

Start-up Thinking for Large Organizations

Hi, I'm Jason





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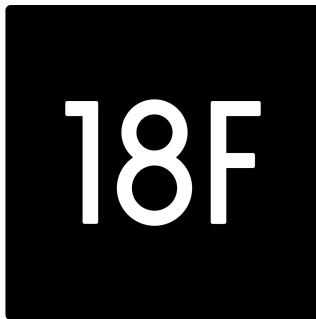
People expect government services to be simple and easy to use.

Digital Transformation Efforts

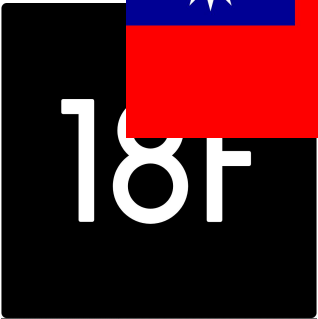


Australian Government

Digital Transformation Agency



Digital Transformation Efforts



Why is a Digital Transformation necessary?

Phoenix fix approaching \$1B as feds look at scrapping system



Federal budget commits additional \$430M to address problems, \$16M toward eventual replacement

Latest Shared Services Canada outages disrupt border traffic



Computer network designed to assure security at Canada-U.S. border crashes 200-plus times

Why is a Digital Transformation necessary?

Phoenix fix approaching scrapping system



Federal budget commits additional \$430M for
eventual replacement

Government must account for tech failures afflicting RCMP, opposition says



Provinces that contract RCMP police services also keeping a close eye on Mounties' IT troubles

Latest Shared Services Canada border traffic



Computer network designed to assure security
plus times

New passport processing system \$75M over budget




Passport Canada's new technology plan is overdue, overbudget, more complex than predicted

r',

are

Why is a Digital Transformation necessary?

Phoenix fix approaching Government must account for tech failures
scrapped Healthcare.gov problem: afflicting RCMP, opposition says
recriminations

 October 16, 2013 | By David Perera

SHARE

 Email



Federal
events

'Worst failure of public administration in this nation': payroll system

Provinces
troubles

of recrimina
technol...

By Tony Moore

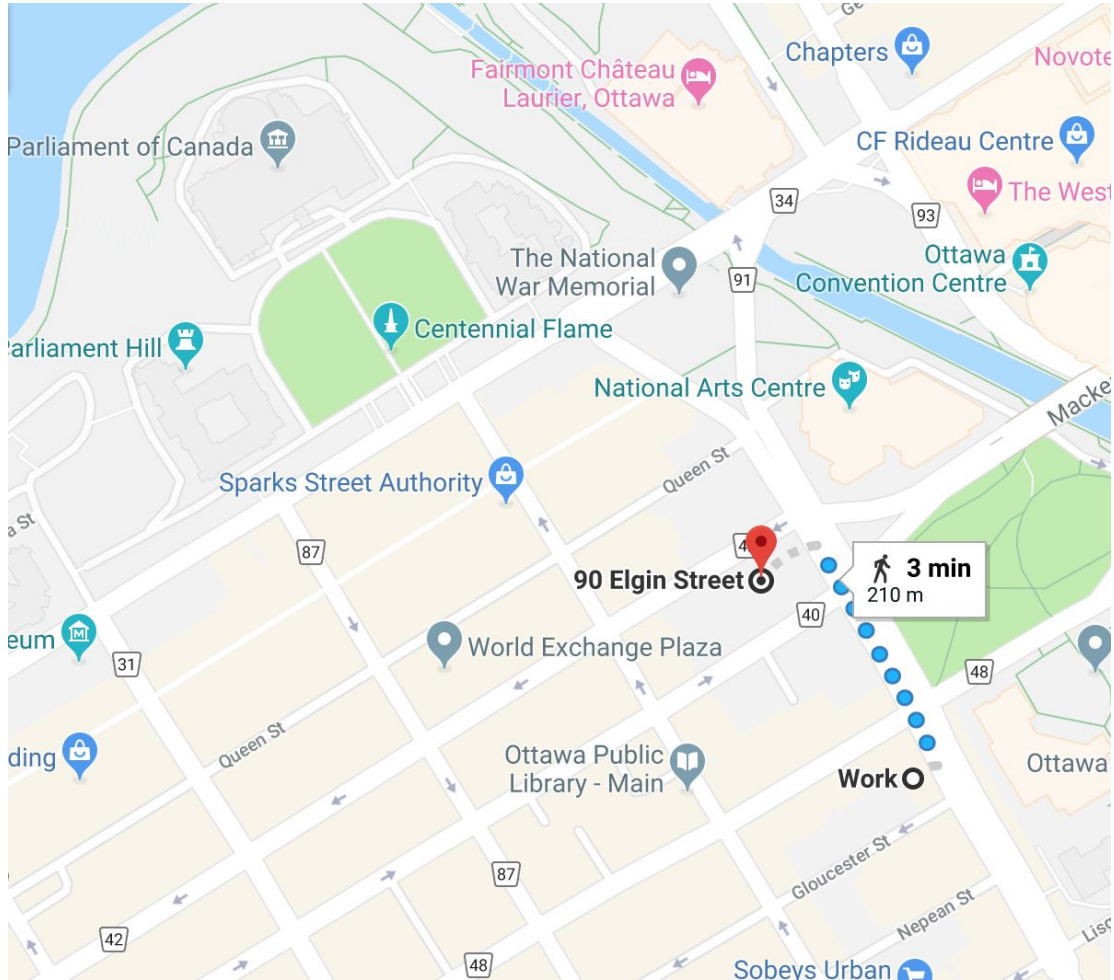
Latest Shared Services Canada: New passport processing system \$75M over budget

NHS IT system one of 'worst fiascos ever', say MPs

Con 18 September 2013
plus times

     Share

verdue, overbudget, more complex than



Caveats

I'm not a medical professional, nor do I play one on TV

Software engineering and healthcare policy have wildly different constraints

You can't actually run a government like a startup

People are hard-working & well-intentioned

$$1 + 1 = 3$$

$$1 + 1 = 3 \quad 2$$

Complicated vs Complex

IT'S COMPLICATED



Complicated

Long chains of cause & effect

Linear relationships

Scientific management - “Taylorism”

No feedback loops

Complicated

Building a bridge is *complicated*

Millions of parts

Ruled by laws of physics

Repeatable, predictable

No non-linear effects



Complex

Can't separate cause & effect

Non-linear relationships

Manage & guide, not control

Feedback loops

Secondary & tertiary effects

Complex

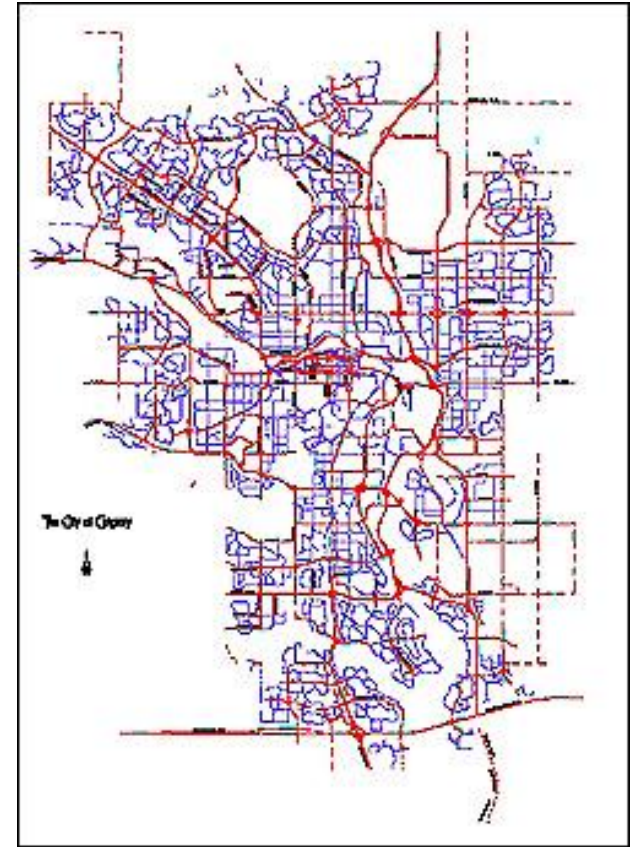
Designing a road network is *complex*

Feedback loops and nonlinearities

Ruled by randomness

Impossible to predict

Possible to *model*



We live in a complex world

1 + 1 = 3 is obviously incorrect

Conveys a need to think *non-linearly*

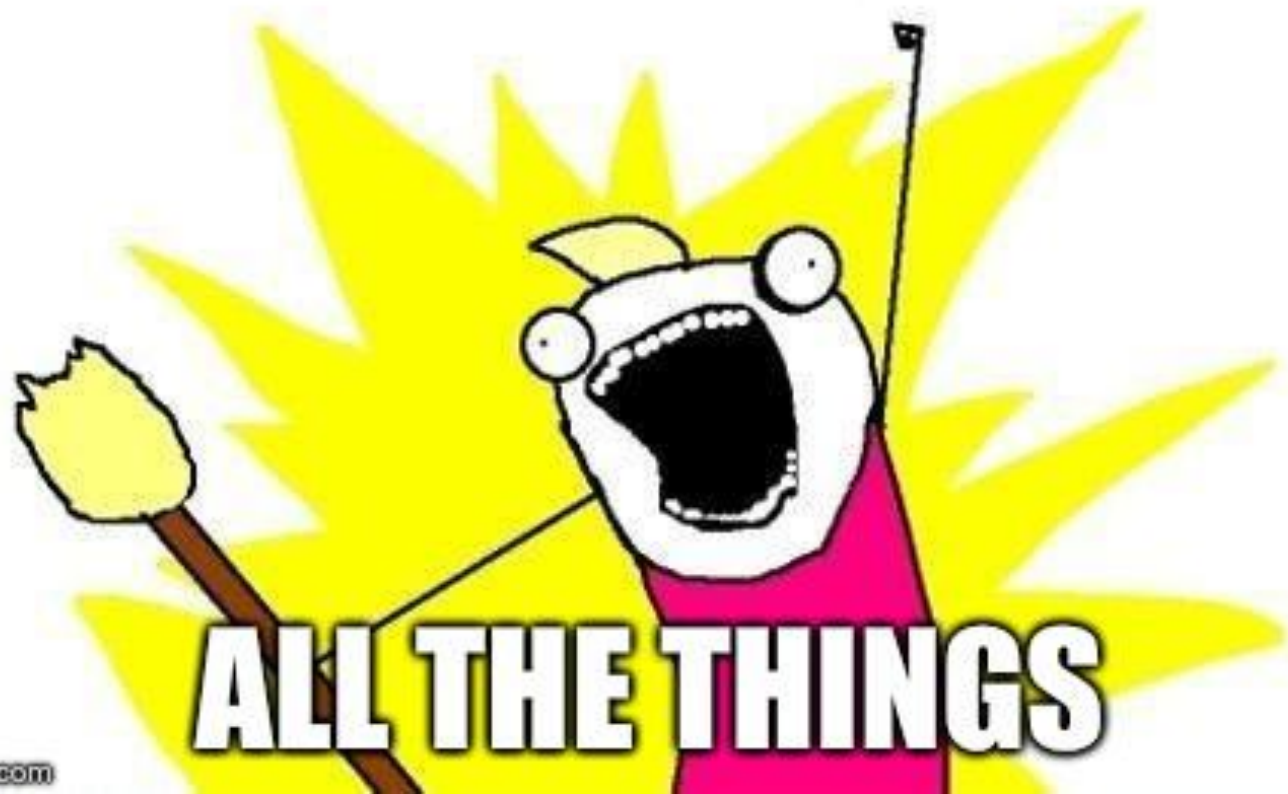
Synergy is a result of complementary feedback loops

So is discordance

Need multiple *iterations* to explore problem space and solution space

Iterate, Iterate, Iterate

ITERATE



ALL THE THINGS

Passport Program Modernization Initiative

New passport processing system \$75M over budget



Passport Canada's new technology plan is overdue, overbudget, more complex than predicted

Passport Program Modernization Initiative

Expected surge of applications in 2023

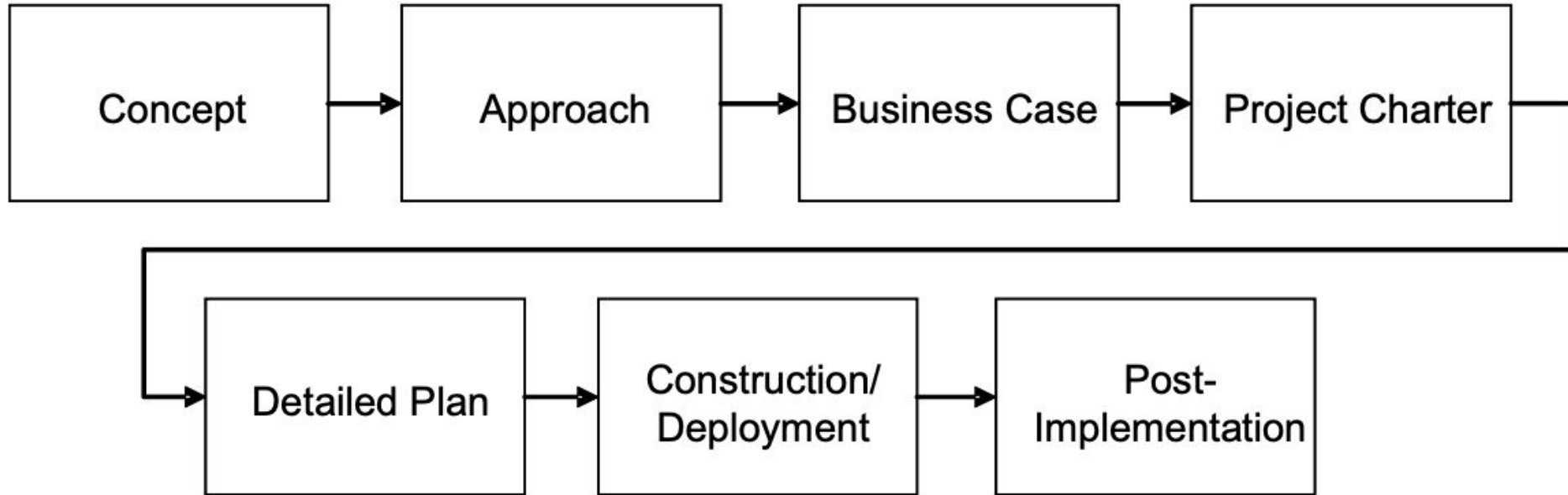
Project launched in Dec 2013

Expected completion in June 2018

By Nov 2017 (4 years into 4.5 year schedule):

- No code written
- 75% over budget
- Deadline pushed 3 years

Passport Program Modernization Initiative



Reframe the approach

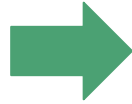
Phases of Engineering

Tracking implementation
towards completion of
original concept

Reframe the approach

Phases of Engineering

Tracking implementation
towards completion of
original concept

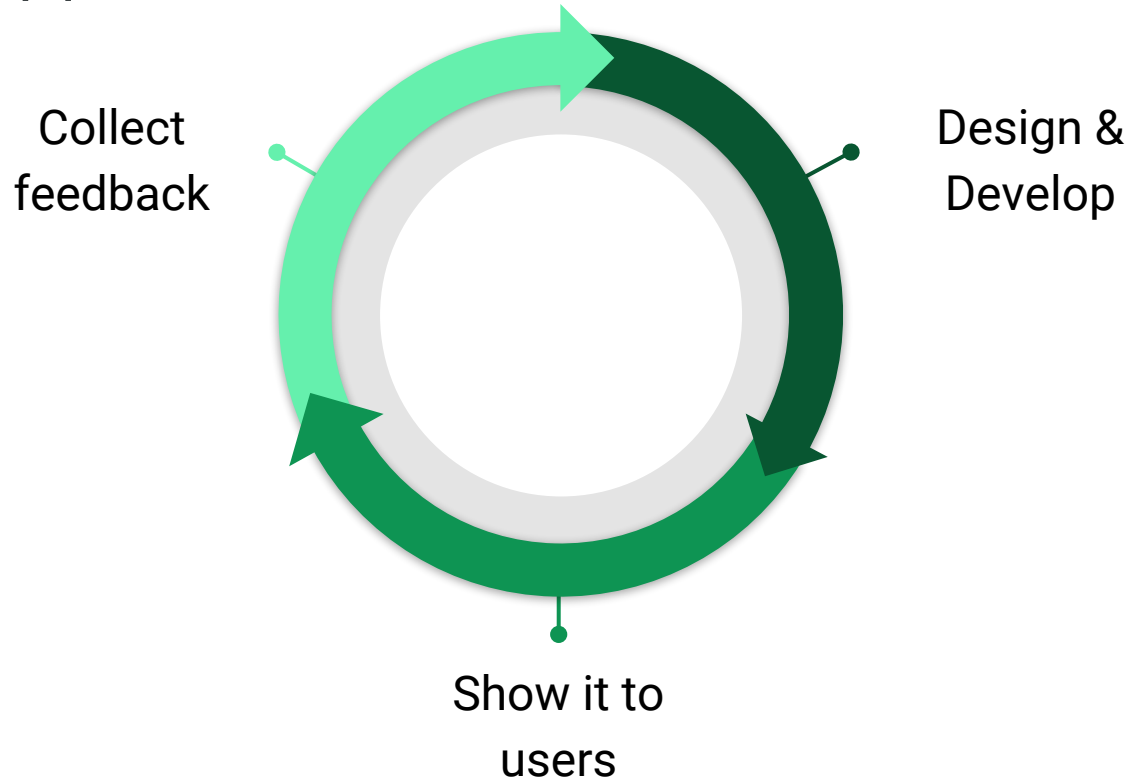


Phases of Risk

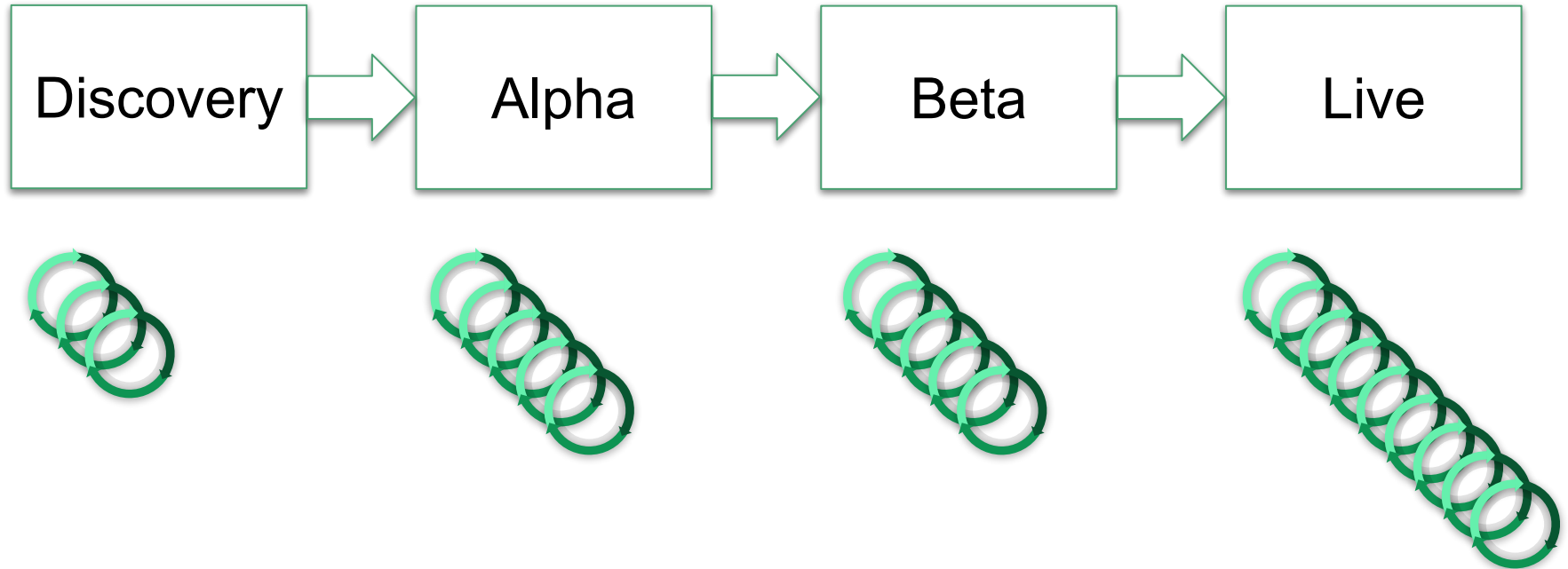
Continuously exploring the
problem-space and
solution-space

Assumes we don't have all
the answers at the
beginning

Iterative Approach



Iterative Approach



Iterative Approach

Smaller steps

Rapid iterations, constant improvements

More rapid feedback, course correction

Expect & tolerate failure

Policies

A close-up, front-facing shot of Morpheus from the movie The Matrix. He is bald, has a serious expression, and is wearing his signature dark sunglasses. The background is a blurred, dimly lit interior. The text is overlaid in white, bold, sans-serif font with a black outline.

WHAT IF I TOLD YOU

POLICIES NEED TO KEEP PACE WITH RISK

Policies

1. Make something impossible, possible
2. Make something previously difficult, simple
3. Everything else

Self-Reinforcing Feedback Cycle

Large project fails

Management reacts

New policies are introduced

Policies are cumbersome & time-consuming

Encourages larger projects



Policies

Policies aren't law

Freedom to challenge policies

Don't underestimate the burden they create

Change environment first

Automate second

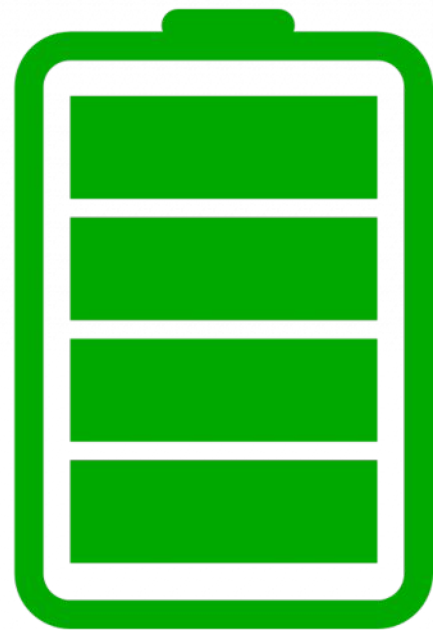
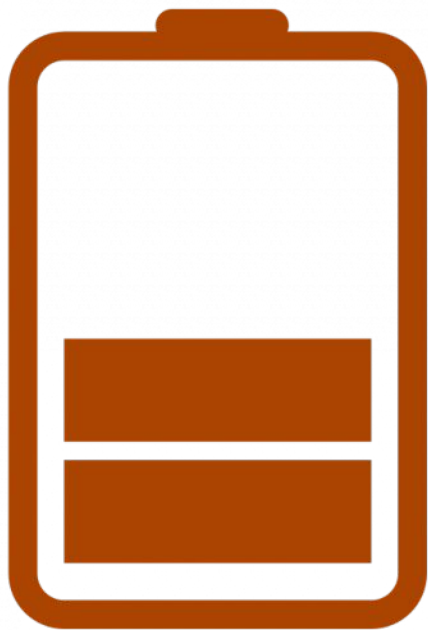
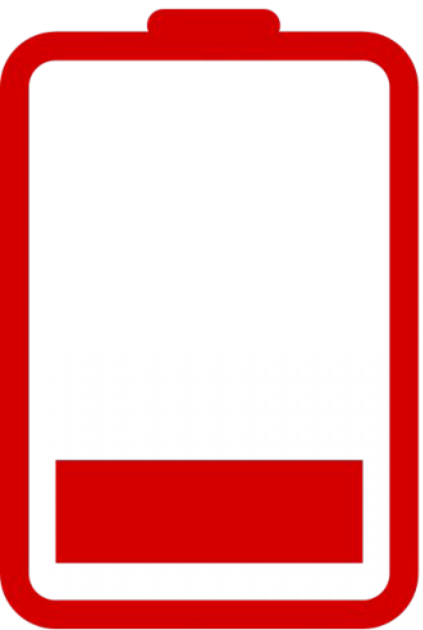
Trust



**TWO REASONS I
DON'T TRUST PEOPLE**

- 1. I DON'T KNOW THEM**
- 2. I KNOW THEM**

Trust Battery



Communication

I came from a “traditional” business culture

- Mainly email, some phone

“Default to open” felt really weird

- All my instincts were wrong
- Mainly group chat and IM
- Some email
- Why are you calling me?

Communication

Get creative. Break the norms here.

Talk about how we communicate

Demand better tools, permission to experiment

Multidisciplinary teams really help here

Code

Issues 15

Pull requests 0

Projects 1

Insights

Branch: master

Open_First_Whitepaper / README.md

Find file

Co

gcharest Fix updates - Typos and Syntax (#142)

cd9b058 on

6 contributors



60 lines (37 sloc) | 6.28 KB

Raw

Blame

History



build passing

(Le français suit)

Open First Whitepaper (DRAFT)

The Treasury Board of Canada Secretariat is writing this whitepaper to pull together our thinking on how to shift government to an "Open" approach. This paper will unpack and get into the details on the subject of "Open" in order to inform a few initiatives, including the new Enterprise Architecture Review Board (EARB) in setting standards (open standards, open source software (OSS)) that would influence our technological ecosystem as well as our Information Management - Information Technology (IM-IT) practices. Hopefully, this whitepaper will lead to a number of strategic changes to the Government of Canada (GC) approach, including an IM-IT digital strategy that favours the use of open standards as well as OSS and that this would be a central part of the GC digital policy. It's not just open standards and



Kayle Hatt

Follow

Canadian Public Servant, Policy Wonk, Digital Change analyst. Previous experience at the alphabet soup: FCM, CCPA, PCO, Fin, TBS, TC, ETC. Not a spokesperson.

Oct 3

Help us build a Strategic Action Plan for Digital Government

Digital Government is about building a more responsive, more connected, more open government that provides better, easier to use services. In my earlier blog post, I said Digital Government is about “making government more like buying a house with e-signatures and less like learning how to use a fax machine.”

bump flask version to fix CVE-2018-1000656 #95

Merged

buckley-w-david merged 1 commit into master from update-flask on Aug 29

Conversation 0

Commits 1

Checks 0

Files changed 2

buckley-w-david commented on Aug 29

Contributor + 👤 ...

This PR bumps the flask version to 0.12.4 to remove the vulnerability in flask present pre 0.12.3

• 🔗 • bump flask version to fix CVE-2018-1000656 ✓ a650f1d

👁️ • buckley-w-david requested review from dsamojlenko and damcom3030 on Aug 29



✓ dsamojlenko approved these changes on Aug 29

[View changes](#)

🔗 • buckley-w-david merged commit e380f94 into master on Aug 29

[View details](#)

2 checks passed

Takeaways

**GET OFF THE
STAGE ALREADY JASON**



WE WANT TO GO HOME

Takeaways

Complex != Complicated

Optimize iteration speed

Align on values to introduce change

Policies are a burden

We move at the speed of trust



and that's a wrap