GovConnect Alberta

Transformation // Modernization // Cohesion

2017 Event Snapshot

Date	November 2, 2017
Location	The Sutton Place Hotel Edmonton, Alberta, Canada
2017 website	www.CanadianInstitute.com/GovConnect-Alberta
2018 website	www.CanadianInstitute.com/GovConnect-Alberta-2018

Event Overview

GovConnect Alberta is part of the GovConnect series.

The event offers a unique, invitation-only format for heads of government IM/IT and public sector transformation to enable direct collaboration with peers, to ensure your specific questions are answered.

Our rotating roundtable sessions allow attendees to take advantage of direct interaction and networking opportunities with provincial and municipal leaders on specific topics relating to the issues at the heart of Alberta's public sector transformation: innovation, collaboration, citizen centricity, government-wide approaches, and digital government.

With the implementation of the 5-Year Information Management and Technology Strategic Plan (2016-2021), embracing change through creative and innovative ways of delivering services and programs is top of mind for Governments in Alberta, and was the focus of the 2017 event.

"This was an excellent opportunity for me to engage with my colleagues within the public sector. The topics were relevant and ignited interesting and meaningful conversations. The event was extremely well organized."

Trudy Nastiuk, Executive Director, Safety & Compliance Services,
Alberta Transportation, Government of Alberta

Event Contacts

Producer

Charlotte Pedersen
C.Pedersen@canadianinstitute.com
P: 416-927-0718 x 7335

Marketing and Press

Ashleigh Baker
A.Baker@canadianinstitute.com
P: 416-927-0718 x 7275

Sponsorship

Daniel Gellman
D.Gellman@canadianinstitute.com
P: 416-927-0718 x 7389

Graeme Cowlen
G.Cowlen@canadianinstitute.com
P: 416-927-0718 x 7387

The Format

The unique format of this event is structured around a series of rotating peer-to-peer discussion tables that enable in-depth discussion and knowledge transfer. It avoids a traditional conference style and "death by PowerPoint" to ensure each delegate receives an experience tailored to their current situation, allowing more value to be taken from the day.

Moderated by experts, participants benefit from 6 rotations featuring informal, dynamic discussions with peers. This face-to-face interaction with senior-level public sector delegates and speakers, provides a rare opportunity to discuss major challenges, core implementations issues, potential solutions, and future strategies.

HOW DOES THE INTERACTIVE ROUNDTABLE WORK?
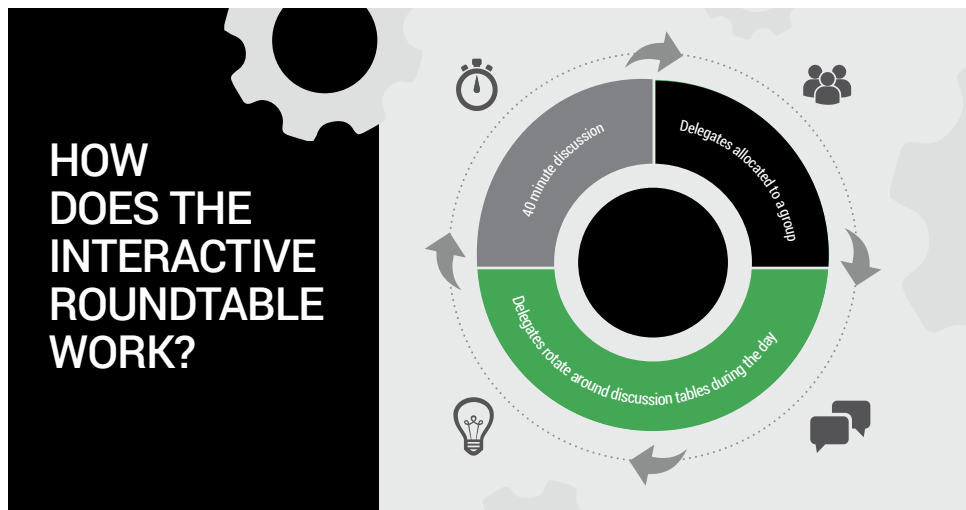
- **Delegates are strategically divided into designated groups before the event.**
- **Each group visits 6 tables for 40-minute discussions throughout the day.**
- **Every table features a different discussion topic and is moderated by a subject matter expert as well as an executive from the sponsoring organization.**
- **After each 40-minute discussion, each group rotates to the next roundtable and has a new conversation on a new topic.**

Roundtable Summary

Explore some of the common themes and pain points that emerged from our roundtable discussions.

SECURING SENSITIVE INFORMATION FOR CITIZENS' PRIVACY & PEACE OF MIND

Moderator:
Caner Budakoglu
Director of Information Management
Security & Privacy
Ministry of Transportation and Infrastructure
Province of British Columbia

Co-Moderator:
Douglas Santos
Security Strategist
Fortinet

As new technology emerges to support quicker and more cost-effective service delivery, so too do new security vulnerabilities that could be putting citizen privacy at risk. Delegates recognized this and discussed how IT can support these technological advancements while also offering strategies to be part of the solution. Delegates understood there is no silver bullet and that security is a journey. However, they were able to pinpoint some key areas of focus that would help maintain security and privacy, and ensure peace of mind for citizens that their privacy is paramount to governments:

Classification of data was noted as the first necessary step to secure sensitive information. This is especially true as users are now demanding the adoption of Cloud in Alberta's Government, and as a result the supporting policy is being developed. Delegates recognized that they cannot move to the Cloud without data classification.

Another important aspect that continues to be a challenge for IT is getting leadership to understand the importance of cyber security and investing in the necessary software, training, and enterprise-wide strategies to implement proper controls in accordance with the value of information/assets. It was noted that there used to be ~134 Directives, some of which were not necessary for all organizations. The bar was set too high and these directives were decreased to ~11.

Without a doubt, employee security awareness was identified as the most critical element to securing sensitive information, as people, not technology, continue to be the weakest link. Delegates noted that the current cyber security courses available to them are too simple. In order to train and build appropriate awareness, it was suggested that larger training courses be divided into small chunks to allow for multiple touch points as well as to delve into specific issues more fully. It was felt that until everyone in the organization, from leadership to junior employees, is on board with the importance of privacy, cyber security will constantly be a game of catchup.

OPEN AND ANALYTIC GOVERNMENT DATA: PUTTING DATA TO USE

Moderator:
Mark Diner
Chief Advisor, Open Government
Government of Alberta

Traditionally, governments tended to manage information and data as records. The main purpose was to ensure that information and data are made available to conduct program and service delivery, as well as be accessible for annual reporting or for access to information reasons. Delegates recognized that Governments have not been taught to value information and data as an asset, as is more commonly seen in private sector.

There are barriers that exist to accomplish goals of leveraging data for analytics, and being open and transparent, including: information not being managed within enterprise content management systems; locking away data in applications that are not designed to be exposed to citizens; agencies feeling a loss of control and "power" by sharing their information and data.

Today there are tools emerging that will leverage data and information to support better policy development, improve operational effectiveness and boost efficiency. In this sense, data is becoming recognized as an asset in the public sector. As Open Government and expectations of transparency and accountability continue to grow, it will be important to better manage our data and information and ensure that it can be made available for this goal.

Delegates discussed some of the emerging tools and opportunities to manage data, including: data discovery tools; removing barriers to effective data use in government by all parts of government through data sharing provisions; making better use of data to improve decision making, by building and expanding data science and analytical capability across government; transforming the way that government's major repositories of data are stored and managed.

COMMUNICATION TRANSFORMATION: ENGAGING THE EVOLVING DIGITAL CITIZEN

Moderator:
Ken Merkel
Director of Emerging Technologies, Information, Technology Management
Ministry of Advanced Education, Government of Alberta

At the citizen centric roundtable, there was a lot of agreement that the way we serve our clients is outdated and needs to change. Many see culture and organizational change as the required elements to making this change and agree that the barriers are not a technology problem but rather an organizational problem. Privacy legislation was a big topic at this table and many see it as the largest barrier to moving forward. For the most part, the legislation isn't seen as the barrier but rather interpretation of the legislation. The current culture drives a lot of the interpretation towards reasons why we *can't,* rather than *how* we can get things done.

From a technology perspective, many of the participants really liked the proof of concept for one GoA client which focused on front end and omni-channel approaches. We received several great ideas about services this system should provide. For most, it was proof that real transformation could be accomplished if we can get the culture aligned with this approach.

UTILIZING PUBLIC CLOUD MODELS TO THEIR FULL POTENTIAL

Moderator:
Gina Foley
Senior Business Architect, IMT, Strategy
and Governance Service Alberta

Co-Moderator:
Ray Hession
Enterprise Account Rep, Public Sector, Government
Amazon Web Services

Overall, the benefits of adopting Cloud, what it is, and how it can be used, are not well understood in the public sector community. Delegates asked two main questions: can we and should we use the Cloud?

To answer that, the groups went over some of the key benefits that the table discussed, which included cost savings (to not have to store data in-house anymore) the potential to house far more information, infinite scalability, access to the best IT in the world, supporting more agile testing on the fly, speed, and perhaps most importantly, security.

Despite these opportunities, delegates still felt that adoption of the Cloud would be a challenge.
Some of the perceived barriers that the table participants noted included data readiness & sovereignty, cost, procurement considerations, and lack of consistency across platforms.

Perhaps the biggest barrier identified was an education gap on the real and practical applications of the Cloud, and separating myth from reality. For example, it might not be understood that you don't have to use the Cloud, and there are indeed times when Cloud is unsuitable for certain tasks. There is also a perception that once data is stored in the Cloud that the ownership transfers to the cloud provider, which is not the case. Discussion leaders clarified that Deputy Ministers still own data and have authority to set standards and make exceptions. CISOs are there to set directives, but ultimately the Deputy Ministers can give override them.

IOT AND THE EVOLUTION OF GOVERNMENT SERVICES

Moderator:
Sylvain Mayer
IT Manager of Innovation & Collaboration
City of Calgary

The main discussion points that emerged from the series of IoT conversations focused on security, privacy, and governance (policies for collecting data, what to do with the data, who can use the data).

Overall, public sector still seems to be learning about the potential of IoT, how to adopt it, and at what pace. We are witnessing a transitional period where you can "do it for yourself,

or rely on technology to do it for you," as we see sensors in cars become a surrogate for checking your blind spot. But how does this apply to a government space, and what can public sector do to implement these in their organizational processes? Delegates wondered who is driving the need to look into IoT opportunities—is it the government, or is it the public?

Security and privacy were by far the top concern, as multiple networks and devices become more connected. Delegates agreed that security must be the first priority, as this is a top concern for the public. On top of security, delegates also noted that governments need to embed privacy policy into emerging government services that are adopting IoT, and questions how the data is secured, and if it is indeed being used for its intended purpose. IoT seems to be creating new problems with too much information being gathered, with can equate to a loss of privacy, which highlights a need to evolve government ethics.

Beyond security and privacy concerns, delegates were also concerned that legislation generally is playing catch up with technology, and that proper policy considerations need to be put in place place to support dynamic, flexible, and agile IoT initiatives. In order to most effectively embrace opportunities, the legislation must be revised to support it. If this is not in place, delegates questioned whether governments will suffer.

FOSTERING AN AGILE CULTURE IN GOVERNMENT

Moderator:
Sabina Posadziejewski
Regional Executive, Western and Northern Canada
Shared Services Canada

While procurement barriers were an element of discussion at this table, when it came to the topic of agile methodology, groups overwhelmingly agreed that the success or failure fell upon leaderships' belief in it. Agility, in many ways, can be viewed as the antithesis of traditional government process, as it is often about reacting to disorder and managing chaos. It will then take a strong and dedicated group of leaders to embody agility and foster the culture of failing fast, from the top down.

Some key recommendations that delegates suggested to truly allow for the adoption of agility included laying a knowledge foundation of what it means to be agile, and having leaders demonstrate by example. Empowering the team and building a culture of trust is critical for organizational agility to be successful.

By extension, leaders need to wear both success and failures and take accountability for the team's efforts on both fronts. Part of accountability involves actively engaging with the team and practicing internal transparency to keep everyone on track.

It is of upmost importance that leadership recognizes that embracing responsible failure means accepting risk, which is a new model for government. If innovation is paramount and written into contracts, then failures become a risk teams are willing to take. Ultimately, the focus should fall on the product and not the process.

Attendee Feedback

"Really enjoyed the balance of learning from engaging expert speakers and discussing issues and networking with contacts that I might not otherwise get to meet."

– Jeanette Stead
Director, Financial Policies, Procurement and Systems Company Community and Social Services

"I liked that it got a lot of leaders from the organization together to discuss ways to get things done."

– Ken Merkel
Director, Emerging Technologies, Government of Alberta

"Really enjoyed the small group discussions and the larger group presentations… I enjoyed the opportunity to have small group discussions that were limited to public sector experiences."

–Ashley Robertson
Senior Manager, Revenue and Reporting, Government of Alberta

Attendees Included:

TITLE	ORGANIZATION
Minister of Service Alberta, Minister of Status of Women	Government of Alberta
Chair	Digital Hamilton Task Force (Former CIO, City of Edmonton)
Scientific Director, Alberta Machine Intelligence Institute	University of Alberta
Assistant Deputy Minister, Strategic Services and Human Resources Transformation	Public Service Commission, Treasury Board and Finance, Government of Alberta
Director, Corporate Initiatives and Innovation	City of Edmonton
Associate Professor, Political Science	University of Alberta
Director, Information Management, Security & Privacy	Ministry of Transportation and Infrastructure, Province of British Columbia
Chief Advisor, Open Government	Government of Alberta
Director of Emerging Technologies, Information Technology Management	Ministry of Advanced Education, Government of Alberta
Senior Business Architect, IMT Strategy and Governance	Service Alberta
IT Manager, Innovation & Collaboration	City of Calgary
Regional Executive, Western and Northern Canada	Shared Services Canada

Research & Forensic Specialist	Advanced Education
Director, Information Management & Innovation	Agriculture & Forestry
Acting Director, Info & Application Services	Alberta Advanced Education
Director, External Stakeholder Relationships	Alberta Advanced Education
Enterprise Architect, Team Lead Architecture Services	Alberta Advanced Education
Senior Director	Alberta Advanced Education
Director, Strategic Services	Alberta Agriculture & Forestry
Executive Director	Alberta Agriculture and Forestry
Director, Financial Policies Processes & Systems	Alberta Community & Social Services
Financial Analyst	Alberta Community & Social Services
Chief Information Officer	Alberta Culture & Tourism
Director, Strategic Information Services	Alberta Culture & Tourism
Senior Sector Lead ICT Industries	Alberta Economic Development and Trade

TITLE	ORGANIZATION
Chief Information Officer, Information Management & Technology Services	Alberta Energy
Director, Data & Information Management	Alberta Energy
Data Quality Analyst	Alberta Health
Executive Director, Business Services	Alberta Human Services
Senior Manager, Knowledge Management	Alberta Innovates
Director, Business & Information Services	Alberta Insurance Council
Manager, 511 Alberta Operations	Alberta Ministry of Transportation
Director, Capital Improvements & Technical Advisory Services	Alberta Seniors & Housing
Director, Community Capacity & Outreach	Alberta Status of Women
Manager, Research & Analytics	Alberta Status of Women
Executive Director, Safety & Compliance Services	Alberta Transportation
Research Analyst	Alberta Transportation
Director, IT	Alberta Treasury Board & Finance
Principal	Auditor General of Alberta
Network Analyst	City of Leduc
Senior Manager, Revenue & Reporting	Department of Treasury Board and Finance
Assistant Deputy Minister	Government of Alberta
Assistant Deputy Minister Shared Services	Government of Alberta
Change Manager	Government of Alberta
Director, LMI	Government of Alberta
Open Government, Program Strategic Planning Lead	Government of Alberta
Privacy Specialist	Government of Alberta
Director, Budget Information Systems	Government of Alberta - Department of Treasury Board & Finance
Record Management Advisor	Infrastrucutre Alberta
Manager, ICT Investment Attraction	Ministry of Economic Development & Trade
Director, Program Policy & Design	Ministry of Labour
Lead, Senior Research	Ministry of Labour
Executive Director, Strategy & Integration	Public Service Commission
Business Process Lead, Strategic Projects	Service Alberta
Director, Tech Solutions Architect Team	Service Alberta
Director, Application Transformation	Service Alberta
Director, Enterprise Licensing & Service Investment	Service Alberta
Director, Strategy & Operations	Service Alberta

CI CONNECT

TITLE	ORGANIZATION
Executive Director, Process Review & Renewal	Service Alberta
Executive Lead, Change Management	Service Alberta
Executive Lead, Project	Service Alberta
Senior Assistant Deputy Minister	Service Alberta