

Summary of the Public Service Commission of Canada's INTEGRATED INTELLIGENCE EVALUATION REPORT

What is integrated intelligence?

Integrated intelligence within the Public Service Commission (PSC) is the process of synthesizing and interpreting data, information and knowledge in order to:

- identify system risks informing decision-making
- influence priority setting through insights, analysis and interpretation
- identify current and emerging trends in staffing

Context

The evaluation of the PSC's integrated intelligence function, which was conducted between August 2017 and April 2018, is part of the Two-year Integrated Risk-Based Audit and Evaluation Plan 2017-2019.

Objective

The evaluation assessed the extent to which integrated intelligence efforts have met the needs of the PSC and external stakeholders. It provides 2 recommendations to strengthen and articulate the agency's integrated intelligence function.

Need for integrated intelligence

The PSC needs an effective and well-functioning integrated intelligence function in order to:

- provide senior management and deputy heads with data and information driven insights that could improve policies, strategies, programs and legislation related to the federal staffing system
- support organizational objectives, including implementing the New Direction in Staffing, by enhancing staffing monitoring and identifying potential actions to respond to emerging staffing trends and risks

Intelligence awareness and sharing

- 60%** Sixty percent of internal survey respondents saw the lack of a dynamic knowledge-sharing culture at the PSC as a challenge for the integration of intelligence
- !** Information awareness is often confined within specific sectors
- 1/2** Half of external stakeholders indicated that information could not be easily located
- ?** Lack of quality and standardization of information and data holdings were major roadblocks to the integration of intelligence

Design and governance



The evaluation found that the PSC's current governance structure does not support integrated intelligence adequately and lacks properly defined roles and responsibilities for this function. A robust integrated intelligence function relies on organization-wide coordination as well as information collection, sharing, integration and reporting processes. A horizontal governance approach would ensure that all sectors, regions and stakeholders would contribute to the flow of data and information across the organization.

The evaluation also found that current integrated intelligence practices focus on secondary activities, such as acquiring, transforming and disseminating rather than primary activities, such as sharing, integrating and actioning.

Additionally, the evaluation identified many possibilities for strengthening integration through the PSC's Office of Data Management and the Open Government Secretariat.

Success factors

Successfully implementing integrated intelligence at the PSC depends on many factors, including:

-  removing organizational, cultural and workflow barriers for horizontal sharing, which would enhance collective knowledge, as well as strategic and operational decision-making
-  developing a strong capacity to systematically undertake meta-analysis and share the results in a meaningful and timely way

Recommendations

- 1** The PSC should clearly articulate its integrated intelligence function, and ensure that it is led by a strategic and horizontally focused area, such as Strategic Directions and Partnerships.
- 2** The implementation of an integrated intelligence function within the PSC should be gradual and include a number of phases in order to be successful. Each phase should build upon the previous one to expand the scope of activities.