



File Number: CCM #007772  
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Security: **UNCLASSIFIED**

## MEMORANDUM TO THE PRESIDENT

### FOR DECISION

#### SUBJECT

Open Government Implementation Plan

#### SUMMARY

This memorandum is to request that you review and approve Shared Services Canada's (SSC) Open Government Implementation Plan (OGIP) (Annex A), which must be submitted to the Treasury Board of Canada Secretariat (TBS) for publication. An analysis of the Open Government commitments is in Annex B for your information.

Departments must annually submit a copy of their OGIP, which describes their planned activities to meet the requirements of the Directive on Open Government.

Please note, this is the first OGIP. Once submitted, SSC will undertake a formal and wide consultation with a view to submitting an updated version by the next annual due date, in October 2016. Communications was consulted on this version. I recommend that you approve this OGIP so that SSC will be in compliance with the directive.

Due date: February 19, 2016

Reason: Compliance status with the Directive on Open Government.

#### BACKGROUND

The Government of Canada issued the Directive on Open Government as part of Canada's Action Plan on Open Government 2014–2016, in order to support its commitments as a member of the international Open Government Partnership and its adoption of the G8 Open Data Charter.

The directive requires that departments submit an OGIP, to be updated on an annual basis, describing how their organization will meet the directive's requirements, including the following:

- Establishing and maintaining inventories of data and information holdings;

- Prioritizing the publication of data and information based on public demand;
- Publishing data and information in accessible and open formats on federal Open Government websites under an open and unrestrictive licence; and
- Reporting annually on progress made.

SSC's Information Management team has analyzed the 12 commitments made in Canada's Action Plan on Open Government 2014–2016, and included in SSC's OGIP the 6 commitments that SSC can support in the implementation of Open Government:

1. Open Government Directive;
2. Open Data Canada;
3. Open Data Core Commitment;
4. Open Contracting;
5. Open Information on Budgets and Expenditures; and
6. Open Information Core Commitment.

See Canada's Action Plan on Open Government 2014–2016 for more information on each commitment.

## ISSUES

SSC's ability to adequately plan its compliance with the directive faces challenges caused by the following two main issues:

1. Organizational maturity – The directive requires that the OGIP include detailed, planned activities for identifying, preparing and publishing large volumes of business data for the public over the next five years. Unlike departments that have extensive experience in this area, SSC is a new organization that lacks the necessary planning experience and internal operating structures for Open Government implementation.
2. Lack of guidance from TBS on core definitions – TBS, which is responsible for overseeing compliance, has yet to define what is meant by certain core concepts (such as “data sets”), which have significant repercussions for identifying internal stakeholders and scoping internal resource allocations. Moreover, TBS has not provided guidance on how to define and quantify resource requirements (such as existing or new personnel costs) in a way that would be consistent across the OGIPs of all government departments.

## OPTIONS

The options available for dealing with the two issues identified above are limited in the short term. Both issues can be addressed by incrementally building internal structures, benchmarking against other departments and regularly revising the OGIP. The directive requires that the OGIP be updated at least on an annual basis. As a result, SSC can make necessary changes to activities detailed in the plan in future years.

**NEXT STEPS**

Once this first annual OGIP is submitted to TBS, SSC will:

- Establish an action plan that details the next steps, stakeholders and specific deliverables prior to the next annual OGIP;
- Conduct consultations with internal stakeholders to better assess necessary resource allocations and confirm roles in the various necessary activities;
- Conduct an internal environmental scan of SSC's data, including inventories and the quality of the data;
- Form an Open Government working group with representatives from each branch, which will act as a co-ordinating body for meeting Open Government deliverables (Note: SSC's Data Management Working Group, led by the Chief Information Officer, will also be leveraged to progress efforts); and
- Update the OGIP to reflect ongoing changes to resources and timelines.

**RECOMMENDATION**

I recommend that you approve the attached OGIP so that SSC will be in compliance with the Directive on Open Government.



Tom Scrimger  
Acting Senior Assistant Deputy Minister,  
Corporate Services, and  
Chief Financial Officer

  
\_\_\_\_\_  
I agree  
Ron Parker

FEB 15 2016

\_\_\_\_\_  
I disagree  
Ron Parker

Attachments



Service | Innovation | Value

# Open Government Implementation Plan

Shared Services Canada

February 3, 2016



Shared Services  
Canada

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Canada

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**Version Control**

<b>Date</b>	<b>Action</b>
2015/09/13	Draft version, incorporated all Information Management input.
2015/09/22	Draft version (v.1), incorporated feedback from Communications.
2015/09/26	Draft version (v.2), incorporated feedback from Information Management.
2016/01/07	Updated version (v.3) for final approval.

## Table of Contents

1. Executive Summary .....	4
2. Approvals .....	5
3. Purpose .....	6
4. Context .....	6
4.1 Shared Services Canada's Mandate, Vision and Mission .....	6
4.1.1 Responsibilities .....	6
4.2 Shared Services Canada's Population and Regional Distribution .....	7
4.3 Shared Services Canada's Technological Environment .....	7
4.4 Shared Services Canada's Role in Facilitating Open Government .....	7
4.5 Shared Services Canada's Challenges and Opportunities .....	8
4.5.1 Challenges .....	8
4.5.2 Opportunities and Response.....	8
5. Outcomes .....	9
6. Governance Structures and Decision Processes.....	10
6.1 Roles and Responsibilities of the Deputy Head and the Information Management Senior Official .....	11
6.1.1 Shared Services Canada's Governance and Update Process .....	12
6.2 Roles and Responsibilities of Key Internal Stakeholders.....	14
6.3 Communication, Awareness and Engagement.....	15
7. Shared Services Canada's Planning Tables.....	17

# 1. Executive Summary

Canada has a long-standing 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 activities related to proactive disclosure and “Open Government,” the Government of Canada has worked to ensure transparency on federal operations to enable Canadians to hold their government accountable. The commitments included in [Canada's Action Plan on Open Government 2014–2015](#) will make further progress on the delivery of transparent and accountable programs and services focussed on the needs of Canadians.

The proactive release of data and information is the starting point for all other Open Government activity. Accordingly, the Government of Canada has firmly established an “open by default” position in its mandatory policy framework by issuing the [Directive on Open Government](#).

Shared Services Canada (SSC) provides information technology (IT) infrastructure services to the Government of Canada and thus has an important role in contributing to a unified “open by default” position. In order to articulate its role in this regard, SSC has created this plan to:

- A. Comply with the requirements of the Directive on Open Government by 2020; and
- B. Support identified Open Government obligations under Canada's Action Plan on Open Government 2014–2016.

This plan will be updated on an annual basis, in accordance with the directive.

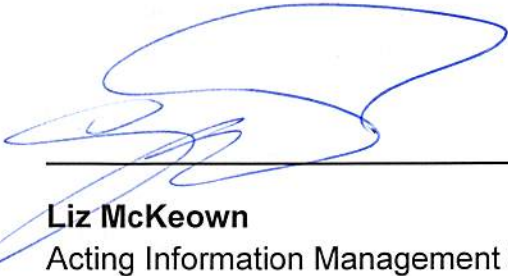
To develop the plan, SSC analyzed the 12 Open Government commitments made in Canada's Action Plan on Open Government 2014–2016, and identified 6 commitments that it will support, namely:

1. Open Government Directive;
2. Open Data Canada;
3. Open Contracting;
4. Open Data Core Commitment;
5. Open Information on Budgets and Expenditures; and
6. Open Information Core Commitment.

In supporting these obligations, SSC faces technical challenges (including with data ownership, availability and quality) and business challenges (including with standards, a lack of procedures, organizational culture and allocated resources). To address the technical challenges, SSC will leverage the platform created by its internal Business Intelligence program. SSC's Chief Information Officer (CIO) will provide leadership on addressing the business challenges by, among other things, creating formal processes and focussing change management so SSC becomes “open by default.”

Further details on implementing SSC's plan to meet its obligations are provided in this report, including a five-year work plan of activities leading up to the directive's 2020 goal.

## 2. Approvals



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**Liz McKeown**

Acting Information Management Senior Official  
Acting Chief Information Officer  
Shared Services Canada

FEB 01 2016

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**Date**



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**Ron Parker**

President  
Shared Services Canada

FEB 15 2016

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**Date**



### 3. Purpose

This document describes SSC's plan to complete activities and deliverables that are in line with the requirements of the Directive on Open Government, in order to achieve full compliance by the implementation deadline, March 31, 2020. Section 5.1 of the directive states:

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.

The expected results of section 5.2 of the directive are that Canadians are able to find and use Government of Canada information and data to:

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

This document will also describe SSC's plan to complete activities and deliverables aligned with one or more of the 12 commitments described in Canada's Action Plan on Open Government 2014–2016.

### 4. Context

#### 4.1 Shared Services Canada's Mandate, Vision and Mission

SSC was created on August 4, 2011 to transform how the Government of Canada manages its IT infrastructure. SSC is delivering mandated email, data centre and network services to partner organizations in a consolidated and standardized manner to support the delivery of Government of Canada programs and services. With a whole-of-government approach to IT infrastructure services, SSC is creating economies of scale to deliver more efficient, reliable and secure IT infrastructure services to departments. SSC also provides certain optional technology-related services to federal organizations on a cost-recovery basis.

##### 4.1.1 Responsibilities

The *Shared Services Canada Act* recognizes that the Government of Canada wishes to standardize and streamline, within a single shared services entity, certain administrative services that support government institutions. Through Orders-in-Council, the Department received specific responsibilities in the area of IT infrastructure services.

SSC's focus is to maintain and improve IT service delivery across the Government of Canada, generate savings, enhance security and implement government-wide solutions to transform IT infrastructure in order to improve services to Canadians.

SSC meets its responsibility by working with the information and communications technology sector to deliver an enterprise-wide email system, reduce the number of data centres while modernizing and increasing their efficiency, and transform telecommunications services. Budget 2013 further expanded SSC's mandate, adding the consolidation of government-wide procurement of software and hardware for workplace technology devices.

SSC contributes to the achievement of other critically important and transformational Government of Canada initiatives, including the vision of the public service of the future articulated in Blueprint 2020. In addition, SSC works with other Government of Canada cyber security agencies to improve security and support Canada's cyber security strategy.

## **4.2 Shared Services Canada's Population and Regional Distribution**

SSC is national in scope, with employees located in 43 federal departments and agencies.

Approximately 1,300 IT employees from Public Works and Government Services Canada transferred to SSC, then a new department, in the summer of 2011. An additional 5,000 IT and internal service employees from 42 other federal organizations were transferred in November 2011. Today, SSC has an experienced workforce of 6,100 personnel that operate under a new business model, one that encourages partnerships and is based on service excellence, innovation and value for money.

## **4.3 Shared Services Canada's Technological Environment**

SSC's mandate makes it unique, as its technological environment spans those of its partner organizations and the internal operational systems that it requires to function as an independent department.

SSC is mandated to manage IT-infrastructure services related to email, data centres and telecommunications, including videoconferencing and Wi-Fi for its 42 federal partners.

SSC's internal systems include standard Government of Canada enterprise resource applications for managing its finances and workforce; communications applications; and applications for IT service management and reporting.

## **4.4 Shared Services Canada's Role in Facilitating Open Government**

SSC has an implicit role in facilitating Open Government for the entire government. By enabling IT infrastructure for its 42 federal partners, SSC plays a foundational role in facilitating their ability to collect, store and disseminate data in support of Open Government.

SSC has also been instrumental in directly making key operational data more accessible to Canadians. On March 25, 2015, SSC officially launched GEDS 2.0, which provides a more accurate, up-to-date listing of employees to improve Canadians' access to services and resources. It is also equipped with improved functions that help public servants to find, connect with and work together with others.

## 4.5 Shared Services Canada's Challenges and Opportunities

### 4.5.1 Challenges

SSC faces a number of challenges in making datasets available for Open Government. These stem from its existence as a young department, tasked with managing a hybrid set of new and legacy systems for itself and partner organizations. The key challenges in implementing the Open Government Implementation Plan (OGIP) include:

- **Data ownership** – Systems managed by SSC contain data that is owned by partner organizations, and over which SSC does not have unilateral dissemination authority.
- **Availability of data from internal applications** – Many legacy systems used by SSC were not designed to disseminate structured datasets in machine-readable formats.
- **Quality of data in internal applications** – SSC inherited many of its internal operating applications and related data at the time of its creation, from different sources. This has created a need to address issues of structural integrity, timeliness, accuracy and completeness in data.
- **Common standards, guidelines and standard operating procedures** – SSC needs to develop and promote consistent practices to manage information efficiently and ensure that Open Government is considered in business processes and IT business applications.
- **Culture that is supportive of a move to “open” and “public-facing”** – As an internally focussed service provider to other federal organizations, SSC will need to move towards an environment that is conducive to sharing data and information to the Canadian general public.
- **Using new and existing budgets to address Open Government** – SSC must allocate dedicated resources and reallocate existing financial and human resources, to fund the work to be “open by default” now and “open by design” in the future.

### 4.5.2 Opportunities and Response

The fact that SSC is a young department provides it with an opportunity to establish its nascent information management (IM) policies in a way that supports “open” data.

SSC's IM/IT group, within its Chief Information Office, has initiated a Business Intelligence program that provides a foundation for meeting the challenges of Open Government at SSC. It is intended to provide an internal platform for analysis and reporting on internal data and includes supporting initiatives that will better position the Department to make datasets available for Open Government.

These initiatives include:

- **Building an enterprise data warehouse** – The data warehouse will syndicate, centralize and standardize data from across all major departmental systems and thereby streamline the process of collecting and disseminating information to the Open Government portal.
- **Cataloguing data sources** – In order to meet reporting requirements and ensure the completeness of the data warehouse, a cataloguing process has been undertaken to account for all enterprise data stores.
- **Ensuring data governance** – Owners of data sources are identified and work together through a data governance working group, to ensure that policies exist for the management of data, including lifecycle management, privacy and security, and quality.
- **Practising data management** – Data is proactively managed by designated stewards to ensure conformance with data governance policies, including thorough profiling and cleansing exercises to ensure higher levels of data quality.

In addition to the initiatives identified above, SSC's ability to address the challenges it faces in making datasets available for Open Government will require:

- Sustained leadership and governance in providing direction and support in order to deliver on SSC's Open Government obligations;
- Change management focussed on how SSC works with the aim of becoming "open by default" so that the Open Government obligations become a natural part of how the Department designs, delivers and supports its services to federal departments and Canadians; and
- The availability of financial and human resources to fund and support the work to be "open by default."

The challenges related to insufficient financial and human resources must be reiterated. Execution of the OGIP depends on the right talent and appropriate funding.

## 5. Outcomes

SSC will leverage the technical platform and business processes of its Business Intelligence program to implement the Directive on Open Government, further to the first commitment made in Canada's Action Plan on Open Government 2014–2016. Implementation of the directive will result in SSC being able to publish data in a secure, timely and accessible manner that is valuable to Canadians. In so doing, SSC will provide openness surrounding its progress in achieving its mandate of ensuring the agile, responsive and effective delivery of modern, reliable, secure and cost-effective IT infrastructure services. Moreover, it will position SSC to support five additional Open Government commitments set out in the action plan, as follows:

- **Supporting Open Data Canada** by implementing common standards for structuring released data.

- Supporting **Open Data Core Commitment** by contributing data to designated data portals and thereby providing Canadians with access to timely, comprehensive, high-value data in open, reusable formats.
- Supporting **Open Contracting** by complying with contract disclosure requirements for use in a single, standardized view by the public.
- Supporting **Open Information on Budgets and Expenditures** by complying with standardized procedures for proactive disclosure of financial information.
- Supporting **Open Information Core Commitment** by implementing GCDOCS to improve the management and accessibility of government records.

In addition to the above Open Government outcomes, SSC's implementation of the first commitment, **Open Government Directive**, will enable other Government of Canada commitments and priorities, including:

- The Government of Canada's **Red Tape Reduction Action Plan**, by making all data and information easily available and accessible to businesses across Canada and by sharing with them any innovation in the IT sector that may help them advance with the least amount of regulatory or access-to-information burdens.
- The Government of Canada's **Blueprint 2020 initiative**, by continuing implementation of SSC's Business Intelligence program in support of the OGIP, which focusses on providing SSC with open, reliable, quality data that will make decision making less cumbersome. This will provide transparency to SSC's decisions and decision-making processes.
- Supporting accountability, by increasing the transparency of the Department's decisions and decision-making processes.
- Aligning with the Policy Framework for Information and Technology to ensure the re-use of data and information to eliminate duplication, effort and redundancy.
- Possibly reducing costs associated with processing and releasing information following Access to Information requests when adopting the "open by default" concepts as described in Canada's Action Plan on Open Government 2014–2016.

## 6. Governance Structures and Decision Processes

The following subsections describe the governance structures and decision processes that support Open Government and how those responsibilities are delegated and fulfilled within SSC.

## 6.1 Roles and Responsibilities of the Deputy Head and the Information Management Senior Official

The governance of SSC's OGIP is derived from the responsibilities of the Deputy Head (the President of SSC) and the Information Management Senior Official (the CIO of SSC) set out in sections 6, 7 and 8 of the Directive on Open Government.

**Table 1: Deputy Head and Information Management Senior Official Responsibilities**

Position	Open Government Responsibilities
Deputy Head (President of SSC)	1. Approving SSC's OGIP.
	2. Ensuring engagement and commitment to the Open Government obligations.
	3. Responding to reports from the Information Management Senior Official regarding significant difficulties, gaps in performance or compliance issues.
Information Management Senior Official (CIO of SSC)	1. Overseeing the implementation and monitoring of the directive in the Department.
	2. Authorizing and maximizing the release of Government of Canada open data (structured data) and open information (unstructured documents) under an open and unrestrictive licence designated by the Treasury Board of Canada Secretariat (TBS).
	3. Bringing to the Deputy Head's attention any significant difficulties, gaps in performance or compliance issues, and developing proposals to address them.
	4. Ensuring that open data and open information is released in accessible and reusable formats via Government of Canada websites and services designated by TBS.
	5. Representing the Deputy Head to TBS for the purposes of the Policy on Information Management (and its associated policy instruments, e.g. the Directive on Open Government).
	6. 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.
	7. Maximizing the removal of access restrictions on departmental information resources of enduring value (IREV) prior to transfer to Library and Archives Canada (LAC) as part of planned disposition activities.
	8. Ensuring that Open Government requirements in sections 6.1 to 6.5 of the directive are integrated in any new plans for procuring, developing or modernizing departmental information applications, systems or solutions in support of the delivery of programs and services.
	9. 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.
	10. Overseeing SSC's compliance with the directive as per section 7 ("Monitoring and Reporting Requirements").
	11. Developing, posting to the designated website, implementing and annually updating the departmental OGIP.

Director General, Communications and Organizational Effectiveness	1. Web posting. Posting e-communications on behalf of all content and data owners.
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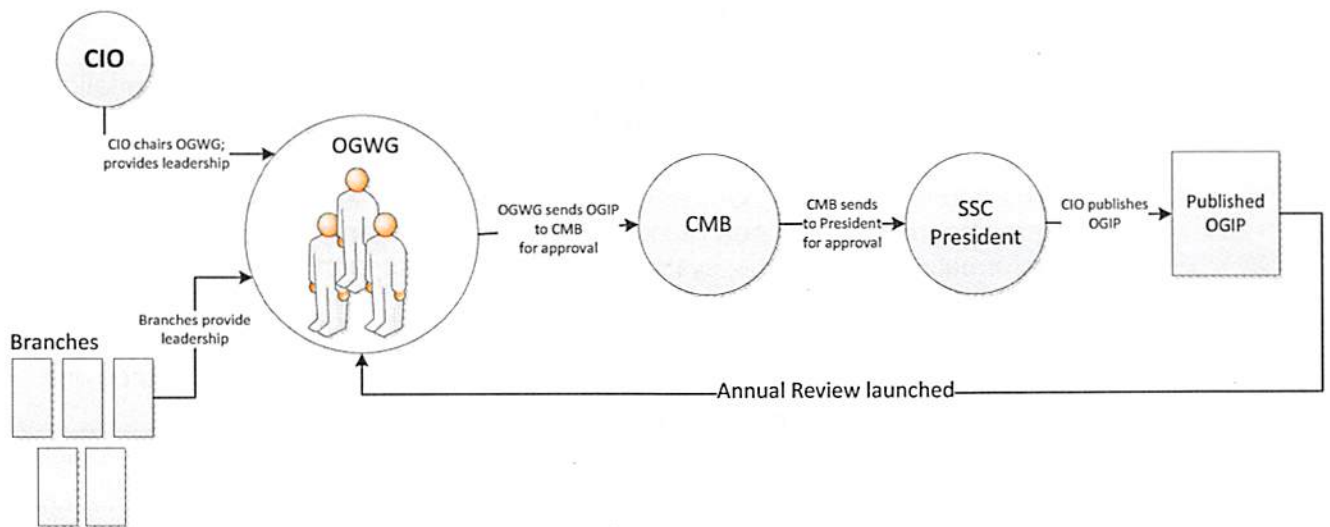
**Table 2: SSC’s Open Government Governance Bodies**

Committee	Description	Open Government Responsibilities
Open Government Working Group (OGWG)	This working group includes data owners (or similar designated representatives) from each branch with business knowledge of SSC programs.	This working group’s responsibilities for Open Government include working with program branches to develop and maintain SSC’s Open Government data and information inventory, and providing input on Open Government deliverables.
Corporate Management Board (CMB)	This board ensures excellent business practices and resource management throughout SSC, and that quality internal services and support are provided.	This board is responsible for providing oversight of the activities of SSC’s OGWG.

6.1.1 Shared Services Canada’s Governance and Update Process

Figure 1 below illustrates the process SSC will use to update the OGIP annually. The process will be led by SSC’s CIO, who will propose to the OGWG various updates that reflect how SSC will meet its commitments to Canada’s Action Plan on Open Government 2014–2016 and that are in line with any associated requirements in the Management Accountability Framework. Following consultations with SSC’s branches, the OGWG will submit the updated plan to the CMB for approval. The updated OGIP will then be sent to the President for final approval before publication.

**Figure 1: Illustration of the OGIP Governance and Update Process**



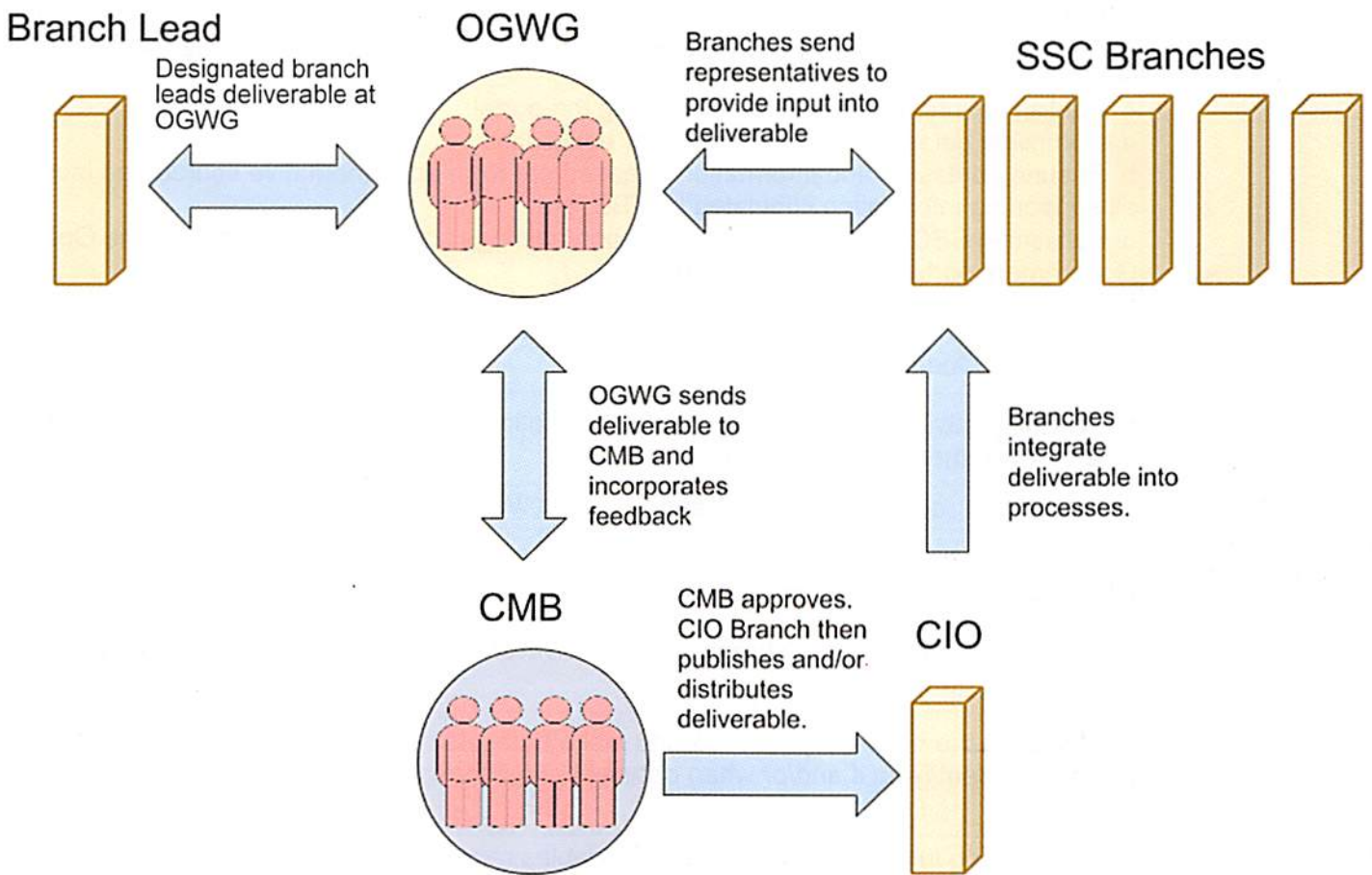
Note: Since Year 1 began in October 2014, the annual update of the OGIP will start in September of each year, with the goal of completing the updates by October 31 of each year (where updates are necessary).

### 6.1.2 Shared Services Canada's Governance Process for Open Government Deliverables

Figure 2 below illustrates how Open Government deliverables (listed in section 7, tables A and B below) will be (1) prepared by the designated branch lead with the support of SSC's OGWG, consisting of branch representatives, (2) approved by the CMB, (3) published or distributed by the CIO, and (4) implemented by the individual branches where applicable. All deliverables will be reviewed and approved by the CMB prior to implementation.

Note: SSC's Communications team is responsible for posting Open Government information, including proactive disclosure.

**Figure 2: Illustration of the Governance Process for Open Government Deliverables**





## 6.2 Roles and Responsibilities of Key Internal Stakeholders

**Table 3: Roles and Responsibilities of Key SSC Internal Stakeholders**

Role	Open Government Responsibilities
CIO	<ol style="list-style-type: none"> <li>1. Co-ordinating and managing Open Government:                             <ol style="list-style-type: none"> <li>a. Managing the activities of the OGWG;</li> <li>b. Delivering, managing and annually updating SSC's OGIP;</li> <li>c. Working to mobilize the Department in achieving OGIP milestones; and</li> <li>d. Tracking and reporting on the progress and status of the OGIP, Open Government deliverables and published datasets and information.</li> </ol> </li> <li>2. Managing compliance with TBS standards:                             <ol style="list-style-type: none"> <li>a. Creating release processes and checklists for departmental datasets and information;</li> <li>b. Working in conjunction with Communications to communicate and disseminate information related to Open Government compliance awareness, education and guidance to internal stakeholders; and</li> <li>c. Leading the development of Open Government standards and tools, including guidelines, templates, processes and methodologies (e.g. data quality framework).</li> </ol> </li> <li>3. Ensuring data safety by consulting with the IT Security team for advice and guidance in determining if datasets and information comply with IT Security requirements.</li> <li>4. Publishing information and administering the portal:                             <ol style="list-style-type: none"> <li>a. Compiling datasets and information for publication;</li> <li>b. Ensuring datasets and information released are from an authoritative source and include all supporting information stipulated by TBS; and</li> <li>c. Publishing SSC's datasets and information holdings so they are registered in the Open Government portal (<a href="http://open.canada.ca">open.canada.ca</a>).</li> </ol> </li> <li>5. Ensuring the Department's IT plan is aligned to support the implementation of the Directive on Open Government.</li> <li>6. Providing advice and guidance on implementation activities related to the Directive on Open Government that involve IT.</li> </ol>
All branches (branch business owners of data)	<ol style="list-style-type: none"> <li>1. Providing a representative to attend SSC's OGWG meetings.</li> <li>2. Identifying and maintaining the branches' contributions to the data inventory and the information inventory, and maintaining and supporting them once published.</li> <li>3. Ensuring that the data the branches make available for publication conforms to high standards of quality.</li> <li>4. Allocating the necessary resources to make datasets and information available to the public and identifying if and/or when datasets and information fall under specific criteria for exception.</li> </ol>
Finance	<ol style="list-style-type: none"> <li>1. Participating in Open Government deliverables regarding budget and expenditure information.</li> </ol>
Corporate Secretariat	<ol style="list-style-type: none"> <li>1. Participating in Open Government deliverables regarding access to information and privacy.</li> </ol>

Open Government Implementation Plan

	2. Assessing data and information to be released for its compliance with legislation and policy.
Communications	1. Developing and implementing a communications plan to support Open Government.
	2. Co-ordinating responses to the public on datasets with the offices of primary interest.
	3. Working in conjunction with the CIO to communicate and disseminate information related to Open Government compliance awareness, education and guidance to internal stakeholders.
	4. Posting the OGIP, information and dataset to the designated website.
	5. Ensuring activities related to the implementation of the Directive on Open Government are in line with the requirements of the Communications Policy of the Government of Canada.
	6. Providing advice and guidance on the Directive on Open Government implementation activities that involve communication.
Open Government Co-ordinator	1. Serving as the main point of contact on Open Government.
	2. Assuming responsibility for Open Government activity planning, scheduling, co-ordination and stakeholder onboarding, and for establishing Open Government working groups.
	3. Tracking progress on Open Government deliverables and performance measures.
	4. Providing education, guidance and communications on Open Government and raising awareness.
	5. Maintaining inventories and prioritizing data and information for release annually.
	6. Co-ordinating the release of data and information.
	7. Providing guidance to data stewards on the release process.
	8. Managing the Department's catalogue of data and information, and information holdings (i.e. metadata) published on open.canada.ca.
IM functional specialists	1. Supporting the management of information and data throughout its lifecycle.
	2. Working with the Open Government Co-ordinator to assemble and maintain inventories, the prioritization process and the release schedule.
	3. Providing advice, training and awareness sessions.
	4. Analyzing Open Government policies and standards for their impact on IM.

### 6.3 Communication, Awareness and Engagement

SSC is committed to raising awareness and fostering the necessary culture shifts to deliver on the Directive on Open Government within the Department. SSC will support and participate in

government-wide communications to promote the Open Government initiative as required. SSC is working in partnership with TBS's Open Government implementation working groups, along with other departments and agencies, and is gathering feedback from internal stakeholders. In light of the outcomes, SSC will leverage findings and develop a communication and engagement plan to support the implementation of the Open Government initiative.

## 7. Shared Services Canada's Planning Tables

The resources noted below are based on preliminary benchmark estimates, derived from other Government of Canada departments.

NOTE: Year 1 spans from October 2014 to October 2015.

**Planning Table A: Directive on Open Government Requirements**

Directive Section No.	Compliance Requirement	Deliverables/Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)	Status
6.1	Maximizing the release of Government of Canada data and information under an open and unrestricted license designated by TBS	SSC's Data Release Plan	Chief Information Office, Corporate Services	Prepare and publish SSC's Data Release Plan (pre-requisite: SSC Data Inventory)	Year 2	Year 2	<ul style="list-style-type: none"> <li>IM specialists</li> <li>Technical analysts</li> </ul>	Not started
		SSC's Information Release Plan	Chief Information Office, Corporate Services	Prepare and publish SSC's Information Release Plan (pre-requisite: SSC Information Inventory)	Year 3	Year 4	<ul style="list-style-type: none"> <li>To be determined (TBD)</li> </ul>	Not started
6.2	Ensuring that open data and open information is released in accessible and reusable formats via Government of Canada websites and services designated by TBS	Listing of accessible and reusable formats (for data and information) to be used at SSC	Chief Information Office, Corporate Services	Develop and publish SSC's Open Data and Information Guidelines and standards	Year 1	Year 4	<ul style="list-style-type: none"> <li>IM specialists</li> <li>Technical analysts</li> </ul>	Open Data complete Open Information not yet started – awaiting information from TBS
		Conversion process(es) for data identified for release whose native format is not accessible and reusable	Chief Information Office, Corporate Services	Develop and publish SSC's Open Data Guidelines and standards	Year 1	Year 2	<ul style="list-style-type: none"> <li>IM specialists</li> <li>Technical analysts</li> </ul>	In progress

Open Government Implementation Plan

		Conversion process(es) for information identified for release whose native format is not accessible and reusable	Chief Information Office, Corporate Services	Develop and publish SSC's Open Information Guidelines and standards	Year 2	Year 4	<ul style="list-style-type: none"> <li>• IM specialists</li> <li>• Technical analysts</li> </ul>	Awaiting information from TBS
		Release process to support the publication of SSC's data	Chief Information Office, Corporate Services	Enhance SSC's Open Data Guidelines and standards	Year 1	Year 1	<ul style="list-style-type: none"> <li>• IM specialists</li> <li>• Technical analysts</li> </ul>	Completed, with ongoing updates
		Release process to support the publication of SSC's information	Chief Information Office, Corporate Services	Enhance SSC's Open Information Guidelines and standards	Year 3	Year 4	• TBD	Awaiting information from TBS
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	Methodology for establishing a data inventory	Chief Information Office, Corporate Services	Develop and publish departmental open data inventory templates	Year 1	Year 2	<ul style="list-style-type: none"> <li>• IM specialists</li> <li>• Technical analysts</li> </ul>	In progress
Methodology for establishing an information inventory		Chief Information Office, Corporate Services	Develop and publish departmental open information inventory templates	Year 3	Year 4	<ul style="list-style-type: none"> <li>• IM specialists</li> <li>• Technical analysts</li> </ul>	Awaiting information from TBS	
Data inventory (detailed, itemized list or lists that describe the volume, scope and complexity of the data held by SSC)		All branches	Complete SSC's Data Inventory	Year 1	Year 3	<ul style="list-style-type: none"> <li>• IM specialists</li> <li>• Technical analysts</li> <li>• Subject-matter experts</li> </ul>	In progress	
Information inventory (detailed, itemized list or lists that describe the volume, scope and complexity of the information held by SSC)		All branches	Complete SSC's Information Inventory	Year 3	Year 4	<ul style="list-style-type: none"> <li>• IM specialists</li> <li>• Technical analysts</li> </ul>	Awaiting information from TBS	

Open Government Implementation Plan

		Renewal process(es) to maintain the currency of SSC's data inventory	Chief Information Office, Corporate Services	Develop and publish departmental open data inventory renewal process(es) and templates	Year 2	Year 3	<ul style="list-style-type: none"> <li>• IM specialists</li> <li>• Technical analysts</li> </ul>	Not started
		Renewal process(es) to maintain the currency of SSC's information inventory	Chief Information Office, Corporate Services	Develop and publish departmental open information inventory renewal process(es) and templates	Year 3	Year 4	<ul style="list-style-type: none"> <li>• IM specialists</li> <li>• Technical analysts</li> </ul>	Awaiting information from TBS
		Assets included in the data inventory are evaluated to determine their eligibility and priority for release		Complete SSC's Data Inventory – eligibility and priority elements	Year 2	Year 3	<ul style="list-style-type: none"> <li>• IM specialists</li> <li>• Technical analysts</li> <li>• Subject-matter experts</li> </ul>	Not started
		Assets included in the information inventory are evaluated to determine their eligibility and priority for release	All branches	Complete SSC's Information Inventory – eligibility and priority elements	Year 3	Year 4	TBD	Not started
6.4	Developing, posting to the designated website, implementing and annually updating a departmental OGIP	Governance structures are in place to oversee the implementation of activities within SSC's OGIP	Chief Information Office, Corporate Services	Plan and implement Open Government governance	Year 1	Year 2	<ul style="list-style-type: none"> <li>• Open Government Co-ordinator</li> </ul>	In progress
		SSC's OGIP	Chief Information Office, Corporate Services	Deliver, execute and manage the OGIP	Year 1	Year 2	<ul style="list-style-type: none"> <li>• Open Government Co-ordinator</li> </ul>	In progress
		Signatures in section 2 ("Approvals") of SSC's OGIP	Chief Information Office, Corporate Services	Obtain approval of SSC's OGIP	Year 1	Year 2	<ul style="list-style-type: none"> <li>• Open Government Co-ordinator</li> </ul>	In progress

Open Government Implementation Plan

		SSC's OGIP is staffed and funded	All branches	Staff and fund SSC's OGIP activities	Year 1	Year 5	SSC's Information Management Senior Official (CIO) EIS Director	In progress
		Monitoring and reporting processes for assessing progress and maintaining the currency of SSC's OGIP	Chief Information Office, Corporate Services	Monitor and report the progress made on SSC's OGIP	Year 2	Year 3	• Open Government Co-ordinator	Not started
		SSC's first annual updating of the OGIP	Chief Information Office, Corporate Services	Update the OGIP annually	Year 2	Year 2	• Open Government Co-ordinator	Not started
		SSC's second annual updating of the OGIP	Chief Information Office, Corporate Services	Update the OGIP annually	Year 3	Year 3	• Open Government Co-ordinator	Not started
		SSC's third annual updating of the OGIP	Chief Information Office, Corporate Services	Update the OGIP annually	Year 4	Year 4	• Open Government Co-ordinator	Not started
		SSC's fourth annual updating of the OGIP	Chief Information Office, Corporate Services	Update the OGIP annually	Year 5	Year 5	• Open Government Co-ordinator	Not started
6.5	Maximizing the removal of access restrictions on departmental information resources of enduring value prior to transfer to	Methodology for the removal of access restrictions from data and IREVs prior to their transfer to the LAC	Chief Information Office, Corporate Services	Develop a methodology to remove access restrictions from IREVs prior to transfer to LAC	Year 2	Year 3	• IM specialists • Technical analysts	Awaiting information from TBS and LAC
		Methodology for the	Chief	Integrate and execute	Year 2	Year 3	• IM specialists	Awaiting

Open Government Implementation Plan

	LAC	removal of access restrictions from data and IREVs prior to their transfer to LAC is integrated into SSC's disposition plans and procedures	Information Office, Corporate Services	the removal of access restrictions on IREVs prior to transfer to LAC			• Technical analysts	information from TBS and LAC
6.6	Ensuring that open government requirements in sections 6.1 to 6.5 of the directive are integrated in any new plans for procuring, developing or modernizing departmental information applications, systems or solutions in support of the delivery of programs and services	Governance structures are in place to ensure that the requirements of the Directive on Open Government are integrated into any new plans for procuring, developing or modernizing departmental information applications, systems or solutions	Chief Information Office, Corporate Services	Plan and implement Open Government governance for oversight	Year 2	Year 2	• Open Government Co-ordinator	Not started
		Directive on Open Government requirements are integrated into SSC's procurement process(es) for information applications, systems and solutions	Chief Information Office, Corporate Services	Integrate Open Government into SSC's procurement processes for applications, systems and solutions	Year 2	Year 4	• IM specialists • Technical analysts	Not started
		Directive on Open Government requirements are integrated into SSC's development process(es) for information applications, systems and solutions	Chief Information Office, Corporate Services	Integrate Open Government into SSC's development process(es) for applications, systems and solutions	Year 1	Year 4	• IM specialists • Technical analysts	Not started
		Directive on Open Government requirements are integrated into SSC's modernizing process(es) for information applications, systems and solutions	Chief Information Office, Corporate Services	Integrate Open Government into SSC's modernization process(es) for applications, systems and solutions	Year 1	Year 4	• IM specialists • Technical analysts	Not started



Open Government Implementation Plan

7.1	Departmental information management senior officials, as designated by the Deputy Head, are responsible for overseeing the implementation and monitoring of the directive in the Department	Performance framework for the monitoring of SSC's progress against the activities and deliverables/milestones in the OGIP	Chief Information Office, Corporate Services	Establish a performance framework to monitor SSC's progress against the activities and deliverables/milestones in the OGIP	Year 1	Year 2	• Open Government Co-ordinator	Not started
		Progress against the activities and deliverables/milestones in SSC's OGIP is regularly reported to the governance bodies in place to oversee the implementation	Chief Information Office, Corporate Services	Implement OGIP performance reporting	Year 2	Year 5	• Open Government Co-ordinator	Not started
		Performance framework for the monitoring of SSC's ongoing compliance with the requirements of the directive	Chief Information Office, Corporate Services	Plan and implement compliance management	Year 2	Year 3	• IM specialists	Not started
		Process to ensure significant difficulties, gaps in performance, or compliance issues are reported to the Deputy Head (President)	Chief Information Office, Corporate Services	Implement OGIP performance reporting	Year 2	Year 3	• Open Government Co-ordinator	Not started

**Planning Table B: SSC's Open Government Commitments Roles and Responsibilities**

Action Plan Section No.	Compliance Requirement	Deliverables/ Milestones	Lead	Activities	Start Date	End Date	Resources (Human and Financial)	Status
B.1)	Open Data Canada	Establishment of common principles, standards and licensing across all levels of government	Chief Information Office, Corporate Services	Provide input to TBS for the development of common open data principles for adoption by governments across Canada	Year 1	Year 3	• Open Government Co-ordinator	Not started
B.4)	Open Data Core Commitment	Published datasets on open.canada.ca	All branches	Create and publish data sets	Year 1	Year 3	• IM specialists • Technical analysts • Subject-matter experts	In progress
C.3)	Open Contracting	Published contract data that complies with new disclosure requirements	Finance	Create and publish data sets	Year 3	Year 5	• Subject-matter experts	Not started
C.4)	Open Information on Budgets and Expenditures	Government of Canada budget and expenditure information published on open.canada.ca	Finance	Contribute to broadening the budget and expenditure information published	Year 1	Year 3	• Financial specialists	In progress
C.6)	Open Information Core Commitment	Implementation of GCDOCS across the organization	All branches	Make records more easily accessible	Year 1	Year 3	IM specialists	In progress

# Analysis of the Open Government Commitments

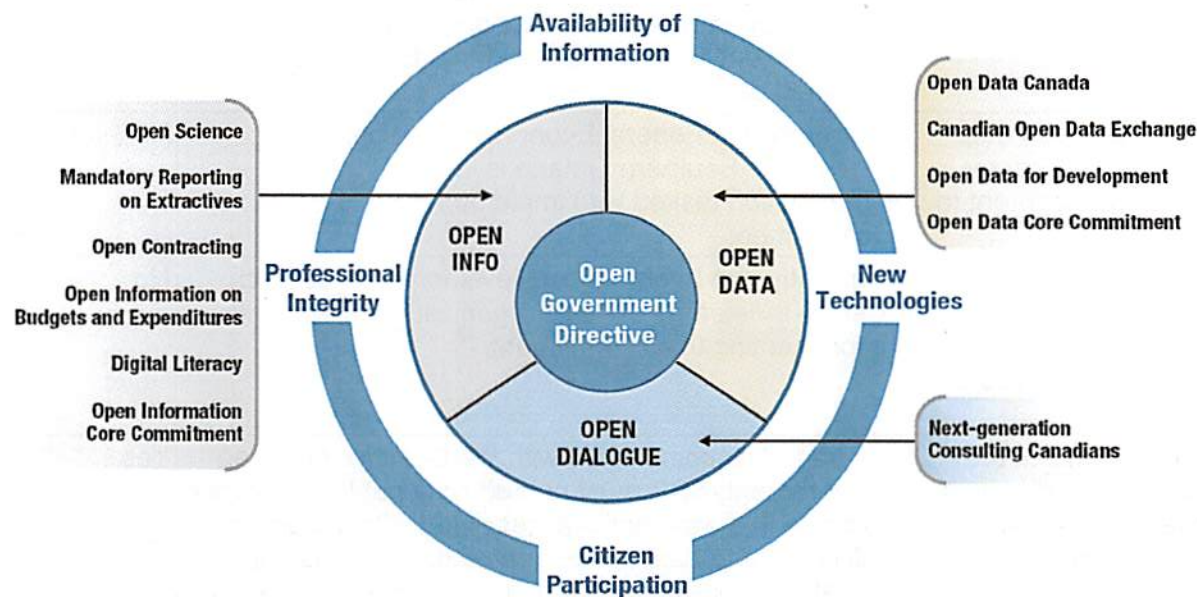
## Introduction

In Canada's Action Plan on Open Government 2014–2016, the Government of Canada made 12 Open Government commitments. This document provides details on the rationale that Shared Services Canada (SSC) used to determine the 6 commitments that it supports and has included in its Open Government Implementation Plan.

## Background

The 12 commitments made in Canada's Action Plan on Open Government 2014–2016 will advance Open Government principles in Canada over the next two years and beyond. The Directive on Open Government, the result of the first commitment, provides federal departments and agencies with new policy direction on Open Government and with foundational support for each of the remaining 11 commitments, which fall into three streams: Open Data, Open Information and Open Dialogue.

Figure 1: Canada's Action Plan on Open Government 2014–2015 Diagram



## Analysis of the Open Government Commitments

The following table lists all of the 12 Open Government commitments, provides a description of each commitment (including the aim as required), discusses each commitment's relevance to SSC and states whether it is supported by SSC.

**Table 1: Analysis of the Open Government Commitments**

Commitment	Description	Relevance to SSC	Supported By SSC
1. Open Government Directive	The Government of Canada will issue mandatory policy requiring federal government departments and agencies to maximize the release of data and information of business value subject to applicable restrictions related to privacy, confidentiality and security. Eligible data and information will be released in standardized, open formats both free of charge and without restrictions on reuse.	As a mandatory policy required of federal departments, SSC must support this commitment and comply with the requirements contained in the Directive on Open Government.	Yes
2. Open Data Canada	The Government of Canada will work with provinces, territories and municipalities to break down barriers to integrated, pan-Canadian open data services through the establishment of common principles, standards and licensing across all levels of government.	As part of its compliance with the Directive on Open Government, SSC must publish data publicly. In order to do so in a consistent and unified way with other federal departments, it will support and assist the development of common standards for structuring released data.	Yes
3. Canadian Open Data Exchange	The Government of Canada will establish an open data institute to support collaboration with the private sector, civil society, academia and other levels of government to promote the commercialization of open data.	Currently, the Federal Economic Development Agency for Southern Ontario is listed as the sole organization tasked with implementing this commitment.	No
4. Open Data for Development	The Government of Canada will work with developing countries to harness the potential of open data to enhance accountability, create new solutions for delivery of public services and create new economic opportunities around the world.	Currently, the International Development Research Centre is listed as the sole organization tasked with implementing this commitment.	No
5. Open Data Core Commitment	The Government of Canada will continue to unlock the potential of open data through a series of innovative and forward-looking projects that drive government-wide progress on open data and prioritize easy access to high-value federal data.	As part of its compliance with the Directive on Open Government, SSC must publish data publicly. In order to do so in a way that is accessible to Canadians, it will contribute data to designated data portals and thereby provide access to timely, comprehensive, high-value data in open, reusable formats.	Yes
6. Open Science	The Government of Canada will maximize access to federally funded scientific research to encourage greater	SSC does not conduct or fund original scientific research, thus this commitment does not apply to	No

	collaboration and engagement with the scientific community, the private sector and the public.	SSC.	
7. Mandatory Reporting on Extractives	The Government of Canada will introduce legislation on mandatory reporting standards for the extractive sector that require the reporting of certain payments made to governments related to the commercial development of oil, gas and minerals.	Currently, Natural Resources Canada is listed as the sole organization tasked with implementing this commitment.	No
8. Open Contracting	The Government of Canada will coordinate single-window access to a broad range of open contracting information from across federal departments.	SSC will support this commitment by complying with contract disclosure requirements for use in a single, standardized view by the public.	Yes
9. Open Information on Budgets and Expenditures	The Government of Canada will publish expanded information and data on federal spending to help Canadians understand, and hold the government accountable for, the use of public monies.	SSC will support this commitment by complying with standardized procedures for proactive disclosure of financial information.	Yes
10. Digital Literacy	The Government of Canada will support the development of tools, training resources and other initiatives to help Canadians acquire the essential skills needed to access, understand and use digital information and new technologies.	Currently, Employment and Social Development Canada is listed as the sole organization tasked with implementing this commitment.	No
11. Open Information Core Commitment	The Government of Canada will expand the proactive release of information on government activities, programs, policies and services, making information easier to find, access and use.	SSC will support this commitment through the implementation of GCDOCS, to improve management and accessibility of government records.	Yes
12. Next-generation Consulting Canadians	The Government of Canada will provide direction and next-generation tools and resources to enable federal departments and agencies to consult more broadly with citizens and civil society in support of the development and delivery of government policies and programs.	Currently, the Treasury Board of Canada Secretariat and the Privy Council Office are solely designated as the lead organizations tasked with implementing this commitment.	No

To conduct the above analysis, SSC referred to [Canada's Action Plan on Open Government 2014–2016](#), which includes leads for each deliverable. SSC also interpreted the scope of support as being direct.