



Digital Transformation of a High Security Organization in the Era of COVID

Exploring the cultural, technological, and security challenges of transforming the Centre while navigating a global pandemic.



Hello!



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The Financial Transactions and Reports Analysis Centre of Canada (FINTRAC) is Canada's financial intelligence unit.

We facilitate the detection, prevention and deterrence of money laundering and the financing of terrorist activities, while ensuring the protection of personal information under our control.



Women in IT – My Story

Resilience



Courage



Tenacity





COVID 19

High Security Organization

no remote work – insular, on premise security



pre-existing, changing landscape



Evolving Threat Landscape



Growing Partner Expectations



Increasing Volume Growth



Digital Government Imperative



Rapid Digital Changes

DIGITAL TRANSFORMATION

Covid forced a paradigm shift

remote work – remote security



urgent response

- Upscale Secure Remote Infrastructure
- Building Access Management
- Alpha / Bravo High Security Teams

How to respond to broader business pain points during a pandemic?

hint: never let a good crisis go to waste



Creating a strategy to address our new reality

Using the momentum the from our pre-covid business challenges along with the covid crisis, we took the first steps in transforming FINTRAC into a digital organization.

1 IT STARTS BY BUILDING A STRONG BUSINESS RELATIONSHIP – LISTEN ACTIVELY!

Conduct broad business consultations and seek to understand their critical pain points

2 FOCUS ON CRITICAL PAIN POINTS

Draw out the acute pain points that hinders on the core business model, focus on the problems that limits an organization's ability to build future business value

3 IDENTIFY BUSINESS VALUE OPPORTUNITIES

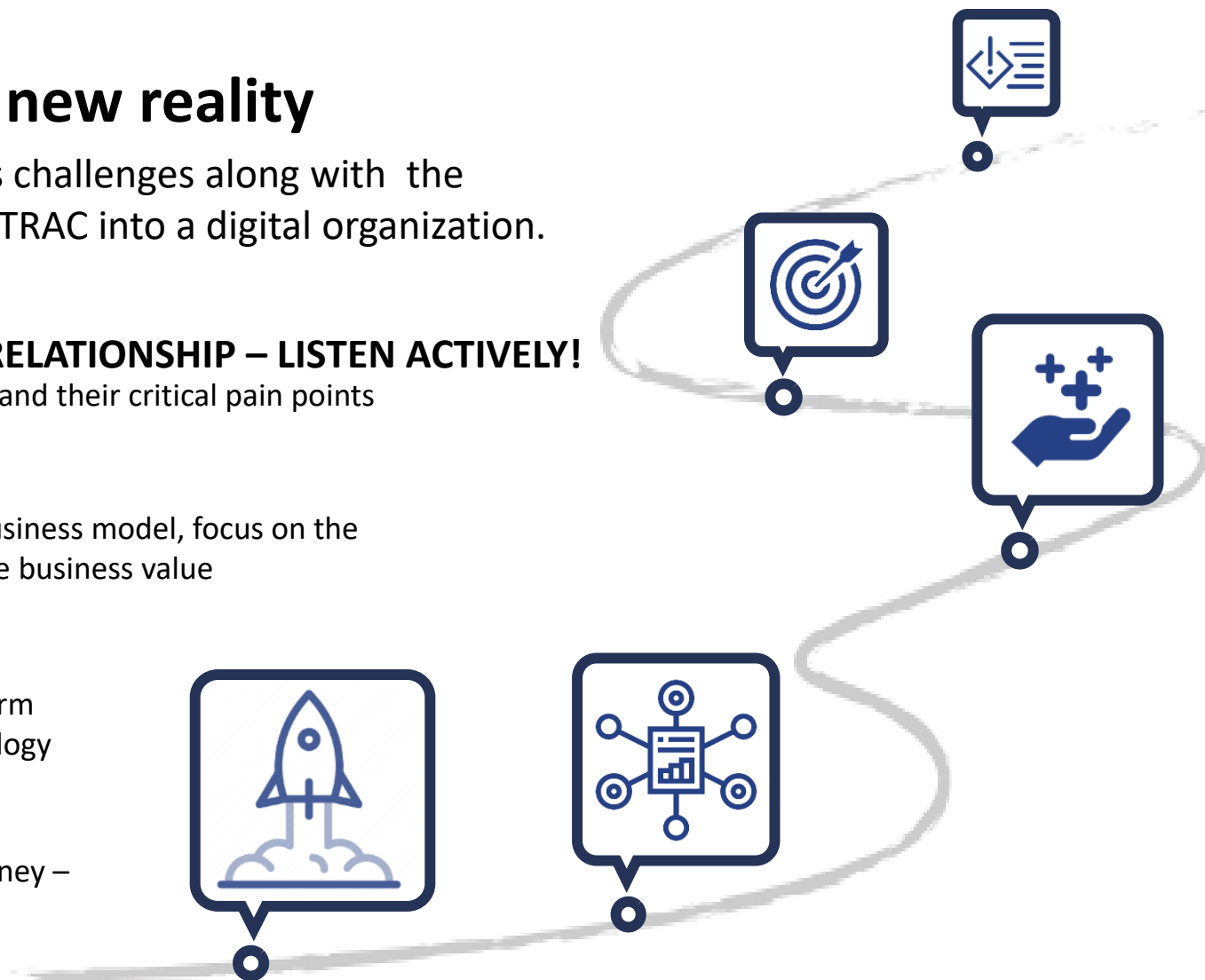
Prioritize those opportunities that can potentially transform key business value proposition, leapfrogs through technology

4 BUILD THE DIGITAL FRAMEWORK

Adopt purpose-built strategies to kick-start our digital journey – start small, big impacts, solve key problems

5 LAUNCH THE FIRST STEPS...

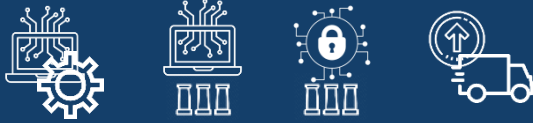
Build something, anything, learn from it, adapt. Repeat and improve.



Using emerging digital technologies to add business value, improve business performance, enhance digital services and enrich the user experience by;

ESTABLISHING DIGITAL FOUNDATIONS

establish foundational digital capacity, processes and infrastructure



1

AUTOMATING CORE BUSINESS

speed up core business through digital automation and advanced analytics



2

BUILDING A DIGITAL OFFICE

establish foundational digital capacity, processes and infrastructure



3

Create a purpose-built strategy to drive business value



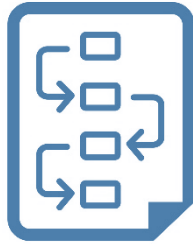


Practical ways FINTRAC is enabling digital transformation and driving business value

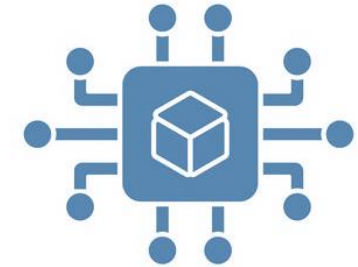


Adopting agile processes as a lever to change culture

move from a longstanding, rigid, infrastructure-building mindset



to a small "a" agile product-driven organizational culture



one-time annual planning large-scale project funding ridged portfolio

iterative ongoing planning seed & innovation funding agile portfolio

sustain leadership project driven user requirement waterfall development

change leadership product driven user experience devops prototyping

FROM

plan, build, run culture

TO

adjust and iterate culture

BENEFIT

- Creates a permanent organizational “resiliency muscle” in a time where the pace of change is always increasing
- Ensures organization can quickly adapt to evolving priorities as well as leverage enabling technologies
- Allows organization to address critical pain points, remain relevant and improve services to Canadians
- De-risks product development process, ensuring end benefits and outcomes match clients expectations



Balancing security and innovation with the essential guardrails in place

move from broad, overarching and all encompassing security model

to specific protections and safeguards around critical assets



everything is locked down one-size fits all security

FROM Insular Moat and Castle
Security Design



flexibility where appropriate enhanced targeted security

TO Information Security
and Privacy by Design

BENEFIT

- Greatly reduces attack surface area and allows organizations to prescribe enhanced security architecture, where needed
- Allows the organization to move and modernize less sensitive assets with confidence and at a faster pace
- Build organizational efficiencies by speeding up security processes, where appropriate



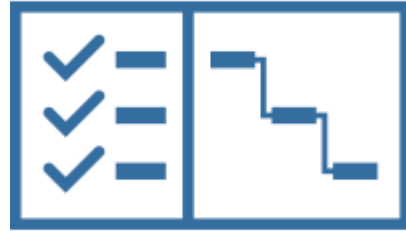
Assessing Cloud opportunities against the numerous threats of foreign actors



massive requirements documents – expensive paper!



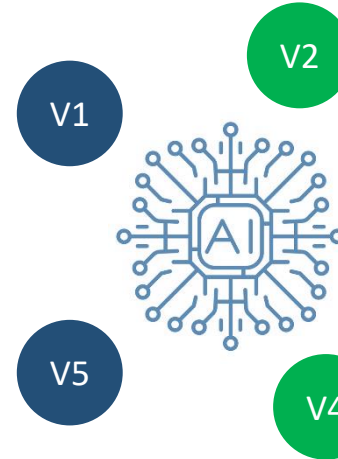
unproven vendor proposals – glossy pamphlets!



long big-bang implementations – hope it works?



compete vendor prototypes



evaluate against specific use cases



prototype against realistic synthetic data

FROM Traditional procurement, limited access to vendor landscape

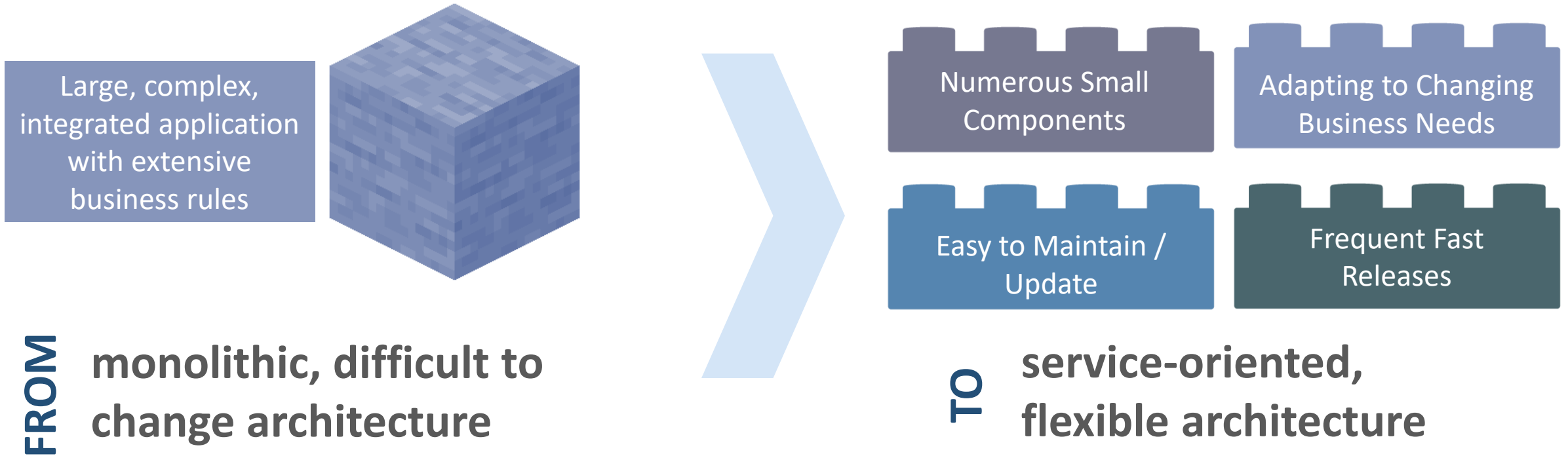
TO Vendor prototyping through cloud portals

BENEFIT

- Agile procurement provides greater efficiency, is more effective, and is faster compared to traditional procurement
- Vendor portal allows to test vendor solutions against real use cases, ensures your solutions tackles the right problem
- Using synthetic data decreases allows us to test many more vendors in an unclassified environment – saving time, increasing vendor options and increases quality of overall end product



Exploring the integration of Custom and COTS solutions through service-oriented architecture



Service Oriented Architecture is a technical practice with major business value.

- New solutions can be tested quickly in a safe environment, delivering incremental benefits
- Parallel evolution of business operations (legacy and new operating simultaneously)
- Provides a gradual change management strategy, creating a culture of change and 'learning through doing'



Top Five Challenges and Barriers that we Continue to Overcome

Changing the culture and
mindset – “culture eats
strategy for breakfast”

Running the business,
while at the same time,
transforming the
business

Convincing people that is ok
to fail fast, it doesn't have
to be perfect the first time,
it will improve

Understanding how Product
Management works for
Government

Dealing with change fatigue
in a continually changing
environment – during covid

and it comes back to

Resilience – Courage - Tenacity



Questions and Answers