58:03 [DGLS] so she saw a posting that went up, I believe it was in September for the, for the British government open to Commonwealth, people.

05:58:12 [DGLS] She applies interview in two weeks.

05:58:15 [DGLS] job offer two weeks after that visa process.

05:58:20 [DGLS] Several weeks after that she moves next Friday.

05:58:24 [DGLS] That's one thing we need to do better.

05:58:26 [DGLS] And how we actually do the recruitment so that we don't have people who are waiting forever in processes to to get in, because then it just it seems like it's a lottery as to whether you're going to find a career or not before you find another career and that, that that cannot be done so that, that actually goes to respect for people, in my view.

05:58:44 [DGLS] And it's one one of the areas that I think we need to focus.

05:58:46 [DGLS] I think the the external recruitment varies a lot from place to place.

05:58:51 [DGLS] I was really struck when I was at Energon, there was a policy recruitment process there that I take zero credit for because it predated me.

05:59:00 [DGLS] And I just admired it as it was running.

05:59:02 [DGLS] But it was a remarkably good recruitment, and it got some very, very good people.

05:59:07 [DGLS] And we, we could tailor, for instance, we wanted to increase the number of indigenous colleagues that we had, and we were able to then use that as a sub part of the recruitment.

05:59:18 [DGLS] And about 25% of the recruits who were brought in were from indigenous communities.

05:59:22 [DGLS] And that that was a very powerful tool as a way of sort of showing for people who wanted to make a difference with respect to the environment, with respect to sort of reconciling action. This was an opportunity for them to do that.

05:59:36 [DGLS] And in a job with real purpose.

05:59:38 [DGLS] And I met with all the recruits who came through that and they were people who were driven by that sense.

05:59:45 [DGLS] They wanted to do something that made a difference.

05:59:47 [DGLS] And so this was an opportunity for them to do so.

05:59:50 [DGLS] I think we need to talk about it that way, though, like we need to be a little proud of what it is that we do because it matters.

05:59:57 [DGLS] And I think people do want to be making a difference.

06:00:00 [DGLS] And if that is in fact true, and I think it is for a lot of people, we have an opportunity here to serve on some of the most important issues that are confronting the world in our country and our fellow citizens.

06:00:12 [DGLS] And that's just a fact.

06:00:14 [DGLS] And so, you know, that is a message I do try and pass when I like going to universities and talking to, you know, public policy classes.

06:00:23 [DGLS] I like engaging with, with young public servants.

06:00:27 [DGLS] And I think actually, we need to all conceive of ourselves as kind of examples as well.

06:00:33 [DGLS] It's not just about us doing our jobs and, you know, being slightly embarrassed that we work for the government. I, I ended up in the government.

06:00:41 [DGLS] I, I didn't have anyone who I knew who had been in government either.

06:00:45 [DGLS] I came to the government because when I was at university, I had a chance to meet some people who were working at senior levels here in Ottawa, and they were very impressive.

06:00:52 [DGLS] And I thought, man, that that's if that's the quality of person who is doing this stuff. That's that's very attractive.

06:01:01 [DGLS] And so I think as as we are all interacting with the broader society, we're examples as well.

06:01:07 [DGLS] And we need to be proud of what we do.

06:01:09 [DGLS] And we need to, you know, think about how we are an embodiment of what it is to be a public servant.

06:01:15 [DGLS] And, you know, having said all that, I do think this values conversation is not only about just us within the system.

06:01:24 [DGLS] It is also how we relate to our broader society.

06:01:28 [DGLS] And that includes people who could be potentially members of the public service and I think that's actually quite an important part of of this next period. Yeah.

06:01:37 [DGLS] Maybe just to add a couple points.

06:01:39 [DGLS] So first, I relate to your point.

06:01:42 [DGLS] I once visited a friend who lived in Alberta, and she and at the time, I think I was deputy minister of Intergovernmental Affairs.

06:01:49 [DGLS] And when I got to her house, she was like, oh, my family's here. So for tonight, you're a teacher.

06:01:53 [DGLS] And I was like, sorry, what?

06:01:57 [DGLS] but it was this notion that like, oh, like, you know, that that may create some, some tensions and, and I think I would completely echo what John just said about, like, we are all ambassadors of the public service.

06:02:10 [DGLS] So our kind of our pitch, our reflections about our careers, our interactions with people matter.

06:02:16 [DGLS] And I think, you know, in this particular community, like, I think that it's about sort of determining the value proposition.

06:02:24 [DGLS] Yeah, you can come out of your program at college or university and go to Shopify or go to Amazon or go to, you know, whatever company.

06:02:32 [DGLS] But the value proposition for us is actually about, what John described being part of some of the biggest issues that the country and the world will face serving people, having an opportunity to wake up one morning and be at Natural Resources Canada, and the other one being in an embassy around the world, like the flexibility of what working for the public service can mean to a young person at college university, at a polytechnic, the the the opportunities are endless and we need to speak to it in that way.

06:03:06 [DGLS] And then when they arrive, we do have a responsibility to onboard.

06:03:10 [DGLS] We do have a responsibility to give meaningful work. We do have to sometimes delayer our system.

06:03:15 [DGLS] So people feel valuable and feel like they contribute.

06:03:19 [DGLS] And the other thing I think we need to strengthen as an organization is I sometimes want to defend the public service.

06:03:25 [DGLS] I remember once a political staffer was presenting something to cabinet ministers about communications, people in government and the caricature that they had for the communications person is government was like over a like a typewriter, like tired and lumped over in their chair.

06:03:43 [DGLS] And immediately I was like, remove that slide. That doesn't represent who we are.

06:03:48 [DGLS] It doesn't represent what we do every single day.

06:03:51 [DGLS] And so that we have to defend sometimes within our own system.

06:03:54 [DGLS] And I think we have to force ourselves to get out and talk to people, get out and talk to businesses, get out and talk to institutions and academic institutions and speak about our work.

06:04:05 [DGLS] Because I'm amazed.

06:04:06 [DGLS] And this is one of the things that came up in a conversation with a former clerk who said, there's now a disconnect between the business community and the public service, and it's on both sides.

06:04:18 [DGLS] You're not talking enough to them, and they're not actually weighing in on some of the biggest public policy challenges that the government faces.

06:04:25 [DGLS] So in order to bridge that gap, you need to spend more time together.

06:04:29 [DGLS] And I think that that is very valuable advice because I find that, you know, last summer I went up and met with a business group, and they're only complaint was how fast they were getting their visa processing for their talent they were seeking from abroad, and their complaints were around the immigration system.

06:04:47 [DGLS] And then I talked about the immigration system, and I explained what we do and how we do it.

06:04:52 [DGLS] I explained some of the sometimes safety and security concerns or some of our obligations on the humanitarian side.

06:04:59 [DGLS] And by the end of the conversation, we were talking about skills missions abroad together.

06:05:04 [DGLS] We were talking about their objectives and ours.

06:05:07 [DGLS] We were talking about francophone immigration, things that they hadn't thought about in their recruitment.

06:05:13 [DGLS] So I think dialog brings respect.

06:05:16 [DGLS] Connection brings joint priorities.

06:05:18 [DGLS] And I think that's a way to kind of cut through a little bit of maybe that perception that people have of the public service.

06:05:25 [DGLS] And I really want to pick up an early point that Chris made. I agree with everything Chris just said.

06:05:30 [DGLS] But just to reinforce one point, the the that onboarding piece, I think is absolutely critical because when I for several reasons, one of them I think is just it's a waste of talent if we've brought good people in and then it's squandered because they're bored and don't see any connection to the broader organization.

06:05:48 [DGLS] And, and end up leaving.

06:05:49 [DGLS] But they also talk to their friends.

06:05:52 [DGLS] And, you know, if you've had a terrible experience being sort of stuck off somewhere and not feeling any sense of attachment to the broader mission of of whatever organization within government you're associated, that then becomes a massively negative example and does real damage.

06:06:08 [DGLS] So we those of us who are now more experienced in this place, we have a collective responsibility to try and make sure that as people are coming in, we create an environment for them to feel that they belong and that they're making a difference and that they will flourish here. Yeah.

06:06:26 [DGLS] So perhaps with that, unless we have a final question, I feel some obligation to get you guys back on the road.

06:06:34 [DGLS] Not that we wouldn't love to keep you here as long as you're willing to to stay.

06:06:38 [DGLS] But I just wanted to. Do we have another? I think there is a question there.

06:06:41 [DGLS] All right, well, I won't I won't stop it.

06:06:45 [DGLS] Hi. I work with Stephen.

06:06:47 [DGLS] Actually, I work at TBS and I work in collective recruitment for this community.

06:06:53 [DGLS] and my role in the last few years has evolved a lot.

06:06:57 [DGLS] I've always been a great ambassador of working for the public service.

06:07:01 [DGLS] I'm very excited about our mission and making a difference.

06:07:05 [DGLS] I have to say that trying to recruit talent for the whole of public service has been a challenge from the start.

06:07:12 [DGLS] But I have to say that, you know, if we look at, you know, now the values and ethics this morning, we talked about the issues with pay, the difference in how candidates are treated versus with the private sector.

06:07:25 [DGLS] Now, the first question that candidates are asking us when once they get their security clearance, that could take like a long time.

06:07:33 [DGLS] The first thing they ask us is, do I need to come into the office? And we've never had that before the pandemic.

06:07:39 [DGLS] So now I think the climate has changed in terms of the talent.

06:07:43 [DGLS] So I'm I'm curious to hear how we should respond to that.

06:07:50 [DGLS] Well, I must say my experience has been mixed on this one.

06:07:56 [DGLS] And I obviously I think we all have our chats with folks both outside and starting in, in our organizations.

06:08:08 [DGLS] I think you say to them, we're, you know, in a situation where we're looking at 2 to 3 days a week, unless there's some, contrary determination.

06:08:16 [DGLS] But I think my own experience has been that people are starting out their career often are the ones who want to be in the office.

06:08:22 [DGLS] It's the folks who are sort of a few years in who maybe have a bit more mixed view because, you know, they've already made their friends, they've already got their sort of sense of the place, and they have other demands outside of the office, which are real.

06:08:35 [DGLS] And, you know, they're trying to manage.

06:08:37 [DGLS] I, I my conversations have largely been, how do you make those early connections once you have an opportunity, once you are starting in the place and where I think we we still need to be doing some work.

06:08:51 [DGLS] And again, I'll go back to my experience at Anakin.

06:08:54 [DGLS] We the having moved to this hoteling concept.

06:08:58 [DGLS] If what you've done is you've brought somebody in and they're just sitting off in a corner and they've got no connection to anyone else on their team, and they're just doing what they would have been doing if they were sitting in their basement. I don't think we've achieved very much.

06:09:10 [DGLS] So.

06:09:10 [DGLS] So, you know, what we tried to do was set up neighborhoods and we tried to create the opportunities for people to actually interact during the time that they were there, and encouraged leaders to think about how they would maximize that time.

06:09:20 [DGLS] I do think that's really important, as we kind of think about how we operate in this, this new phase of how we're we're doing our stuff together.

06:09:29 [DGLS] And again, I think part of that is making sure that we're being clear with people what it is we're trying to achieve.

06:09:35 [DGLS] What are strategic purposes, are and then what they are doing and how that fits within those strategic purposes.

06:09:40 [DGLS] And so that's, that's kind of the purpose for some of the conversations we've been having today.

06:09:46 [DGLS] And for the last several months.

06:09:48 [DGLS] Yeah, I would just add very quickly, like, I think the hybrid environment allows for, a ton of benefit, like we do have to, you know, pre-pandemic, it wasn't a question.

06:09:59 [DGLS] Now it's a question I think legitimately we have to maximize some of these technologies.

06:10:05 [DGLS] But at the end of the day, I do believe the public service is a team sport.

06:10:10 [DGLS] There has to be opportunities for people to be together to learn from each other.

06:10:14 [DGLS] I think some of the greatest learnings that we do is actually by observing our colleagues.

06:10:18 [DGLS] How did so and so react in such a situation?

06:10:21 [DGLS] Or a sidebar conversation.

06:10:23 [DGLS] So I think in the context of various workplace dynamics, we have to think about what the objectives are. It's about growth. It's about learning.

06:10:31 [DGLS] It's about how do we spend our time as a team. And that doesn't mean necessarily what it meant.

06:10:36 [DGLS] Prior to the pandemic.

06:10:37 [DGLS] And I think that it offers opportunity in the context of recruiting a workforce that is not just in the NCR.

06:10:44 [DGLS] And we now see sort of adms located across the country, not all moving to Ottawa because of these various, hybrid environments and opportunities to to work in different government of Canada workplaces. So it's not easy.

06:11:00 [DGLS] And I think it's going to shift and we're going to continue to learn from it.

06:11:03 [DGLS] But but we're not alone. Right.

06:11:05 [DGLS] And at times I remember, you know, the big banks or some other provincial governments saying your flexibilities are causing us a hard time because people are leaving to go work for you.

06:11:16 [DGLS] So we have to kind of think about, you know, how do we do this hybrid work in the government context, but how does it fit into the broader context?

06:11:25 [DGLS] But I think despite the challenges it can offer great opportunity.

06:11:30 [DGLS] All right. Bon au debut, un grand.

06:11:33 [DGLS] Merci de Paul de l'équipe organisée toute la vente de la part du monde ici et la communauté a numeric represent.

06:11:42 [DGLS] I'm not sure.

06:11:44 [DGLS] I'm sure all of you appreciate this, but I've spent spent a few years in Pico.

06:11:49 [DGLS] have the privilege of working with both of you in that context, before having both a clerk and a deputy clerk arrive early, stay a little bit later than we had hoped or feared you might.

06:12:00 [DGLS] and share this this extent with with all of us, I think, really underlines for all of you here, the increasingly central importance of the digital government leaders as leaders of government as a whole.

06:12:14 [DGLS] So taking into account that the values and ethics piece that we've had here, understanding how we situate ourselves in that larger government context and how we need to help others understand how we can help them in order to deliver, in a, in a more modern and and, and effective way. I really do appreciate your time. Thanks very much.

06:12:34 [DGLS] So join me in thanking.

06:12:47 [DGLS] So I'm the last thing standing between you, I think, and the end of your day.

06:12:52 [DGLS] so I'm going to make this at least a half an hour.

06:12:56 [DGLS] Look, I want to thank you all for your thoughtful questions and and interventions.

06:13:01 [DGLS] not just in this last session, but throughout the last couple of days, as always, when you're when you're in these jobs, you don't get to spend quite as much time at these things as you would like.

06:13:12 [DGLS] So I've been in and out, but certainly the time I've spent here has been has been very useful.

06:13:17 [DGLS] It's been great to renew acquaintances with all of you.

06:13:19 [DGLS] I've had a chance to to speak with, and I really have appreciated the, the dialog, both with folks up here, as well as with, with each other in the, in the breaks in between.

06:13:31 [DGLS] So thank you all for that.

06:13:33 [DGLS] just around the avant propos du rapport de l'équipe spéciale de suministro sur la valeur de la tech adressée au Griffith du Conseil privé citing the honorable Senator Ian Shugart, who a number of folks today have, have cited already.

06:13:52 [DGLS] and this is the quote, a lifelong public servant, mentor and colleague who devoted his life to the service of Canadians.

06:13:59 [DGLS] His integrity, wisdom and compassion made him a role model to all public servants and an inspiration to all who had the privilege to know and work with him in his own words.

06:14:08 [DGLS] Quote.

06:14:08 [DGLS] Public servants are responsible for keeping up with the speed and pace of things as they change.

06:14:13 [DGLS] We are at a time of significant change right now, and we've got to keep up with it.

06:14:18 [DGLS] We don't always know what that looks like, and that's why we're reflecting on our values.

06:14:21 [DGLS] And ethics is so important as we are stewards of the public trust.

06:14:27 [DGLS] thank de la fonction publique.

06:14:29 [DGLS] New Continua Appelé, a reimagining l'Avenir du travail to signify la cote des valeur et du secteur public dans une environment du travail.

06:14:38 [DGLS] Post-pandemic, come up with a new religieuse en tant record two-tum maintenant les normes, les plus élevée.

06:14:46 [DGLS] During the pandemic, we moved mountains, to get benefits to people at a time when they needed the most.

06:14:52 [DGLS] How do we balance moving as quickly or as quickly as we can in that model?

06:14:57 [DGLS] With also doing our due diligence?

06:15:00 [DGLS] How do we meet citizen expectations and maintain public trust as public servants, it's important to remember that we are expected to uphold respect for democracy, respect for people, integrity, stewardship and excellence in everything we do.

06:15:13 [DGLS] Pierre dans la fonction publique du Canada, nous nous Zhurong fidelman et les fonctions qui nous sont devenus en raison de Notre emploi dans la fonction publique du Canada.

06:15:26 [DGLS] At the same time, the world within which we operate is constantly changing.

06:15:30 [DGLS] The Government of Canada's annual IT operating expenditures reached 8.9 billion in 2122, and in that same year we accepted 264 million applications under just and just under 1400 services.

06:15:44 [DGLS] And the Canadian Center for Cybersecurity opened.

06:15:46 [DGLS] 2023 cybersecurity incident cases, an average of 5.5 a day.

06:15:50 [DGLS] And those are just the ones they opened, not the number of things they had to deal with on a daily basis, which count in the billions.

06:15:57 [DGLS] The Riviere du respect des noms de la plus élevée en matiere de valeur edtech Natasha Entente cote d'Azur dans la République et protege l'argent des contribuables.

06:16:09 [DGLS] Nous NE sommes pas motivated by the profit, mais plutot par le bien public.

06:16:15 [DGLS] Just a few years ago.

06:16:16 [DGLS] Many of the things that we work on here, in smart cities, drones, AI, we're still mostly products of science fiction.

06:16:25 [DGLS] now more than ever, we need to stay on top of these trends and help others understand them.

06:16:30 [DGLS] We need to be relevant and meet citizen expectations.

06:16:33 [DGLS] During the summit, we heard from Ukraine, who became a world leader in electronic passport issuance.

06:16:37 [DGLS] These digital passports allowed citizens to flee the country in a time of war, and in cases where their paper copies may have been destroyed.

06:16:45 [DGLS] On 3rd May, nous avons l'avenir en compréhension du présent imaginé qui vous y dans son conducteur imaginé vous NE soit jamais montée de voiture ou qui nous vous NE non navy?

06:17:00 [DGLS] Excuse me, funani Jamaicans, si vous demandé a chacune des personnes de l'avenir.

06:17:07 [DGLS] The prospective radicalement différent.

06:17:10 [DGLS] We need to be thinking about what all these trends are going to mean for the future.

06:17:13 [DGLS] We need to be thinking about how we position ourselves and our workforces to deal with them, and we need to manage without simply going from one crisis to another. Other countries are doing just that.

06:17:25 [DGLS] South Korea is open data and APIs enabled hundreds of microservices to be developed in the private sector in just a matter of days at start of the pandemic.

06:17:33 [DGLS] South Korea uses robocalling to prevent lonely death, calling vulnerable seniors and sending a person to check in if those calls are not answered promptly.

06:17:40 [DGLS] Brazil lacks a universal internet Entenca fondements de la démocratie dans la population et de la participation citoyen pour la Brazil lacks a universal internet in question.

06:17:53 [DGLS] The inclusion I spoke about the digital ambition yesterday when I opened my opened up the the the conference.

06:18:02 [DGLS] It sets Guideposts for a three year planning horizon.

06:18:05 [DGLS] It sets the direction for integrated management of service information, data, IT and cybersecurity and it challenges us to create an enabling policy environment in areas like automated decision making that make doing the right thing easy.

06:18:17 [DGLS] We're trying to do that now with the privacy playbook that's come out published earlier this year, and we're doing it as much as we can in areas of data, creating excellent client experiences on the ambition to connect to an evolution.

06:18:30 [DGLS] Structurelle de financement de la et de la culture et nécessaire afin d'appui depuis la prestation de service numérique.

06:18:38 [DGLS] IL s'agit de recruter et de retenir les meilleurs talent tout en fournissant en personne sur le terrain des d'entente.

06:18:46 [DGLS] Elles ont besoin pour faire le travail de mieux possible.

06:18:52 [DGLS] Look, I hope you've enjoyed the sessions as much as I have when I've been able to be here.

06:18:56 [DGLS] I hope you've gotten, a little more inspiration out of it in terms of what, what it is that you're taking back with you to your departments and agencies. I know we all talk to each other fairly frequently.

06:19:07 [DGLS] Certainly from where I'm sitting in TBS, you probably get sick of hearing from me.

06:19:11 [DGLS] but I hope that you are able to draw on the resources you bring with to each other as well as we try and set the community and help not just ourselves in the in the digital space, but others do what needs to be done to make government make sure government continues to be as relevant and focused as it's going to have to be.

06:19:27 [DGLS] As we continue to grapple with the challenges that we heard about from our last panel.

06:19:32 [DGLS] So with that, I think I will release you.

06:19:35 [DGLS] I'm not sure, Leanne, if you and Jessica have anything else you want to add here, but I'm the last word in that case, I will finish by saying thank you Leanne and Jessica for all of your hard work over the last couple of days.

06:19:50 [DGLS] I know how challenging it can be, not just to, keep an eye on what's being said up here, but also manage all the logistics that are happening all around you. I'd like to thank Susan.

06:20:00 [DGLS] as well.

06:20:01 [DGLS] And the team that's been putting this together from from Lynn Bastian. So, much appreciated.

06:20:07 [DGLS] This is months of work culminating in these two days, and I really do, know how much, how much time and effort have gone into it. So thank you for that.

06:20:16 [DGLS] And, last but not least, I'd like to thank all of you for making the time to to come here today and to to do this with us.

06:20:23 [DGLS] It really does make a big difference to us to