



2018-19 CORPORATE PLAN

COMPANION DOCUMENT -
ANNEX 3: 2018-19 CORPORATE
RISK ACTION PLANS



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Annex 3: 2018–19 Corporate Risk Action Plans

Annex 3 provides action plans for ISED's 2018–19 corporate risks, which were identified through planning discussions at the Departmental Management Committee.

The following impact and likelihood rating scale was used when assessing the 2018–19 corporate risks:

Rating	Likelihood	Impact
5	80–99% probability	Almost all the time, mandate and/or strategic outcomes are not met
4	60–79% probability	Most of the time, mandate and/or strategic outcomes are not met
3	40–59% probability	Some of the time, mandate and/or strategic outcomes are met
2	20–39% probability	Most of the time, mandate and/or strategic outcomes are met
1	1–19% probability	No meaningful impairment to meeting mandate and/or strategic outcomes

Department-Wide (related to all core responsibilities)

Risk Statement

There is a risk that the **implementation of Canada's Innovation and Skills Plan** may not meet the expectations of stakeholders in terms of speed of delivery and expected benefits, given the complexity of the programs and ISED's limited policy and program levers, as well as the Department's capacity to execute the Plan.



Category

Reputational and Stakeholder Expectations

Risk Owner

ADM, Innovation Canada (lead)
Shared risk for all Sector Heads (supporting)

Impact

Reduces immediate and long-term outcomes and benefits of Canada's Innovation and Skills Plan (ISP) related to skills development, emerging technology and global science and growing companies and accelerating clean growth.

Drivers

Canada's past drivers of growth – specifically the rising labour force participation rate in the 1980s, North American trade integration in the 1990s and high global commodity prices in the 2000s – no longer provide the same lift for increasing Canadians' standard of living and expanding our middle class. This is compounded by a global economy that sees Canada, along with its peers, operating in a low growth environment. Canada's Innovation and Skills Plan is an ambitious people-centred and partnership-driven approach to position Canada as a centre for innovation excellence within this new economic climate.

There are significant expectations from stakeholders that the Chief Science Advisor (CSA) will be a powerful voice for science with an ambitious workplan. Even with a fully staffed OCSA, demands on the CSA may exceed capacity. The OCSA will eventually consist of 8.5 full time employees (equivalent) at full capacity, five of which will play analytical and advisory functions. Although significant, their ability to effectively process a set of wide ranging issues submitted to their attention will not be limitless. Further, the staffing of the OCSA may experience delays.

The Clean Technology and Clean Growth program includes the development of a Clean Technology Data Strategy. Due to the implementation timeline and complexity, some clean technologies and their related goods and services may not be captured in early iterations of the program.

Risk Controls Currently in Place

To deal effectively with the significant volume of applications received, the Strategic Innovation Fund (SIF) has put in place processes and structures that ensure the efficient treatment of incoming applications which, in turn, results in timely decisions for applicants. Projects benefits are also assessed early in the process to ensure that high-quality projects are funded.

Innovation Canada Sector – Performance and Partnerships (ICS PNP) meets proactively with innovation system stakeholders to learn of opportunities for policy/program refinement, and ongoing engagement on the key challenges facing innovators and entrepreneurs in Canada.

Through the Accelerated Growth Service in place since Budget 2016, and through the forthcoming implementation of the Innovation Canada Partners Committee on business innovation governance, ICS PNP engages across government regularly on key initiatives, stakeholder feedback and on the development of whole-of-government business innovation strategy.

To ensure effective implementation of the Innovation Superclusters Initiative (ISI), the program will develop strong and closely administered Contribution Agreements with Recipients. Close monitoring via extensive reporting mechanisms will ensure ISI is able to proactively highlight risks and work on solutions to any challenges that may arise while ensuring alignment with federal policy and program objectives.

To help advance Canada's Innovation and Skills Plan, including access to financing, the Clean Growth Hub was created as a focal point to support clean technology producers and help them navigate federal programs. The Hub also coordinates programs and track results.

Various other ISP-related actions have been implemented and announced, emphasizing how Canada's ISP will grow Canada's middle class through the support of innovation activities throughout all sectors in Canada and help position Canada as a global centre for innovation, including: Innovation Canada (reinforced through the realignment of ISED) and its digital platform, CanCode, the Economic Strategy Tables, Innovative Solutions Canada, the Venture Capital Catalyst Initiative and new financing for clean tech companies.

Mitigation Strategy

Canada's Innovation and Skills Plan is a transformative people-centred and partnership-driven approach to strengthen Canada's innovation ecosystem. It is an ambitious effort to make Canada a world-leading centre for innovation, to help create more high-quality, well-paying jobs, and to help strengthen and grow the middle class. It will facilitate the development of a Canadian economy ready and able to thrive in the 21st Century. The Plan was informed by extensive consultation with the Canadian public, academics, businesses, not-for-profits, Indigenous groups, provinces and territories, and other stakeholders, including Finance Canada's Advisory Council on Economic Growth. It focuses on four interconnected and mutually reinforcing themes: People and Skills; Research, Technology and Commercialization; Investment and Scale-Up; and Program Simplification. Taken together, these actions will help position Canada as a global centre for innovation. The department's work will be pivotal to efforts to continue to build a prosperous and innovative Canada, in particular with the creation of Innovation Canada (IC), a new platform that will coordinate and simplify the support available to Canada's innovators and entrepreneurs. This will have a tangible positive effect on supporting Canada's 21st century inclusive growth ambitions and realizing Canada's potential as a global leader in innovation.

2018–19 Action Plan

To clearly communicate how Canada's Innovation and Skills Plan will grow Canada's middle class through the support of innovation activities throughout all sectors in Canada

Key Milestones

Innovation Canada was launched in January 2018 to provide a single point of contact for Canadian innovators and entrepreneurs looking to grow their businesses. It will continue to engage the innovation community across Canada, communicating how the Innovation and Skills Plan will support innovation activities throughout all sectors of the economy.

Status: (Initial)  Actions are on track/proceeding as planned to meet the expected date of completion.

Review business innovation programs to create a suite of programs that is easy to navigate and will respond to the challenges and opportunities facing Canadian businesses today and into the future. These changes are designed to take a more client-focused approach to program delivery in an effort to make the services provided more responsive to client needs, more efficient and better able to promote business growth.

Status: (Initial)  Actions are on track/proceeding as planned to meet the expected date of completion.

Conclude the contribution agreement to invest \$400 million that was made available in Budget 2017 to recapitalize the SD Tech Fund to support projects across Canada to develop and demonstrate new clean technologies that promote sustainable development, including those that address environmental issues such as climate change, air quality, clean water and clean soil.

Status: (Initial)  Actions are on track/proceeding as planned to meet the expected date of completion.

Companies, Investment and Growth

Risk Statement

There is a risk that the Department's ability to manage the **release of spectrum for mobile services** may not keep pace with the rapidly-growing demand for new services, and that the Department lacks the necessary infrastructure to properly execute its monitoring and enforcement roles with **next generation of wireless technologies and hyper connectivity**.



Category

Reputational and Stakeholder Expectations

Risk Owner

ADM, Spectrum and Telecommunications Sector

Impact

This would result in Canada lagging in the mobile digital economy.

Drivers

- New wireless communications services are developing at an unprecedented rate and require large amounts of bandwidth.
- Transitioning existing users and applications can require years of lead time before spectrum can be repurposed.
- From connected and autonomous vehicles to an Internet of Things, 5G will be transformative across a number of sectors including health, transport and education, and will bring new innovations requiring new capabilities to properly manage monitoring and enforcement activities.

Risk Controls Currently in Place

ISED maintains a realistic multi-year spectrum release plan and there are several risk controls that have been put in place by the Department to manage the risk level associated with this item:

1. Development of a multi-year Spectrum Roadmap based on 2 key elements:
 - a. A Spectrum Outlook consultation that allows stakeholders to provide their inputs on priority spectrum releases and timing and that will inform our spectrum strategy, prioritisation and allocation of resources for the 2018–2022 timeframe.
 - b. A multi-year 5G Spectrum Roadmap that lays out a 3–5 year plan for release and auction of spectrum to market based on available resourcing. This Roadmap sets a baseline against which input from stakeholders and environmental scans can be evaluated and gaps responded to.
2. Environmental scanning and benchmarking of global Spectrum releases and allocations to ensure Canada remains globally competitive. This scan activity is ongoing and has four main inputs:
 - a. Active participation in the ITU which provides insight into individual country, regional and global spectrum release timing and allocation plans.
 - b. Regular STS interactions with Canadian stakeholders through on-site meetings and preparatory activities for the ITU and WRC-19.
 - c. Participation in Spectrum Regulators Forum where discussions of forward looking spectrum releases in the US, UK, Australia, New Zealand and Hong Kong occur.
 - d. Maintenance of a global spectrum outlook outlining lead country timing for 5G spectrum releases based on "a" and "b" above as well as ongoing bilateral discussions and ongoing reviews of industry literature and newsletters.
3. Development of a resource planning framework that measures resource usage and allows for program reprioritization to adjust to changing demands for spectrum releases for mobile services.

An assessment is also underway to review existing monitoring infrastructure and to identify gaps to meet the needs of the next generation of wireless communications.

Mitigation Strategy

In order to mitigate this risk, the Department will maintain a realistic multi-year spectrum release plan, develop an infrastructure strategy and review resourcing requirements to implement them.

2018–19 Action Plan

Maintain a realistic multi-year spectrum release plan

Key Milestones

Publish the Spectrum Outlook 2018–2022, a multi-year spectrum release plan for commercial mobile, licence-exempt, satellite, and backhaul services (expected in early 2018–2019).

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Establish technical, policy, and licensing frameworks and release spectrum to meet demand for mobile services and support the development of next-generation wireless services

Key Milestones

Auction residual spectrum licences in the 700 MHz, 2500 MHz, 2300 MHz and PCS-G bands that were unassigned in previous processes or returned to the Department (auction to be held in May 2018).

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Publish a decision on releasing millimetre wave spectrum to support 5G (expected in early 2018–2019).

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Publish a decision on the introduction of commercial mobile services in the 3500 MHz band (TBD).

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Prepare for and implement the auction of spectrum licences in the 600 MHz band. This spectrum was repurposed from broadcasting to commercial mobile in a joint initiative with the U.S. Federal Communications Commission (Date TBD, pending release of Technical, Policy and Licensing Framework for Spectrum in the 600 MHz Band).

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Updated 5G Spectrum Roadmap

Key Milestones

A 5G spectrum roadmap is being maintained and reviewed by the Sector on a semi-annual basis (July, January) in order to keep abreast of the changing technology, regulatory and spectrum plans on a global basis.

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Sector 5G Spectrum Release Plan and Associated Projects

Key Milestones

An evolving project plan for the release of 5G spectrum is available and being maintained by the Sector. This plan will be reviewed on an annual basis and includes a review of associated projects that are required to make the spectrum releases successful for Canadians.

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Development of an infrastructure strategy

Key Milestones

Develop an option analysis on future infrastructure needs to properly perform the monitoring and enforcement roles. This analysis will identify existing infrastructure gaps against future requirements (Summer 2018).

Develop an infrastructure strategy and concrete plan to address the lack of capabilities to monitor and enforce the current and next generation of wireless communications (Fall 2018).

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Risk Statement

There is a risk that **availability and quality of digital services** will not meet the expectations of Canadian businesses and could negatively impact ISED's ability to serve its clients and deliver on its operational commitments.



Category

Reputational and Stakeholder Expectations

Risk Owner

ADM, Digital Transformation Service Sector (DTSS) (lead)

Impact

Quality and availability of e-services/e-enabled services does not meet the expectations of Canadian businesses resulting in decreased trust in government.

Canada could be perceived as lagging behind other countries, regarding e-government service delivery.

Administrative burden on Canadian businesses would remain unchanged, reducing the time available for more productive or innovative activities to grow their business or participate in the digital economy.

Digitizing customer transactions intended to unlock a range of productivity and efficiency benefits for government, would fail.

Drivers

- [Budget 2017](#) commitment under "Canadian Digital Services": "The Government has an opportunity—and a responsibility—to lead the way when it comes to digital innovation... to better serve Canadians... Better use of digital technologies could improve the ways in which businesses can access government services..."
- "Improved delivery and quality of government services" is one of 12 whole-of-government top priorities.
- High profile of the service delivery portfolio ([TBS mandate letter commitment](#); ISED Minister's speaking notes to 2015 Canadian Aerospace Summit; the creation of an innovation agenda that will clearly articulate our policies and make important investments that will help businesses invest, diversify, innovate and export so that they can create jobs and wealth; [Budget 2015](#)).
- [Businesses expect technology-enabled, fully integrated service delivery that meets their needs](#) (22nd Annual Report to the Prime Minister on the Public Service of Canada).
- The requirements of the TB Policy on Service, including implementation of a multi-year departmental service management strategy
- Canada's international ranking in e-government services is declining.

Risk Controls Currently in Place

- Digital Transformation Service Sector (DTSS) created and the DTSS role in evolving GC digital services communicated within ISED.
- Coherent Service Management Strategy and action plan developed to advance the Service for Business and Digital Transformation Agendas at ISED and to ensure alignment with the requirements of the Treasury Board Policy on Service.
- Digital transformation proofs of concept deployed to reduce the administrative burden for businesses interacting with government and to improve the client experience (e.g. "Tell us once" approach).
- Outreach and engagement activities to advance Business Number (BN) adoption across the Government of Canada at all levels, including Deputy Ministers through the Public Service Management Advisory and Deputy Minister on Service and Federating Identity Committees. 13 departments across 47 services are using the BN as the standard identifier with others committing to adopt.
- Work to standardize client satisfaction data collection, with a view to generating consistent and comparable client satisfaction data across ISED services.
- Federal departments have access to information regarding the status of BN adoption, implementation success stories, lessons learned and best practices via Government of Canada Collaboration Tools (GCpedia and GCconnex) and web forums.

Mitigation Strategy

In order to mitigate the risk, the DTSS will take steps to ensure client satisfaction data is gathered and used to inform service design and delivery, driving progress and increased performance. The department's Service Management Strategy (SMS) will be updated and implemented to deliver integrated, client-centric and streamlined services for business, including by deploying enabling digital service initiatives to increase the quality of ISED services.

2018–19 Action Plan

Appropriate resourcing

Key Milestones

DTSS is still being stabilized including properly resourcing the teams to deliver. A large number are acting, assignments, secondments or casuals which creates challenges for staff recruitment and retention, as well as succession planning and retention of skills. Additionally, a business plan (including HR challenges/issues) and budget will be developed for sustainability after business review of program activities.

Status: (Initial) ○ Actions are on track/proceeding as planned to meet the expected date of completion.

Implementing foundational elements for single window service delivery at ISED, beginning with Customer Relationship Management (CRM), Single Sign-On and Business Number

Key Milestones

Initial CRM roll-out is underway, with 26 % of licences distributed.

Awareness of Business Number (BN) to ISED service owners listed in Service Inventory increased through outreach and engagement (currently 19/35 departmental business-facing services use the BN as a standard identifier).

Information on how to implement BN as well as BN Adoption Support Service contact information distributed to ISED service owners.

Status: (Initial) ● Actions are facing some challenges that may impact the expected date of completion.

Explore governance and operational issues related to the use of blockchain technologies

Key Milestones

Further to the successful completion of a blockchain proof of concept for expedited restaurant start-up with Ontario and Toronto:

- Complete further analysis on identified areas in order to mitigate risks involved in an eventual implementation of blockchain in the context of government service delivery. A case study of a possible governance framework for government-run blockchain networks operating across federal, provincial, and municipal jurisdictions is expected from the Blockchain Research Institute by March 2018.
- Investigate partnerships to scale up blockchain through further experimentations/pilots in 2018–19.

Status: (Initial) ○ Actions are on track/proceeding as planned to meet the expected date of completion.

Strengthen Innovation Canada as the one-stop for Canadian Businesses

Key Milestones

Innovation Canada is wholly dependent on support from partners as well as uptake by the business intermediaries. The department plans to engage businesses and partners to develop a platform that creates value for stakeholders.

Status: (Initial) ○ Actions are on track/proceeding as planned to meet the expected date of completion.

ISED outreach and engagement actions to advance BN adoption across the GC

Key Milestones

- Awareness of Business Number to federal departments at all levels including up to the Deputy Ministers (i.e., Deputy Ministers Committee on Service and Federating Identity, Public Service Management Advisory Committee, etc.) is increased through outreach and engagement.
- Information on how to implement BN on Government of Canada Collaboration Tools (i.e. GCpedia and GCconnex) is published and the BN Adoption Support Service is used by federal departments to help operationalize the BN.
- Discussion and Web Forums are conducted to inform federal departments about BN adoption progress and, to share BN implementation success stories, lessons learned and best practices.

Status: (Initial) ○ Actions are on track/proceeding as planned to meet the expected date of completion.

Establish an external client satisfaction baseline

Key Milestones

- A proposal leveraging work completed by CIPO, and in consultation with CMB and the Service Working Group is being developed to baseline external client satisfaction with ISED services.

Status: (Initial) ● Actions are facing some challenges that may impact the expected date of completion.

Risk Statement

There is a risk that ISED's current activities and policies will be insufficient to support Canadian business **in the event of negative repercussions following the NAFTA negotiations.**



Category

Program Design and Delivery

Risk Owner

ADM, Industry Sector

Impact

Businesses in Canada may not be able to export to the U.S. as easily as under NAFTA, due to higher tariffs, resulting in less competitive business conditions in Canada, particularly in the following sectors: autos and auto parts, chemicals and plastics, and textiles and apparel.

Additionally, uncertainty as a result of the negotiations and repercussions is already showing some impact on the Canadian economy. Businesses could decide to locate outside Canada, or leave the country, in order to have greater access to the U.S. market.

Drivers

This risk is driven by the potential United States withdrawal from NAFTA.

Risk Controls Currently in Place

The Innovation and Skills Plan supports the Canadian innovation economy including firm investment and expansion in Canada. Programs like the Strategic Innovation Fund and the Innovation Superclusters Initiative support Canada's economic aspirations. Market diversification continues to be a priority for the Government in trying to achieve new market share for economic growth.

The Department is developing long-term sectoral strategies and actionable plans to implement them that strengthen Canadian business' ability to weather short-term shocks, such as unfavourable revisions to NAFTA. Final reports are due September 2018.

Mitigation Strategy

Collaboration with other government departments such as Global Affairs Canada to provide assistance Canadian firms through existing mechanisms (for example through SIF) and examine programs and policies to ensure they are meeting industry needs.

There is potential to use the Value Proposition (or other tools) in the Industry and Technological Benefits Policy to steer investments into sectors of the economy that may experience repercussions following the NAFTA negotiations.

2018–19 Action Plan

Development of a multi-faceted response to a potential shift in the Canada-U.S. trade relationship.

Key Milestones

Micro-economic analysis of at-risk sectors and macro-economic effects will be undertaken by ISED and other departments.

Cabinet discussion will take place for Ministers to discuss analysis and possible next steps.

ISED will work with other departments to develop options for a future action plan.

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Risk Statement

There is a risk that the **number of reviews and blocks under the national security provisions of the *Investment Canada Act*** will create uncertainty, and in turn, negatively impact Canada's investment climate and Canadian businesses seeking capital to grow.



Category

Reputational and Stakeholder Expectations

Risk Owner

ADM, Industry Sector

Impact

Levels of investment (capital and technology) required to support growth and innovation in the Canadian economy may not be maximized. Canadian businesses may be harmed as a result of regulatory uncertainty around acceptable sources of investment.

Drivers

Potential investors may be influenced by intangible factors such as perception of investment openness. In that regard, increases to the net benefit threshold in 2017 for (a) private sector WTO investors (\$1 billion); and (b) private sector investors from Canada-European Free Trade Agreement (CETA) countries and countries with relevant most-favoured-nation provisions (e.g. the United States) (\$1.5 billion) strongly signal Canada's openness to foreign investment. These increases came into force in 2017. The net benefit threshold is expected to increase to \$1.5 billion for Comprehensive and Progressive Agreement for Trans-Pacific Partnership signatory countries once that agreement comes into force. However, recent shifts in the origin of global investments have resulted in a number of reviews and orders under the national security provisions of the Act that were introduced in 2009. This has created uncertainty in a regime that values stable, predictable outcomes. Additional risk may arise due to strict confidentiality provisions in the Act, which prohibit detailed public explanation of decisions. Thus, each decision, whether leading to investment or not, is subject to external commentary that may not be informed. In addition to the potential negative impact on perceptions of openness to investment, Canadian businesses have been seriously impacted by regulatory delay and uncertainty of national security reviews and by their outcomes. This has included loss of asset value and technological capabilities, skilled employees, and weakening of growth possibilities.

Risk Controls Currently in Place

- Establishment of timely processing of foreign investment notifications and applications for review and commitment to meet legislative timelines and internal service standards. In 2016–17, the median net benefit review period was 74 days (the average review time was 84.6 days, however, this was significantly affected by three reviews that were unusually long, in which cases the investors consented to the extended review period). The average national security review period in 2016–17 was 214 days. In these cases, the Canadian businesses can be seriously negatively affected by the length of the review process.
- Outreach activities with advisors for foreign investors to explain Canada's framework for promoting trade and investment while advancing Canada's interests. Includes participation of Canadian officials in domestic and international fora explaining the review mechanism.
- Reporting activities to provide transparency into the review process, e.g., publication of guidelines and annual reporting on administration of net benefit and national security reviews produced in a timely manner and made available to the public.

Mitigation Strategy

Consistent and transparent application of the *Investment Canada Act* is the most important mitigation strategy, because stability is valued by the investment community and for Canadian businesses seeking capital. All approved investments or establishments are published. Detailed guidelines, including guidelines with respect to state-owned enterprises, as well as national security reviews, are also available online. In addition, mandatory annual reporting on the net benefit provisions of the Act was expanded through the *Budget Implementation Act 2017, Part I* to include mandatory reporting on the national security provisions of the Act, which will provide added transparency for foreign firms looking to invest in Canada. As well, through targeted outreach and in the guidelines, Investment Review Division (IRD) officials encourage investors to engage them early and throughout the review process in order to reduce uncertainty and clarify information and procedural requirements.

Enhanced outreach and strategic activities of the department's Business Policy and Analysis program, along with those of [Invest in Canada](#), an element of the Canadian Trade Commissioner Service of Global Affairs Canada, are also significant in mitigating this risk. Investment Review works with Global Affairs Canada, and areas of government with sector-specific expertise (e.g. NRCan with respect to energy) to help engage the investor community positively on these issues and to communicate in an informed manner that Canada welcomes foreign investment.

2018–19 Action Plan

Key Milestones

Consistent application of the *Investment Canada Act* and existing risk controls currently in place, including recently introduced transparency measures, are intended to help mitigate the corporate risk.

However, increased precision on the types of investments that could be injurious to national security, and early identification of action to address identified risks, is needed. Officials will continue to work with investors, their counsel, and Canadian businesses to encourage early engagement and provide information on the process.

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Internal Services

Risk Statement

There is a risk that the **Department's priority IT-enabled investments** will be delayed by insufficient access to Government of Canada (GC) Data Centres and other enterprise services offered by Shared Services Canada (SSC).



Category

Information Management/Information Technology

Risk Owner

ADM, Digital Transformation Service Sector (CIO) (lead)

Impact

The Department may not be able to fully address the challenges associated with balancing business-specific, ISED common and Government of Canada enterprise IT requirements.

Drivers

Strong direction at the GC level on transformation and consolidation has led to a substantial increase in new demands as a result of SSC and TBS-led initiatives. There are many large projects with externally-driven timelines that will affect all sectors/business units (e.g. Email Transformation; GCdocs; Data Centre Consolidation).

Multiple ISED-driven business and IT transformation initiatives are also underway (e.g. SITT, OSB, CIPO and Competition Bureau).

Risk Controls Currently in Place

- Development of the Departmental Project Investment Plan, where the project investment portfolio is approved by the Resource Management Committee and project investment information is provided for the ISED Corporate Plan.
- Updates to the Department's Information Management and Information Technology (IM/IT) Strategy in alignment with other GC and ISED strategic initiatives (e.g. Workplace 2.0). These updates include revisions to the Strategy on an as-needed basis to reflect new IM/IT priorities and activities, as well as ISED participation in TBS workshops to develop the GC IM/IT Strategic Plan.
- Development of the Departmental IT Plan, as defined by TBS, where information in the Plan is used by SSC in its planning and is a key way in which the project information is shared with SSC.
- Continuous improvement to the project portfolio management framework to aid with the management of the Department's project investment portfolio and the balancing of the ISED and GC-driven project sub-portfolios. Includes revisions to the ISED Prioritization Framework for use in ISED's Project Investment Planning, where changes may be proposed as the result of new ISED priorities, changes to the GC Project Prioritization Framework or improvements to the effectiveness of the framework.
- Regular contacts with SSC and sharing of planning information. Includes maintaining effective SSC-ISED relationship governance and ensuring meetings are occurring as planned, such as:
 - Bi-monthly ISED CIO – SSC Partnership meetings, for ongoing monitoring of services requested and delivered to ensure they meet ISED needs, and also to provide a forum to discuss strategic plans of both organizations;
 - Biweekly SSC Executive Service Delivery Manager meetings with CIO DGs on business intake and operational issues;
 - SSC Executive Account Manager attendance at the biweekly CIO Work Oversight Management Committee meetings (CIO and DG management team) to discuss service delivery issues, upcoming requirements, and opportunities for improvements;
 - SSC-CIO-CRC Steering Committee meetings (bi-weekly or as-needed);
 - SSC-CIO CIPO ITM and CIPO Legislative Infrastructure Working Group meetings (weekly).

Mitigation Strategy

Existing ISED governance processes will be used to direct Departmental IT investments and activities to areas that best align with the business priorities of the Department and the Government of Canada. The ISED project ranking framework was revised in 2016-17 in order to reflect the new GC Project Prioritization Framework, and incorporate lessons learned. The 2016-17 Departmental Project Investment Planning process will guide project prioritization and investment decisions.

2018-19 Action Plan

Implement additional escalation and priority review mechanisms with SSC.

Key Milestones

Due to DTSS's critical dependency on SSC for key GC IT infrastructure services, risk mitigation in this area continues to pose challenges for the organization. However, additional escalation and priority review mechanisms with SSC established in 2017-18 will continue to be leveraged and refined in an effort to improve the DTSS-CIO's ability to address SSC-associated risks and impacts more effectively.

Status: (Initial) 🟡 Actions are facing some challenges that may impact the expected date of completion.

Key Milestones

As this is an ongoing risk, most of the controls are already in place and ISED continues to work closely with SSC.

Risk Statement

There is a risk that the **effects of climate change** could impact the Department's ability to deliver its policy and program commitments.



Category

Program Design and Delivery

Risk Owner

ADM, Corporate Management Sector
Shared risk for all Sector Heads (supporting)

Impact

In the event of a climate change-related natural disaster affecting ISED's headquarters or regional offices, the Department would implement its Business Continuity Plan, ensuring key services would still be delivered, but secondary services would be affected.

Drivers

The increasing pace of climate change

Risk Controls Currently in Place

Climate change considerations were part of the discussion during the identification of the 2018–19 ISED corporate risks.

ISED's Business Continuity Plan (BCP) is regularly reviewed and updated to ensure the Department can continue to provide priority services in the event of an emergency situation.

Mitigation Strategy

ISED will ensure that the effects of climate change are taken into consideration in all decision-making, policy development, risk identification and priority-setting processes and exercises.

2018–19 Action Plan

Ensure the effects of climate change are explicitly considered during the identification of corporate risks

Key Milestones

Sector risk identification through the integrated planning and reporting process (October 2018).

Corporate risk discussion at Departmental Management Committee (TBD – fall 2018).

Status: (Initial)  Actions are on track/proceeding as planned to meet the expected date of completion.

Ensure climate change considerations are part of decision-making and priority-setting exercises

Key Milestones

Where appropriate, the effects of climate change are considered by various departmental committees (DGMAC, DMC, etc.) (Ongoing throughout the year).

Status: (Initial)  Actions are on track/proceeding as planned to meet the expected date of completion.

Risk Statement

There is a risk that inadequate capacity to manage departmental information, compounded by an increasing volume of requests for departmental information, may lead to the **unauthorized release of sensitive information** and damage the Department's reputation and credibility.



Category

Information Management/Information Technology

Risk Owner

ADM, Digital Transformation Service Sector (co-lead)

ADM, Corporate Management Sector (co-lead)

Shared risk for all Sector Heads (supporting)

Impact

Unauthorised release of sensitive information could cause public embarrassment to the Minister and Department, erode public confidence in the Government and lead to complaints or legal action against the Crown.

Drivers

Internal:

- Sensitive government and commercial information held by ISED at HQ and in Regional Offices.
- ISED is a department with many entities that have distinct mandates, with program activities that are widely diverse and highly dependent on partnerships with private sector, other government departments and other level of governments which give rise to an increase need for proper information management and information security protocols and awareness.
- ISED works on a broad range of matters related to industry and technology, trade and commerce, science, consumer affairs, corporations and corporate securities, competition and restraint of trade, weights and measures, bankruptcy and insolvency, intellectual property, investment, small business, and tourism. While the vast majority of work is conducted by ISED employees, some elements of this work may be conducted by consultants/contractors, which requires clear and enforceable information management and information security contractual considerations.
- Numerous office locations scattered across the NCR and regional districts makes it difficult to ensure a consistent level of security and ensure an adequate level of training.
- Limited employee awareness to recognize proper IM and security processes relative to handling, transmitting, storing, and destroying protected & classified information.
- The IT network and the aging IT security infrastructure only support communication and storage of Protected A or Protected B information with the use of encryption.

External:

- Increase in the sophistication of external cyber-attacks (e.g. Advanced Persistent Treats) and internal (Innovation, Science and Economic Development) security and data breaches.
- Physical transfer and electronic transmittal of sensitive information between ISED and OGDs and other users.

Risk Controls Currently in Place

CORPORATE MANAGEMENT SECTOR

Security Screening

Security screening process is in place.

- Security Screening Certificate and Briefing Form completed and signed for all ISED security status and clearances to ensure individuals formally agree to abide by the Policy on Government Security and to apply security safeguards identified in security policies and standards.
- Security screening requirements are identified in job descriptions and contract documentation.

Information Technology Security

Information technology security measures are in place.

- Security Services Directorate manages the Canadian Top Secret Network for the secure transmission of sensitive information.
- Security Services Directorate provides sectors with communications security equipment, such as secure phones and secure fax as required.

Physical Security

Physical security program is in place.

- Threat and Risk Assessments for all ISED facilities to evaluate continued effectiveness of physical security controls for security of information.
- Guidance and awareness on the use of proper cabinets, shredders, and other physical safeguards in accordance with the Royal Canadian Mounted Police physical security guidelines.

Information Management Security

Information management security measures in place.

- ISED Workplace Security Policy outlining requirements to safeguard Departmental information.
- Employees are provided with the necessary tools to properly transport, store and destroy information and assets in accordance with the following ISED guides:
 - Handling of Sensitive Information;
 - Identifying and Marking Sensitive Information;
 - Handling, Storage and Destruction of Protected and Classified Information; and
 - Identification, Categorization and Marking of Protected and Classified Information.
- Security Services Directorate conducts [Headquarters] and oversees [regional offices] security inspections on a scheduled basis to ensure employees properly safeguard information.

Security Awareness and Training

Security Services Directorate has an established and robust security awareness and training program in place.

- Security awareness sessions on a scheduled and ad-hoc basis.
- Canada School of Public Service Security Awareness online training mandatory at ISED (identified in letters of appointment)
- Security travel briefings to employees travelling.
- Security Briefing in the security screening process.
- Guidance to sectors for the appropriate safeguarding of electronic and paper information.
- Bi-annual reminders to all staff on employee's responsibilities for safeguarding information.

DIGITAL TRANSFORMATION SERVICE SECTOR

- Offer of security awareness sessions and travel briefing sessions as well as annual special events to highlight cyber security awareness month (October) and security awareness week (February).
- Through collaboration between SSC Vulnerability Management Services, SSC resources supporting ISED infrastructure and ISED IT Security, conduct vulnerability assessment scans. Includes a first series of scans conducted against ISED servers (CIPO Industrial Design systems) and work underway to extend vulnerability scans to systems that process payment card data in support of the Payment Card Industry standard compliance.
- Completion of the Data Loss Prevention (DLP) strategy, where DLP solutions provide organizations with monitoring capabilities to identify how sensitive data is stored and transmitted and flag areas of concerns. Includes identification of the priority data assets along with a roadmap to gradually deploy DLP across the department.
- Continue to leverage the Security Assessment and Authorization approach for all projects.
- Utilize the Quarterly IT Security Performance Dashboards provided by SSC to achieve a high-level overview of the secure state of ISED infrastructure as well as the ability to identify trends with regards to malware detections on ISED endpoint devices, thus enabling the adjustment of security controls accordingly.
- ISED IT Security has improved auditing of enhanced privileges, a recommendation stemming from AEB's Cyber Security Review. This approach now includes real-time monitoring and alerting of changes made to enhance group memberships.

- Leveraging major IT investments (such as email transformation and GCdocs) to improve information management awareness and practices across the Department.
 - GCdocs user on-boarding for ISED is now approximately 60% complete; these users have created approximately 450,000 new documents in GCdocs since November 2016. Several corporate business processes have been adapted by their business leads to use GCdocs.
- The roll-out of Windows 10 currently planned for 2018–19 will further align ISED with the top 10 mitigation measures of Communications Security Establishment.

Mitigation Strategy

To mitigate this risk, ISED has adopted a two-pronged strategy, maximizing the impact of the Departmental security program, and leveraging major IT investments (such as email transformation, and GCdocs) to improve information management awareness and practices across the Department.

2018–19 Action Plan

CORPORATE MANAGEMENT SECTOR

Enhance physical security safeguards

Key Milestones

Implement an annual schedule to conduct Counter Technical Intrusion inspections of ISED offices where highly sensitive conversations occur to ensure that no illicit eaves dropping devices are installed and that there is no emanations of suspicious radio frequencies permitting the non-authorized disclose of information.

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Internal Fraud Control Framework

Key Milestones

Develop an Internal Fraud Control Framework which includes all the core elements of fraud control: risk identification and assessment, development of fraud control plans, investigation measures and values and ethics training. Planned to be approved by April 01, 2018.

Full implementation by March 31, 2019.

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Security Awareness Reminders

Key Milestones

Implement an annual schedule of monthly security awareness reminders through ISED Central on all the elements of ISED's Departmental Security Program.

Planned start date of April 01, 2018.

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Security Policy Renewal

Key Milestones

Review ISED's security policies, directives, guidelines and procedures by March 31, 2019.

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

DIGITAL TRANSFORMATION SERVICE SECTOR

Enhance ISED's Active Defense Capabilities (Prevention, Detection, Response and Recovery):
improve Vulnerability Management

Increase capability to detect potential security incidents in a timely manner to minimize damage and reduce recovery time and costs

Enhance the resiliency of ISED IT Environment

Key Milestones

IT Security is working with the CIO's Enterprise Solutions Directorate to leverage the ISED corporate Business Intelligence solution to retrieve key performance indicators for security controls:

- Data from a quarterly reports dashboard will also be used to identify whether security control enhancements are effective and yield the desired results.
- The next data assets to be on-boarded to the IT Security Business Intelligence environment are Active Directory, Heat (Service Desk ticketing system), Security Awareness Session participation data, and IT Security Incident Tracker.

Status: (Initial) ○ Actions are on track/proceeding as planned to meet the expected date of completion.

Launch a GCdocs project to implement a common tool for all employees to store, share, find and control access to documents they need

Key Milestones

In 2018–19 ISED will complete the implementation of GCdocs, which will serve as a common tool for all employees to store, share, find and control access to documents they need. In addition, ISED will assess and recommend options to store, share, find and control access to documents where GCdocs is inadequate to the business need for sensitive treatment of the documents.

To ensure user adoption and reduce information duplication, departmental shared drives are made read-only as ISED business units are migrated to GCdocs.

Status: (Initial) ○ Actions are on track/proceeding as planned to meet the expected date of completion.

Implement activities to support long term engagement and adoption of updated IM tools, standards and practices:

- enhance management and oversight of corporate information holdings
- identify/confirm IM functional specialists/IM leads in Business Units
- provide regular IM awareness and training opportunities
- provide coordination and support to all horizontal IM/IT initiatives through IM Ready Working Group
- perform discovery and clean-up activities of existing unstructured information repositories in support of GCdocs

Key Milestones

Clean up activities continue to be encouraged. Methods and tips and tricks on how to do so are presented at various departmental committees in addition to being made available through various communication methods (intranet, wiki, etc.)

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

IMFS resources continue to be appointed within the sectors and business units.

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

IM awareness and training sessions continue to be delivered by the Information Management Learning and Awareness team

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

The current Information Governance Framework was reviewed, resulting in a series of proposed strategies which will be considered for implementation in 2018–19.

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Risk Statement

Given the increased workload on staff, there is a risk that the Department will be unable to **achieve a culture of innovation** through the implementation of Innovation 2020.



Category

Human Resource Management

Risk Owner

ADM, Corporate Management Sector (lead)
Shared risk for all Sector Heads (supporting)

Impact

If ISED is unable to hire and develop its people to achieve a flexible workforce, the Department could face difficulties achieving its mandate.

Drivers

Complexity of the management agenda supporting Blueprint 2020.

Collective bargaining negotiations.

Implementation of new technologies.

Risk Controls Currently in Place

- Conduct of EC Development Program (ECDP) promotion exercises, which include candidates advancing from EC-02 to EC-04 and EC-04 to EC-05.
- Completion of Post-Secondary Recruitment (PSR) exercises for the EC Development Program, which results in candidates being placed in a pre-qualified pool from which they may be appointed. Includes distribution of messages to managers of EC employees to advise of the PSR pool of EC candidates and encourage its use as part of departmental renewal and streamlined staffing efforts.
- Job competency profiles and standardized Statement of Merit Criteria for EC-06 and EC-07 positions approved by the EC Management Committee in Q1 2017–18.
- To increase visibility of the of STEP and Micro Mission initiatives, presentation of options and benefits at ISED MC on May 16–17, 2017 and to Staffing Advisors at PE Operations monthly meeting on June 29, 2017.
- Review of opportunities to hire FSWEF students through Indigenous Youth Summer Employment Opportunity as well as an early adopter for TBS's pilot Youth With Disability Summer Employment Opportunity.
- Identification of an ISED Student Ambassador to help engage students across the organization and creation of a student wiki page as a primary communication and engagement tool to enhance the student experience at ISED.
- Support provided by the department's Managers Community (ISEDMC) to the following initiatives aimed at promoting a culture of change in management: training on design thinking for managers, offered in partnership with the Service Lab; customized training for ISED managers on change and transitions management, developed and deployed in partnership with the Conflict Prevention and Early Resolution office; and HRB training initiatives related to student and veteran hiring, onboarding, and retention initiatives through a series of customized workshops and communications for managers.
- Launch of the following Innovation 2020 management agenda initiatives in fall 2017: establishment of the "Innovation 2020 Ecosystem", designed to encourage and facilitate information-sharing and network effects related to the department's renewal; promotion of a culture of storytelling through a communications strategy designed to highlight the innovative ideas and efforts of ISED employees; and a campaign to promote employee onboarding and use of the GC Tools suite of applications.

Mitigation Strategy

To mitigate this risk, ISED has adopted a number of measures that take into account the current context and Government priorities. These include the implementation of department-wide people management strategies, processes, and tools to manage the change, including encouraging dialogue between management and employees, significant investment in training of managers regarding the Performance Management Directive, and the provision of information and tools for all employees. A communications approach will be deployed to connect employees' work with ISED corporate priorities/activities, and to engage them in shaping the future.

2018–19 Action Plan

Ensure that there is a continual pool of employees with the right skills to provide effective strategic advice in support of the Department's complex microeconomic agenda

Key Milestones

The STEP and Micro-Mission intranet page are currently being updated. ISED continues to put in place Interchange agreements both at the EX and non-EX levels, with a total of 7 since April 2017.

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Development of EC-06 and EC-07 standardized job descriptions underway – Classification is finalizing job descriptions for subsequent consultation with management and employee representatives, as well as union (CAPE) during Q3 2017–18. Phased-in implementation is expected to begin in Q4.

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Ensure that there is recent graduate recruitment to keep ideas and enthusiasm fresh and for the longer term

Key Milestones

Since the beginning of 2017–18, a EC-02 PSR campaign was launched and resulted in a pool of 83 partially-qualified EC-02 candidates (i.e. 78 resulting from the new process and 5 carried-over) with 7 appointments and HR is still receiving requests. Given significant department-wide turnover of Aboriginal Peoples and Persons with Disabilities, HRB is planning to launch a targeted recruitment campaign open for those two groups in the EC category.

HRB and the ISEDIC have launched a working group on "Diversity in Recruitment", which is aimed to help identify concrete steps that will help the department address its overall representation gaps.

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

A Student Analyst Recruitment Approach for EC positions was developed and implemented for the summer 2017. ISED marketed to 19 targeted universities with analyst-related CO-OP programs of study. Implementing ISED-specific FSWEF campaign, with use of standardized student competency profile and assessment tools.

An ongoing "local-level" inventory of approximately 50 bridgeable students for CS-02 positions at SITT was created in March 2017. As of now, 2 people from this inventory were appointed through a student bridging into a position in the Digital Transformation Hub (DTH).

All EC-02 Paralegal employees working in the Competition Bureau are participating to the EC Paralegal Development Program. Participants are evaluated throughout the program. As of mid-year 2017–18, discussions on participants' progress and performance are being initiated with management

Status: (Initial) Actions are on track/proceeding as planned to meet the expected date of completion.

Risk Statement

Given the impact of factors such as pay issues on recruitment and employee mobility, there is a risk that ISED may not be able to **hire and develop the talent it needs for the flexible workforce** needed to deliver on its mandate, including departmental realignment.



Category

Human Resource Management

Risk Owner

ADM, Corporate Management Sector (lead)
Shared risk for all Sector Heads (supporting)

Impact

Our people are critical to delivering on the departmental mandate. We need to acquire, develop, and retain an agile and high-performing workforce that can respond to the challenge of driving innovation in a renewed and realigned department.

Drivers

Ongoing issues with pay administration in the public service can deter some candidates for jobs in a competitive job market. Pay issues also can deter existing public servants from changing jobs for fear of creating pay issues.

With sustained focus on public service renewal, departments are challenged to hire and develop people with the right skills at the right time, and who share the values of public service, in a competitive job market.

The economic and employment landscape is shifting in Canada, driven by technology, demographics, and globalization. Candidates are increasingly likely to seek alternative, flexible, and mobile work arrangements facilitated by the latest technology.

Focus on employee health and the results of the Public Service Employee Survey (PSES) highlight workplace issues and can discourage some potential candidates from seeking work with the department.

Risk Controls Currently in Place

The HR Branch is in the third year of a HR Business Transformation Strategy, which includes streamlining processes, improving connections to and knowledge of client business lines, and providing more robust support for recruitment and talent management. This includes strategies for Talent Management and Mental Health, as well as a shift of focus from explicit transformation to continuous improvement.

The Corporate Management Sector is devoting additional resources to providing support to employees and managers with pay. The department is using information, daily HR data monitoring, full engagement in HR-to-Pay Stabilization efforts, and collaboration with central agencies to help address issues with pay administration and minimize impacts on employees.

Mitigation Strategy

In addition to sustaining the risk controls already in place, the HR Branch is creating a Talent and Retention unit to drive improvements to external recruitment, and ensure needed links are made with planning and talent management efforts.

With respect to pay, ISED is actively participating in all HR-to-Pay Stabilization efforts, and will continue to do all it can as a department to mitigate the impacts of pay issues on its employees (e.g. through information and training, monitoring of HR data, and direct support to employees and managers).

2018–19 Action Plan

Encourage enterprise-wide approaches to renew ISED's workforce through recruitment and development

Key Milestones

- Establish a new team focusing on talent acquisition and retention, i.e. planning future recruitment and attracting candidates at all levels (April 2018).
- Develop an ISED resourcing strategy and implementation plan, which will include measures to improve entry level and mid-career recruitment, target diversity needs and skills needs, and link to learning and talent management strategies (spring/summer 2018).
- Continue a focus on improving student recruitment and experience, including by increasing student bridging (spring/summer 2018).
- Establish governance and oversight mechanisms for ISED development programs in addition to the ECDP (TBD).
- Establish partnerships with employment equity organizations to drive inclusion and diversity at ISED (TBD).

Status: (Initial) ○ Actions are on track/proceeding as planned to meet the expected date of completion.

Support HR-to-Pay Stabilization

Key Milestones

- Promote and track HR-to-Pay Stabilization for employees, managers, and HR specialists (deadline March 31, 2018).
- Complete participation in a pilot of a new operational model for Pay Centre service delivery, and provide lessons learned to drive improvements for all departments (projected pilot completion, March 2018).
- Provide expertise to OCHRO and PSPC to help streamline federal pay processes in support of the HR-to-Pay Stabilization Plan, including co-leading a Lean review of the transfer out/transfer in process (projected completion of initial project review, March 31, 2018).
- Actively participate in DM, ADM, and DG levels of the HR-to-Pay Stabilization governance structure, and support implementation of the government-wide HR-to-Pay Stabilization Plan (ongoing).
- Work with central agencies on identifying and implementing solutions to system issues through root cause analyses (ongoing).
- Devote internal resources to providing direct support to employees, managers, and HR specialists (ongoing), and to processing certain pay and pay-related transactions (ongoing).
- Monitor HR data to ensure accuracy of pay-related data before pay may be impacted (ongoing).
- Continue to train new HR staff and managers on their HR-to-Pay responsibilities.

Status: (Initial) ○ Actions are on track/proceeding as planned to meet the expected date of completion.
