



TRANSFORMATION

DIGITAL BY DESIGN



Taking the Next Step:

Maturing Departmental Transformation

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Transport
Canada

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Canada

TRANSPORT CANADA'S TRANSFORMATION JOURNEY

Over the past five years, Transport Canada's Transformation Plan has been driving change and innovation within our department.

We implemented a modern set of tools and technologies...

... changed the way we work and deliver services...

... and set ourselves up for a successful response to the COVID-19 pandemic.

How did we do it? What comes next?



TRANSPORT CANADA: WHO WE ARE

CANADA'S TRANSPORTATION SYSTEM

The transportation system plays a large and vital role in the day to day lives of Canadians



- Canada's transportation system links people to jobs, delivers products to consumers, connects our regions and communities, and attracts global supply chains.
- The sector employs nearly 1 million people, contributes \$89 billion directly to GDP, and enables \$1.2 trillion in international merchandise trade.
- Things are changing fast –the last decade alone has brought about big changes, including the rise of electric cars, autonomous vehicles, and drones.
- TC's work helps to keep our transportation system moving, and keep Canadians safe – **this work impacts every Canadian, every single day.**

CANADA'S TRANSPORTATION SYSTEM BY THE NUMBERS

- **550** marine ports
- **322** airports
- **70** rail companies and **41,711 km** of tracks
- **1.13 million** kilometers of public roads that move **23 million** road motor vehicles

TRANSPORT CANADA: WHO WE ARE OUR MANDATE AND WORK

Transport Canada has one of the biggest and most diverse portfolios in the federal government — and a hardworking, talented 6,000-person team that covers every corner of the country.

TC'S WORK ENCOMPASSES:

- **Legislation and regulations:** The rules in place to ensure our transportation system is operating safely and responsibly.
- **Policies:** Decisions that the department makes about how we work, and how we interact with industry partners and Canadians.
- **Guidelines:** Recommendations on how to interpret and implement legislative and regulatory requirements.
- **Oversight:** Conducting inspections to ensure the rules are being followed, and enforcing the rules where necessary.
- **Services:** Working directly with businesses and Canadians directly to issue licenses, permits, and official publications.

TC'S MANDATE

We work to make our transportation system safe, secure, efficient and environmentally responsible.

THE EVOLVING TRANSPORTATION SECTOR THE CHALLENGES WE FACED

The transportation sector was evolving in the digital era – and as the pace and complexity of the changes increased, so did the regulatory challenges for TC.

- **A GROWING TRANSPORTATION SYSTEM:** More people and goods moving through the transportation system meant new demands and supply chain impacts.
- **DIGITAL INNOVATION:** Travellers expectations were moving towards seamless, digital service experiences, while advancements such as drones, automated vehicles, and the internet of things created new regulatory challenges.
- **A CHANGING SAFETY AND SECURITY LANDSCAPE:** High-profile incidents had raised the level of scrutiny on oversight, while the growing threat of cyber attacks and shifting international complexities were providing new challenges.
- **ACCELERATING INFORMATION:** Social media and digital connectivity were creating new expectations and opportunities for TC to engage meaningfully with stakeholders and Canadians.

TC did not have the systems, practices or culture in place to respond to this change – and was falling behind in meeting industry and citizens' expectations.

AGILE, SMART AND TRUSTED A NEW VISION FOR TC

Over time, we developed a clear Transformation vision for the department:



AGILE

We are proactive.
We anticipate. We respond to changing needs. Our legislation, regulations, tools, and people adjust to support innovation, growth and sustainability.

SMART

We seek out and are informed by data. We have a skilled workforce. Our services are digital by design and user-centred. We make risk-informed decisions.

TRUSTED

We earn our credibility. We are open, transparent and accountable. We approach our work with integrity to ensure a safe and high-performing transportation system.

AGILE, SMART AND TRUSTED TC'S TRANSFORMATION PLAN

Along with the new vision, a comprehensive Transformation Plan was structured over five pillars:



Intelligent policies and programs

- LEGISLATION
- REGULATIONS
- POLICIES
- INTERVENTIONS AND INSTRUMENTS
- OUTREACH AND AWARENESS
- MONITORING



Service innovation

- REGULATORY AUTHORIZATIONS
- INTERNAL SERVICES
- GRANTS AND CONTRIBUTIONS
- ADVISORY SERVICES



Transparency and public trust

- ENGAGEMENT
- RELATIONSHIP BUILDING
- OPEN BY DEFAULT – SHARING DATA AND INFORMATION
- ACCOUNTABILITY



Data-driven decisions

- BIG DATA
- ADVANCED ANALYTICS
- ENVIRONMENT AND INFRASTRUCTURE
- GOVERNANCE



Modern, inclusive workforce – *Beyond2020*

- PEOPLE
- CULTURE
- TOOLS
- WORKPLACE

TC'S TRANSFORMATION PLAN KEY ACCOMPLISHMENTS



Intelligent Policies and Programs

Updating legislation to make digital service delivery the norm.

Implementing a risk-based framework and new tools for oversight activities.

Creating shared internal resources to provide guidance across TC.



Service Innovation

Creating tools to provide common, consistent online services across business lines.

Establishing centres of expertise in key technical and service design fields.

Moving services online, and enabling online payments for over 200 services.



Transparency and Public Trust

Creating a working group on opening oversight compliance findings to the public.

Launching the Canadian Centre for Transportation Data online portal.

Including “deliberate public engagement” as an investment criteria for future projects.



Data-Driven Decisions

Making BI, analytics, and reporting tools available to all employees.

Establishing a Data Science Centre of Excellence to build capacity across TC.

Using data analytics to assess safety and security risks, and to inform resource allocation.



Modern, Inclusive Workforce

Modernizing the IM/IT program with innovative tools and approaches.

Using automation to make processes and services more efficient.

Successfully pivoting over 90% of staff to remote work in response to COVID-19

AGILE

SMART

TRUSTED

TC'S TRANSFORMATION PLAN

WHAT WE LEARNED

Never waste a good crisis

Moments of crisis can present an opportunity to make dramatic change for the better.

Be honest with ourselves

Putting transformation on the right path took many difficult conversations and tough decisions.

Manage change at all levels

People are at the centre of organizations – change will not take place without broad engagement, and deliberate change management.



MATURING TRANSFORMATION

You don't climb Mount Everest all at once. So far on our journey, we've reached base camp – now we have our sights set on the next peak.

- We need the right practices, processes and discipline to embed a transformation mindset into everything we do.
- We must also remain agile and adaptive to new technologies, regulatory challenges, and safety expectations – both in the pandemic environment and beyond.
- We need our people to understand transformation in concrete terms – what it means, how it leads us to key outcomes, and why that is good for the department.



FOUR TRANSFORMATION THEMES

To help make transformation more tangible, we are reframing and refocusing our work through four key themes:

Service Modernization



Provide modern digital-first services

Oversight Modernization



Remain a world-class regulator

Future of Work



Be an employer of choice

Foundational



Sustain core digital and enabling capabilities

TRANSFORMATION THEMES

SERVICE MODERNIZATION

Be the trusted provider of a digital-first, user-centric service experience that is accessible, efficient, and consistent.

- Take a digital-first approach to serve citizens and the transportation sector in a more efficient manner (with reduced costs).
- Continue to take a prioritized approach in digitizing our services
- Ensure effective real-time performance reporting and an evidence-based approach based on feedback from users, impacts and efficiencies.

OVERSIGHT MODERNIZATION

Build a more effective oversight regime that enhances public trust and confidence in the safety and security of the transportation system

- Build a modernized oversight regime that is:
 - People-focused
 - Data driven
 - Multi-modal by default
 - Digital by default
- Leverage new tools, processes and approaches adapted to rapidly evolving needs and environment.
- Maintain a highly skilled and versatile workforce to deliver on our mission in the most efficient and impactful manner possible.

TRANSFORMATION THEMES (CONT'D)

FUTURE OF WORK

Create a flexible, service-oriented, and digitally-enabled work environment.

- Enable both on-site and virtual work – don't think of one as the default and the other as the exception.
- Pursue work arrangements that meets the needs of the organization, manager, team and employee.
- Give managers the support, training, guidance and decision-making authority they need to enable this change.
- Value, prioritize and promote social connection, mental and physical health and wellness.

FOUNDATIONAL WORK

Continue to advance the department's technologies, processes and practices to support Transformation priorities.

- Leverage technologies and practices to better support decision-making.
- Prioritize governance, ethics, and impacts of automation and data, and the skills and jobs required for them.
- Build on progress in legislative and regulatory modernization across the department
- Continue to foster a collaborative culture of employee empowerment, innovation, and agility.

THE FUTURE OF TC'S TRANSFORMATION CONTINUING UP THE MOUNTAIN

After accomplishing rapid, intensive change, we have a chance to change gears and make transformation something solid and sustainable for the long term.

- Our next steps are focused on engraining **a growth, continuous improvement and digital mindset** into our way of working – across our structures, processes, and governance.
- With our four transformation themes to guide us, we will also be focused on:
 - Pivoting to a **service-oriented mindset**
 - Formalizing experimentation into **concrete business practices**
 - **Engaging with the GC community** – sharing our experience and learning from theirs.
- We look forward to working with many of you along the way!





THANK YOU!

