

# **Plan to Establish & Manage the Pan-Canadian Digital Trust and Identity Program Office**

Prepared by the ICCS for the Joint Councils  
September 2022



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## INTRODUCTION

The Institute for Citizen-Centred Service (ICCS) is pleased to submit a plan in response to the request from the Joint Councils, which comprises the Public Sector Chief Information Officer Council (PSCIOC) and the Public Sector Service Delivery Council (PSSDC), to establish and manage a Pan-Canadian Digital Trust and Identity (DTI) program office, which will advance the digital trust and identity objectives of the Councils'. The DTI program office will plan, enable, implement, and ensure coordinated capacity and collaboration across member jurisdictions in the pursuit of shared objectives. The establishment of a DTI program office marks a significant step in the Councils' commitment to accelerate Canada's digital journey to better serve Canadian citizens and businesses.

The Joint Councils is a unique pan-Canadian model of inter-jurisdictional cooperation and collaboration that faces public sector service challenges and identifies opportunities to enhance the efficacy of public services to Canadians and businesses. The Joint Councils bring together senior service delivery leaders and chief information officers from the federal, provincial, territorial, and municipal governments to inform, share, collaborate, co-create, co-deliver and champion initiatives that influence effective, cost-efficient, citizen-centred service delivery.

The future success of the Joint Councils' Digital Trust and Identity program requires continued leadership, commitment, and investment. Achieving a pan-Canadian Digital Trust and Identity vision depends on active and effective participation across all levels of government. The ICCS recognizes the importance of digital trust and identity as a key priority of the Joint Councils. As a federally incorporated non-profit organization, created by and for governments across Canada, the ICCS is best positioned to lead and enable this work; as a pan-Canadian platform supporting and managing the work of the Joint Councils, the ICCS has a proven seventeen-year track record in ensuring the Joint Councils achieve their objectives and succeed in improving services for citizens and businesses across Canada. The ICCS has the administrative, project and financial management competencies and corporate structure required to stand up this program office. In addition, the ICCS has the necessary governance and accountability frameworks in place to ensure proper oversight and success.

The ICCS is pleased to submit this plan to the Joint Councils for the establishment and management of the Digital Trust and Identity (DTI) program office for inter-jurisdictional collaboration, facilitation, and support to advance the objectives of the Joint Councils' Digital Trust and Identity program.

# DIGITAL TRUST AND IDENTITY PROGRAM

## Background

The Joint Councils have significantly advanced inter-jurisdictional collaboration on a pan-Canadian solution for Digital Trust and Identity over the past fifteen years and in doing so, they have set a strong foundation for future collaboration across Canada. Achieving the vision of a pan-Canadian solution to digital trust and identity where jurisdictions in Canada are collaborative partners in providing citizens and businesses with easy, convenient, and trusted access to multi-jurisdictional services is a considerable undertaking. As such, it requires significant commitment, investment, resources, and leadership from all levels of government.

In 2020, to accelerate the work on digital identity, the Joint Councils established a pan-Canadian Digital Trust and Identity Program under the leadership of a Digital Trust and Identity Program Executive to lead this work on behalf of the Councils. The DTI Program aims to foster relationships that advance the digital trust and identity efforts both within the Joint Councils digital identity bodies, including engagement of the Jurisdictional Experts on Digital Identity (JEDI), and outside of the Councils, such as external stakeholders in the digital trust and identity ecosystem. Interjurisdictional collaboration is key to achieving collective impact to generate a trustworthy pan-Canadian digital identity infrastructure, which is essential to provide better and trusted digital services to Canadians.

Digital trust and identity are crucial to transforming government services and Canada's societal and economic future depends on it. Citizens and businesses want quick, convenient access to online programs and services from both public and private sectors, and to be assured that their personal information will be collected, used, and disclosed in accordance with the principles of privacy by design, and applicable laws and regulations. The focus of the DTI Program Office is to enable the collective resources of members to realize this vision.

## Joint Councils' Declaration on Digital Identity

A foundational building block for the pan-Canadian effort to date is the Joint Councils' Declaration on Digital Identity, which confirms their commitment to this key service delivery priority. This declaration was signed in 2019 and represents a first major step in collaborative efforts; this declaration serves as a cornerstone of the Joint Councils commitment to invest in a DTI program office.



### Joint Councils Declaration on Digital Identity

We, the **Members of Joint Councils**, of Public Sector Service Delivery Council and Public Sector Chief Information Officer Council, hereby declare a shared intent among the federal, provincial, territorial and municipal governments to pursue the establishment of a federation of trustworthy digital identities for all Canadians.

The **Clerks and Cabinet Secretaries have previously stated** that to "... achieve meaningful and lasting results for the people we serve, governments need to work in new and inventive ways with a greater focus on what works and what doesn't. Innovation can do more than just drive strong economic growth. It has the potential to solve the big challenges that we face as Canadians". The establishment of trusted digital identities is the foundation required for us to jointly accomplish the goal of delivering real results to Canadians.

We recognize that there is currently no simple, visible statement of shared intent to enable digital government through the establishment and use of trusted digital identities. This Declaration addresses that gap. Our intent is to clearly demonstrate our commitment to working together and providing the resources required to establish trusted digital identities within our respective jurisdictions to allow Canadians to participate and contribute to digital government and society. In this Pan-Canadian Declaration, each jurisdiction has a shared commitment to:

- Enabling digital society without borders and a modern and innovative government through the establishment, issuance and recognition of trusted digital identities, with no jurisdiction left behind;
- Ensuring individuals and other legal entities are empowered to share their digital identity information, issued by their jurisdiction, as they choose within the limits of the law;
- Confirming that the digital identity information, which is issued by jurisdictions will be interoperable, verifiable and respectful of privacy according to the established Pan-Canadian frameworks and standards for digital identity and authentication.

We, **Members of Joint Councils** are addressing common areas of concern related to digital identity and government. We recognize that our respective jurisdictions are at various stages of readiness, but are striving to build a society that reflects the Joint Councils Logic Model through acceleration of the Digital Identity Roadmap's five streams. Our emphatic support of digital identity stems from our belief that it is the key to the service outcomes that Canadians expect and need.

We are motivated to accelerate the work towards achieving our shared objectives. We will test and champion the changes to legislation, policies and practices that are required to realize improved digital identity within Canada. Rapid innovation is now the norm in the scientific, business and social sectors. Embracing this innovation is no less important in the public sector and is crucial to transforming government services and building inclusive, sustainable communities.

Sincerely,

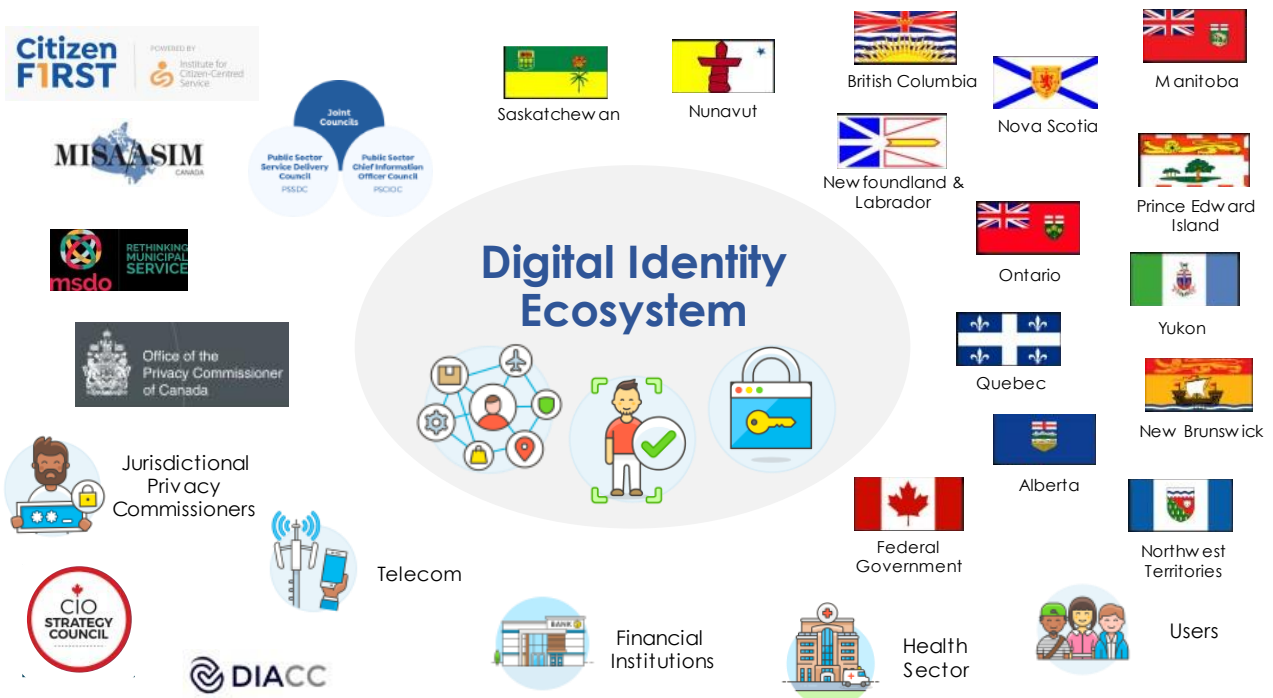
**The Members of Joint Councils**




\*While Quebec did not endorse the Declaration, it remains committed to collaborating with other governments and contributing to the work of the Joint Councils, notably by sharing its best practices related to identity management

## Digital Trust and Identity Ecosystem

The following depicts the players, partners, and stakeholders of the DTI ecosystem. The DTI program office will be the focal point for a pan-Canadian perspective and narrative – it will streamline communications, collaboration and harness collective resources while preserving jurisdictional authorities.



Since 2020, through the leadership of the DTI Program Executive, the Joint Councils have achieved the following:

## Progress to date





# PLAN TIMELINE

## Steps to Standing up a DTI Program Office

The ICCS will submit the draft plan to the Digital Trust and ID SWAT team for review and feedback. Once approved the SWAT team will formally present the plan to the Joint Councils for their review and approval.

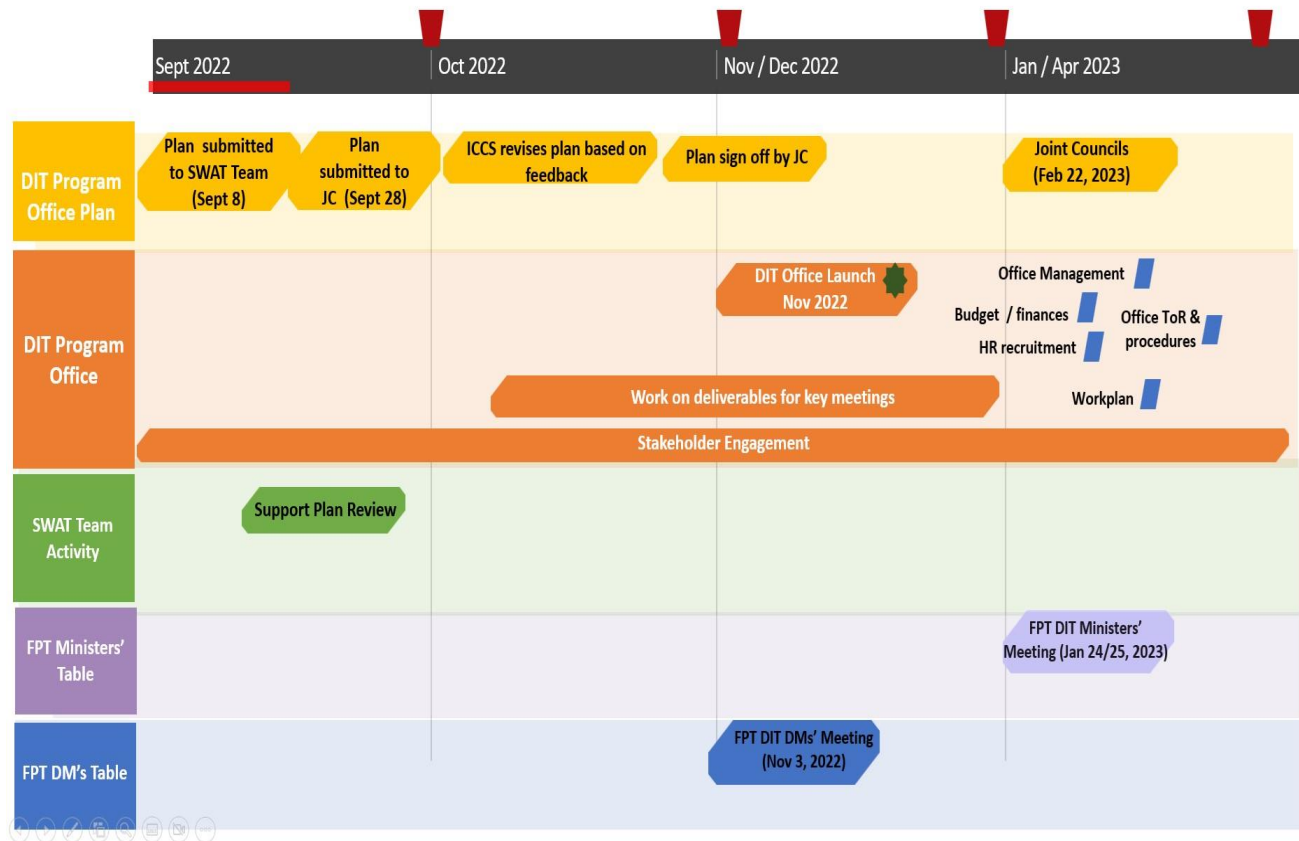
### Proposal timeline:

- September 8, 2022 – ICCS submits draft plan to the Digital Trust and ID SWAT Team
- September 9-16 – ICCS revises and finalizes the plan for presentation to the Joint Councils
- September 28, 2022 – Digital Trust and Identity Swat Team (supported by the ICCS President, Executive Director and the DTI Program Executive) presents the plan to the Joint Councils for review/approval
- October 2022 – ICCS revises the plan based on Joint Councils' feedback and direction
- November 2022 – ICCS seeks formal sign-off by Joint Councils by way of a Memorandum of understanding (MOU), which will include contribution and funding details. Aim to have salary and operations budgets in place for April 1, 2023.
- December 2022 – ICCS proceeds to launch Digital Trust and Identity Office; DTI Program Executive begins staff recruitment processes
- Winter 2023 – DTI Program Office functional with 'bridge' funding in place for final quarter of FY 22/23.
- April 2023 – DTI Program Office fully funded and functional.

Once the ICCS receives approval from the Joint Councils for this engagement it will work with the Digital Trust and Identity Program Executive, SWAT Team, and Jurisdictional Experts on Digital ID (JEDI) to confirm and finalize key engagement deliverables, roles & responsibilities, timelines, and budget. This will allow the ICCS to develop an appropriate program office, delivery approach and project plan that will include scope, objectives, deliverables, timelines, and the program office procedures and protocols, as well as conduct recruitment.

Below is a high-level timeline of anticipated milestones for the development and implementation of the DTI Program Office.

## DIT PROGRAM OFFICE TIMELINE





# DELIVERABLES

A key driver for the establishment of the DTI Program Office is the need for ongoing, sustained, and dedicated funding for pan-Canadian collaboration. As governments across the country seek to improve service delivery, more focus is being placed on FPTM collaboration on digital identity as the enabler of better and trusted service delivery. The DTI Program Office aims to provide the foundational structure to carry out key deliverables to accelerate digital identity work and while building capacity to carry out other activities as this work evolves.

**The following are key deliverables for the Digital Trust & Identity Program Office:**



Declaration 2.0



Shared Narrative



Participatory  
Demo/Experience



User Research &  
Engagement



Collaboration of  
Jurisdictional  
Implementation  
Teams



Accelerate Small  
& Medium Size  
Jurisdictions



Program Planning  
& Oversight



Communication  
Support



Engagement with  
Privacy



Relationship  
management



Technical Services  
& Infrastructure



## INVESTMENT

**This plan presents three components that add capability and capacity to ICCS to improve delivery of the Joint Councils' priority for digital trust and identity. The objective of this first draft of these components is to allow the Digital Trust & ID Swat Team to understand the progress that each component represents towards producing key deliverables and expected outcomes along with the potential financial implications.**

This allows the SWAT Team to consider potential funding models that may be required for each component. The budget estimates used for each of the various components are rough estimates approximating commonly used metrics drawn from the jurisdictions based on their usual estimation practices, and their experience to date in areas such as contracting for professional services.

The estimates for the components do not factor in details such as the lead time that might be associated with talent acquisition, recruitment, contracting and so on. Lead times may be lengthy so the ability to expend funding in a single calendar year should not be assumed. However, it must be noted that as a non-profit organization, the ICCS can carry unused funds over to the next fiscal year, thereby ensuring that funds invested by the Joint Councils remain accessible when required.

The estimates should be used as a rough order of magnitude, which allows the SWAT Team to discuss the components and suitable funding models. A further refinement of the estimates would be needed once the SWAT Team determines the direction they want to take.

## Components, Deliverables and Funding Requirements

Key deliverables as validated by Digital Trust & ID SWAT TEAM

### Components of Expanded ICCS Team

**1**

#### FPT Secretariat and Communications

- Secretariat FPT Deputies Table, FPT Ministers Table
- Joint Statement and Shared (sharable) Narrative
- PMO for Digital Trust & Identity Program

**2**

#### Support for Aligned Collaboration of Jurisdictional Implementation Teams

- Interoperable demonstrations, working examples to support Joint Statement and Shared Narrative
- Alignment and compatibility via supports and services that collaborating jurisdictional implementation teams need
- Paves the path for adding and assisting other jurisdictions as they become ready

**3**

#### Preliminary Support for Small and Medium Size Jurisdictions

- Early stage needs assessment
- Assistance with developing approvals, demonstration use-cases etc.
- Skills and knowledge transfer, alignment of plans and compatible designs
- *This would only be a small smart towards assisting these jurisdictions. NOT a comprehensive response.*

## Funding Requirements

### Component 1 Resources:

Program Executive.....	\$162
<u>Secretariat Services</u>	
General Management.....	\$252
Meetings & Event Management.....	\$252
Business & Operational Meeting Expenses.....	\$300
Collaboration Platforms / Tools / Subscriptions...	\$ 15
<u>Communications</u>	
Communications Lead.....	\$162
Multimedia & Graphic Design Expert.....	\$120
Multimedia Tools / Subscriptions.....	\$ 15
Contracted Expenses (Limited Time).....	\$200
<b>Total (annual).....</b>	<b><u>\$1,478</u></b>

### Component 2 Resources:

Lead Facilitator & Coordinator.....	\$162
<u>Jurisdictional Implementation Team</u>	
Shared Open Source Core Software .....	\$650
Shared Open Source Platform Component.....	\$350
Jointly Requested Services & Automation for Testing – Security, Interoperability.....	\$350
Jointly Requested Simulations & Demonstration services for Comms & marketing.....	\$100
Requested Support & Services.....	\$100
<b>Total (annual).....</b>	<b><u>\$1,712</u></b>

## Component 3 Resources:

Agile Team Lead.....\$162

### Proof of Concept or Demonstration Use-Cases

Use-Case Design, User Experience.....\$200

Use-Case Credential Issuer Integration &  
 Deployment.....\$200

Use-Case Digital Service Integration &  
 Deployment.....\$200

POC grade wallet.....\$200

**Total (annual).....\$962**

## FUNDING METHODS

### A: Annual PSSDC & PSCIOC Membership Fees

Under this option, PSCIOC and PSSDC members would fund the work of the DTI Program Office by way of their annual Joint Councils membership contributions; supplementary DTI funding would be collected and directed to the operations of the DTI Program Office.

### B: Contribution Agreements

As a non-profit organization, ICCS has the corporate governance, management, and financial structures to enter into contribution agreements directly with governments; these contribution agreements would set the funding levels and terms and conditions for the work to be performed by the DTI Program Office.

### C: Combination of Membership Fees and Contributions Agreements

Depending on jurisdictional requirements, a combination of supplementary membership fees and contributions agreements could be considered for the funding of the DTI Program Office.

Funding Methods Applied To Components Of The Plan

Component 1: FPT Deputies, FPT Ministers Secretariat and Communications					Component 2: Support for Aligned Collaboration of Jurisdictional Implementation Teams					Component 3: Preliminary Support For Small and Medium Size Jurisidictions						
Amount Required each year			1,478		Amount Required each year for 3 years			1,712		Amount Required each year for 3 years			962			
			Via Membership					Initiatives Fund					Initiatives Fund			
Jurisdiction	Population	Contribution %	Portion	PT Total	Jurisdiction	Population	Contribution	Portion	PT Total	Jurisdiction	Population	Contribution	Portion	PT Total	Total All	Jurisdiction
GC	35,151,728	35.0%	517	961	GC	35,151,728	35.0%	599	1,113	GC	35,151,728	35.0%	337	625	1,453	GC
ON	13,448,494	38.3%	368		ON	13,448,494	38.3%	426		ON	13,448,494	38.3%	239		1,033	ON
QC	8,164,361	23.2%	223		QC	8,164,361	23.2%	258		QC	8,164,361	23.2%	145		627	QC
BC	4,648,055	13.2%	127		BC	4,648,055	13.2%	147		BC	4,648,055	13.2%	83		357	BC
AB	4,067,175	11.6%	111		AB	4,067,175	11.6%	129		AB	4,067,175	11.6%	72		312	AB
MB	1,278,365	3.6%	35		MB	1,278,365	3.6%	40		MB	1,278,365	3.6%	23		98	MB
SK	1,098,352	3.1%	30		SK	1,098,352	3.1%	35		SK	1,098,352	3.1%	20		84	SK
NS	923,598	2.6%	25		NS	923,598	2.6%	29		NS	923,598	2.6%	16		71	NS
NB	747,101	2.1%	20		NB	747,101	2.1%	24		NB	747,101	2.1%	13		57	NB
NL	519,716	1.5%	14		NL	519,716	1.5%	16		NL	519,716	1.5%	9		40	NL
PE	142,907	0.4%	4		PE	142,907	0.4%	5		PE	142,907	0.4%	3		11	PE
NT	41,786	0.1%	1		NT	41,786	0.1%	1		NT	41,786	0.1%	1		3	NT
NV	35,944	0.1%	1		NV	35,944	0.1%	1		NV	35,944	0.1%	1		3	NV
YK	35,874	0.1%	1		YK	35,874	0.1%	1		YK	35,874	0.1%	1		3	YK
Total			1,478		Totals			1,712		Totals			962		4,152	
*Municipal contribution to be determined.																





## DEDICATED DTI SECRETARIAT SUPPORT

### FPT Ministers' and Deputy Ministers' Tables on Digital Trust and Identity

As part of the request to establish a DTI Program Office, the ICCS has also been asked to identify resource requirements and costs to provide secretariat services to jurisdictions in support of establishing and managing the administrative proceedings and events of FPT Ministers' and Deputy Ministers' Tables on digital trust and identity. The ICCS recognizes the importance of digital trust and identity as the main priority of the Councils and is delighted to support this vital, digital nation building work. With a proven track record of seventeen years managing pan-Canadian tables by way of the Joint Councils, the ICCS is best positioned to provide supplementary secretariat services within the DTI Program Office.

A key accomplishment of the Joint Councils has been the development and evolution of the Pan-Canadian Trust Framework (PCTF). This work was made possible through the inter-jurisdictional collaboration from all orders of government. The Joint Councils have been engaged in discussions on digital identity and government since 2008. The Councils' support of digital identity stems from the belief that it is the key to the service outcomes that Canadians expect and need. The Joint Councils remain committed to digital identity as its top priority.

To accelerate the work on digital identity, the Joint Councils appointed Peter Watkins as its Pan-Canadian Digital Identity Program Executive. Peter, on behalf of the Joint Councils fosters relationships to advance the digital identity program, both within the Joint Councils digital identity bodies, including engagement of Jurisdictional Experts on Digital Identity (JEDI), and outside of the Joint Councils, with external stakeholders. We believe that interjurisdictional collaboration is key to achieving collective impact to generate a trustworthy Pan-Canadian infrastructure for digital identity to serve all Canadians.

The Joint Councils have significantly advanced inter-jurisdictional collaboration on what it required to achieve a pan-Canadian solution for digital identity and trust and has set a strong foundation for future collaboration in this area. Achieving the vision of a pan-Canadian solution to digital ID & trust where “governments in Canada are trusted and collaborative partners” in providing citizens and businesses with “simple, convenient, and trusted access to multi-jurisdictional services” is a considerable undertaking. As such, it will require the investment of significant and sustained effort, resources, and time as well as commitment and leadership by the most senior officials in government.

The ICCS welcomes the opportunity to provide secretariat, event planning and managerial services to establish the pan-Canadian Ministers' and Deputy Ministers' Tables. These services and events will be developed and delivered as white-label formats to allow member jurisdictions to host events and meetings under their respective flags and brands.

The ICCS-DTI secretariat services will provide turn-key solutions that ensure optimal efficiencies by way of its expertise in managing pan-Canadian public sector tables such as the Joint Councils. By centralizing these services and expertise in the ICCS-DTI program office, there are substantial savings given the corporate know-how and expertise that will be leveraged to develop, deliver, and manage such large pan-Canadian public sector events.

## Management & Administration



## Communication



## Liaison & Relationship Building Management



## Financial





# APPENDIX

## ABOUT THE ICCS

**Value Proposition:** a unique pan-Canadian model of inter-jurisdictional cooperation and collaboration to address issues and identify opportunities to enhance the efficacy of public services to the Canadian public.

**“In July 1997, a summit meeting of public sector service delivery leaders was held with representatives from all three levels of government across Canada to consider one question: *why wasn’t the Canadian public sector making more progress in improving the quality of public sector service delivery to Canadians?*”**

**“The answer was that they were all doing work in their own jurisdictions with different tools and measures, *but they weren’t working together*. The work being done was from their own perspective, with their own priorities and standards and *not from the point of view of the citizens of Canada*.”**

Ralph Heintzman 2018




## What is the ICCS – Citizen-First

**The Institute for Citizen-Centred Service (ICCS) is a centre of excellence for knowledge, collaboration and innovation in public sector service delivery. Its mission is to promote high levels of citizen satisfaction with public sector service delivery.**

The ICCS undertakes research to identify citizens' service needs and expectations and by assisting the public sector in identifying and applying innovative, best practice service solutions which support quality service across all channels and respond effectively to citizens' service needs.

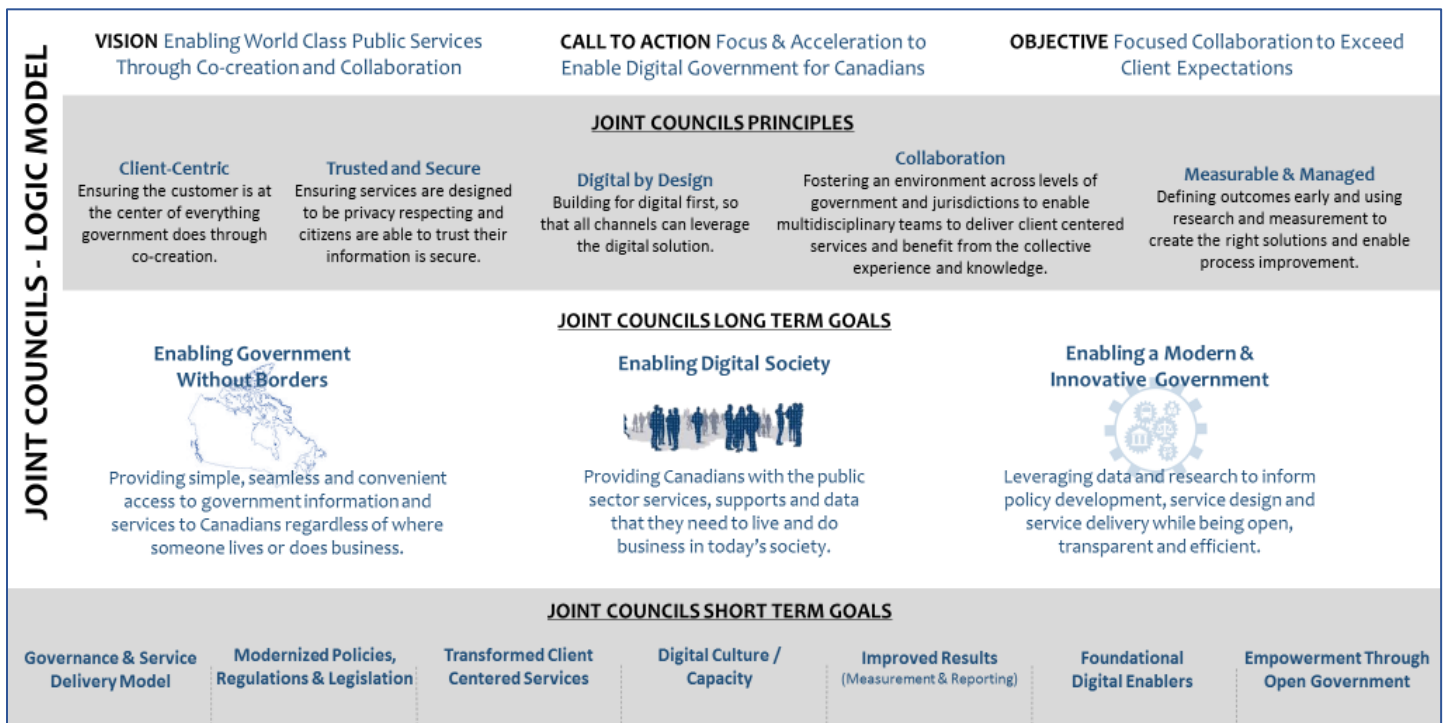
The ICCS is a pan-Canadian platform in support of the Canadian service delivery community.

## ICCS Board of Directors

	ICCS Board consists of a maximum of 15 Directors, with a balance of representatives from the Canadian federal, provincial, territorial and municipal members, representing both the service delivery and CIO communities in Canada.
	ICCS Board of Directors has overall management responsibility for the "property, business and affairs" of the Corporation. This includes responsibility for all lines of business including Joint Councils, Research, Common Measurements Tool/Citizen First Analytics and Learning and Certification.
	The members of the PSSDC and PSCIOC are the voting members of the ICCS. Members on the ICCS Board of Directors are by virtue of their membership on the ICCS Board are also the voting members of the Corporation. The ICCS reports to members at the Annual General Meeting.

The Joint Councils (PSSDC & PSCIOC) are a unique pan-Canadian model of inter-jurisdictional cooperation and collaboration to address issues and identify opportunities to enhance the efficacy of public services to the Canadian public.

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## About the Joint Councils

**The Public Sector Chief Information Officer Council (PSCIOC) and the Public Sector Service Delivery Council (PSSDC) (also known as the Joint Councils) are pan-Canadian interjurisdictional Councils focused on citizen-centred service delivery.**

The Joint Councils created the ICCS in 2005 to provide an inter-governmental platform and secretariat to pursue partnerships and coordinate initiatives focused on innovative public sector services delivery and IT/IM initiatives. The goal was part of the larger objective to create excellence in the public service and to focus on citizen-centred service delivery.

As a neutral Federal, Provincial, Territorial and Municipal platform for collaboration and shared learning in support of the work of the Joint Councils, the ICCS serves as the Secretariat of the Councils. Main responsibilities: management & administration, communications, financial management and liaison & relationship building.

## Mandate

### **Public Sector Service Delivery Council (PSSDC)**

The PSSDC focuses on major public sector service delivery issues confronting all levels of government in Canada and is comprised of senior officials of service delivery organizations at the federal and provincial/territorial levels of government, as well as senior municipal representatives via the Municipal Service Delivery Officials (MSDO). The PSSDC supports a research agenda to gain a better understanding of what drives excellence in public service.

### **Public Sector Chief Information Officer Council (PSCIOC)**

The PSCIOC focuses on pan-Canadian information technology and information management issues and is comprised of the Chief Information Officers of the federal/provincial/territorial governments and senior municipal IT representatives via the Municipal Information Systems Association (MISA). The PSCIOC's mission is to enable enhanced service to the Canadian public through collaboration across governments and to demonstrate leadership in the management of information technology and cybersecurity.



## Collective Value

Reducing duplication of effort and encouraging development of consistent standards / approaches across Canada.

Use limited public resources more efficiently through the pooling of funds for initiatives; allowing smaller jurisdictions to benefit from the expertise and resources of the larger jurisdictions.

Providing singular information sharing and networking opportunities across jurisdictions.

Foster strong inter-jurisdictional relationships.

Allowing governments, a unique window to address pan-Canadian issues within a consensus-oriented framework.

Co-develop and champion initiatives that influence effective, cost-efficient citizen-centred service delivery to maximize collective impact.

## Joint Councils Operating Principles

1. **Client Centric** – Ensuring the client is at the centre of everything government does through co-creation.
2. **Trusted and Secure** - Ensuring services are designed to be privacy respecting and citizens can trust their information is secure.
3. **Digital by Design** – Building digital first, so that all channels can leverage the digital solution.
4. **Collaboration** – Fostering an environment across levels of government and jurisdictions to enable multidisciplinary teams to deliver client centered services and benefit from the collective experience and knowledge.
5. **Measurable and Managed** - Defining outcomes early and using research and measurement to create the right solutions and enable process improvement.

## ICCS Lines of Business

Joint Councils: PSSDC & PSCIOC	Research	CMT/Citizen First Analytics	Learning & Certification	Knowledge Repository
ICCS provides a neutral, inter-jurisdictional platform for the Public Sector Service Delivery Council (PSSDC) and Public Sector Chief Information Officers Council (PSCIOC) and its working groups to carry out their important service delivery improvements.	Its flagship research <i>Citizens First</i> and <i>Business First</i> provides important insights for the service community on expectations from citizens and businesses on the operation of public sector services.	The Common Measurements Tool (CMT) has now been updated; now known as Citizen First Analytics, an easy-to-use self-serve tool to measure and benchmark client satisfaction.	The Certified Service Manager (CSM) and Certified Service Professional (CSP) programs are now available online. Developed for the exclusive use of the public sector these programs are improving customer service skills of managers and front-line staff.	ICCS continues to be the repository of best practices and knowledge for the PSSDC, PSCIOC, Joint Councils and the service delivery community.



**Submitted By:**

**Natasha Clarke, ICCS President & PSCIOC Member**

**Dan Batista, ICCS Executive Director**

**Peter Watkins, ICCS Digital Identity Program Executive**