

# Reinventing Relationships Between State and Citizen

**Digital  
Communications  
and Government  
Online Presence  
Optimization Strategy**

2016

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The digital age provides a unique development and growth opportunity for Québec, its citizens, and its businesses. Built by boldness, creativity, and innovation, Québec now needs to fully express itself in this digital era. [...] From now on, digital technology must play a key role in all development initiatives in the fields of the economy, culture, education, health, and public services...



— **Philippe Couillard,**  
**Premier of Québec**

Launch of the Digital Economy Action Plan, Québec,  
May 20, 2016

# Introduction

## Toward a new era in information and public services

Today's world is firmly interconnected, with digital and interactive technologies impacting how we communicate, work, seek information, consume, and spend our free time. These new digital options are changing the ways in which individuals, organizations, and various society stakeholders interact, in all fields and activity sectors. This development is also raising the public's expectations regarding government information, public services, and the government's interactions with the public.

The State must always be attentive to the needs of its citizens and the various audiences it serves, be innovative, and adapt to the needs of the population. Although some ministries and government bodies are in tune with developments in digital communications, it now appears essential that the Government of Québec play an even greater role in the digital revolution in terms of its interactions with the public if it wants to maintain and enhance the effectiveness of its interventions in the public sphere.

For the sake of Québec society, the government must seize upon the opportunities brought about by major advances in digital communications and technological developments to ensure increasingly dynamic communications and relationships with its citizens and various audiences.

The government's current presence, activities, and approach online and in the digital world are moving forward with no overarching plan, with no guarantee of consistency or vitality in its interactions with the public. The time has now come to harmonize the government's offer and to direct the government's initiatives and efforts toward a single objective.



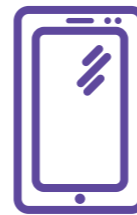
From now on, the government will apply a global and consistent approach in its provision of information and services on the Web and in the digital world to ensure better communications and interactions between the State and the public. This offer will constantly evolve to accommodate the needs of citizens

# Introduction

(continued)

and various audiences and their use of digital technology. The government will also take more advantage of the benefits of digital technology by using a proactive approach to reach and serve various audiences.

Digital expertise will now have to be an integral part of the government's DNA. Current resources must be optimized, ensuring that they acquire the skills required to implement this new culture of digital communication and service delivery, on a permanent basis.



It is from this perspective that Québec's Digital Communications and Government Online Presence Optimization Strategy is being introduced.

Along with the Québec Digital Culture Plan, the government's IT strategy, and its Digital Economy Action Plan, this new strategy is a key element in Québec's transition into the digital age. By using a more proactive

## In Québec

The proportion of Québec households that are connected to the Internet was 86.2% in 2015. On average, web surfers are online 22.2 hours per week, i.e. 1 hour and 42 min more than in 2014.

## Across the world

In January 2016, a study revealed that 88% of the North American population uses the Internet, making it the continent with the highest Internet penetration rate in the world, with a world average of 46%. With a rate of 91%, Canada ranks third in the world, after the United Arab Emirates (96%) and the United Kingdom (92%).

approach and optimizing its communications and online presence, the government will once again demonstrate its firm intention to join this movement to the benefit of Quebecers.

# Introduction

(suite)

This initiative will also facilitate the execution of other work currently being conducted by the government to improve the methods used for service delivery, IT, proactive disclosure of government information, transparency, and active citizenship.

Québec's Digital Communications and Government Online Presence Optimization Strategy is intended to be constantly evolving and marks the beginning of an irreversible process to change the way the government serves, communicates, and interacts with the public.



# Status of the Government of Québec's Digital Communications and Online Presence

## Discrepancies between the government's offer and current uses of digital technology

Over the past few years, the Government of Québec has studied a number of ways to increase the use and to take advantage of the benefits of new technologies, e.g., the work conducted on the Infoway and online government presence (2004-2005), the examination of a strategy on the government's online presence (2006-2007), the Henri-François Gauthrin report *Gouverner ensemble : Comment le Web 2.0 améliorerait-il les services aux citoyens?* (2012). Although this work laid the groundwork for modernizing the relationship between the State and its citizens, the evolution of the government's online presence has never been guided by a comprehensive plan, hence the ever-increasing number of government websites (more than 800 have been identified) and the discrepancies in the information and services provided by government ministries and public bodies.

This situation is incurring ever-increasing costs to the State, particularly in terms of the multiplication of content management and editing tools offered on the market, which are constantly changing. It is also detrimental to the consistency of information being published and to the government's ability to adapt its services and communication approaches to the public's current and

future uses (use of mobile devices, instant messaging, social media, etc.).

Nowadays, the discrepancies between the Government of Québec's provision of information and digital services compared with other websites are hindering the government's performance regarding its communications with, service delivery to, and interactions with the public and various other audiences.



As the gap widens between the uses of Québec's population and the government's digital offer, many other public administrations, such as that of British Columbia, the federal Government of Canada, the United States, France, the United Kingdom, and New Zealand have been able to take advantage of the rapid development of digital technology, to the benefit of their population.

According to the Organisation for Economic Co-operation and Development (OECD), this ability to innovate and take part in the digital revolution will characterize the most successful governments.

## Approach

### A participatory approach based on consultation and participation

In August 2015, Québec's Cabinet mandated the Secrétariat à la communication gouvernementale to create a vision and a strategy to optimize the Government of Québec's presence online and in social media to enable it to transition into the digital age in all its communications and interactions with the public. This strategy is also intended to enhance the government's digital communications by streamlining access to government information, improving the provision of online services, optimizing the use of social media, and rationalizing the number of websites.



This change undertaken by the government is based on consultation with various collaborators within governmental circles, partners, and external experts. Meetings were held with various public administrations and bodies (the UK Government, Government of Canada, Desjardins Group, Université Laval, City of Montréal, Société des transports de Montréal, Canadian Broadcasting Corporation, and CEFRIQ) to document similar projects and analyze the resulting benefits.

A community of government practitioners has also been created to benefit from the collaboration and participation of these experts.



An online survey was conducted with 1346 surfers who shared their visions for optimizing the government's online information and service delivery on digital platforms.

Moreover, over 150 reports, studies and articles published in Québec and elsewhere were also consulted and analyzed in conjunction with the development and directions of this Strategy.

In light of this work, in December 2016, the government adopted the Digital Communications and Government Online Presence Optimization Strategy.

## Strategy Vision

**Proactive communication and modern, dynamic interactions between the government and the public based on a consistent offer of information and digital services that evolve in line with changes in the needs and uses of Québec society**

The appropriation of digital uses in all segments of society is happening at an unprecedented rapid rate. Accordingly, the expectations of citizens, businesses, and various audiences are following the same trend, and these actors are becoming increasingly demanding in terms of the development of information and public services.

The government has to adapt to this new digital age, and provide the population with access to innovative and ever-evolving information and services at all times and on all digital platforms and settings, designed for all types of current and future digital devices.

In this new context of dynamic digital communication and interaction, the government must now take advantage of the opportunity and ensure that the entire population benefits.

The government now has no choice but to modernize and streamline its communications and relationships with the public and various audiences, and must innovate to do so. Currently, the provision of information and online services is designed separately by individual ministries and public

bodies. The government must introduce a consistent, citizen- and user-focused, global offer that is, constantly evolving. The Government of Québec must also take better advantage of the benefits of digital technology by focusing on enhancing its use of digital communications and social media.

By marshalling and coordinating the efforts of all public bodies and stakeholders, the government will be able to fully benefit from the rapid evolution of digital uses to improve the State's efficiency.



Through this Digital Communications and Government Online Presence Optimization Strategy, the government seeks to provide access to simplified, customized, innovative, and evolving information and public services that better meet the expectations of the public and various audiences.

## Guiding Principles

The various actions will be based on the following guiding principles:

- **Global management** of the government's digital communications and online presence, through overall coordination, joint efforts by the various stakeholders, resource optimization, and the reorganization of work around shared objectives;
- **Coherence** and **accessibility**, to capitalize on the consistent, simplified, and efficient provision of information and digital services from the government;
- **Innovation** and **flexibility**, to enable the development and ongoing advancement of the provision of information and digital services, while ensuring the constant alignment of technological options and the public's use of the digital world;
- **Transparency** and **collaboration**, through a proactive public approach and the public's participation in the advancement of communication approaches and digital services;
- **Ongoing development of digital communications expertise**, by upgrading skills associated with this constantly evolving industry.



# Directions

The Digital Communications and Government Online Presence Optimization Strategy is built on three main directions guiding the government's actions.

These directions are interdependent and must remain consistent to ensure the success of this endeavour

Eight priorities were determined for these directions, and the key milestones are further detailed in the implementation plan.



1. Reposition the State within the digital world

## VISION

Proactive **communication** and modern, dynamic interactions **between the government and the public** based on a **consistent offer** of information and digital services **that evolve** in response to changes in the needs and uses of Québec's society

2. Offer a consistent digital experience



3. Establish strong governance

## Direction 1:

Reposition the State within the digital world

### Use digital communication in a proactive way to better inform, serve, and interact with the public

**Priority 1 :** Implement a digital-first approach in government communications and public services

**Priority 2 :** Adopt a proactive approach in social media and digital communications

Websites are at the key source of information and relationships with the public, but they are only one among numerous potential uses of digital technology. The government must introduce a digital communications approach that includes not only the Web, but also more globally encompasses all actions to communicate through digital media. The Web, social media, mobile applications, instant messaging, online television, interactive terminals in public places, digital advertising, geolocation, and all other future connected devices are different ways to reach out to and serve the public. The government must learn to take advantage of these possibilities for the benefit of everyone.

Currently, online government information and services are often offered in a passive manner. Publishing content online and waiting for the public to consult it is no longer sufficient.

The government must become more proactive to reach out to citizens and various clienteles. It must engage directly with the public in the digital world to provide information and services in the public's environment. To this end, it must take advantage of external social platforms and those of its partners and other institutions within society.

In addition, the government must enable the public to take part in improving and promoting its services and contents, for example by creating apps and digital services based on the government's open data.

Broadening the horizon beyond the Web opens up a world of almost infinite possibilities for the government to improve communications and services to Québec society.

### A necessary digital transition

According to an exclusive citizen survey conducted in April 2016, **only one out of 10 respondents believes that the government effectively uses digital communication**. Consequently, **90%** of the 1 346 individuals surveyed definitely **believe** or are prone to believe that the **government could improve its communications with the public through a major digital transition**.

## Direction 1:

Reposition the State within the digital world  
(continued)

### Priority 1

#### Implement a digital-first approach in government communications and public services

» In the same way that the government's IT strategy gives priority to digital technology, the government's future communications strategies will be designed to incorporate digital technology. Approaches and concepts will thus include digital technology right from the start, so the information is ready to be consumed at the public's convenience using various apps. It is essential that the old way of designing communications strategies and activities first and foremost for traditional media and formats, and then adapting them to online platforms, be dropped. Like other types of media, the digital world has its own peculiarities that must be taken into account to foster optimal use. This will make it easier to roll out the concepts, contents, and services that are initially designed for the digital world in a format or support venue better suited to the business objectives of ministries and public bodies.

In February 2016, **the BBC made a major transition** by abolishing its television and radio divisions **to design and produce their contents in digital format first**, and then broadcast them on the proper platform to reach the target audience.

In summer 2016, **SRC's information division announced the same shift**. From now on, information in the government corporation's newsroom will no longer be **designed** based on the target platforms (television, radio, or web), but rather **based on the press genre**: continual news stream on the one hand, versus special coverage on the other.

## Direction 1:

### Reposition the State within the digital world

(continued)

Facebook, Google, Instagram, LinkedIn, Pinterest, Snapchat, Twitter, YouTube, instant messaging, Web television, mobile applications, and other apps may be used to reach a specific clientele, provided that the messages are adapted to the language and particularities of each of these networks.

By developing concepts and contents initially targeting the digital world, the government will be able to expand the scope and the outreach of its communications way beyond the broadcasting periods of traditional media. It will be better equipped to directly target various audiences and optimize the costs associated with the means used for communication, interaction, and transactions. The government will also reach younger generations and audiences who are progressively moving away from traditional information media and other methods of service delivery, and who are consequently oblivious to the government's communications.

The digital-first approach must also be adopted for the provision of online services by ministries and public bodies to ensure consistency in the government's communications and the provision of online services. User-friendly digital services must be developed to meet the needs of various audiences. Also, more value will be attributed to the applications available on all platforms to increase the reach of the government's current information and services.

Government work currently being conducted by Services Québec on online services will make it possible for public services to be designed for the digital world and for consistent services to be offered throughout government bodies, in particular regarding the most sought-out services and the most pressing needs of the public and various audiences.

Thus, it will be possible for all audiences to obtain services in the way that best suits them, as digital technology becomes increasingly prevalent.



## Direction 1:

Reposition the State within the digital world  
(continued)

## Priority 2

### Adopt a proactive approach in social media and digital communications

The right media to interact with the public and various audiences in a more dynamic way

» A proactive approach will be taken in social media and digital communications to strengthen the government's relationships with citizens and various audiences using digital platforms, and to encourage them to consult government content.

By using these methods, it will be possible for the government to establish a **communications approach that is more customized, more user-friendly, and better suited to the realities of individuals and various audiences**, in addition to increasing the reach of the promotion of its actions. For example, this could mean sending reminders for renewing driver's licenses on birthdays, giving advice to self-employed individuals about construction permits, or steering individuals toward the appropriate resources for dealing with major life events, such as a birth or death. Simply put, by capitalizing

on social media in its communications strategies, the government will maintain an ongoing relationship with the public, as opposed to what is possible through a mass media advertising campaign that will reach a greater number of citizens, but whose scope is limited.

The government also commits to using social media in the context of a **client-service oriented approach**, that will complement traditional services (telephone, e-mail, or in person) and be more conducive to an **almost instantaneous response**.

**76%** of the 1346 respondents in the online citizen survey conducted in April 2016 believe that **it would be very or quite appropriate for the government to increase its use of social media to provide information to and interact with the public.**

## Direction 1:

Reposition the State within the digital world

(continued)

For example, this approach will make it possible to answer questions from the public using instant messaging, or to ensure follow-up on files through text messaging or secure e-mails. This ongoing presence will greatly improve the quality of services to the public, without compromising the safety of data and personal information, and will respect current laws and regulations.



To be effective and to have a real impact in social media, there must be a focus on greater “responsiveness” to promptly address any situation, whether it be to issue a comment or simply to answer a question. The process for managing public announcements must therefore be simplified.

### The government will also focus on:

- creating **official general Government of Québec accounts on social media** that will be managed by a strategic planning team in the Secrétariat à la communication gouvernementale for the following purposes:
  - promote current news, government actions, and services and programs for citizens;
  - promote Québec’s culture in the rest of the world (its particularities, history, assets, competitive strengths, etc.);
  - share the publications, activities, and campaigns from the various social media accounts of ministries and public bodies;
- harmonizing the organizational and themed **accounts** of the government’s ministries and bodies by establishing common usage rules;
- creating **government and organizational blogs** composed by specialists and official spokespeople;



## Direction 1:

Reposition the State within the digital world  
(continued)

- implementing a personalized approach in social media that is more client service-oriented;
- increasing the use of existing platforms (Twitter, YouTube, Facebook, Snapchat, etc.) to reach various audiences online.

Various mechanisms will be put in place to ensure the coherence of ministerial and government messages.

The objective is to foster proactivity and a close relationship with various audiences regarding the topics, services, or themes that concern them.

In addition, the use of social media has the benefit of **increasing the effectiveness of the government's interventions**, in the sense that it makes it possible to send information not only to a single web surfer, but also to a large number of connected users. It also makes it possible to save the information provided for later reference.

With a single intervention, the government will be able to reach a significantly higher number of individuals and broader range of audiences. Of course, internal approval processes for posting answers must be adapted to enable this greater responsiveness, while ensuring the accuracy of the information shared.



## Direction 2:

Offer a consistent digital experience focused on user audience needs as well as on changes in the use of digital technology

### Simplify access to information and digital services and ensure greater coherence between communications and government action

**Priority 3:** Introduce a user-centred culture in digital communications

**Priority 4:** Converge toward a consistent government platform

Citizens often view the government as a complex structure. Services are provided by a broad range of places, ministries, public bodies, and specific sectors whose internal operations are not always familiar to the public.

Currently, citizens wishing to easily obtain information or a service from the government must be familiar with this structure to effectively target their request when required to interact with the government. The public should not have to know how the different structures work when wanting to deal with the government. Information should be public-oriented; the public should not have to seek out the information organized according to an administrative structure with which they are not always familiar.

The government wants to enhance the public's ability to access and benefit from its information and digital services. It will change its approach from an information and services offer developed and presented in a vacuum by ministries and bodies to a global, consistent government offer, based on the public's real needs and uses.

## Priority 3

### Introduce a user-centered culture in digital communications

» To facilitate a consistent and coherent experience, the information and services on different digital platforms (websites, online services, mobile apps, etc.) must be organized based on the needs, expectations, interests, habits, and behaviours of users.



Consultation mechanisms will be put in place to determine user preferences, their understanding of the information and services offered, and their assessment of various information interfaces, features, and architecture. The objective is to provide options based on factual data that highlight the public's actual needs.



## Direction 2:

Offer a consistent digital experience focused on user audience needs as well as on changes in the use of digital technology (continued)

### The government will:

- develop and regularly update a profile of the government's clients (individuals, businesses, organizations, and partners) to offer more personalized information and services that are better aligned with users' physical and geographical realities;
- establish satisfaction standards and produce a declaration of services to the public;
- demonstrate transparency by regularly communicating advancements in terms of digital services, major improvements, most frequently used services, etc.;
- foster public collaboration and involvement to benefit from new ideas to better meet needs.

» An evolutionary approach will be used to facilitate the audiences' appropriation of changes. This will be achieved through the introduction of development phases that will provide for improvements to gradually be made public, adjustments to be made along the way, and for the constant evolution of

information. This method will enable various audiences to be involved in the evolution of services and practices, and increase efficiency and satisfaction levels.

## Priority 4

### Converge toward a consistent government platform

» Following the example of other governments in Canada and around the world, the Government of Québec must switch from a "government portal" mode (a gateway leading to hundreds of ministry and public body websites) and a web presence segmented by ministry and public body, to a consistent "government platform." The aim is to offer a single government website that will provide users with an integrated experience throughout the process, as well as a harmonized environment that will optimize information distribution and access to digital services. This platform will enable practices and uses for citizens and various audiences to be harmonized, thus providing for easy searches and access to government information and digital services.



## Direction 2:

Offer a consistent digital experience focused on user audience needs as well as on changes in the use of digital technology (continued)

In time, the government platform will provide access to the informational and transactional component of information and digital services offered by the government and by all ministries and bodies. Citizens and audiences will be directed towards the transactional services of their choice, which will still be developed and managed by the corresponding ministries and bodies in collaboration with Services Québec. Transactional services will all be accessible from the government platform and presented with the same visual design, which will be user-friendly throughout the client's online experience with the government.



Information and digital services will also be accessible at all times from different digital media and platforms (computers, digital tablets, smartphones, etc.).

The government platform will provide access, in a standardized environment, to:

- government information (programs, missions, laws, regulations, guidelines, mandatory disclosure documents, etc.);
- government digital services;
- government news and a consistent newsroom, with powerful search filters, offering enhanced content (videos, graphics, photos, etc.);
- government public consultations;
- sections dedicated to ministries and bodies enabling them to promote their missions and to communicate with their distinctive clienteles and networks;
- thematic sections linked to government priorities and overarching missions, by topic and category;
- sections dedicated to government campaigns;



## Direction 2:

Offer a consistent digital experience focused on user audience needs as well as on changes in the use of digital technology (continued)

- a consolidated database on government publications;
- the public agendas of government ministers;
- all information related to government expenditures and access to information, including an interactive tool for the submission of and acknowledgement of receipt of online information access requests;
- experimental laboratories (internal and external) to stimulate innovation and foster participation and collaboration.

### Government of the United Kingdom

Since October 17, 2012, the **GOV.UK website offers** all of the British government's online services **at a single address**. Over its first three years of existence, the website recorded **2 billion visits**. This site enabled the government to save some 61 million pounds in 2015 (approximately \$112 million Canadian).

### Government of Canada

To better serve the public, the Government of Canada decided in December 2013 to consolidate all of its websites into a single site, under the address Canada.ca. It plans to complete the integration of the websites of all of the ministries and bodies in 2017. Canada.ca has been visited more than 590 million times. Web users have written more than 50 000 comments and the number of people who accessed the website using a mobile device has increased by 150% since 2013.



## Direction 2:

Offer a consistent digital experience focused on user audience needs as well as on changes in the use of digital technology (continued)

### Optimal impact from digital communications

- The government platform will rely on the following features to optimize the efficiency of communications with various audiences:
  - a single web address that is easy to access, find, and identify benefiting from powerful referencing and promoted in all government activities and campaigns;
  - simple and standardized information design, content architecture, and writing style;
  - an interface design that is consistent and adjustable in various templates based on different uses;
- a shared content editing and management tool with personalized access for ministries and public bodies to facilitate the entering, updating, and sharing of informational content and news;
- a powerful search tool;
- single ID and authentication, fostering the customization of government information and access to services, based on ongoing work within the government.



## Direction 2:

Offer a consistent digital experience focused on user audience needs as well as on changes in the use of digital technology (continued)

» The government platform will enable the public to better follow government action. News items, media releases, livestreaming of public announcements, and news on government action will be grouped together and accessible in a multimedia newsroom comparable to those of major businesses. News will be issued dynamically, in different forms, by making the most of the options offered by digital technologies (graphics, videos, audio feeds, photos, synchronization and easy sharing on social media, etc.). While the single site will feature government actions, the missions of ministries and public bodies, and various digital services and public programs, it will not be the only online space where the public will find digital content created and published by the government. The Strategy will enable the government and ministries and public bodies to extend the reach of their actions via the many media and digital tools used by citizens, businesses, and other organizations. All this without the user having to consult the pages on the consolidated website since the content of ministries and public bodies will be presented directly on the platforms visited and the devices used.

» Ministries and public bodies will thus expand their opportunities to interact with their clients throughout cyberspace by harnessing the power of digital technologies to make their communications more dynamic, interactive, and modern.

» The government platform will also serve as a launching pad for new projects to unleash the full potential of digital technologies, including mobile apps, as well as any initiative aimed at proactively disseminating government information and open data, public consultations, civic engagement, and government transparency.



## Direction 3:

Establish strong governance by combining the efforts and expertise of the stakeholders and through the ongoing development of digital communications skills

### Affirmation of the governance of government communications

**Priority 5:** Confirm the leadership role of the Secrétariat à la communication gouvernementale in the management and evolution of the Government of Québec's digital communications and online presence

**Priority 6:** Create a team specializing in strategic planning, under the responsibility of the Secrétariat à la communication gouvernementale, and supported by sector teams in all ministries and bodies

**Priority 7:** Focus on a plan for the ongoing development of digital communications skills

**Priority 8:** Establish a plan to attract young recruits in the field of digital communications

The digital space is a public space. In this respect, communications must play a key and prominent role in the management and dissemination of and access to information regarding the government's programs, services, and action.

Through its communications coordination mandate and its role in the Government of Québec's public relations, the Secrétariat à la communication gouvernementale will lead the implementation and ongoing development of this overarching and consistent approach to the government's website and digital communications.

To successfully implement the Strategy, it is important to establish a strong governance structure that will ensure the efficient and consistent management of the Government of Québec's website, social media, digital communications, and online services.

The Secrétariat à la communication gouvernementale will be responsible for establishing this governance model and ensuring its smooth functioning, in cooperation with all stakeholders.

This governance model will focus on consistent management, under the responsibility of the Associate Secretary General responsible for government communications, and it will be supported by decentralized roles and responsibilities based on the respective missions within the government.



It will also rely on the expertise of the stakeholders and sectors involved, whose key government players work in government communications, information technologies, and the various business sectors of the ministries and bodies.

The roles and responsibilities of each in the implementation of proposed changes will be clearly set out, and the coordination of the work will be overseen by the government from a strategic and decision-making perspective.

Collaboration among all concerned stakeholders will be crucial.

## Direction 3:

Establish strong governance by combining the efforts and expertise of the stakeholders and through the ongoing development of digital communications skills (continued)

### Develop and build on digital communications skills

The government will also need to optimize the use of resources and develop skills and expertise within ministries and public bodies. Appropriate, specialized, ongoing training will be offered in digital communications, the Web, and social media to prevent a knowledge gap in ever-evolving practices.

While the government already has expertise in web-related fields, this expertise must be better adapted to uses related to new technologies and digital communications. In addition, the sharing of expertise is not currently very common, which results in an uneven distribution of skills among organizations and fosters a very limited development of digital innovation.

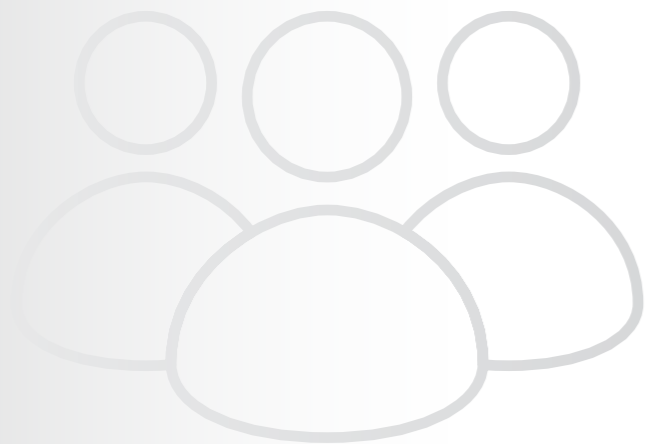
Considering the quality and expertise of the resources currently in place, including in the communications branches, it is vital to foster greater synergy among teams and to enhance their capacity to be involved in this culture change. These resources will play a prominent role within their respective organizations in the implementation of this new approach to the government's digital communications and services.

In short, training and the development of expertise will serve as a major foundation for the changes to be made to the government's online presence and digital communications.

## Priority 5

### Confirm the leadership role of the Secrétariat à la communication gouvernementale in the management and evolution of the Government of Québec's digital communications and online presence

» The Secrétariat à la communication gouvernementale will be responsible for setting out the governance rules and establishing a mode of operation and management for the government's web presence and digital communications. It will also have to split up the roles and responsibilities of the various bodies in collaboration with the stakeholders, including the Ministère de l'Emploi, du Travail et de la Solidarité sociale (Services Québec), the Secrétariat du Conseil du trésor (chief information officer), the Secrétariat à l'accès à l'information et à la réforme des institutions démocratiques, and the Ministère de l'Économie, de la Science et de l'Innovation.



## Direction 3:

Establish strong governance by combining the efforts and expertise of the stakeholders and through the ongoing development of digital communications skills (continued)

The Secrétariat à la communication gouvernementale will also be responsible for determining the rules for approval, funding, and accountability.

» It will also be crucial to clearly define the division of roles and responsibilities between the communications and the information resources branches of the ministries and public bodies regarding web governance.

public bodies through each step of the Strategy's implementation and development.

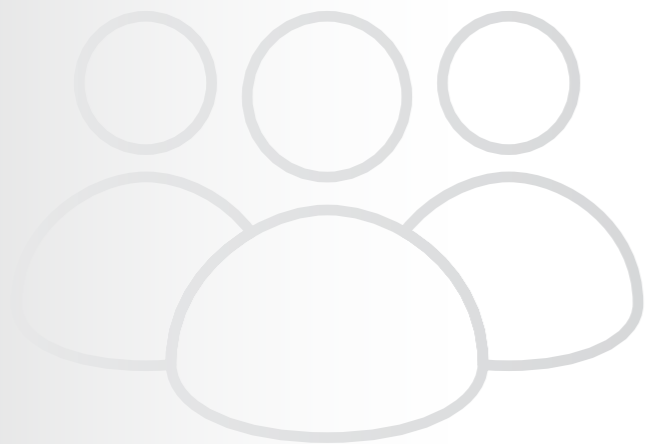
The profiles sought and selected for the specialized strategic team will come from several domains, including strategic communications, digital communications, graphic design, information architecture, user experience, community management, web integration, and project management.

## Priority 6

**Create a team specializing in strategic planning, under the responsibility of the Secrétariat à la communication gouvernementale, and supported by sector teams from each ministry and public body**

» The objective is to create a pool of expert, high-level, experienced digital communications resources. This multidisciplinary team will include resources currently in charge of managing websites in the different branches of communications. It will play an ongoing support and advisory role among its peers in the ministries and

In the case of management of the **ici.radio-canada.ca website**, the digital services management team ensures **consistency of the user experience** in the site's various sections. It also provides **advice and support to the web teams for each segment** (news, television, radio, etc.). This approach has been conducive to the **shared management of content, which ensures consistency of the user experience throughout the site, and respects the expertise of sector teams.**



## Direction 3:

Establish strong governance by combining the efforts and expertise of the stakeholders and through the ongoing development of digital communications skills (continued)

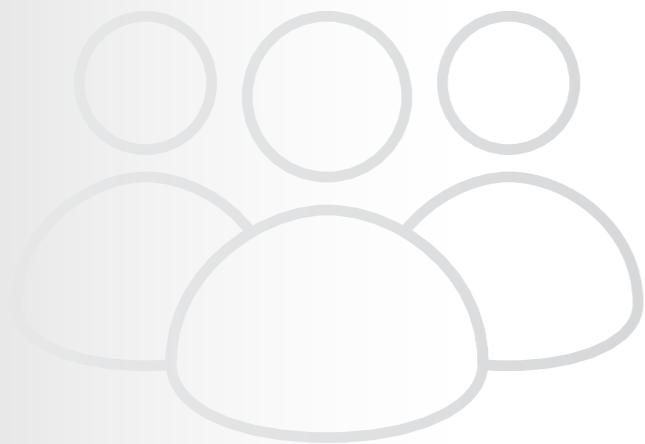
» The sector teams within ministries and public bodies will be tasked with feeding content to the government platform and various digital spaces linked to their specialties, on a regular and daily basis in compliance with the established operational and management approach, and with the established approval rules. Their ability to act as senior actors and leaders within their organization in the context of the changes to be made will be a vital factor for success.

» Specialized resources, integrated into the strategic team, will have the mandate to implement the approach in terms of social media. They will help ensure the consistency of practices and greater cohesion in the work of ministries and public bodies, in particular by determining government directives on using social media, creating an editorial policy, and establishing government-specific netiquette. This team will be responsible for providing support and advice to sector teams, offering training, managing the Government of Québec's official general accounts, and

contributing to the creation of an internal social network, essential for networking as well as for sharing and pooling best practices.



At the Mouvement des caisses Desjardins, a **team specializing in social media** provides advice and support to the community managers of the group's various divisions (insurance, financial products, etc.). This **strategic team** also **manages Desjardins' branding for all of its communications activities and online presences.**



## Direction 3:

Establish strong governance by combining the efforts and expertise of the stakeholders and through the ongoing development of digital communications skills (continued)

## Priority 7

### Focus on a plan for the ongoing development of digital communications skills

» New governance for the government's online presence will require a review of the contribution of the resources in place, as they will be less involved in developing and updating numerous websites. The job description and tasks of certain resources will be redefined to focus their efforts on unleashing the potential of social media and developing innovative digital communications strategies.

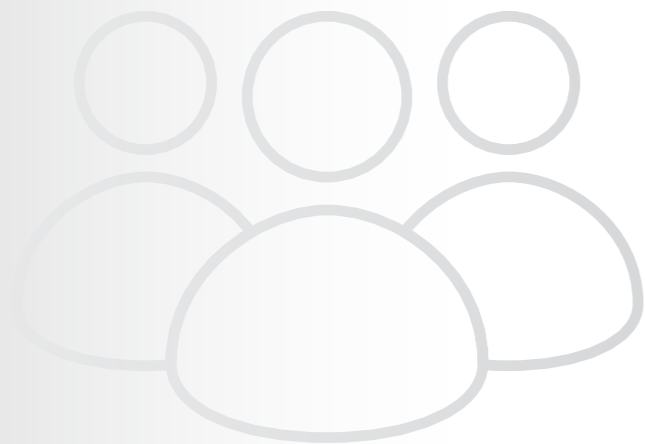
The Secrétariat à la communication gouvernementale will analyze the needs in terms of the training and professional development of current staff, in collaboration with the communications branches of the various ministries and public bodies. This overall view of the needs will enable the development of a coherent and ever-evolving intervention plan, based on the Strategy's priorities and implementation stages.

The government will focus on training, mentoring, consulting, and ongoing support so that the new web features are constantly aligned with the evolution of new professions in the field.

## Priority 8

### Establish a plan to attract young recruits in the field of digital communications

» One of the challenges in the long-term implementation of this strategy is managing young recruits. To attract them, the government will need to show potential candidates that its communications operations are now in line with the digital technology boom. It will also need to show future recruits that the government offers an exciting, stimulating, and dynamic working environment where they will be able to make optimal use of new communications technologies.

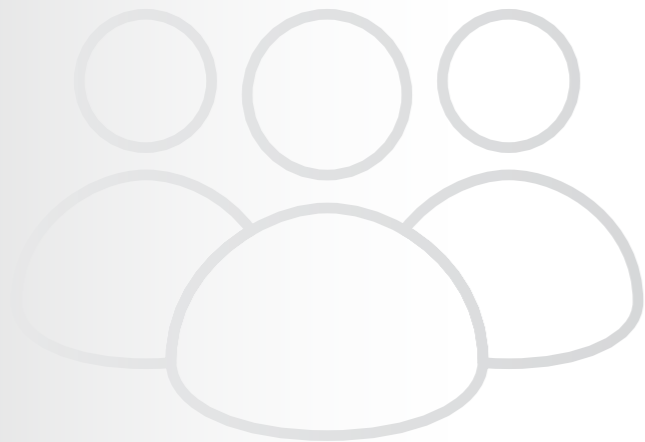


## Direction 3:

Establish strong governance by combining the efforts and expertise of the stakeholders and through the ongoing development of digital communications skills (continued)

Promotional approaches will be adopted to present a modern government vision in terms of work organization in the field of communications: atmosphere conducive to the sharing of ideas; the relentless pursuit of innovation, creativity and excellence; a working environment that promotes everyone's utmost involvement, ensures great autonomy, and enhances the ability to tackle new challenges. Using a proactive and personalized approach through social media and online platforms as well as public communications now focused on digital technologies could prove to be an effective attraction strategy and a credible incentive for potential candidates.

This attraction strategy for digital communications resources will go hand-in-hand with measures to promote information technology jobs, as announced in the Stratégie gouvernementale en TI – Rénover l'État par les technologies de l'information (the government's IT strategy – rejuvenating the State through information technologies). This strategy must also be linked with initiatives for promoting public service jobs led by the Secrétariat du Conseil du trésor and the Secrétariat à la communication gouvernementale.



## Scope of the strategy

This strategy shall apply to all budget-funded and non-budget-funded public bodies, unless otherwise stipulated by the government, upon the recommendation of the Associate Secretary General for government communications. The interpretation of the strategy's scope of application will come under the latter's jurisdiction.

However, certain bodies will be able to maintain their own online presence as a result of their special purpose or because their mandate requires distance from the State.

As such, the following shall be excluded from this strategy:

- the National Assembly, public bodies reporting to the National Assembly or whose members are nominated by the National Assembly;
- bodies whose mandate requires distance from the State, including the Société de télédiffusion du Québec, the Commission des normes, de l'équité, de la santé et de la sécurité du travail, and Héma-Québec;
- bodies with judicial, quasi-judicial, police, or regulatory functions;

- major public corporations and their commercial and financial subsidiaries;
- cultural dissemination agencies;
- bodies from the health and social services, education, or child care services networks;
- bodies created through a co-management agreement with a foreign government.

Public bodies excluded will be invited to apply the directions of the Digital Communications and Government Online Presence Optimization Strategy to be effective in their communications and relations with citizens and various audiences.

The strategic team under the responsibility of the Secrétariat à la communication gouvernementale will have the mandate to assess the possibility of integrating public bodies not covered by the strategy, based on the needs expressed by the public and various audiences.

Consultations on the subject will be held with the public and audiences. Other bodies may be integrated into the consistent government platform.

# Conclusion

## Benefit from the digital shift

The implementation of this strategy will involve important changes in the current management of the government's online presence and digital communications and will require significant collaboration between the various government stakeholders. Internal obstacles will have to be overcome by prioritizing the results, which is for everyone's benefit, both the public and the public system.



This strategy is bold, but it embodies the primary and fundamental mission of the State, which is to continuously work to offer better, more efficient services that are adapted to the ever-evolving society. Currently, the danger for the State would be to miss the boat in terms of digital transformation and to lack the courage to invest in innovating and modernizing its practices. This transformation is already taking place in most organizations and businesses, which cannot design their business models without incorporating a digital vision. The future is inevitably rooted in this new reality and the State cannot achieve sustainable performance without joining the bandwagon.

The government must take advantage of the convergence of initiatives underway within the public administration, including the optimization of Services Québec, the tightening of information technologies management, the grouping of the communication workforce, and the proactive dissemination of government information and open data.

Efforts must be combined and expertise pooled. Results expected: greater efficiency, major savings, and the guarantee of the State's enhanced competitiveness as an employer.

The possibilities linked to digital technologies are countless. The time has come to work together to modernize government action and initiate the transition towards this new information and public service era.



# Implementation plan

The timeline proposed here, divided into quarters over a two-year period, shows an overview of the major phases to be achieved.

A more detailed calendar will be developed following the creation of the strategic team, based on the operating mode it will have determined in collaboration with the stakeholders and sector teams.

This more detailed calendar will set the pace for and the order in which the various digital contents of the ministries and public bodies will be integrated into this new vision.

While it is a two-year plan, the actions undertaken as part of this strategy will

inevitably continue to evolve and extend past this timespan. Establishing a culture shift this major requires management that is well-rooted in each of the concerned stakeholders' respective realities.

The government will make this shift by effectively supporting resources, taking the time needed, and making the required efforts. It is clear that it must quickly equip itself with all the necessary tools to prompt this culture shift, which will greatly alter practices.



# Key milestones

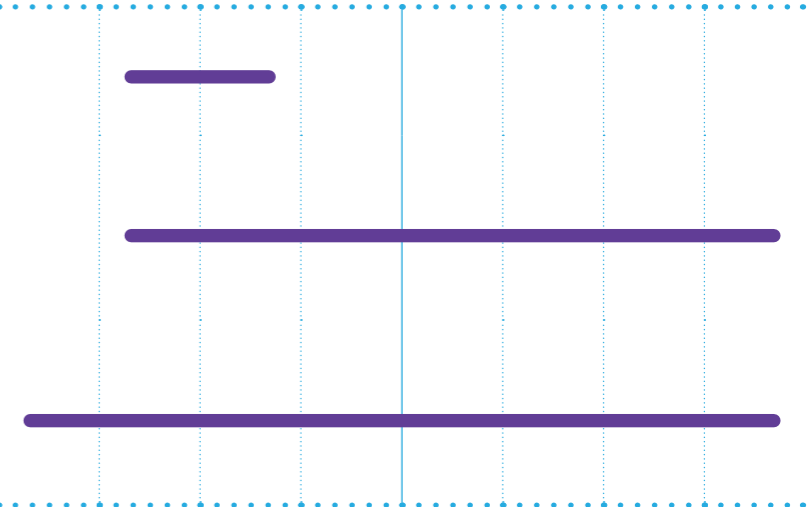
## Directions, priorities, and main actions



### Direction 1: Reposition the State within the digital world

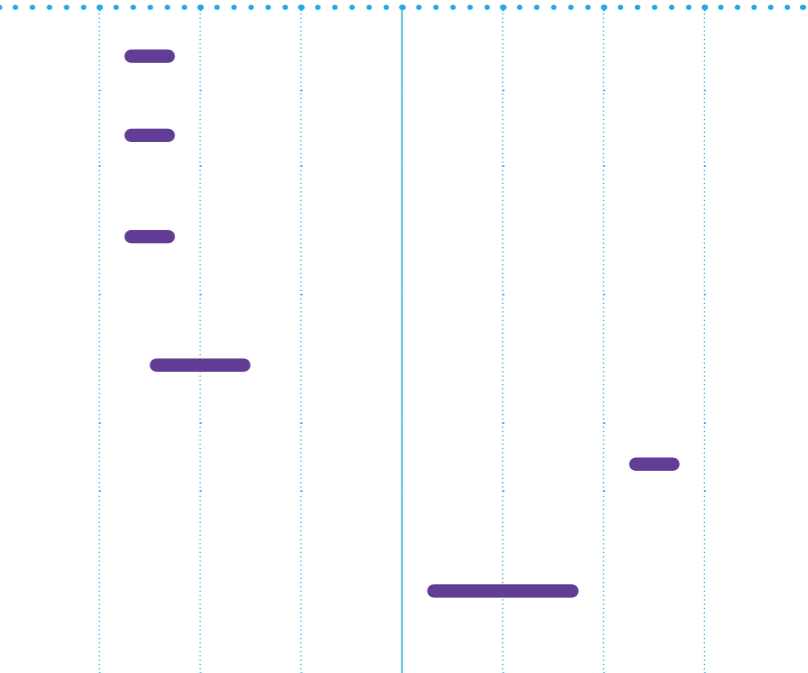
#### Priority 1: Implement a digital-first approach in government communications and public services

- Action 1.1: Implement measures to integrate digital technology in the government’s activities and campaigns
- Action 1.2: Assist governmental ministries and bodies in making a transition to the digital age in their communications and their services to their clients and to the public
- Action 1.3: Align with other initiatives underway related to the digital strategy, online services, the government’s IT strategy, access to information, and proactive disclosure



#### Priority 2: Adopt a proactive approach in social media and digital communications

- Action 2.1: Adopt a government directive on social media
- Action 2.2: Create official general government accounts on social media
- Action 2.3: Harmonize the accounts and themes of government bodies by establishing common usage rules (images, netiquette, editorial, policies, etc.)
- Action 2.4: Share tools and best practices, and implement a collaborative method that enables optimal use of social media for the benefit of Québec citizens and various audiences
- Action 2.5: Create an internal social network within the government
- Action 2.6: Create governmental and ministerial blogs composed by specialists and official spokespeople, and implement a new approach that is more client service-oriented



## Directions, priorities, and main actions



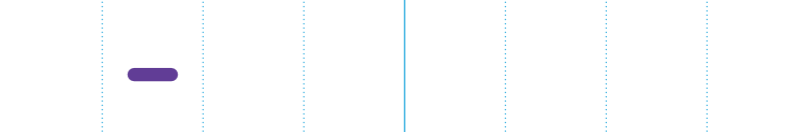
### Direction 2: Offer a consistent digital experience focused on user audience needs as well as on changes in the use of digital technology

#### Priority 3: Introduce a user-centred culture in digital communications

Action 3.1: Define work methods, standards, and indicators supportive of a user-centred culture



Action 3.2: Adopt tools and procedures to include users (citizens and various audiences) as well as internal and external government specialists, while taking into account the business needs of the different ministries and bodies



Action 3.3: Establish an experimental laboratory (internal and external) to stimulate innovation and foster participation and collaboration



#### Priority 4: Converge toward a consistent government platform

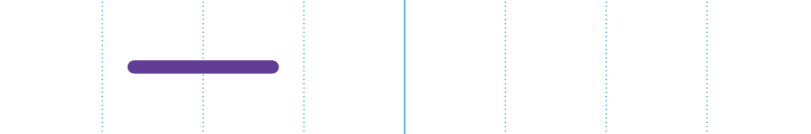
Action 4.1: Evaluate the integration of departments from other public bodies based on the needs of citizens and various specific audiences



Action 4.2: Review technological options and solutions, develop the business case, and prepare the public call for tenders



Action 4.3: Prioritize the integration of the contents and services of the websites of ministries and bodies into the government's platform, develop a migration and integration plan as well as a transition plan, and mitigation measures



Action 4.4: Develop a prototype of the government platform



Action 4.5: Create and launch a single newsroom with the latest news from ministries and public bodies as well as rich media (graphics, videos, pictures, etc.)





## Directions, priorities, and main actions

Year 1				Year 2			
T1	T2	T3	T4	T1	T2	T3	T4

**Priority 6: Create a team specializing in strategic planning, under the responsibility of the Secrétariat à la communication gouvernementale, and supported by sector teams in all ministries and bodies**

Action 6.1: Create a team specializing in strategic planning focused on implementation of the Strategy, the development and evolution of the government’s platform, and the management of the government’s social media accounts



Action 6.2: Introduce the new approach to sector teams in the ministries and public bodies



Action 6.3: Develop and launch the implementation of a change management plan



Action 6.4: Capitalize on digital public communications, enabling the public to follow progress toward attainment of the target in real time



**Priority 7: Focus on a plan for the ongoing development of digital communications skills**

Action 7.1: Determine training needs



Action 7.2: Update and harmonize job descriptions to take into account the new governance model for the government’s online presence and digital communications, today’s reality, and the training plan established by the Secrétariat à la communication gouvernementale



Action 7.3: Launch ongoing monitoring of best practices in Québec, elsewhere in Canada, and the rest of the world (current affairs, trends, etc.) in the fields of digital communications, the Web, and social media, in addition to establishing a community of governmental communications practitioners



## Directions, priorities, and main actions

Year 1 | Year 2  
T1 T2 T3 T4 | T1 T2 T3 T4

### Priority 8: Establish a plan to attract young recruits in the field of digital communications

Action 8.1: Develop a strategy to attract the most skilled young recruits in the field of digital communications that capitalizes on networking with educational institutions teaching public and digital communications, the main players in Québec's online and digital worlds, and on public events



