Foreign Affairs, Trade and Development Canada

Affaires étrangères, Commerce et Développement Canada

DFATD OPEN GOVERNMENT IMPLEMENTATION PLAN (OGIP)

Approved and endorsed by:
- Corporate Management Committee (CMC) – October 16, 2015
- Executive Board (EXBO) – October 23, 2015
- Information Management Senior Official -
- DFATD Deputy Head -

Timeline for Approval

Date	Action
September 15, 2015	Presented to Data Management Advisory Group (DMAG)
September 24, 2015	Presented to Information and Data Governance Council (IDGC)
October 15, 2015	Presented to Corporate Management Committee
October 23, 2015	Presented to Executive Board
October 29, 2015	Signed-off by DFATD's deputy head
October 30, 2015	Submission to Treasury Board Secretariat for publication

The departmental Open Government Implementation Plan has been prepared by the Information Management and Information Technology Bureau of the Foreign Affairs, Trade and Development Canada (DFATD).

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This document is available in alternate formats on request.

Please direct enquiries about this document to your department's area of responsibility for Corporate Information Management.

This document will continue to evolve over time, based on feedback and suggestions from related communities of interest.

Please send all suggestions or enquiries to the following:

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1. Introduction

Canada has a longstanding commitment to openness and accountability as a cornerstone of a strong, modern democracy. From the passing of access to information legislation over 30 years ago to current open government and proactive disclosure requirements, the Government of Canada (GC) has worked to ensure transparency of federal operations to enable Canadians to hold their government accountable.

In the spirit of broadening access to data and information, ensuring transparency and accountability, and strengthening citizen engagement in the activities of government and in the democratic process, the Government of Canada launched its 1st Action Plan on Open Government in April 2012. The commitments included in the Action Plan aim to further Canada's progress on the delivery of transparent and accountable programs and services focused on the needs of Canadians.

One of the foundational commitments of the Action Plan is the Directive on Open Government (DOG), which came into force in October 2014. Building on the *Policy on Information Management*, the *Directive on Recordkeeping* and the *Communications Policy of the Government of Canada*, the directive mandates an "open by default" culture across the government. DFATD will comply with this "open by default" culture by integrating Directive on Open Government requirements into its governance structure, programs, business transformation projects and technology modernization initiatives, as outlined in its OG Implementation Plan (OGIP).

The OGIP presents DFATD's direction, strategies, efforts, and initiatives undertaken to meet the directive requirements. This roadmap outlines how the requirements of the directive will be implemented and monitored throughout DFATD's governance structure, including the specific roles and responsibilities of various stakeholders. It will encourage uptake and incorporation of the Directive on Open Government's principles and goals to maximize the benefits of open government while mitigating the costs of implementation.

The plan has been developed collaboratively under the direction of Open Government Directive Working Group composed of business line representatives department-wide.

With the directive implementation plan, DFATD lays out its ongoing and anticipated effort to increase openness. The plan describes a number of activities or initiatives that have been accomplished already and new ones along with timelines to complete them. The detailed content of the plan presented in the Planning Table (Table A) is organised by Directive on Open Government requirements. This plan will be updated annually to include changes to existing and/or new initiatives.

2. Approvals
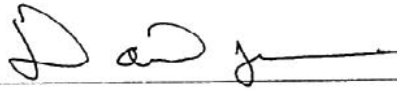
Martin Loken

Information Management Senior Official
Chief Information Officer and Director General
Foreign Affairs, Trade and Development Canada

Date

Oct. 27/5

Daniel Jean

Deputy Minister of Foreign Affairs
Foreign Affairs, Trade and Development Canada

Date

OCT 2 9 2015

3. Purpose

This document describes DFATD's planned activities and deliverables aligned based on the requirements of the *Directive on [Open Government](#)*, in order to achieve full compliance by the October 2019 implementation deadline.

The objective of the Directive is to maximize the release of government information and data of business value to support transparency, accountability, citizen engagement, and socio-economic benefits through reuse, subject to applicable restrictions associated with privacy, confidentiality, and security (*Directive on Open Government*, Section 5.1).

The expected results of the *Directive on Open Government* are that Canadians are able to find and use Government of Canada information and data:

- to support accountability;
- to facilitate value-added analysis;
- to drive socio-economic benefits through reuse; and,
- to support meaningful engagement with their government.

4. Context

4.1 Raison d'être

Under the leadership of the Minister of Foreign Affairs, the Minister of International Trade and the Minister of International Development, DFATD is responsible for the conduct of Canada's international relations, including foreign affairs, international trade, and international development.

DFATD advances Canada's values and interests internationally, delivers international programs, and administers Canada's international aid program to alleviate poverty in the developing world and provide humanitarian assistance. The department provides commercial and consular services to Canadians at home and abroad and manages the Government of Canada's global network of missions.

4.2 DFATD Vision and Mandate

DFATD's vision[1] includes serving Canadians, promoting our values and interest, finding solution to global challenges, and bringing prosperity to Canada and the world.

The mandate[2] of Foreign Affairs, Trade and Development Canada is to manage Canada's diplomatic and consular relations, to encourage the country's international trade and to lead Canada's international development and humanitarian assistance. This includes:

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[1] http://intra/department-ministere/vision.aspx?lang=eng

- Ensuring that Canada's foreign policy reflects true Canadian values and advances Canada's national interests;

- Strengthening rules-based trading arrangements and expanding free and fair market access at bilateral, regional and global levels;

- Working with a range of partners inside and outside government to achieve increased economic opportunity and enhanced security for Canada and for Canadians at home and abroad;

- Managing Canada's support and resources effectively and accountably to achieve meaningful, sustainable international development and humanitarian results; and,

- Engaging in policy development in Canada and internationally, enabling Canada's effort to realize its international development and humanitarian objectives.

4.3 Information assets managed by DFATD

In the process of fulfilling its mandate and delivering on its strategic outcomes as stated in the Program Alignment Architecture (PAA) (see appendix A), DFATD creates, collects, purchases, maintains and manages a wide range of information assets from Foreign Affairs, International Trade, International Development, Missions, and Consular lines of business.

Information assets managed by DFATD can be classified as follows:
- Metadata / Definitions: Data about information or data, or description of information
- Structured Information: Information that is already structured in fields, such as "date", "title", "subject", "Fund Center", "First Name", "Project budget", "Cost Centre" etc. Typically it is found in DFATD's information systems such as: SAP Finance, Oracle PeopleSoft, Grants and Contribution system, Export and Imports Control System, COSMOS, commercial off-the-shelf (COTS) etc.; and,
- Unstructured Information: Emails, Documents, Contents (Web contents), Others (video, image, graphics, audio files etc.).

These information assets are managed using a wide variety of information systems. These include: Document and content management system; Enterprise resource planning; Custom-built information systems; and, Custom off-the-shelf systems (COTS).

DFATD already publishes data and information on its own website and on the GC Open data portal, including:
- Aid activities – providing data on DFATD's efforts to reduce poverty and increase security and democracy for those living in a country where Canada is engaged.

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[2] Source: http://www.international.gc.ca/department-ministere/index.aspx?lang=eng

- Trade and innovation – reporting results and opportunities of:
  - International business development through promotion of exports and trade in Canada and abroad;
  - Foreign direct investments in Canada; and,
  - International innovation, science and technology.
- Foreign and Consular Affairs – reporting on:
  - Consular Assistance for Canadians;
  - Emergency Preparedness and Response;
  - Bilateral and Regional Diplomacy and Advocacy; and,
  - Summitry and Multilateral Diplomacy and Advocacy.

5. Outcomes

The implementation of the OGIP by the Department over a five year period, (2014-2020) will support accountability by increasing the transparency of DFATD activities. It will give Canadians access to valuable business information and data to support accountability, to facilitate value-added analysis, to drive socio-economic benefits through access, reuse, and to support meaningful engagement with DFATD and the GC.

The expectation is that through Open Government there will be greater transparency of DFATD's activities and processes will increase awareness of departmental programs, improve service delivery and garner public understanding and support of the mandate and activities of the department. It will also help DFATD optimise the protection of departmental data and information through increased awareness of ownership, privacy, confidentiality and security considerations, while streamlining the management of the associated procedures and systems. The implementation will create a whole of department standardized process and support capacity, clarifying ownership, roles, procedures and ensuring compliance. This in turn will contribute to reducing the inefficiencies in the current method, supporting both staff and management confidence with regard to IM practices; in particular with regards to matters of privacy and disclosure.

Making DFATD data and information open in reusable formats will enable and promote innovative ways of using data and information in policy and service delivery, as much for internal as external use. Granting access to information and data in machine-readable formats (which is in a format that can be understood by a computer) will allow citizens more effective and efficient access to valuable information assets. Also, this will provide the opportunity for secondary benefits to its initial use, at the same time, supporting similar efforts for other stakeholders. The department will benefit by leveraging tools and techniques developed externally, in more compressed timeframes and at a lower cost.

The *Directive on Open Government* will bring the importance of the management of data and information and its security to light. DFATD will undergo a culture change as it pertains to the management of data and information through its lifecycle; building on the efforts undertaken in support of the *Directive on Information Management*. Effective management of data and information involves all data and information stakeholders. The Information Management and Information Technology bureau's mission includes a department-wide goal of establishing data and information governance structures at DFATD. The governance structure (Section 7) will help DFATD improve the quality and value of its data and information while maintaining an appropriate, well managed process to ensure a vigilant and accountable approach to security, confidentiality, privacy, and ownership. This will support the efficient use of data and information resources in support of the Department's mandate(s).

Implementation of the *Directive on Open Government* complements other government-wide initiatives such as the GC Web Renewal Initiative, which will streamline the GC web, social media and mobile applications. Effective marshalling of the department's information and data assets will allow for their efficient management in relation to the web-footprint of the department. This will allow the department to leverage web resources with regards to information sharing with stakeholders which have been deemed inappropriate under web renewal. Additionally, the conceptual change required for the "open by default" culture imposed by the directive will reduce the gap between public and internal use of the Department's information resources. This will allow (if not require) for the development of information products of internal business value to be established with future openness in mind, easing their use in Digital Communication efforts while in turn facilitating the use of Digital Communication methods in support of business outcomes.

Furthermore, implementing the *Directive on Open Government* will facilitate the implementation of Blueprint 2020[3] priorities in several ways. Establishing and maintaining an inventory of all DFATD data and information will mean that both public servants and Canadians will have improved access to data and information collected, created, captured and purchased.

6. Governance Structures and Decision Processes

6.1 Leadership of the implementation of the Directive on Open Government

The senior management of DFATD is committed to Open Government.

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[3] http://www.clerk.gc.ca/eng/feature.asp?pageId=350

The Chief Information Officer (CIO) has been designated as the Information Management Senior Official (IMSO) responsible for the overall implementation of the directive; however, each bureau is responsible for the information and data originating from his or her bureau.

Past efforts in open data and transparency provided a foundation to build upon to fulfill the requirements of the Directive on Open Government. All branches of DFATD will contribute to implementing the directive by providing data sets and information for publication.

The IM/IT Bureau will support this initiative through data and information expertise, governance, and business processes to ensure effective and efficient implementation Open Government to ensure value to business and the citizen of Canada.

6.2   Directive on Open Government related Governance

The governance related to the Directive on Open Government builds on existing governance structures, in particular those related to data governance.

Governance committees ensure that senior managers across DFATD share the responsibility for managing and integrating the department's policies, programs and resources, at headquarters, in our regional offices and across Canada's network of missions abroad. The senior committee is the Executive Board to which other governance committees report.

The management and stewardship of DFATD's information and data assets relies on three main governance bodies: the Information and Data Governance Council (IDGC), the Data Management Advisory Group (DMAG) and the *Directive on Open Government* (DOG) Working Group. The relationship between the governance bodies and the overall departmental governance is shown in figure 1.
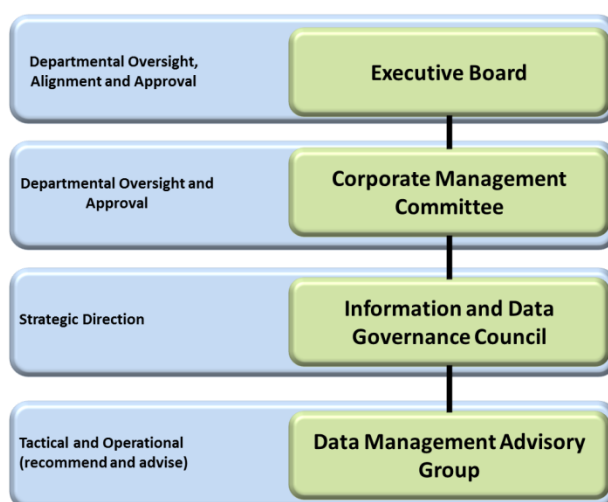

Figure 1: DFATD Information and Data Governance

a) Executive Board

Executive Board is chaired by the Deputy Minister of Foreign Affairs, the Deputy Minister of International Trade and the Deputy Minister of International Development acting as Vice-Chairs. It also comprises of a Senior Associate Deputy Minister, all Assistant Deputy Ministers, the heads of communications and of the Corporate Secretariat, and four senior Heads of Mission (HoMs). It oversees the alignment of the department's resources to governmental priorities and focuses on high-level institutional management.

b) Corporate Management Committee (CMC)

CMC provides strategic direction and oversight for: the management and sustainability of DFATD's network of missions (abroad and within Canada); corporate, executive, human resources, Information Management and Information Technology (IM/IT), security, emergency management, legal and communications functions, insofar as they affect the corporate management of the department; and, all external services delivered by DFATD with a particular focus on international commerce, consular affairs and passports.

CMC also provides corporate oversight of, and guidance to, the implementation of the Department's Deficit Reduction Action Plan (DRAP) and corporate oversight of, and to make recommendations on, the implementation of amalgamation.

c) Information and Data Governance Council (IDGC)

The Information and Data Governance Council (IDGC) serves as a department-wide Director General level authoritative body to govern all aspects of the management of information and data, thus ensuring informed strategic planning and decision making to support departmental mandates and priorities. It reports to CMC.

The IDGC enables the department to align, implement and monitor the IM Strategy and Government of Canada directives such as the *Directive on Open Government*.

d) Data Management Advisory Group (DMAG)

The Data Management Advisory Group (DMAG) serves as a corporate level forum for business process stakeholders and data practitioners to discuss all aspects of corporate data. DMAG reports to the IDGC.

The DMAG facilitates the department-wide engagement of business line and corporate-services stakeholders, and it will identify, guide, and manage corporate data to meet the standards of Government of Canada and industry best practices. Other working level groups will provide support where most appropriate and ensure the limiting duplication of governance structures.

Figure 2 shows the proposed detailed governance structure for the OGIP.
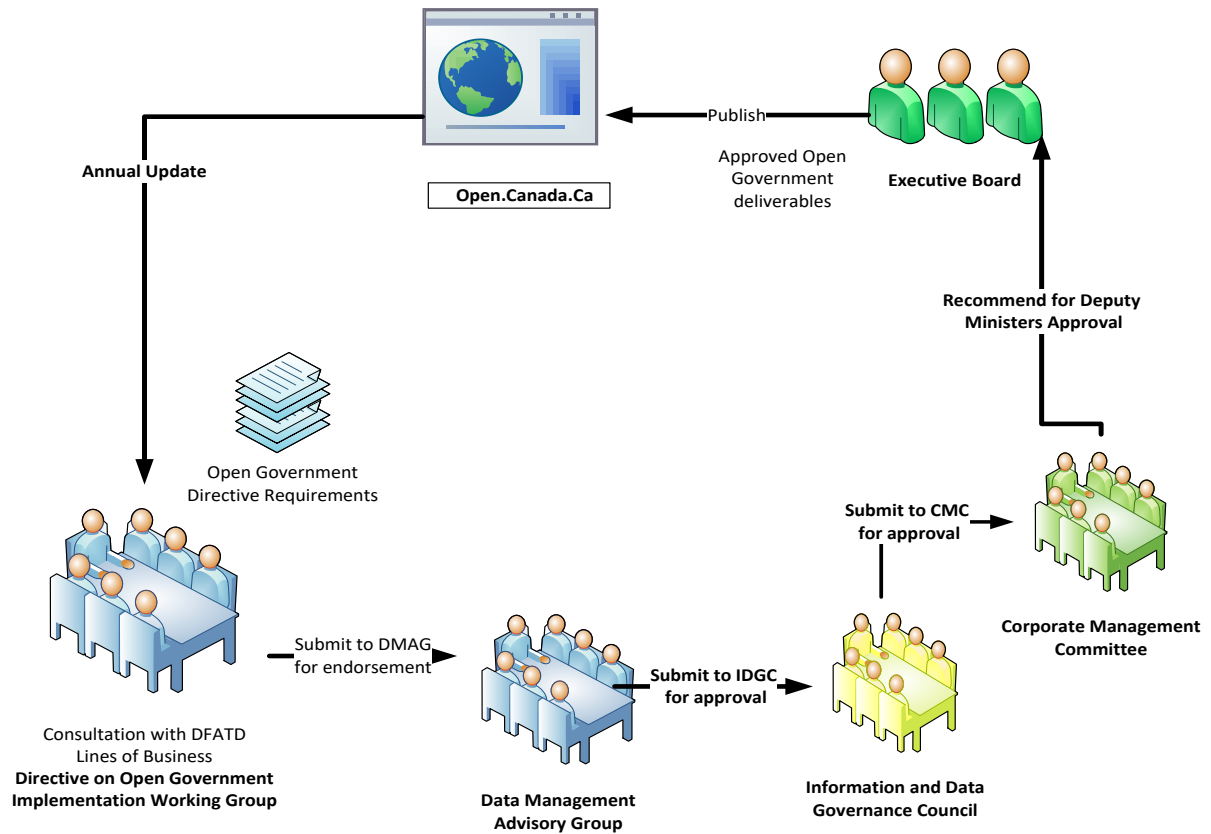
Figure 2: OGIP Governance Structure

6.3   Open Government Delivery Process

The delivery process for Open Government at DFATD comprises of two main processes. The first process (Figure 3) is the process of publishing new datasets. It depicts the open government directive delivery process established at DFATD. The delivery process is composed of seven steps which are: Specify, Assess, Validate, Approve, Sign Off, Transform, Publish and Review. The second process (Figure 4) is the process designed for updating already published datasets.

Figure 3 - Open Government Delivery Process – New Dataset
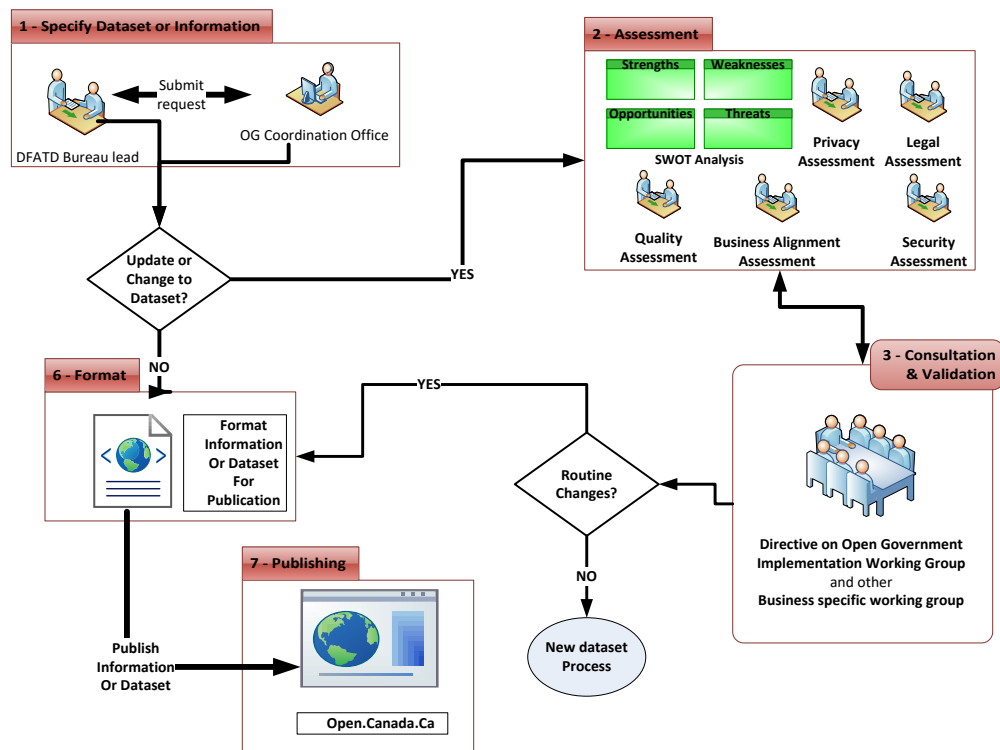
Figure 4: Open Government Delivery Process - Update existing Dataset

6.4 Roles and Responsibilities – Deputy Heads and Information Management Senior Official

a) Deputy Heads' Roles and Responsibilities

The roles and responsibilities of the Executive Board in support of *Directive on Open Government* implementation at DFTAD include:

- Approval of the OGIP;
- Engagement and commitment to the implementation of the *Directive on Open Government*;
- In instances of non-compliance, the deputy heads are responsible for taking corrective measures within their organization with those responsible for implementing the requirements of the directive; and,
- Reporting any performance or compliance issues to the Chief Information Officer Branch of the Treasury Board of Canada Secretariat.
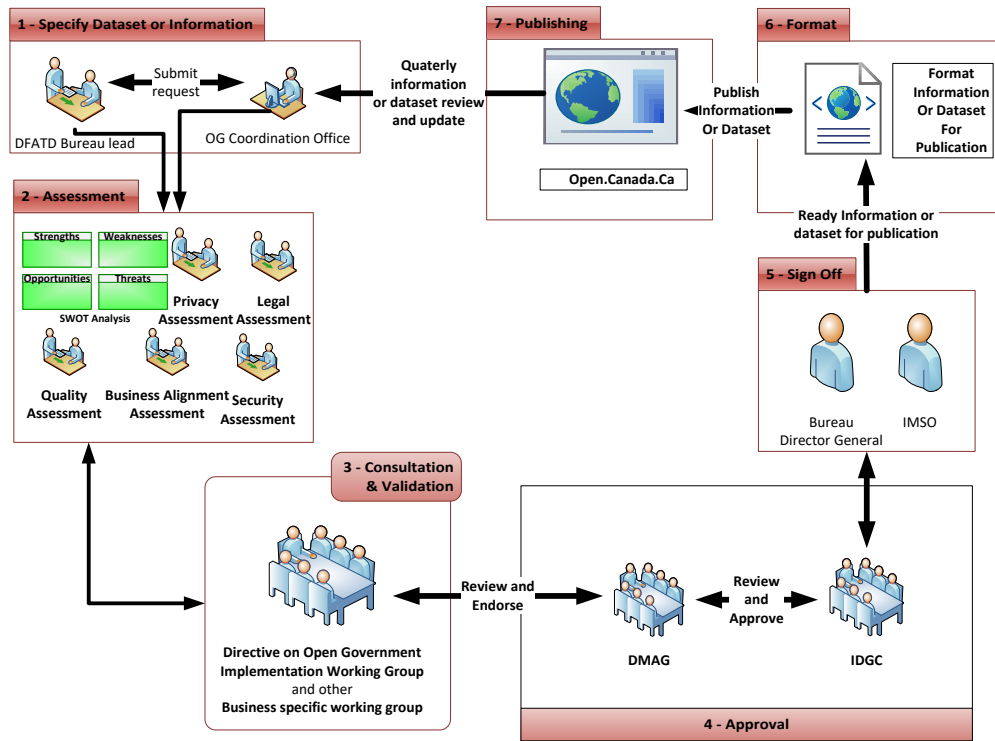
b) Information Management Senior Official

Departmental information management senior officials, as designated by the deputy heads, are responsible for the following:

- Overseeing the implementation and monitoring of the *Directive on Open Government* in the department;
- Working with key stakeholders, including heads of communications, departmental security officers (DSOs), data owners, functional specialists and access to information and privacy coordinators to ensure the implementation of the directive;
- Bringing to the deputy heads' attention any significant difficulties, gaps in performance or compliance issues and developing proposals to address them; and,
- Ensuring that corrective actions are taken to address instances of non-compliance. Corrective actions can include additional training, changes to procedures and systems and other measures as appropriate.

6.5 Roles and Responsibilities – Key Stakeholders

Deputy Ministers
Department Compliance: Ensure the cooperation, support, and compliance of all branches

Information Management Senior Official /CIO

Directive on Open Government **Coordination and Performance Management:**
- Act as a central point of contact (internal/external) for *Directive on Open Government* related planning and reporting;
- Lead *Directive on Open Government* related activities at DFATD;
- Mobilize the department in achieving OGIP milestones (e.g., establishing consensus on objectives/deliverables; activity planning);
- Track and reports on the progress and status of the OGIP; and,
- Supported by Public Affairs, promotes *Directive on Open Government* awareness to facilitate the change of culture as it relates to data and information

Standards management and communication:

This function facilitates DFATD's work to comply with TBS OG directive, policy and standards through mechanisms such as:
- Departmental datasets and information release processes and checklists;
- Provision of *Directive on Open Government* compliance awareness, education, guidance and communication; and,
- Development of *Directive on Open Government* related guidelines, templates, protocols, methodologies, etc.

Quality Assurance:

The goal of this function is to: provide tools to facilitate data or information quality assessment; and,
a quality assurance function ensuring datasets and information adhere to DFATD and TBS standards and guidelines.

Publishing and Portal Administration:

Release datasets and information for publication; and ensure datasets and information released includes all supporting information stipulated by TBS.

IT Security:
- IT Security may be consulted for advice and guidance when they are determining if the datasets and information meet IT security requirements.

All Branches/Bureaus

- Branches/ bureaus are the stewards for their program-related datasets and information. They are a program's delegated authority responsible for identification and communication of datasets and information released by the IMSO/CIO for publishing;
- Business is responsible:
  - To determine data or information to be published and provide reasons for not publishing data or information;
  - For the completeness and the quality of the content of the dataset and information to be published;
  - For the content, its maintenance and support once published;
  - For providing funding necessary to make datasets and information ready for publication;
  - For identifying if/when datasets & information fall under specific criteria for non-publication; and,
  - For the communication regarding their datasets and information through various internal and external communication channels.
- A representative from each branch must attend the DFATD's *Directive on Open Government* Working Group meetings.

Communications
- Coordinating public comments on datasets;   - Leads the development and implementation of the Directive on Open Government communication and awareness strategy;   - In conjunction with IMSO/CIO, promotes Directive on Open Government awareness to facilitate the change of culture as it relates to data and information;   - In conjunction with Stewards, reviews DFATD's dataset and information prior to publishing, to ensure the departments appropriate level of preparedness for their release; and,   - Is responsible for publishing DFATD's datasets and information holdings and ensures they are registered in the Open Government portal (open.canada.ca).
Corporate Secretary
- Lead *Directive on Open Government* milestones regarding Access to Information Privacy (ATIP);&   - ATIP and Corporate Security may be consulted for advice and guidance when determining if the datasets and information meet the publishing criteria such as compliance with the *Access to Information Act*, *Privacy Act* and the *Policy on Government Security*.
Legal Services
Legal Services may be consulted for advice and guidance regarding legal issues as it pertains to datasets or information.

6.6 Communication, Awareness, and Engagement

DFATD will build on existing communication efforts surrounding Open Government, International Aid Transparency Initiative (IATI), the Open Government Partnership and other OG-related activities to reach both internal and external stakeholders. The initial focus will be on raising awareness within the organisation, to increase participation in the implementation of the OGIP, as well as to identify opportunities to leverage other OG-related efforts.

As part of ongoing efforts, DFATD will be engaging with TBS and other departments on issues such as: Web Renewal, Collections, the Federal Geospatial Platform group, and other related efforts, with furthering the *Directive on Open Government* in mind. DFATD will continue to engage with TBS and external stakeholders regarding broader OG efforts (for instance IATI).

7. Planning Table

DFATD's OGIP is planned over a 5 years horizon, from October 2015 to October 2020. It will be updated annually to reflect necessary changes to the original plan.

7.1 Financial and Human Resources Implications

The implementation of the Directive on Open Government may require human resources within the CIO branch with specific expertise in IM/IT, as well as a need to collaborate with other stakeholders from various lines of business of DFATD, from other government departments, and private sector etc.

Please note that the resource estimation was developed at a high level and a detailed project plan to deliver on each of the milestones will provide a more accurate estimate (Planning Table A). The implementation plan will be updated to reflect the changes in both human and financial resources.

DFATD Open Government Implementation Plan (OGIP)

The planning table can be organized by Directive on Open Government requirements or by milestones cross-referenced to the Directive on Open Government.

Planning Table A: by *Directive on Open Government* References

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)	Status
DOG 6.1	Maximizing the release of Government of Canada data and information under an open and unrestrictive licence designated by the Treasury Board of Canada Secretariat	6.1.1 DFATD's Data Release Plan	SID/SII	6.1.1.1 Establish data release criteria	Apr-2016	Nov-2016	2xIT specialists 10x business lines subject matter experts	Not Started
				6.1.1.2 Develop and approve Data Release Plan	May-2016	Sep-2016		
				6.1.1.3 Review and update DFATD's data release plan	Mar-2017	Ongoing		
		6.1.2 DFATD's Information Release Plan	SID/SII	6.1.2.1 Establish information release criteria	May-2017	Nov-2017	2xIT specialists 10x business lines subject matter experts 3x IM specialists	Not started
				6.1.2.2 Develop and approve Information Release Plan	May-2017	Ongoing		
				6.1.2.3 Review and update DFATD's Information release plan	Mar-2018	Ongoing		
		6.1.3 Restructured DFATD data and Information landscape *[4]	SID/SII	6.1.3.1 Develop DFATD's information and data restructuring plan	May-2016	Nov-2016	3xIT specialists 10x business lines subject matter experts Subject matter expert(s) contract value of $125,000.00	Not started
				6.1.3.2 Implement DFATD's information and data restructuring plan	Nov-2016	Mar-2017		
				6.1.3.3 Restructure DFATD designated dataset	Jan-2017	Ongoing		
				6.1.3.4 Develop data models	Jan-2017	Ongoing		

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[4] *refers to DFATD added milestone/deliverable

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)	Status
		6.1.4 Complete assessment of DFATD data and information for quality *	SID/SII	6.1.4.1 Develop and implement information and data quality framework	Mar-2015	Nov-2015	2xIT specialists 10x business lines subject matter experts Subject matter expert(s) contract value of $125,000.00	In progress
				6.1.4.2 Analyse quality according to performance targets as defined by business user and data steward	Nov-2016	Ongoing		
				6.1.4.3 Design and implement quality improvement methods and processes	Nov-2016	Mar-2017		
				6.1.4.4 Monitor data quality against targets	Nov-2016	Ongoing		
		6.1.5 Complete assessment of DFATD's Data and Information for metadata *	SID/SII	6.1.5.1 Develop and implement a Metadata Framework	Mar-2015	Dec-2015	2xIT specialists 10x business lines subject matter experts Contracted Subject matter expert (s) contract value of $125,000.00	In progress
				6.1.5.2 Assess DFATD's datasets and information for metadata compliance	Nov-2016	Ongoing		
				6.1.5.3 Update DFATD datasets and information for Metadata compliance	Nov-2016	Ongoing		
		6.1.6 DFATD Directive on Open Government Awareness and Communication Strategy *	Comms	6.1.6.1 Integrate Directive on Open Government awareness in related briefings and communication efforts (e.g. Web renewal, Information Management)	Jun-2015	Ongoing	3x comms specialists 1xIT specialist 1xIM specialist	In progress
				6.1.6.2 Undertake internal and external stakeholder consultations	Nov-2015	Feb-2016		

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)	Status
				6.1.6.3 Develop and approve Directive on Open Government communication and awareness strategy	Nov-2015	Mar-2016		
				6.1.6.4 Implement DFATD communication and awareness strategy	Apr-2016	Ongoing		
				6.1.6.5 Disseminate internal and external awareness raising material	Jun-2016	Ongoing		
		6.1.7 Convert data to standard format for publication	SID	6.1.7.1 Load data from source system to the corporate data warehouse	Nov-2016	Ongoing	4xIT specialists Subject matter expert(s) contract value of $125,000.00	In progress
				6.1.7.2 Convert data to the standard formats	Nov-2016	Ongoing		
				6.1.7.3 Apply and monitor Controls	Nov-2016	Ongoing		
				6.1.7.4 Manage History	Nov-2016	Ongoing		
DOG 6.2	Ensuring that open data and open information is released in accessible and reusable formats via Government of Canada websites and services	6.2.1 Listing of accessible and reusable formats to be used at DFATD	SID/SII	6.2.1.1 Establish all accessible and reusable format standard to be used at DFATD	Feb-2016	Jun-2016	1x IT specialist	In progress
		6.2.2 Conversion protocol(s) for data identified for release where	SID/SII	6.2.2.1 Establish conversion protocol(s) for data identified for release whose native format is not accessible and reusable	Nov-2016	Ongoing	1x IT specialist 1x IM specialist	In progress

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)	Status
	designated by the TBS	native format is not accessible and reusable		6.2.2.2 Implement Conversion protocol(s) for data identified for release whose native format is not accessible and reusable monitoring process	Nov-2016	Ongoing		
		6.2.3 Conversion protocol(s) for information identified for release where native format is not accessible and reusable	SID/SII	6.2.3.1 Establish conversion protocol(s) for information identified for release whose native format is not accessible and reusable	Nov-2017	Ongoing	1x IT specialist 1x IM specialist	In progress
				6.2.3.2 Implement Conversion protocol(s) for information identified for release whose native format is not accessible and reusable monitoring process	Nov-2017	Ongoing		
		6.2.4 Release processes to support the publication of DFATDs data	SID/SII	6.2.4.1 Establish release processes to support the publication of DFATDs data	Jun-2016	Sep-2016	1 IT specialist	Not started
				6.2.4.2 Implement and maintain Data Release process for Data Publication	Nov-2016	Ongoing		
		6.2.5 Release processes to support the publication of DFATDs information	SID/SII	6.2.5.1 Establish release processes to support the publication of DFATDs information	Jun-2017	Sep-2017	1x IT specialist 1x IM specialist	Not started
				6.2.5.2 Implement and Maintain Information Release process for Data Publication	Nov-2017	Ongoing		

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)	Status
DOG 6.3	Establishing and maintaining comprehensive inventories of data and information resources of business value held by the department to determine their eligibility and priority, and to plan for their effective release (6.3)	6.3.1 Methodology for establishing an information inventory		6.3.1.1 Develop a methodology for establishing an information inventory	Nov-2016	Oct-2017	1x IT specialist 1x IM specialist	Not started
		6.3.2 Data inventory (detailed, itemized list(s) that describe the volume, scope and complexity of the data held by DFATD])	SID/SII	6.3.2.1 Develop DFATD's data inventory	Nov-2015	Oct-2016	1xIT specialist 10x business lines subject matter experts Contracted Subject matter expert(s) contract value of $125,000.00	In progress
				6.3.2.2 Identify privacy and legal restriction on data	Nov-2015	Ongoing		
		6.3.3 Information inventory (detailed, itemized list(s) that describe the volume, scope and complexity of the information held by DFATD)		6.3.3.1 Develop DFATD's information inventory	Nov-2016	Sep-2017	1xIT specialist 10x business lines subject matter experts 1xIM specialist Contracted Subject matter expert(s) contract value of $125,000.00	In progress
				6.3.3.2 Identify privacy and legal restriction on information	Nov-2016	Ongoing		
		6.3.4 Renewal protocol(s) to maintain the currency of DFATD's data inventory	SID/SII	6.3.4.1 Establish renewal protocol(s) to maintain the currency of DFATD's data inventory	Oct-2016	Feb-2017	1xIT specialist 2xIM specialists	In progress
				6.3.4.2 Maintain data inventory	Oct-2016	Ongoing		

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)	Status
		6.3.5 Renewal protocol(s) to maintain the currency of DFATD's information inventory	SID/SII	6.3.5.1 Establish renewal protocol(s) to maintain the currency of DFATD's information inventory	Oct-2017	Feb-2018	1xIT specialist 2xIM specialists	In progress
				6.3.5.2 Maintain information inventory	Oct-2017	Ongoing		
		6.3.6 Assets included in the data inventory are evaluated to determine their eligibility and priority for release	SID/SII	6.3.6.1 Assess data eligibility and priority for release (6.1)	Oct-2016	Ongoing	2xIT specialists 10x business lines subject matter experts	Started
		6.3.7 Assets included in the information inventory are evaluated to determine their eligibility and priority for release		6.3.7.1 Assess information eligibility and priority for release	Oct-2017	Ongoing	2xIT specialists 10x business lines subject matter experts 2xIM specialists	Not started
		6.3.8 Complete identification of data related roles & responsibilities *	SID/SII	6.3.8.1 Define and approve data related Roles and responsibilities	Nov-2015	Jul-2016	2xIT specialists 10x business lines subject matter experts	Started
				6.3.8.2 Assign data- related roles and responsibilities.	Nov-2015	Ongoing		
		6.3.9 Complete identification of information related	SID/SII	6.3.9.1 Define and approve information related roles and responsibilities	Nov-2015	Jul-2016	2xIM specialists 10x business lines subject	In progress

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)	Status
		roles and responsibilities *		6.3.9.2 Assign information-related roles and responsibilities	Nov-2016	Ongoing	matter experts	
		6.3.10 Complete data model for each dataset *	SID/SII	6.3.10.1 Develop and model each dataset	Nov-2015	Ongoing	1x IT specialist 10x business lines subject matter experts Contracted Subject matter expert(s) contract value of $125,000.00	Not started
				6.3.10.2 Develop DFATD conceptual Data Model	Nov-2015	Ongoing		
				6.3.10.3 Post implementation: Maintain data model	Mar-2017	Ongoing		
DOG 6.4	6.4 Developing, posting to the designated website, implementing, and annually updating a departmental Open Government Implementation Plan (OGIP)	6.4.1 Governance structures are in place to oversee the implementation of activities within DFATD 's OGIP	SID/SII	6.4.1.1 Establish DFATD Directive on Open Government Working group	Nov-2014	Nov-2015	2xIT specialists 2xIM specialists 5xbusiness lines experts	Complete
				6.4.1.2 Establish information and data governance structure	Jun-2014	May-2015		
				6.4.1.3 Manage information and data governance bodies.	Apr-2015	Ongoing	1xIT specialist 1xIM specialist	Ongoing
		6.4.2 DFATD's Open Government Implementation Plan (OGIP)	SID/SII	6.4.2.1 Develop Open Government Implementation Plan	Nov-2014	Sept-2015	1x IT specialist 10x business lines subject matter experts	In progress
				6.4.2.2 Open Government Implementation plan reviewed and approved by various established DFATD's governance bodies	Sep-2015	Oct-2015		

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)	Status
				6.4.2.3 Publish OGIP on DFATD website	Nov-2015	Nov-2015		
		6.4.3 DFATD's OGIP is staffed and funded	SID	6.4.3.1 Define HR requirements and associated cost, and seek funding for DFATD OGIP	Nov-2015	Mar-2016	1xIT specialist	Started
				6.4.3.2 Define O&M requirements and associated cost	Nov-2015	Mar-2016		
		6.4.4 Monitoring and reporting processes for assessing progress and maintaining the currency the OGIP	SID/SII	6.4.4.1 Establish a monitoring and reporting process for assessing progress OGIP, including Key Performance Indicators (KPI)	Nov-2015	Ongoing	1xIT specialist	Not started
				6.4.4.2 Develop OG implementation plan update process	Nov-2015	Ongoing		
		6.4.5 DFATD's annual update to the OGIP	SID/SII	6.4.5.1 Annual internal and public update to the OGIP	Oct-2016	Ongoing	1xIT specialist	Not started
DOG 6.5	6.5 Maximizing the removal of access restrictions on departmental information resources of enduring value prior to transfer to Library and Archives	6.5.1 Process for the removal of access restrictions from information resources of enduring value prior to their transfer to the LAC	SID, Security	6.5.1.1 Establish DFATD access restriction removal process and methods	Nov-2015	Jun-2016	1xIT specialist 1xSecurity specialist 1xIM specialist	Not started
				6.5.1.2 Provide training to all DFATD staff on access restriction removal process and methods	Nov-2016	Ongoing		

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)	Status
	Canada (LAC).	6.5.2 Methodology for the removal of access restrictions from information resources of enduring value prior to their transfer to the LAC is integrated into DFATD's disposition plans and procedures.	SID/SII	6.5.2.1 Develop and establish a methodology for the removal of access restrictions from information resources of enduring value prior to their transfer to the LAC is integrated into DFATD's disposition plans and procedures.	Nov-2017	Jan-2018	1xIT specialist 1xSecurity specialist 1xIM specialist	Not started
				6.5.2.2 Integrate the methodology for the removal of access restrictions from information resources of enduring value prior to their transfer to the LAC into DFATD's disposition plans and procedures.	Mar-2018	Ongoing		
				6.5.2.3 Monitor for compliance to the methodology	Mar-2018	Ongoing		
DOG 6.6	6.6 Ensuring that open government requirements in sections 6.1 to 6.5 of this directive are integrated in any new plans for procuring, developing, or modernizing departmental information applications,	6.6.1 Governance structures are in place to oversee the implementation of open government requirements in any new plans for procuring, developing, or modernizing departmental information	SID	6.6.1.1 Comply to Enterprise Architecture principles	Nov-2015	Ongoing	5xIT specialists	In progress
				6.6.1.2 Comply with Enterprise Architecture Governance structures	Nov-2015	Ongoing		
				6.6.1.3 Develop and implement corporate data repositories aligned with Enterprise architecture foundation	Nov-2015	Ongoing		

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)	Status
	systems, or solutions in support of the delivery of programs and services	applications, systems, or solutions		6.6.1.4 Develop and maintain enterprise Architecture Reference Architecture	Nov-2015	Ongoing		
				6.6.1.5 Ensure all impacted business solutions are evolved toward end state departmental solution landscape	Nov-2015	Ongoing		
				6.6.1.6 Establish a permanent Open Government Working group	Nov-2015	Mar-2016	1xIT specialist 15x business lines experts	Complete
				6.6.1.7 Define and establish and integrated Change Management process	Nov-2015	Ongoing	2xIT specialists	
				6.6.1.8 Monitor and report the effectiveness and efficiency of the integrated change management process.	Nov-2015	Ongoing		
				6.6.1.9 Identify and nominate an Information Management Senior Official for DFATD	2014	2014	1x Executive	Complete
		6.6.2 Open government requirements are integrated into DFATD's procurement	Procurement/ Contracting/ SID	6.6.2.1 Evolve procurement process for applications, systems, and solutions to integrate Directive on Open Government requirements	Nov-2015	Ongoing	2xIT specialists 2xProcurement specialists	Not started

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)	Status
		process(es) for applications, systems, and solutions		6.6.2.2 Evolve business intake process to integrate Open Government considerations	Nov-2015	Ongoing		
		6.6.3 Open government requirements are integrated into DFATD's development process(es) for applications, systems, and solutions	SID	6.6.3.1 Establish a system and application development process (System Development Life Cycle (SDLC)) with defined gates to enable the integration of Directive on Open Government requirements	Nov-2015	Aug-2016	3xIT specialists	In progress
		6.6.4 Open Government requirements are integrated into DFATD's modernizing process(es) for applications, systems, and solutions	SID	6.6.4.1 Evolve System and application development process (System Development Life Cycle (SDLC)) with define gates for enabling the integration of OG requirements	Sep-2016	Feb-2017		
DOG 7.1	7.1 Departmental information management senior officials, as designated by the deputy heads, are responsible for overseeing the implementation and	7.1.1 A performance framework is established to monitor DFATD's progress against the activities and deliverables / milestones in the	SID	7.1.1.1 Define and establish Key Performance Indicators (KPI)	Jan-2016	May-2016	2xIT specialists	Not started
				7.1.1.2 Monitor and report KPI	May-2016	Ongoing		

Reference	Compliance Requirement	Deliverables / Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)	Status
	monitoring of this directive in their department.	OGIP						
		7.1.2 Progress against the activities and deliverables / milestones in the OGIP is regularly reported to the governance structures in place to oversee the implementation	SID	7.1.2.1 Define and establish Key Performance Indicators (KPI)	Jan-2016	May-2016	2xIT specialists	Not started
				7.1.2.2 Monitor and report KPI	May-2016	Ongoing		
		7.1.3 A performance framework is established to monitor DFATD's ongoing compliance to the requirements of the Directive	SID	7.1.3.1 Define and establish Key Performance Indicators (KPI)	Jan-2016	May-2016	2xIT specialists	Not started
				7.1.3.2 Monitor and report KPI	May-2016	Ongoing		
		7.1.4 Process to ensure significant difficulties, gaps in performance, or compliance issues are reported to the Deputy Head (DH)	SID	7.1.4.1 Define and establish Key Performance Indicators (KPI)	Jan-2016	May-2016	2xIT specialists	Not started
				7.1.4.2 Monitor and report KPI	May-2016	Ongoing		

APPENDIX A: DFATD Strategic Outcomes and Program Alignment Architecture

DFATD fulfills its mandate through its Program Alignment Architecture (PAA) which consists of four strategic outcomes (SOs) that are supported by nine programs. Internal Services support all programs.

Strategic Outcome 1: The international agenda is shaped to advance Canadian security, prosperity, interests and values.

- **Program: Integrated Foreign Affairs, Trade and Development Policy**
    - o Sub-program: International Information and Analysis
    - o Sub-program: International Policy Advice
- **Program: Diplomacy, Advocacy, and International Agreements**
    - o Sub-program: Bilateral and Regional Diplomacy and Advocacy
    - o Sub-program: Summitry and Multilateral Diplomacy and Advocacy
    - o Sub-program: Assessed Contributions to International Organizations
    - o Sub-program: Trade Agreements, Negotiations, Dispute Settlement and Controls

Strategic Outcome 2: Canadians are satisfied with commercial and consular services.

- **Program: International Commerce**
    - o Sub-program: International Business Development Through Promotion of Exports and Trade in Canada and Abroad
    - o Sub-program: Foreign Direct Investment in Canada
    - o Sub-program: International Innovation, Science and Technology
- **Program: Consular Services and Emergency Management**
    - o Sub-program: Consular Assistance for Canadians
    - o Sub-program: Emergency Preparedness and Response

Strategic Outcome 3: Poverty is reduced, and security and democracy are increased for those living in countries where Canada engages.

- **Program: International Security and Democratic Development**
    - o Sub-program: International Security and Threat Reduction
    - o Sub-program: Advancing Democracy, Human Rights, Freedom, and the Rule of Law
- **Program: International Development**
    - o Sub-program: Sustainable Economic Growth
    - o Sub-program: Children and Youth, Including Maternal, Newborn and Child Health
    - o Sub-program: Food Security
    - o Sub-program: Multi-sector Assistance, Social Development, and Development Engagement

- **Program: International Humanitarian Assistance**
  - o Sub-program: Humanitarian Programming
  - o Sub-program: Partners for Humanitarian Assistance

Strategic Outcome 4: The department maintains a mission network of infrastructure and services to enable the Government of Canada to achieve its international priorities.

- **Program: Mission Network Governance, Strategic Direction and Common Services**
  - o Sub-program: Management of Common Services
  - o Sub-program: Real Property
  - o Sub-program: Security
  - o Sub-program: Information Management/Information Technology
  - o Sub-program: Locally Engaged Staff Supporting Other Government Departments
- **Program: Management of Government of Canada Terms and Conditions of Employment Abroad**
  - o Sub-program: Administration of Foreign Service Directives
  - o Sub-program: Administration of Locally Engaged Staff Pension, Insurance and Social Security Programs

Internal Services
  - o Sub-program: Management and Oversight
  - o Sub-program: Communications
  - o Sub-program: Legal
  - o Sub-program: Human Resources Management
  - o Sub-program: Financial Management
  - o Sub-program: Information Management
  - o Sub-program: Information Technology
  - o Sub-program: Real Property
  - o Sub-program: Materiel
  - o Sub-program: Acquisition