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Tricks of the Trade for supporting Citizen Developers

Douglas Hubbard, Transport Canada

Introduction

Are you interested in enabling and optimizing Citizen Development for your organization but unsure of how to navigate this uncharted territory? Transport Canada's Power Apps Centre of Excellence (PACE) has been working at this conundrum for years, and this session discusses what we've done.

Topics covered include: how to structure your tenant, leveraging the CoE toolkit to both support and effectively monitor Citizen Developers; how training and support needs differ from Professional Developers; defining where Citizen Development is (and isn't) appropriate; how to establish effective Fusion Teams; managing expectations and defining obligations for each "flavour" of development; finding the right governance balance between innovation and risk management; ways and means to be inclusive with your Citizen Developers; the often thorny question of maintenance; and establishing a development community that can support one another.

About Transport Canada

Transport Canada

We are a federal institution, leading the Transport Canada portfolio and working with our partners.

Transport Canada is responsible for transportation policies and programs. We promote safe, secure, efficient and environmentally responsible transportation.

https://tc.canada.ca/en

Power Apps Centre of Excellence

PACE

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Part One – Understanding your target audience

What is a Citizen Developer?

“A Citizen Developer is a user who creates new business applications for consumption by others using development and runtime environments sanctioned by corporate IT. In the past, end-user application development has typically been limited to single-user or workgroup solutions built with tools like Microsoft Excel and Access. However, today, end users can build departmental, enterprise and even public applications using shared services, fourth-generation language (4GL)-style development platforms and cloud computing services.”

Source: Gartner, Information Technology Glossary

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Dealing with Organizational Reticence

Money makes the world go round

Citizen versus Professional Developers

(Or: Comparing Apples to Suspension Bridges)

What Citizen Developers want (or need, which is not the same thing)

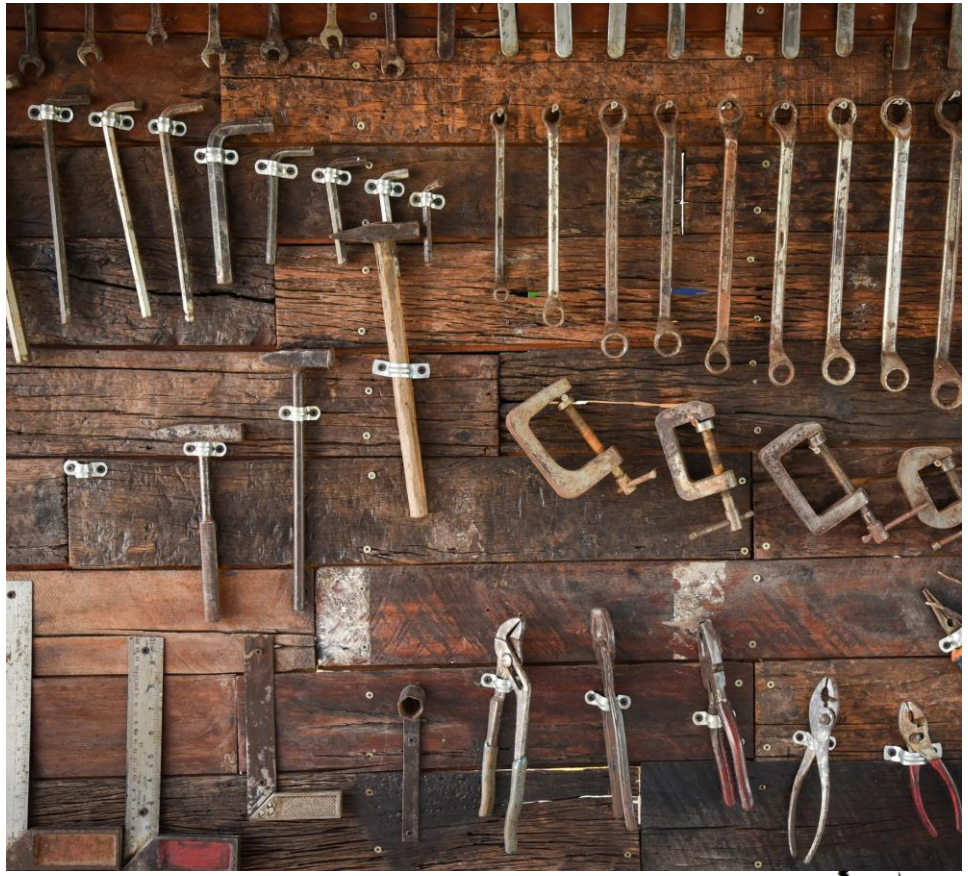
- Training
- Ongoing support
- Streamlined processes
- Clear policies
- An intermediate/champion for them in IT

What size envelope?

Part Two – Setting the stage

Where to set up shop

- Default tenant?
- New environment?
- Hybrid?



Welcome to the Playground

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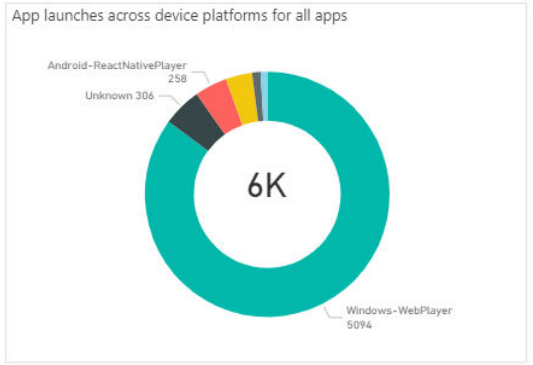
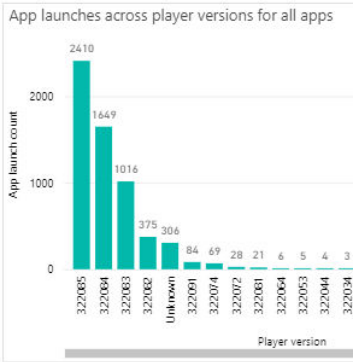
Leveraging the CoE Toolkit

Showing data for **FlexiDesk-prod-tcd365** for the **Last 28 Days**. Change filters





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Proactive versus Reactive

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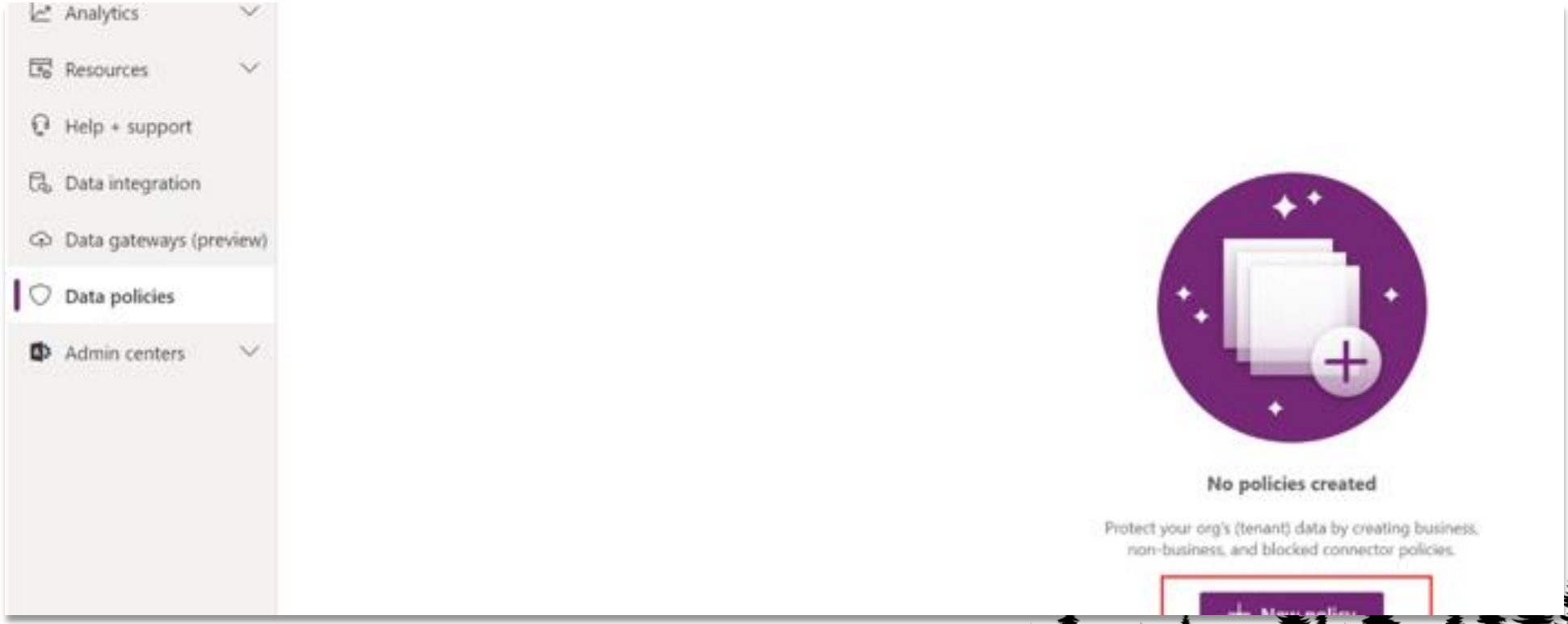
Who doesn't love pipelines?

Data Loss Prevention (DLP)

https://docs.microsoft.com/en-us/power-platform/admin/wp-data-loss-prevention



The point of it all – hearing from a Citizen Developer

Andre Couture discusses his journey as a Transport Canada Citizen Developer

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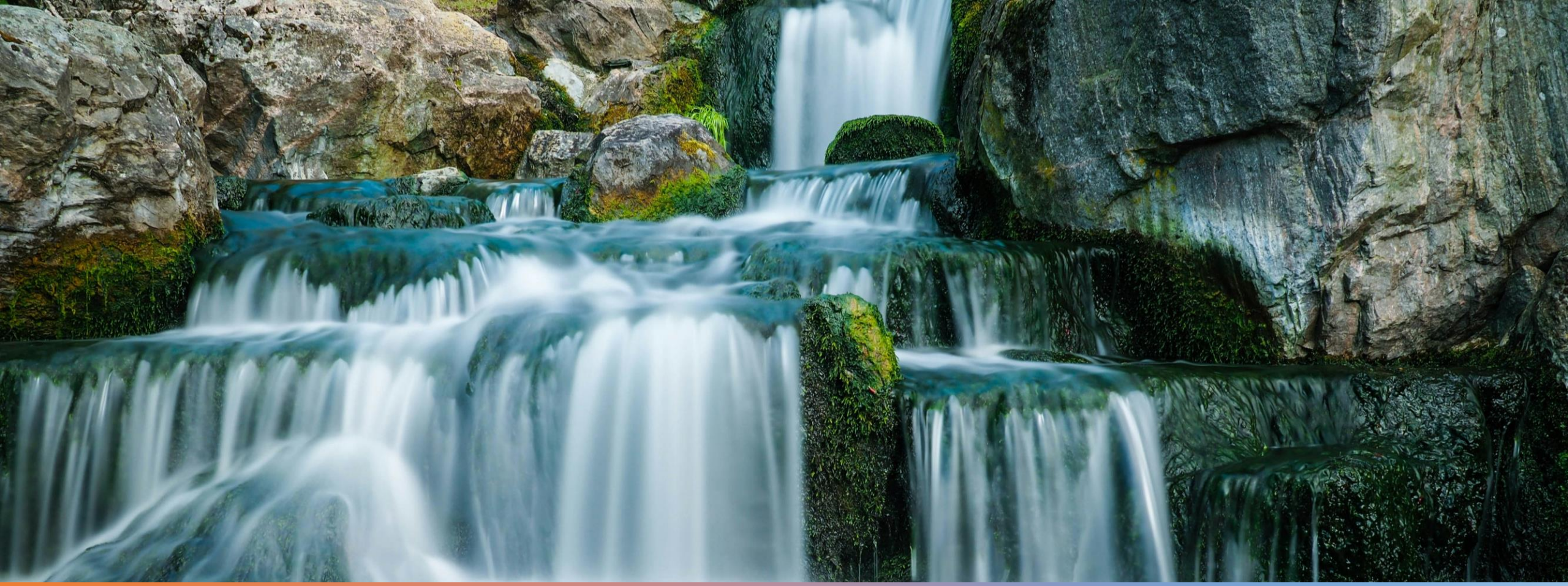
Part Three – Rules of the game

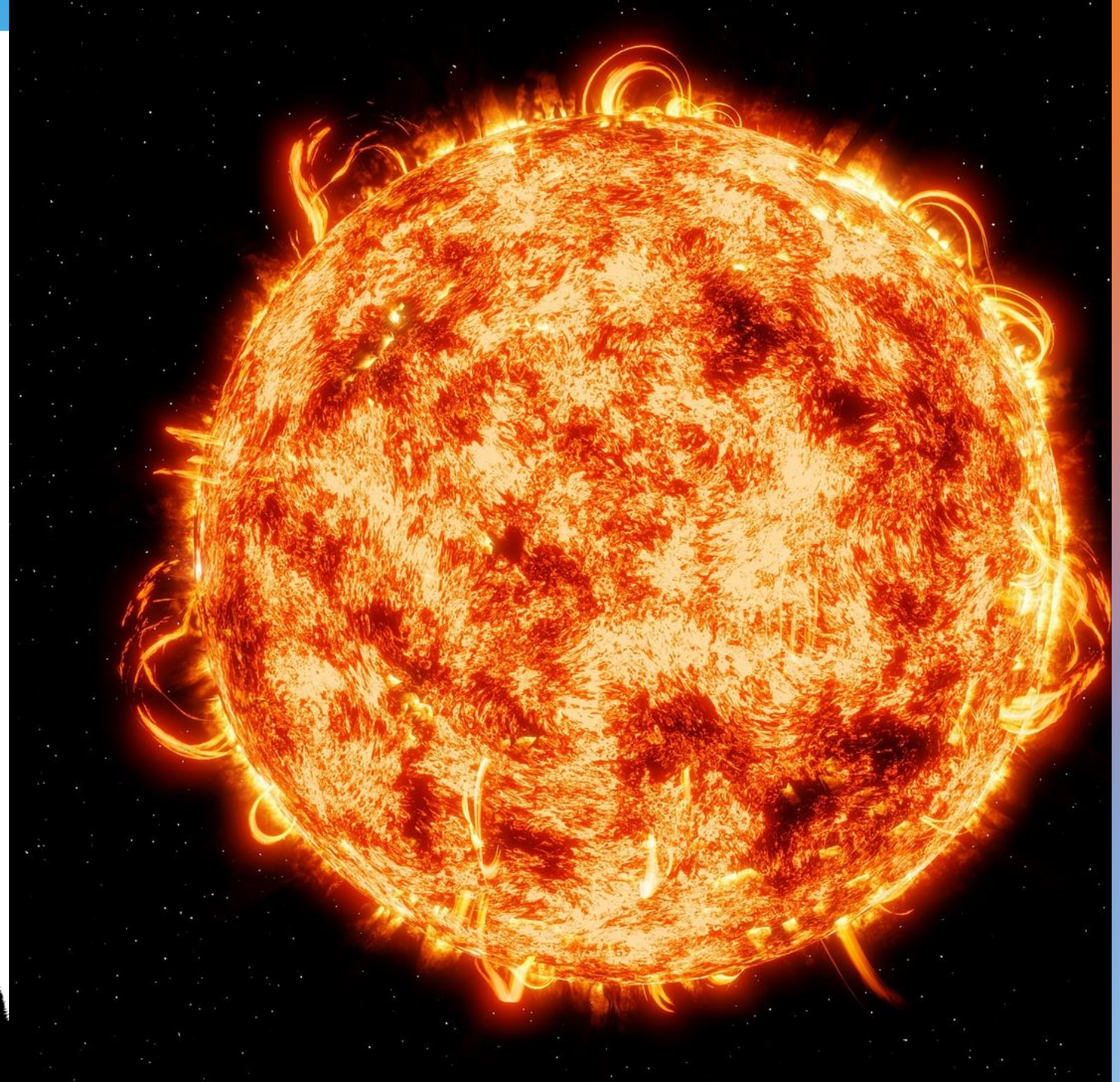
Risk and reward



It’s a waterfall world

Types of Citizen Development

- “Pure” Citizen Development
- Fusion Teams



What’s the right tool for the job?

Building bridges and the rules of engagement

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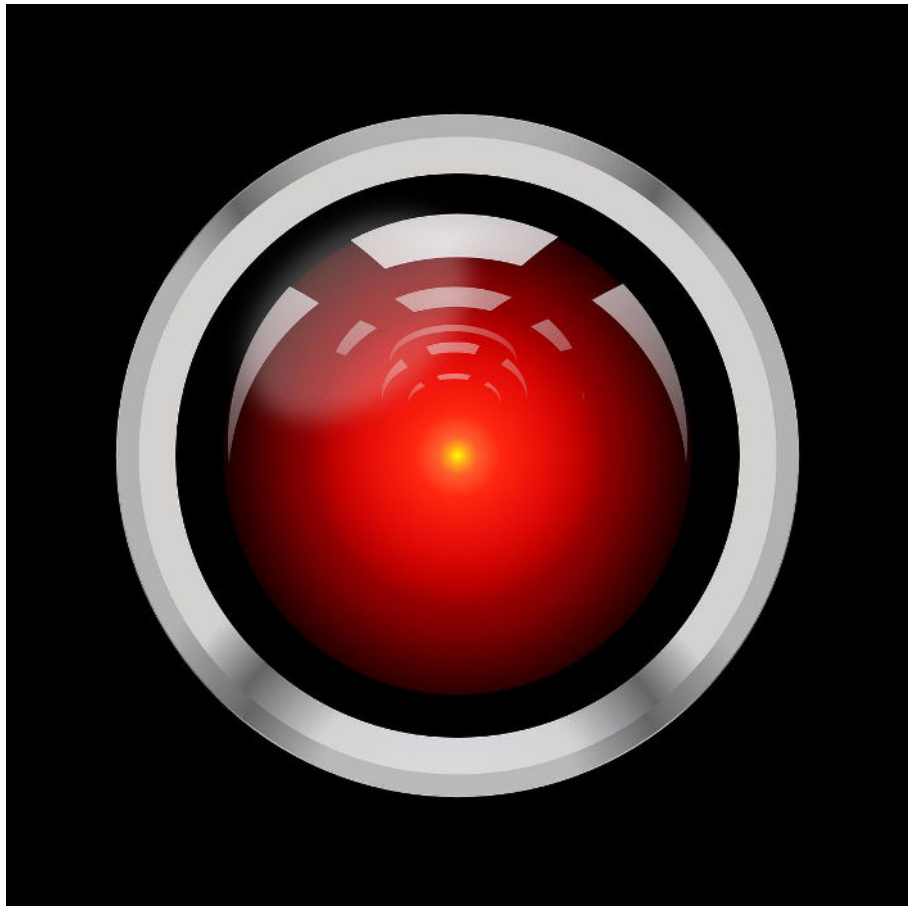
ChatGPT, AI in general, and you



"Open the pod bay doors, HAL"

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I am the law?

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The Good, The Bad, and The Ugly

- Good fits for Citizen Development
- Bad fits for Citizen Development
- When things get ugly

Waiting for the ink to dry: Contracts

Part Four – Care and Feeding of Citizen Developers

Think of it as a waterpark

Being inclusive

There are no dumb questions – and they all need answers

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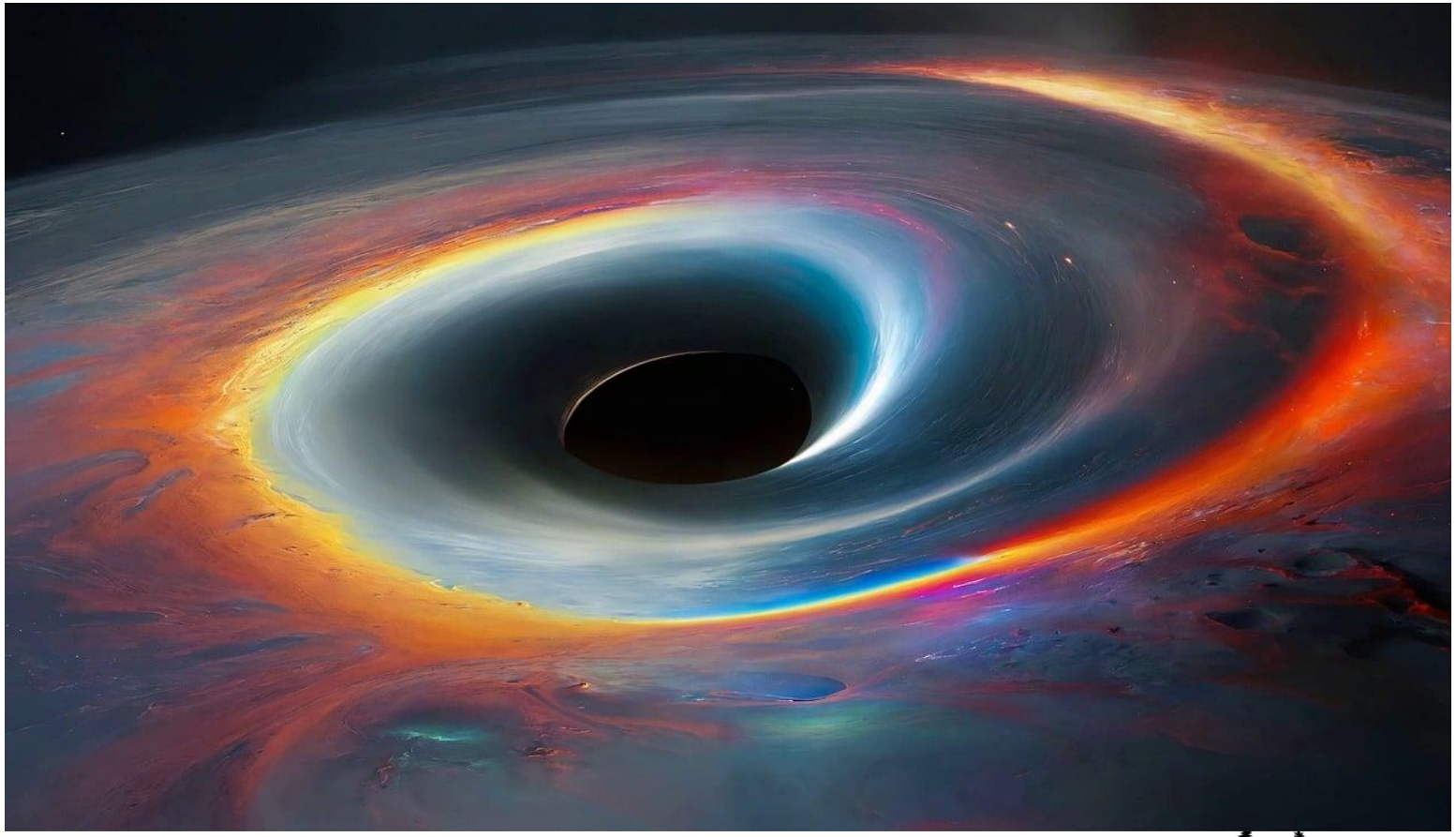
Generic e-mail versus black hole



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Teams channels and Community of Practice (CoP)

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What makes a strong fusion team?

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Holding a Hackathon

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Perspective of a participant

Transport Canada employee and Hackathon participant Hugo Pellerin shares his experience

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Pellerin, Hugo (TC/TC)

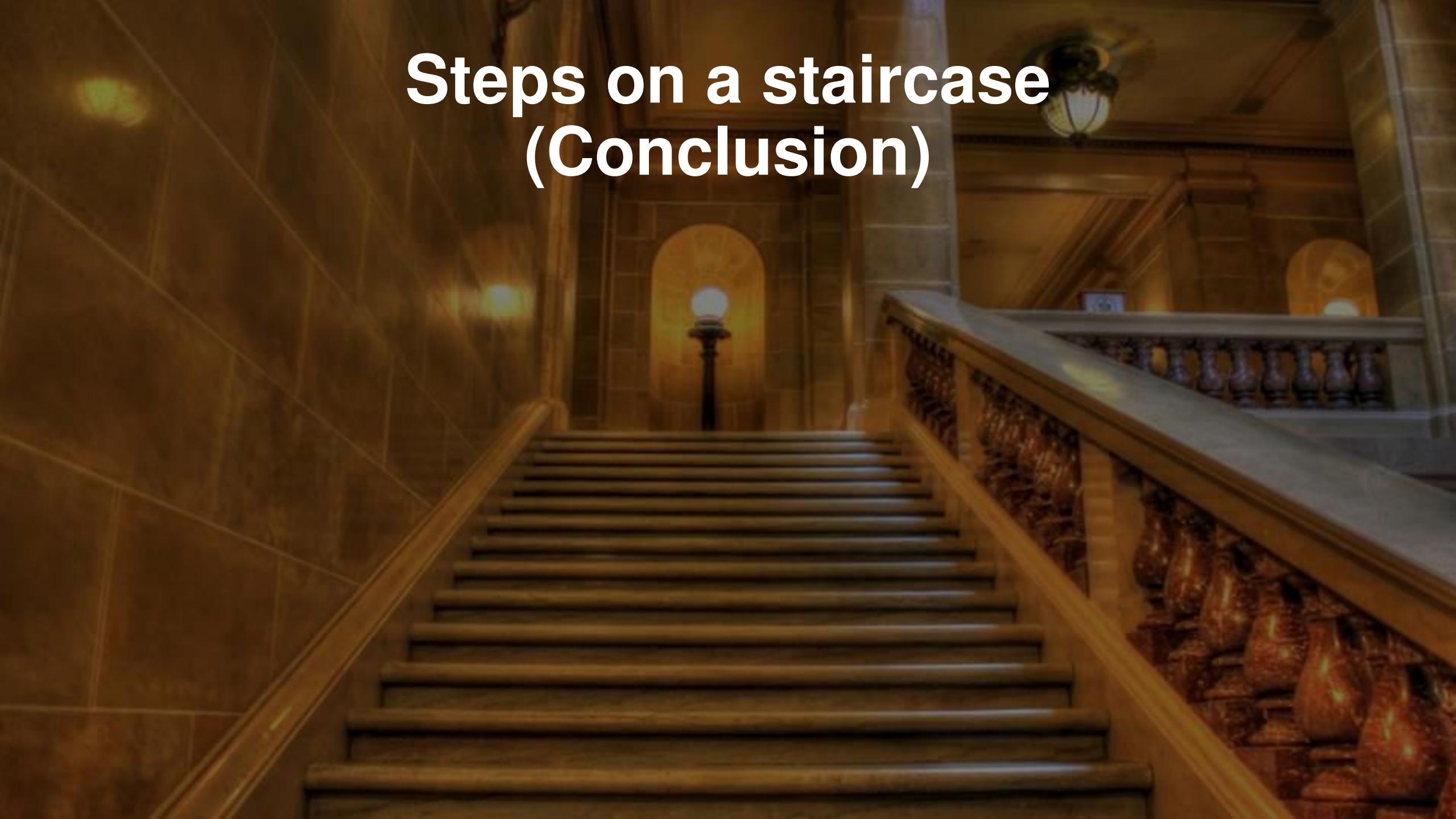
Part Five – Managing for the long haul

Prepare for growth

Dealing with maintenance

Keeping governance balanced

The perils of Shadow IT



Steps on a staircase (Conclusion)

Questions and feedback

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Annex A –
Citizen Development Contract

TC TRANSFORMATION

DIGITAL BY DESIGN

Power Apps Centre of Excellence Agreement

Ongoing support & maintenance

AGILE SMART TRUSTED

Objectives

This document has been created to identify and appoint responsibility to all teams involved in the creation of this Power App.

It will cover all aspects of the project, including who is responsible for each facet of the project, as well as time commitments.

Project Details

This agreement is in place for the following project:

Project	
Service owner	
Project type	
Product owner	
Citizen developer	
Organization	
Director	
Brief description of application	

Guiding Principles

There are multiple policies and guidelines when developing any Information Technology in the Government of Canada frameworks. We recommend that you become familiar with the following relevant policies and governances in the interest of compliance.

Policy on Service and Digital, which took effect April 1, 2020, and has replaced many past policies governing the digital landscape.

Directive on Service and Digital, works in conjunction with the Policy on Service and Digital to provide information on how to manage service delivery, information and data, information technology and cyber security.

Guideline on Service and Digital, which supports the two previously listed policies/directives with advice, considerations and best practices.

RACI Matrix Role Definitions

A RACI matrix was developed to ensure that all members of the integrated team have a shared understanding of their roles and responsibilities. The four roles and responsibilities that members of the integrated team will play in the Power Apps project can be broadly categorized as below:

- **Responsible:** people or stakeholders who will lead the functional and development work. They must complete their task or objectives or make decisions.
- **Accountable:** person or stakeholder who is the "owner" of the work. He or she must sign off or approve when the task, objective or decision is complete. This person must make sure that responsibilities are assigned in the matrix for all related activities.
- **Consulted:** person or stakeholders who need to give input before the work can be done and signed-off on. These people are "in the loop" and active participants.
- **Informed:** people or stakeholders who need to be kept in the discussion about the project. They need updates on progress or decisions, but they do not need to be formally consulted.

Paraphrased from: "The RACI matrix: Your blueprint for project success", Last Access February 22nd, 2021 https://www.cio.com/article/2395825/project-management-how-to-design-a-successful-raci-project-plan.html

Project Levels

Citizen Development

A citizen development project is *fully developed* by the Citizen Developer (CD), someone from the service side. The PACE team will be there to provide support if questions arise and guide the user when necessary. The PACE team **does not** do any development.

Citizen development is strictly **no-code** and must only conduct activities that come 'out of the box' for Power Apps. If coding, or activities that do not come 'out of the box' are required, the project automatically becomes a Fusion development project. A fusion development project is a project that includes both a Citizen Dev(s) and a Pro Dev(s).

A citizen development project has a mandatory production certification process, which includes helping the CD with the proper security paperwork, as well as certifying that the application is ready to move to production.

The CD is responsible for the ongoing break-fix and enhanced maintenance, as well as support of the solution once it has been released to production.

- If break-fix or enhanced maintenance goes beyond the abilities of the Citizen Developer, the first step would be to contact the service side IT team to determine if they have a Power Apps developer. If they do, it falls under their responsibility.
- If there is no Power Apps developer, a request can be made with PACE, which will be filed as a new project request. At this point, an estimate of time and cost will be provided.

Potential associated costs *(if required)*

- Certification process
- Maintenance

Project Levels

Citizen Development

Product Owner

- Individual from business guiding the production of the application.
- Works closely with Citizen Developer to identify issues for resolution

Citizen Developer

- Application developer
- Meets with the Product Owner regularly to ensure application is producing as expected.
- Responsible for implementing changes post-production
- **Responsible for knowledge transfer**

Technical Advisor

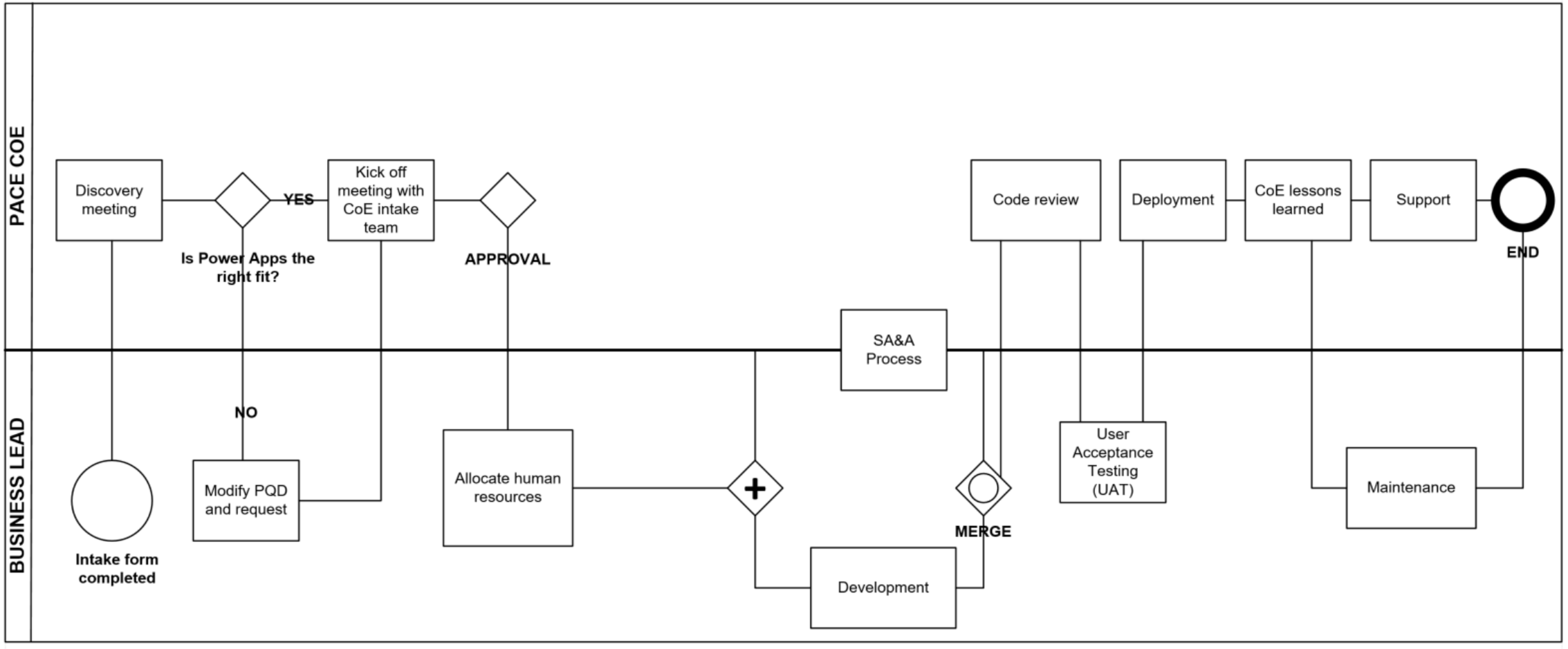
- Supports onboarding of Citizen Developer including providing training resources and getting started.
- Provides COE support (creating environments and assigning licenses when necessary)
- Provides support for certification (*cost **may** be associated with this service*)
- *Can provide in-depth support on complex issues should they arise (cost **may** be associated with this service)*

Product Owner

- Any complaints, feedback, etc. are sent directly to the Product Owner from the affected department.
- Reviews complaints to see if it can be solved by the Citizen Developer.

Project Levels

Citizen Development



High level RACI Matrix

Citizen Development

Task	PACE	SERVICE	
Project management	I	A	R
IT Security and Governance Documentation and Approval	C	A	R
Licensing	R	C	
Solution Testing	C	A	R
Technical Issue	I	A	R
IT Change Management Process	I	A	R

LEGEND

A Accountable

R Responsible

C Consulted

I Informed

Agreement

Citizen Development

We agree to respect and comply with the responsibilities, policies, principles and governance as outlined in this document.

_____

Signature of Service Developer

_____

Signature of PACE Manager

_____

Signature of Service Manager

_____

Date of agreement