Digital initiative forward talent plan

Form completion time estimate: 8 to 10 minutes

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# Requirement

As set out in the *Mandatory Procedures on Digital Talent*, business owners of digital initiatives are responsible for submitting a Digital Initiative Forward Talent Plan to the Office of the Chief Information Officer of Canada (OCIO) at Treasury Board of Canada Secretariat if either of the following conditions are met:

* a new, upgraded or expanded digital initiative requires the addition of the equivalent of 10 or more net new digital talent full‑time equivalents (FTEs) to a single department; or
* an existing digital initiative is being substantially expanded or upgraded and requires the addition of the equivalent of 10 or more net new digital talent FTEs in a single department.

For a list of talent covered by this requirement, see [Scope of digital talent.](#_Scope_of_digital_1)

If a forward talent plan is required for the digital initiative, it needs to be **submitted** when:

* the new, upgraded or expanded digital initiative receives approval to proceed from the relevant departmental authority (for example, CIO, architecture review board, internal finance committee or internal HR committee) and prior to initiating digital talent sourcing steps (for example, staffing, training, or procurement) related to the net new portion of the digital initiative.
* a concept case for digitally enabled projects (concept case) is submitted if a concept case is required for the initiative.
* a Government of Canada enterprise architecture review board (EARB) proposal is submitted, if an EARB proposal is required for the initiative; or
* a Treasury Board submission is submitted if one is being prepared for the initiative.

If a forward talent plan has been previously submitted for the digital initiative, it needs to be **updated** when:

* the initiative is proceeding to the next project or product stage (for example, from concept case to EARB proposal); or
* the business owner is aware that there have been substantive changes to the forward talent plan (for example, talent in another digital discipline not previously listed is now required); or
* a department elects not to proceed with a substantive component of a talent plan (for example, talent requirement is reduced by 50% or more).

## Things to note

* This requirement onlyapplies if the 10 net new digital talent FTEs threshold is met. For **small departments and agencies**, it is expected that this requirement rarely applies.
* The forward talent plan does not in any way commit the business owner to any staffing, training, or procurement actions.
* Digital initiatives are not being evaluated on the accuracy of the forward talent plan.
* This is a reporting requirement only and does not impose any additional approval steps by OCIO. In other words, business owners do not need to wait for OCIO approval on the forward talent plan to proceed with the digital initiative.

# Why collect this data?

This data collection enables OCIO to support departments in meeting their digital talent needs in a timely way. Through proactive recruitment and training, OCIO can create pools of prequalified talent readily accessible by departments and agencies.

This data collection is also used for predictive analytics for larger recruitment campaigns and the identification of government‑wide trends.

# Instructions

Complete the [forward talent plan template](#_Forward_talent_plan_3). If a forward talent plan has been submitted previously for the same initiative, update the existing forward talent plan.

Submit the new or updated forward talent plan to the [GCTalentGC@tbs‑sct.gc.ca](mailto:GCTalentGC@tbssct.gc.ca) mailbox.

All fields and questions are required unless otherwise specified.

When completing the forward talent plan, business owners should estimate to the best of their abilities possible. It is understood that the information provided is estimate only and may evolve as the initiative goes through approval processes. **The forward talent plan does not in any way commit the business owner to any staffing, training, or procurement actions.**

For any questions or concerns regarding this requirement or the forward talent plan template, contact [GCTalentGC@tbs‑sct.gc.ca](mailto:GCTalentGC@tbs-sct.gc.ca) for more information.

# Forward talent plan template

## General information

| **Information** | **Response** |
| --- | --- |
| **Name of initiative** | *Initiative title* |
| **Target launch date** | *YYYY-MM-DD* |
| **Department or agency** | *Name of department or agency* |
| **Business owner** | *Name, job title, email* |
| **Other participating departments or agencies if this is a joint or GC‑wide initiative** | *Partner department or agency name* |
| **Date of forward talent plan submission** | *YYYY‑MM‑DD* |

| **Requirement** | **Yes** | **No** |
| --- | --- | --- |
| **Concept case for digital projects required.**  (Put “x” in the applicable box. For more information on the concept case requirement, refer to *Appendix B: Mandatory Procedures for Concept Cases for Digitally Enabled Projects* of the [*Policy on the Planning and Management of Investments*](https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32593)*.*) | Yes | No |
| **Enterprise architecture review board (EARB) proposal required**  (Put “x” in the applicable box. For additional information on EARB proposal, refer to subsection 4.1.1.2 of the [*Directive on Service and Digital*](https://www.tbs-sct.canada.ca/pol/doc-eng.aspx?id=32601)*.*) | Yes | No |
| **Financial parameters**  The financial parameters (for example, costs, funding requirements, source of funds) of an initiative should be designed to allow for expenditures in staffing, where appropriate. Financial parameters should not create an artificial dependence on procurement as a vehicle for talent sourcing. Procurement of digital services should only be done when this approach is deemed to be optimal or necessary.  Are steps being taken to ensure that the necessary financial flexibilities are in place to allow for sourcing digital talent as needed, including fiscal structures to support staffing options?  Steps may include working with financial management advisors or equivalent when preparing scoping and approval documentation to put in place financial structures that allow for staffing. | Yes | No |

## Digital talent requirement and sourcing plan

[Digital talent](#_Scope_of_digital_1) spans a wide range of occupational groups. This section collects information on the type of skills required for the digital initiative in three separate tables:

1. Digital talents that are likely to be classified as IT, using the [IT generic work streams](https://www.gcpedia.gc.ca/wiki/CIO_Suite/Organizational_Models) (accessible on GC network only) as reference
2. Digital talents that are likely to be outside of the IT classification (while recognizing that some jobs are classified differently across organizations)
3. Adjacent disciplines that should be considered to ensure the initiative aligns with the [Government of Canada Digital Standards](https://www.canada.ca/en/government/system/digital-government/government-canada-digital-standards.html)

For each of the tables below, estimate the net new number of FTEs required for the digital initiative. List any specific skills requirement associated with the identified position. Indicate how the requirement is expected to be met (for example, staffing, training, or procurement). If one position is expected to perform multiple functions listed in the table, list the position under what is most used in the organization.

Provide the best estimate possible. The information provided does not in any way commit the business owner to any staffing, training, or procurement actions.

### Digital talent requirement and sourcing plan (IT group)

Types of talent in this table are taken from the [IT generic work streams](https://www.gcpedia.gc.ca/wiki/CIO_Suite/Organizational_Models) (accessible on GC network only). If there are other IT positions required for the initiative, select “Other” and specify. Add rows as needed.

| [**IT generic work streams**](https://www.gcpedia.gc.ca/wiki/CIO_Suite/Organizational_Models)  (Accessible on GC network only) | **Group and level (IT)** | **Talent expected to start work in…** | **Positions created for the required group and level** | **Funding in place** | **Level of confidence that the initiative will proceed** | **Specific skills requirement**  (for example, programming languages, specialized software)  Skills taxonomy (in other words, list of skills and their definitions) will be provided. | **Talent sourcing plan**  (for example, existing employees, training, staffing, procurement) |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Example row:**  **IT Software Solutions** | **IT‑01 x 3**  **IT‑02 x 3**  **IT‑03 x 1** | **6-12 months** | ***Yes*** | ***Yes*** | **Extremely confident** | **IT‑01 and IT‑02**   * **React** * **Java**   **IT‑03**   * **Agile methodology** | * **Training existing employees** * **External recruitment** |
| [IT Enterprise Architecture](https://www.gcpedia.gc.ca/wiki/Digital_Suite_of_Standardized_Products/Organizational_Models/IT_Enterprise_Architecture/Products) | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| [IT Security](https://www.gcpedia.gc.ca/wiki/Digital_Suite_of_Standardized_Products/Organizational_Models/IT_Security/Products) | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| [IT Infrastructure Operations](https://www.gcpedia.gc.ca/wiki/Digital_Suite_of_Standardized_Products/Organizational_Models/IT_Infrastructure_Operations/Products) | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| [IT Planning and Reporting](https://www.gcpedia.gc.ca/wiki/Digital_Suite_of_Standardized_Products/Organizational_Models/IT_Planning_and_Reporting/Products) | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| [IT Project Portfolio Management](https://www.gcpedia.gc.ca/wiki/Digital_Suite_of_Standardized_Products/Organizational_Models/IT_Project_Portfolio_Management/Products) | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| [IT Database Management](https://www.gcpedia.gc.ca/wiki/Digital_Suite_of_Standardized_Products/Organizational_Models/IT_Database_Management/Products) | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| [IT Software Solutions](https://www.gcpedia.gc.ca/wiki/Digital_Suite_of_Standardized_Products/Organizational_Models/IT_Software_Solutions/Products) | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| [IT Business Line Advisory Services](https://www.gcpedia.gc.ca/wiki/Digital_Suite_of_Standardized_Products/Organizational_Models/IT_Business_Line_Advisory_Services/Products)   * Client portfolio management * Project portfolio management * Business analysis * Supplier relationship management | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Other (Please specify. For example, quality assurance) | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |

### Digital talent requirement and sourcing plan (non‑IT group)

Types of talent in this table are provided as reference only, with the recognition that some of these options (for example, data management) may be classified differently across organizations.

Provide the group and level in accordance with your organization. If there are other types of talent required for the initiative, select “Other” and specify. Add rows as needed.

| **Digital talent** | **Group and level** | **Talent expected to start work in…** | **Positions created for the required group and level** | **Funding in place** | **Level of confidence that the initiative will proceed** | **Specific skills requirement**  (for example, project management certification)  Skills taxonomy (in other words, list of skills and their definitions) will be provided. | **Talent sourcing plan**  (for example, existing employees, training, staffing, procurement) |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Example row:**  **Project management** | **PM‑05 × 3** | **6-12 months** | **No** | **Yes** | **Not confident** | **Project management certification** | **Contracting, professional services** |
| Data analysis | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Data management | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Data science | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Digital policy analysis | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Information management | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Project management | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Product management | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| User experience design | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| User interface design | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| User research | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Service design | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Other (Please specify. For example, recordkeeping) | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |

### Specializations from adjacent disciplines being applied to digital initiatives.

Business owners are encouraged to consider including these disciplines as part of the team.

Types of talent in this table are provided as reference only. If there are other positions required for the initiative, select “Other” and specify. Add rows as needed.

| **Talent from adjacent disciplines** | **Group and level** | **Talent expected to start work in…** | **Positions created for the required group and level** | **Funding in place** | **Level of confidence that the initiative to proceed** | **Specific skills requirement**  (for example, accessible design certification)  Skills taxonomy (in other words, list of skills and their definitions) will be provided. | **Talent sourcing plan**  (for example, existing employees, training, staffing, procurement) |
| --- | --- | --- | --- | --- | --- | --- | --- |
| **Example row:**  **Indigenous engagement and co‑design** | ***EC-05 x 2*** | **3-6 months** | ***Partial*** | **Partial** | **Somewhat confident** | ***Lived experience with Indigenous communities and protocol expertise*** | ***External recruitment*** |
| Accessible design | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Accessibility testing and technical requirements | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Anti‑racism analysis | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Equity outcomes advancement | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Gender‑based analysis plus | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Indigenous engagement and co‑design | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |
| Other (please specify) | *Replace this text with anticipated number by group and level* | *Choose a timeframe.* | *Choose an option.* | *Choose an option.* | *Choose an option.* | *Replace this text with a bulleted list of the skills you need by group and level* | *Replace this text with your talent sourcing plans* |

## Talent sourcing options

1. If contracting is expected to be leveraged as part of the talent sourcing plan, please elaborate on the rationale for the decision.
2. Please highlight any areas of risk where you anticipate difficulties in meeting the talent requirements. For each of the risk identified, list the following, if applicable:
   1. Any recommended approach on risk mitigation; and
   2. Support you would like to receive from OCIO on sourcing the required talent.

End of template

# Scope of digital talent

For the purpose of this requirement, scope of digital talent includes any person whose primary or contracting function supports the development or delivery of GC digital initiatives, products or services:

* any employee that is classified in the IT group
* any person whose primary work function is or is expected to be covered under the mandate authorities of the CIO of Canada, including all CIO and Heads of IT (but not including corporate support functions, such as administrative professionals and finance)
* cybersecurity
* information management
* data management for the development or delivery of a GC digital initiative, service or product
* data science and analytics for the development or delivery of a GC digital initiative, service or product
* user‑experience research or service design for the development or delivery of a GC digital initiative, service or product

For the purpose of this requirement, digital talent does not refer to those supporting other mandate areas whose daily work requires the use of digital skills and tools.

As an example, a person who designs, develops, delivers, or maintains a digital platform for tracking benefit application progress is considered digital talent under this definition; whereas a person who uses the digital platform to answer client inquiries about the benefit application is not.

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