

DIGITAL GOVERNMENT TRANSFORMATION

Canada Survey Data Analysis
Public Sector Research Group

October 2015



Deloitte
Digital

OVERVIEW - CANADA

Top driver

Citizen demands

Top 3 barriers

1. Too many competing priorities
2. Lack of an overall strategy
3. Insufficient funding

Insights

- Citizen demand is the primary driver of transformation, 94 percent agencies also identify improving citizen experience as an objective of organization's digital strategy, but only 7 percent say citizen engagement in co-creation of digital services is high
- Not a single organization reported that they were ahead of the private sector in terms of digital capabilities.
- Most agencies find procurement of digital services challenging

Maturity

Digital Maturity Rating



“Citizens are increasingly relying on e-services when applying for and receiving benefits. And they expect user-friendly, secure and confidential web services.”

— Corinne Charette, Senior Assistant Deputy Minister, Industry Canada

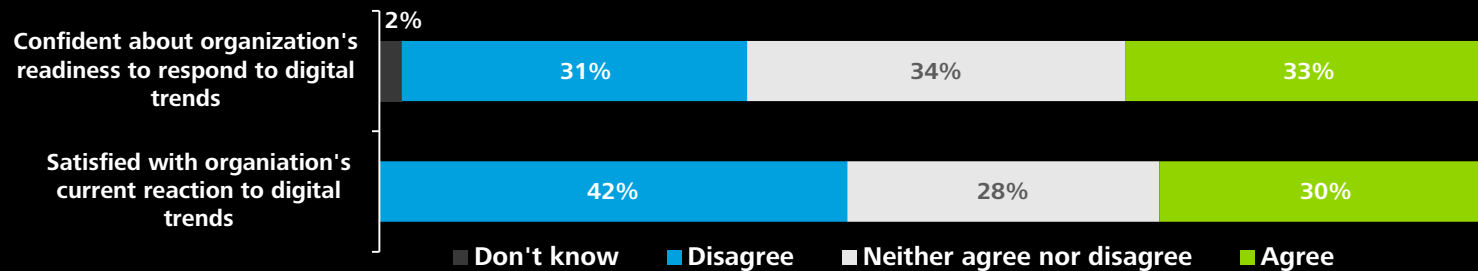
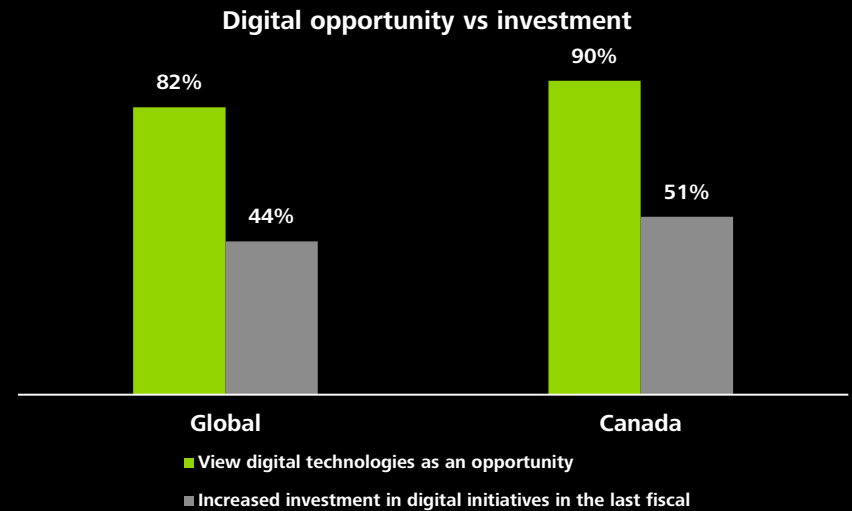
READINESS AND RESPONSE

Have a clear and coherent digital strategy?	
Global	46%
Canada	36%

Objectives of digital strategy	% agree
1. Improve customer/citizen experience and engagement, and transparency	94%
2. Increase efficiency	90%
3. Create or access valuable information or insights to improve decision making	78%
4. Create or access valuable information or insights for innovation	78%
5. Fundamentally transform our organization processes and/or organization model	69%

53 percent say that digital trends are improving their organization's ability to respond to threats and opportunities

78 percent say their digital capabilities are behind the private sector



36% confident globally
37% satisfied globally

LEADERSHIP, WORKFORCE AND SKILLS

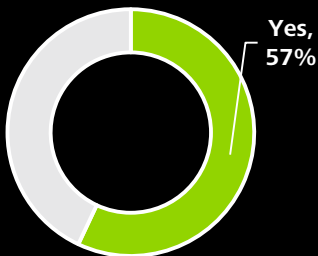
95% find workforce and skills to be a challenging area to manage in their organization's transition to digital

54% say that leadership understands digital trends and technologies

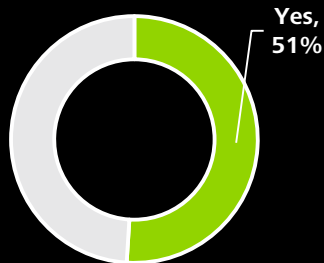
39% say that their leaders have sufficient skills to lead the organization's digital strategy

Does a single person or group have the responsibility to oversee/manage your organization's digital strategy?

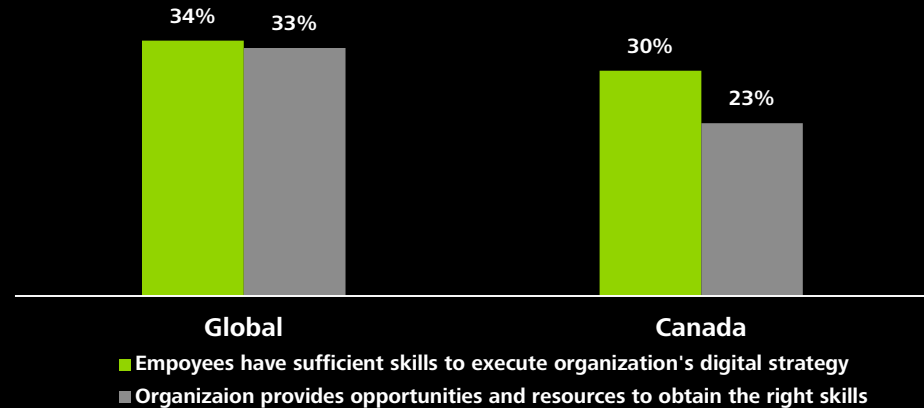
Canada



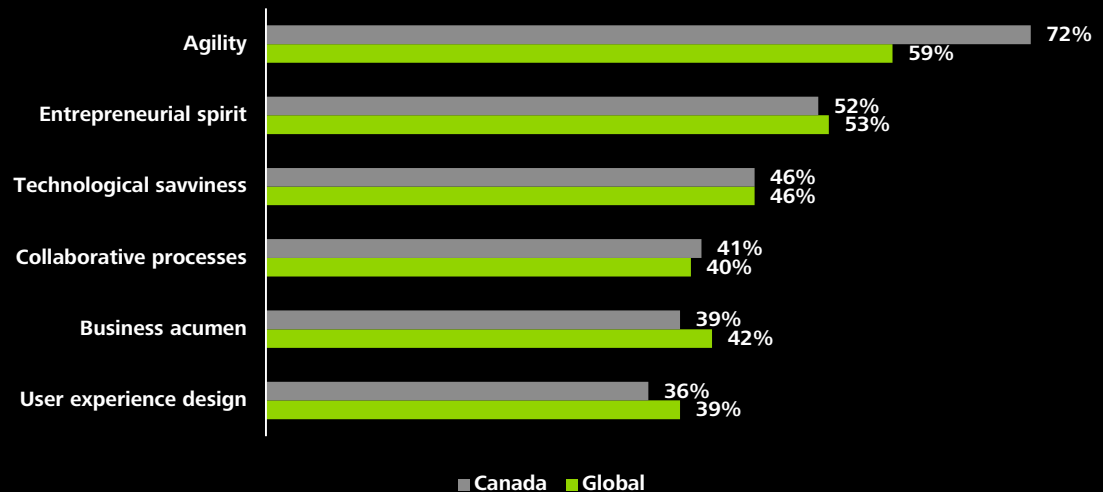
Global



Digital skills vs investment in workforce



Workforce-skills lacking

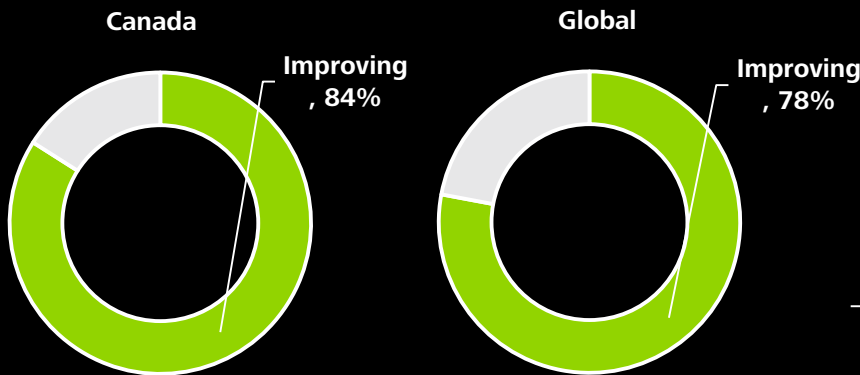


CUSTOMER/CITIZEN-FOCUS

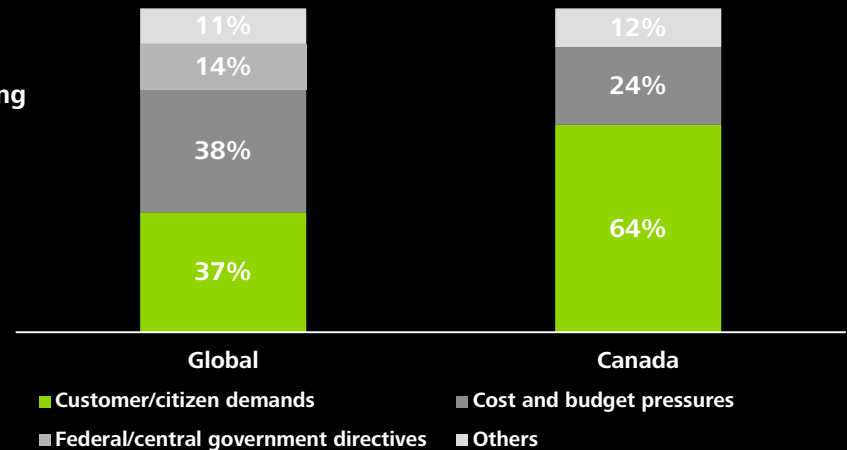
84% say that digital technologies and capabilities enable employees at their organization to work better with customers/citizens

94% say improving customer/citizen experience and transparency is an objective of their organization's digital strategy

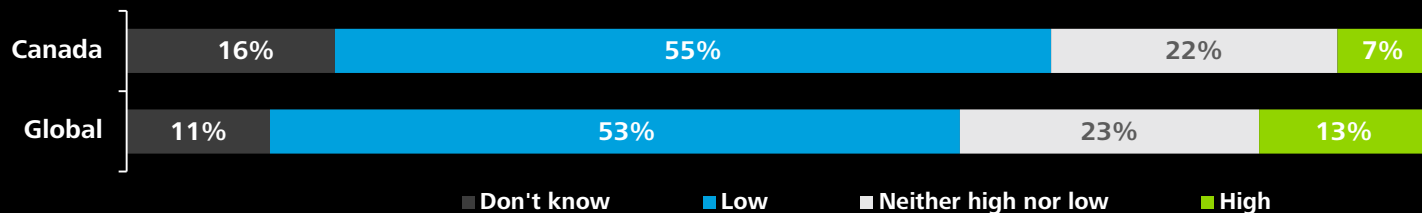
How are digital trends impacting your organization's customer/citizen service quality?



What is the biggest driver of digital transformation?



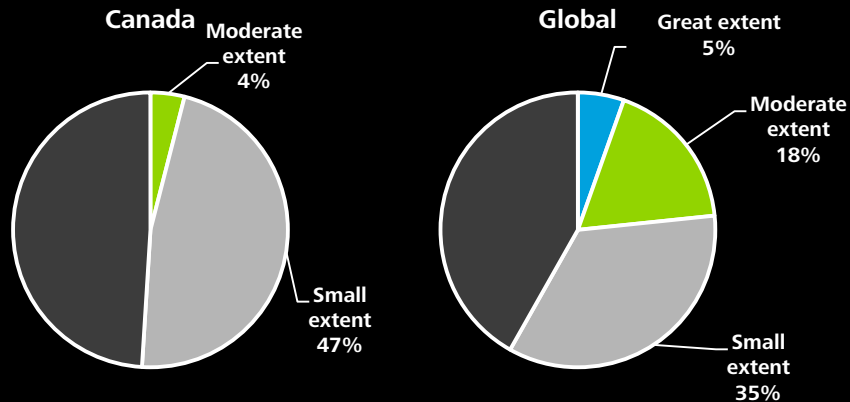
What is the level of customer/citizen involvement in co-creating digital services for your organization?



CULTURE - INNOVATION, COLLABORATION, OPEN SOURCE, AGILE

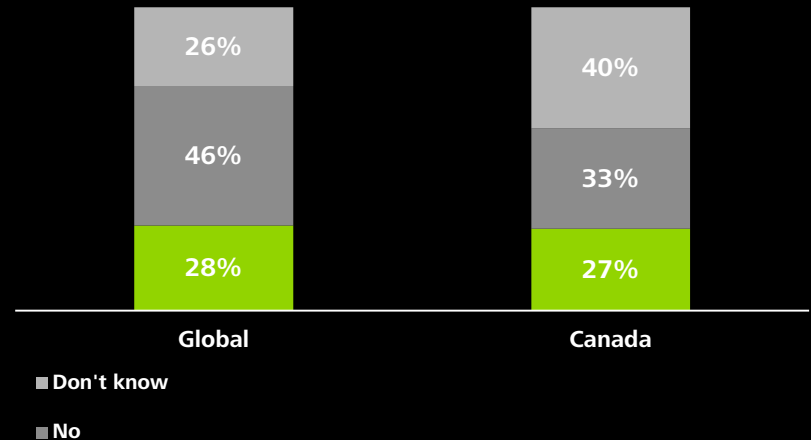
89% find culture to be a challenging area to manage in their organization's transition to digital

To what extent does your organization use open source technology to deliver digitally transformed services?

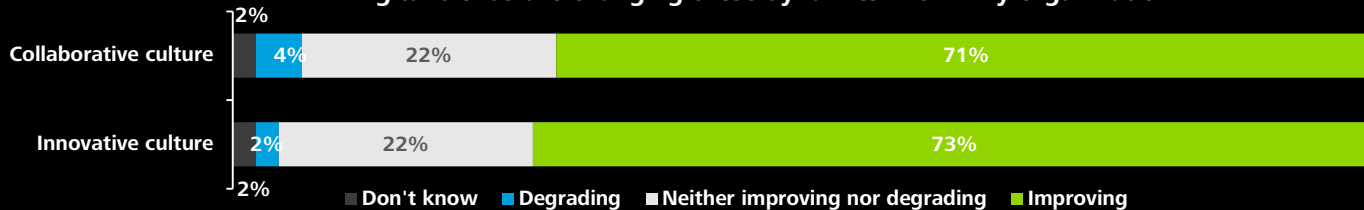


69% say that digital technologies and capabilities enable employees at their organization to work better with other employees

Is the transition to digital altering your organization's attitude towards risk?



Digital trends are changing these dynamics within my organization:



67% globally say digital trends improve collaborative culture

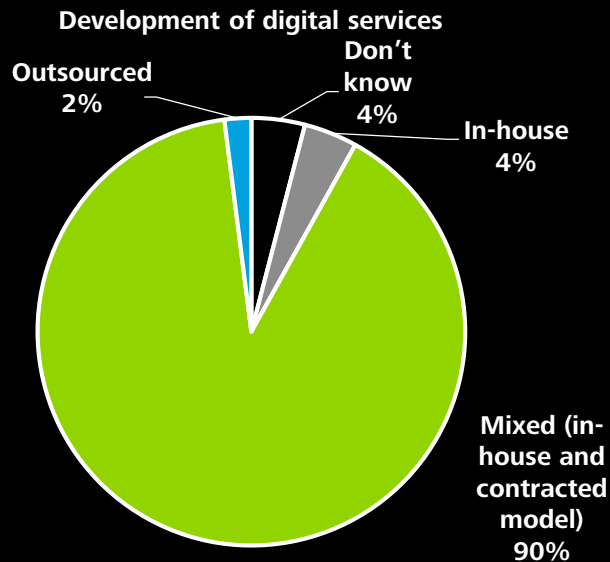
65% globally say digital trends improve innovative culture

PROCUREMENT

87% find procurement to be a challenging area to manage in their organization's transition to digital

71% say that government procurement needs to change significantly or very significantly to accommodate digital transformation

27% say that they are satisfied with the community of vendors that currently serves the digital government marketplace



Top 3 obstacles to better procurement practices in the digital age

Canada	Global
1. Rules/regulations	1. Rules/regulations
2. Lack of flexibility	2. Lack of flexibility
3. Procurement skill sets	3. Procurement skill sets

In what ways does procurement need to change to enable digital transformation?

