



Open Government Implementation Plan (OGIP)

May 2017



Version Control Table

Date	Action
July 2016	Version 1.0
November 2016	Version 2.0 Adjusted the Challenges and Opportunities Table to reflect feedback received at the CSPC Executive Committee on November 18 th , 2016 (pages 7 and 8).
January 2017	Version 3.0 includes DM corrections and clarifications
February 2017	Version 4.0 includes further DM requests for clarifications
April 2017	Version 5.0 includes DMO, VPO and CIO modifications based on recent organizational changes
May 2017	Version 6.0 includes updates in timetable

Open Government Implementation Plan (OGIP)

Prepared by the Information, Innovation and Technology (II&T) Directorate, Enterprise Information Management (EIM), Canada School of Public Service (CSPS).

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1. Executive Summary

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 activities, the Government of Canada has worked to ensure transparency on federal operations to enable Canadians to hold their government accountable. The commitments included in the [Third Biennial Plan to the Open Government Partnership](#) will further the progress on the delivery of transparent and accountable programs and services focused 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](#). All data and information resources of business value held by Government of Canada departments and agencies are to be open by default and released as open data and/or open information unless subject to valid exceptions.

This document describes the Canada School of Public Service's plan to complete activities and deliverables aligned to the requirements of the [Directive on Open Government](#), supporting the move to "open by default". Working in collaboration with TBS, Canada School of Public Service is a leader in providing Open Government learning material and opportunities to support a shift to greater transparency and engagement.

Canada School of Public Service's plan to implement Open Government is outcomes-based and focusses on greater transparency, increased engagement with Canadians, opportunities for innovation, data quality and efficiencies, and improved access to information. The department recognizes challenges associated with achieving these outcomes, including a significant culture shift to transition to "open by default" and the potential significant time and effort to be spent identifying and assessing the data and information for release, opportunities exist, along with these challenges, to streamline business processes, and standardize data and information. Relying on CSPS's Integrated Plan 2016-17 and Enterprise Information Management Strategy 2015-2018 to lay the foundation for the future and for guidance, the department will plan an engaging communication approach to raise awareness and foster the cultural change needed for CSPS to be "open by default".

A strong governance structure and department-wide engagement are critical for the success of Open Government implementation. The governance structure for Open Government is aligned to the CSPS's Senior-level Governance Structure. Additionally, the Data Strategies and Integration Sub-Committee (DSIC) will be used for advice, guidance and feedback.

Treasury Board Secretariat (TBS) has identified 34 distinct deliverable/milestones that each department is required to implement to achieve the objectives of the [Directive on Open Government](#). TBS has allowed a 5 year implementation period starting in November 2014 and ending in March 2020. The School just completed its transition to a new business model, including the renewal of its learning curriculum and modernization of its learning platform. The School offers public service employees a common curriculum that is more relevant, responsive, accessible and dynamic than ever before. This transformation initiative required a major redesign of our data architecture which had a direct impact on our ability to align the School's Open Government Implementation Plan timelines with the TBS schedule. The School is currently managing the challenge by adapting the CSPS timetable (as illustrated in section 7.2) and providing the project team the opportunity to make up for this delay.

Government-wide initiatives such as Destination 2020 as well as the need to be compliant to the Directive on Open Government and the Directive on Recordkeeping will drive the Department to evolve and modernize its business processes.

Important planning assumptions, as well as roles and responsibilities, are outlined communicating how the department plans to meet the requirements of the [Directive on Open Government](#). As part of the department's plan to comply with the Directive by 2020, CSPS's OGIP will be posted online and updated annually.



2. Approvals

Richard St-Jean
Information Management Senior Official /
Chief Information Officer
Canada School of Public Service

MAY 30 2017

Date

Wilma Vreeswijk
Deputy Minister / President
Canada School of Public Service

June 2/2017

Date



3. Purpose

This document describes the Canada School of Public Service (CSPS)'s plan to complete activities and deliverables aligned to the requirements of the [Directive on Open Government](#), in order to achieve full compliance by the March 31st, 2020 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* (Section 5.2) 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

The Canada School of Public Service is the common learning service provider for the Public Service of Canada. CSPS has a legislative mandate to provide a range of learning activities to build individual and organizational capacity and management excellence within the public service. The School is headed by a Deputy Minister/President who is responsible for setting the direction of the School's policies and programs and for ensuring that the organization meets the learning needs of public servants across Canada. The School is also part of the Treasury Board portfolio under the authority of the President of the Treasury Board.

Established on April 1, 2004, under the [Public Service Modernization Act](#) and operating under the authority of the [Canada School of Public Service Act](#) (CSPS Act), the School's primary responsibility is to provide a range of learning opportunities and develop a learning culture within the public service.

The School is mandated under the CSPS Act to:

- Encourage pride and excellence in the public service;
- Foster a common sense of purpose, values and traditions in the public service;
- Support deputy heads in meeting the learning needs of their organizations; and
- Pursue excellence in public management and administration.

The School supports deputy head accountabilities with respect to leadership and professional development across the public service by identifying organizational needs and designing and delivering high-quality, practical programs that address the key development requirements of public service employees. In this regard, the School's strategic outcome is to ensure that Federal public service employees have the common knowledge, skills and competencies to fulfill their responsibilities in serving Canadians.

With campuses and regional offices located across Canada, in addition to the GCcampus online learning portal, the School's vision is to be the school of choice for public servants by offering the highest quality of learning experiences.

Working in collaboration with TBS, Canada School of Public Service is a leader in providing Open Government learning material and opportunities to support a shift to greater transparency and engagement. The School will provide enhanced learning opportunities and additional materials to raise public servants' awareness and understanding of open government principles and practices.



In February 2016, the School approved a three year Enterprise Information Management Strategy (2015-2018). The priorities identified in the strategy have been integrated into CSPS's 2016-17 Integrated Plan for the Information, Innovation and Technology area of responsibility. The primary objective of the strategy is to establish a culture of information management at the School by recognizing the importance of valuing information, managing information at an enterprise level, and treating information as a strategic resource. Of equal importance is to be open and accountable to Canadians in how we collect, manage, make accessible and use information.

The challenges and opportunities that the School will experience in the course of executing the OGIP can be described as follows:

	Challenges	Opportunities
Culture Shift	A culture change is needed to move towards an environment that is conducive to data and information sharing with Canadians, in support of the Government of Canada "open by default" position.	Opportunities exist for the School to proactively improve institutional transparency and accountability. This OG objective represents an enhancement to traditional federal government mechanisms which support the public release of information/data (Proactive disclosure, ATIP, etc.). Additionally, opportunities exist to leverage the Enterprise Information Management Strategy priority to build a strong and renewed IM culture within CSPS.
Standardize practices	The School needs to develop a set of standards and guidelines in order to promote consistent practices among staff to manage information efficiently, and to ensure that Open Government is considered and implemented within business processes and in the design of IT business applications.	Opportunities exist for the School to improve efficiency and effectiveness of its core mandate and service delivery.
Legacy systems and data quality	Data and information eligible for release on the Open Government portal are contained in legacy systems that were not designed to meet Open Government requirements. Time and resources will be needed to identify, retrieve, and reformat the data in order to make it accessible on the portal.	Opportunity exists to standardize CSPS data integrity/quality framework.
Geographic dispersion	The department's national structure across multiple regions will increase the level of complexity when horizontally implementing standard Open Government processes. Strong governance will be essential to meeting objectives.	Opportunities exist to streamline national business processes.
Datasets identification	Developing a complete departmental dataset inventory will require significant time and resources. Challenges include the overall volume of departmental data, the diverse sources of the data.	As result of broad engagement of internal business areas and stakeholders required to identify data, opportunities exist for CSPS to maximize the release of departmental information and data, and to optimize its overall value and reusability.



<p>Release process</p>	<p>Standardization and prioritization will be required to ensure that datasets and information are fully and consistently reviewed prior to public release. When releasing data and information, CSPS must ensure to mitigate all challenges related to the release process, such as protecting personal information and to ensure commercial or proprietary information is not released into the public domain.</p>	<p>Clearly identified standard release processes and appropriate resource allocation will present opportunities to prevent risks such as Privacy Act breaches, which could occur due to the possible pairing of information between datasets. Leveraging existing CSPS access to information and privacy and communication expertise with the combination of legal advice will provide the opportunity to make well informed decisions in regards to the release process.</p>
<p>Data ownership</p>	<p>In order to meet objectives, business areas at CSPS often work horizontally using shared data across numerous applications. In some cases, identifying the “real” business owners of datasets and information may be complex.</p>	<p>Opportunities exist to streamline applications and leverage data more effectively in support of business priorities.</p>
<p>Capacity and resources</p>	<p>The School will need to closely consider its capacity to address the number of potential questions that may be received from both internal and external stakeholders.</p> <p>As implementation activities increase, the level of resources required to support Open Government will require consistent monitoring and evaluation in order to meet expectations. In addition, the investment required to prepare datasets for release in useable formats may be very high and will include the need to assess whether CSPS is collecting the right data and information for the right purposes; for example, ensuring consistent elements across datasets will be an important part of meeting this challenge.</p>	<p>As a result of ensuring consistent elements across datasets, there are opportunities to achieve efficiencies based on standardization.</p>
<p>Competing priorities</p>	<p>A challenge for CSPS in implementing the OG initiative is to manage its workload effectively in order to deliver on its mandate, while also making progress on the various government-wide initiatives with a limited resource base.</p>	<p>Opportunities exist in integrating OG deliverables into existing areas of management plans.</p>



5. Outcomes

The School continuously strives to be transparent and accountable in the way it conducts its business. Our commitment to Open Government stems from the federal government's ongoing dedication to openness and accountability by broadening access to data and information. As such, the School's strategic directions reflect a changing public service environment, shifting demographics and the increasing variety and richness of learning resources. They support the Blueprint 2020 vision of a modern, networked, tech-savvy public service that is equipped to serve Canadians with excellence.

The main outcomes that CSPS is expecting from implementing the Directive on Open Government are the following:

- Supporting accountability by increasing the transparency of CSPS's decisions and decision-making processes;
- Optimizing the value and reusability of the School's data and information;
- Clarified roles and accountabilities with respect to information and data management;
- Faster and easier access to information for all employees through the use of modern tools and systems;
- Improved data quality enabling richer analysis and results for use in improving program and service delivery;
- Up-to-date and complete inventory of data and information resources of business value, as well as related retention and disposal schedule; and
- Reduced level of effort to respond to external requests for information and data.

6. Governance Structures and Decision Processes

The following sub-sections describe the governance structures and decision processes that support open government and how those responsibilities are delegated and fulfilled within the institution.

6.1 Roles and Responsibilities – Deputy Head and Information Management Senior Official

The governance of the Canada School of Public Service's Open Government Implementation Plan (OGIP) is overseen by the responsibilities identified for the Information Management Senior Official (IMSO) and Deputy Head (DH) in sections 6 (Requirements), 7 (Monitoring and Reporting Requirements), and 8 (Consequences) of the *Directive on Open Government*.

	Open Government Responsibilities
Deputy Minister/President	<ul style="list-style-type: none"> • The Deputy Minister/President is the School's Deputy Head; • Designates the IMSO to meet the requirements under sections 6 and 7 of the <i>Directive on Open Government</i>; • Approves the School's OGIP and subsequent updates.
Chief Information Officer (CIO)/Information Management Senior Official (IMSO)	<ul style="list-style-type: none"> • The CIO is designated by the Deputy Minister/President as the School's IMSO; • Pre-approves the OGIP and its subsequent updates prior to submission to the Deputy Minister/President.
Information Management Specialists (IM Specialists)	<ul style="list-style-type: none"> • Reporting to the CIO, IM Specialists ensure that all deliverables and milestones are met in compliance with the <i>Directive</i>; • Drafts the initial OGIP and subsequent updates.

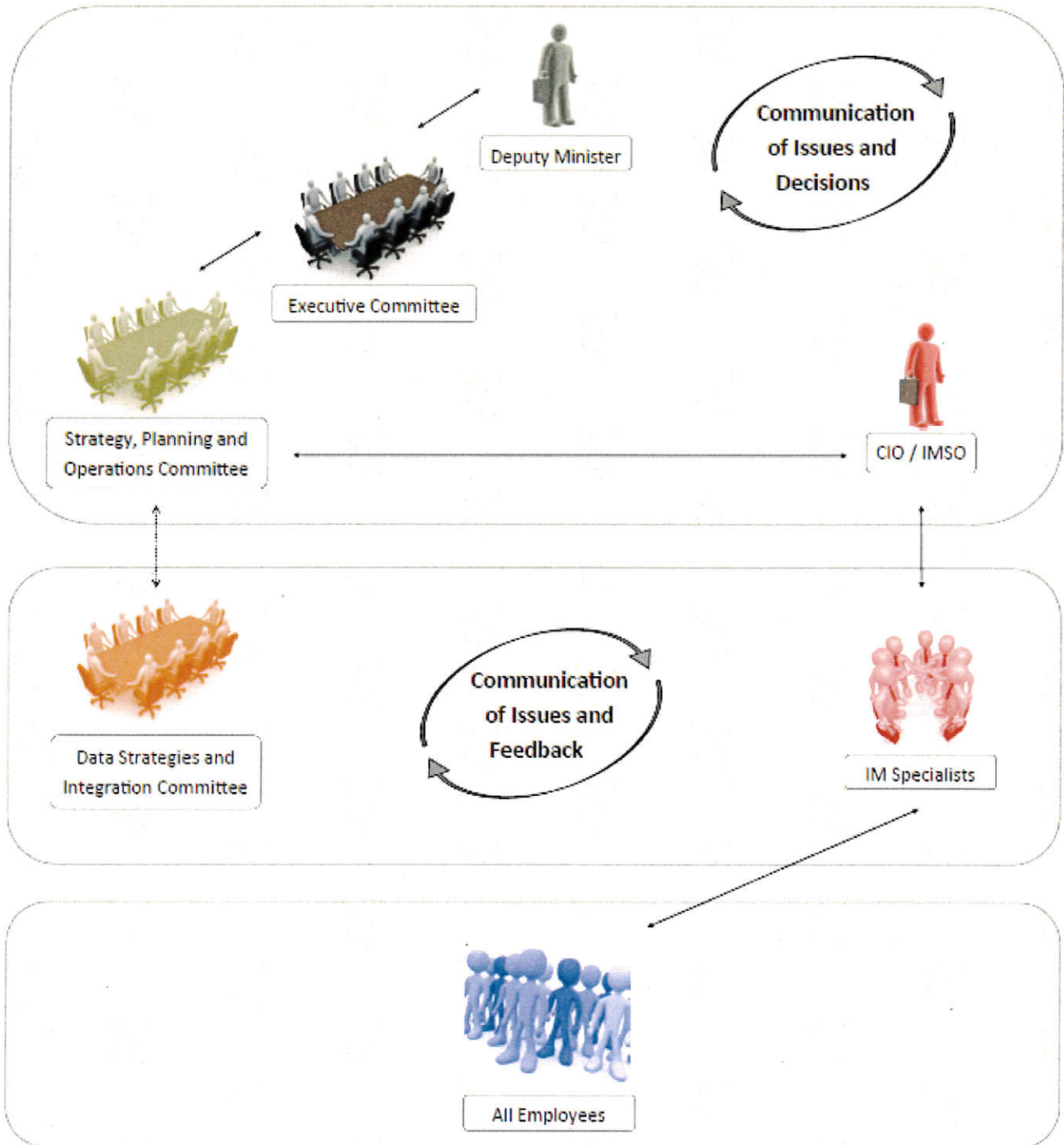


Governance Committees that oversee or support Open Government at CSPS

Committee	Mandate	Reports to
Executive Committee (EC)	<p>Subject to the Deputy Minister/ President's authority for the good operations and performance of the School, the EC is the School's most senior decision-making body:</p> <ul style="list-style-type: none"> • Oversees and decides on the development and implementation of the School's strategic plans; • Receives input, considerations and decisions rendered by the Strategy, Planning and Operations Committee and reviews and assesses those decisions and recommendations, with the exception of policies that rest with EC; • Provides leadership and direction to the School's management and employees; and, • Acts as the whole of department panel for performance and talent management. 	Deputy Minister/ President
Strategy, Planning and Operations Committee (SPOC)	<p>SPOC is responsible for making recommendations, taking decisions, as well as implementing EC decisions per approved direction, while supporting integrated approaches to issues across the School. It is also a forum for horizontal discussion of the implementation of the Strategic Directions initiative, as well as operational and management issues</p>	Executive Committee
Data Strategies and Integration Sub-Committee (DSIC)	<p>To oversee data governance across CSPS in support of a one-School approach to evidence-based decision making.</p> <p>The DSIC will be used for communication of issues and to provide feedback.</p>	Strategy, Planning and Operations Committee



CSPS Open Government Governance Relationship Structure





6.2 Roles and Responsibilities – Key Stakeholders

Key Stakeholders	OG Roles and Responsibilities
Corporate Services Branch (CSB)	<ul style="list-style-type: none"> • Works to mobilize the School in achieving OGIP deliverables and milestones; tracks and reports on the progress and status of the OGIP, drafts the initial OGIP and subsequent annual updates. • Determines if datasets meet IT security requirements; assists business owners with retrieving and converting datasets and information into publishable file formats. • Leads financial and procurement-related datasets and information eligible for publication. • Leads strategic directions-related datasets and information eligible for publication. • Leads priorities and performance-related datasets and information eligible for publication. • Assists with OG milestones regarding Access to Information and Privacy.
Learning Programs Branch (LPB)	<ul style="list-style-type: none"> • Leads learning programs datasets and information eligible for publication. • Conducts a communication review and edit of OGIP prior to final approval and publishing.

6.3 Communication, Awareness, and Engagement

CSPS is proactively working with TBS OG Secretariat and other departments to understand how to best communicate CSPS's OGIP and the department's OG obligations through communication and awareness plans. The primary objective of the CSPS' Enterprise Information Management Strategy is to establish a culture of information management in the organization. To achieve this transition, CSPS will develop an IM Change Management strategy and will leverage it to manage the change resulting from the implementation of OGIP.



7. Planning Table

The planning table years by TBS are as follows:

- Year 1 is from October 9, 2014 (the Directive's effective date) to October 31, 2015
- Year 2 is from November 1, 2015 to October 31, 2016
- Year 3 is from November 1, 2016 to October 31, 2017
- Year 4 is from November 1, 2017 to October 31, 2018
- Year 5 is from November 1, 2018 to March 31, 2020

The School just completed its transition to a new business model, including the renewal of its learning curriculum and modernization of its learning platform. The School offers public service employees a common curriculum that is more relevant, responsive, accessible and dynamic than ever before. This transformation initiative required a major redesign of our data architecture which had a direct impact on our ability to align the School's Open Government Implementation Plan timelines with the TBS schedule. The School is currently managing the challenge by adapting, in consultation with TBS, the timetable that was originally provided, and providing the CSPA project team the opportunity to make up for this delay as illustrated in section 7.2.

CSPA's Open Government Implementation Plan is planned over a five-year horizon, updated annually.

7.1 Key Planning Assumptions

Several planning assumptions have been made to support the development of CSPA's OGIP, including the dependency on guidance from TBS:

- Under the umbrella of the Open Government License, which offers unrestricted re-use of government data and information, CSPA should plan to be "open by default" and maximize the open and proactive release of data, subject to privacy, security and/or confidentiality restrictions;
- Data Owner: Regarding activities that will require the input and participation from CSPA business lines/data owners (e.g. data inventory collection, and information inventory collection), CSPA is not able to quantify this effort at this time but it is recognized that the effort to process data and information for release is significant.
- For milestones depicted in this OGIP where TBS direction (such as establishment of standards) is required, CSPA assumes that the milestones will meet any required TBS dependencies for CSPA to achieve its plan.
- Open Dialogue is not included in CSPA's OGIP. Open Dialogue would be addressed by the Communication Policy of the GC;
- All the deliverables and milestones listed in the following Planning Table have been prescribed by TBS in their [Guidance on Using the Open Government Implementation Plan \(OGIP\) Template](#). Changes to the plan may be required as further guidance is received from TBS.



7.2 Planning Table: Directive on Open Government Deliverables

CSPS OGIP - Time Table							
	Deliverables / Milestones	Dependencies	Lead / Participate	TBS Date	CSPS Date	Status	Reference
1	Governance structures are in place to oversee the implementation of activities within CSPS's OGIP		CIO's Directorate	Year 1	Year 2	Completed	DOG 6.4 - 16
2	CSPS's Open Government Implementation Plan (OGIP)		CIO's Directorate	Year 1	Year 3	Completed	DOG 6.4 - 17
3	Signatures in section 2 (Approvals) of CSPS's OGIP	2	CIO's Directorate	Year 1	Year 3	Completed	DOG 6.4 - 18
4	CSPS's OGIP is staffed and funded		CIO / All Branches	Year 2	Year 3	Execution	DOG 6.4 - 19
5	Performance framework for the monitoring of CSPS's progress against the activities and deliverables / milestones in the OGIP.		CIO's Directorate	Year 2	Year 3	Execution	DOG 7.1 - 31
6	Performance framework for the monitoring of CSPS's ongoing compliance to the requirements of the Directive		CIO's Directorate	Year 2	Year 3	Execution	DOG 7.1 - 33
7	Process to ensure significant difficulties, gaps in performance, or compliance issues are reported to the Deputy Head (DH)		CIO's Directorate	Year 2	Year 3	Execution	DOG 7.1 - 34
8	Monitoring and reporting processes for assessing progress and maintaining the currency of CSPS's OGIP		CIO's Directorate	Year 2	Year 3	Execution	DOG 6.4 - 20
9	Progress against the activities and deliverables / milestones in the CSPS OGIP is regularly reported to the governance structures in place to oversee the implementation		CIO's Directorate	Year 2	Year 3	Execution	DOG 7.1 - 32
10	Listing of accessible and reusable formats (for data and information) to be used at CSPS		CIO's Directorate	Year 2	Year 3	Completed	DOG 6.2 - 3
11	Methodology for establishing a data inventory		CIO's Directorate	Year 2	Year 3	Completed	DOG 6.3 - 8
12	Data inventory (detailed, itemized list(s) that describe the volume, scope and complexity of the data held by CSPS)	11	CIO's Directorate	Year 2	Year 3	Execution	DOG 6.3 - 10
13	CSPS's first annual update to the OGIP		CIO's Directorate	Year 2	Year 3	Execution	DOG 6.4 - 21
14	Conversion process(es) for data identified for release whose native format is not accessible and reusable		CIO's Directorate	Year 3	Year 4	Planning	DOG 6.2 - 4
15	Release process to support the publication of CSPS's data	10	CIO's Directorate	Year 3	Year 3	Execution	DOG 6.2 - 6
16	Assets included in the data inventory are evaluated to determine their eligibility and priority for release	15	CIO's Directorate / All Branches	Year 3	Year 4	Planning	DOG 6.3 - 14
17	CSPS's Data Release Plan	12, 15	CIO's Directorate	Year 3	Year 4	Planning	DOG 6.1 - 1
18	CSPS's second annual update to the OGIP		CIO's Directorate	Year 3	Year 4	Planning	DOG 6.4 - 22



	Deliverables / Milestones	Dependencies	Lead / Participate	TBS Date	CSPS Date	Status	Reference
19	Methodology for the removal of access restrictions from data and information resources of enduring value (IREV) prior to their transfer to the LAC	TBS, LAC	CIO's Directorate	Year 4	Year 4		DOG 6.5 - 25
20	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		CIO's Directorate	Year 4	Year 4		DOG 6.6 - 27
21	Directive on Open Government requirements are integrated into CSPS's procurement process(es) for information applications, systems, and solutions		CIO's Directorate	Year 4	Year 4		DOG 6.6 - 28
22	Directive on Open Government requirements are integrated into CSPS's development process(es) for information applications, systems, and solutions		CIO's Directorate	Year 4	Year 4		DOG 6.6 - 29
23	Directive on Open Government requirements are integrated into CSPS's modernizing process(es) for information applications, systems, and solutions		CIO's Directorate	Year 4	Year 4		DOG 6.6 - 30
24	Methodology for establishing an information inventory		CIO's Directorate	Year 4	Year 4		DOG 6.3 - 9
25	Information inventory (detailed, itemized list(s) that describe the volume, scope and complexity of the information held by CSPS)	24	IM / All Branches	Year 4	Year 4		DOG 6.3 - 11
26	Renewal process(es) to maintain the currency of CSPS's data inventory		CIO's Directorate	Year 4	Year 4		DOG 6.3 - 12
27	CSPS's third annual update to the OGIP		CIO's Directorate	Year 4	Year 4		DOG 6.4 - 23
28	CSPS's fourth annual update to the OGIP		CIO's Directorate	Year 5	Year 5		DOG 6.4 - 24
29	CSPS's Information Release Plan	25, 31	CIO's Directorate	Year 5	Year 5		DOG 6.1 - 2
30	Conversion process(es) for information identified for release whose native format is not accessible and reusable		CIO's Directorate	Year 5	Year 5		DOG 6.2 - 5
31	Release process to support the publication of CSPS's information	30	CIO's Directorate	Year 5	Year 5		DOG 6.2 - 7
32	Assets included in the information inventory are evaluated to determine their eligibility and priority for release	31	IM / All Branches	Year 5	Year 5		DOG 6.3 - 15
33	Methodology for the removal of access restrictions from data and information resources of enduring value (IREV) prior to their transfer to the LAC is integrated into CSPS's disposition plans and procedures.	19, TBS, LAC	CIO's Directorate	Year 5	Year 5		DOG 6.5 - 26
34	Renewal process(es) to maintain the currency of CSPS's information inventory		CIO's Directorate	Year 5	Year 5		DOG 6.3 - 13