

Joint Councils, PSSDC & PSCIOC Working Groups & Communities of Practice 2023-2024 Workplans

Inter-Jurisdictional Collaboration to
Enhance the Efficacy of Public Sector Service Delivery



Contents

Overview	03
About the Joint Councils	04
Who we are / What we do	05
Working Groups & Communities of Practice	07
Working Groups / CoPs Workplans	09
Priorities Map	34

Contact

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Overview

The Joint Councils, the Public Sector Chief Information Officer Council (PSCIOC) and the Public Sector Service Delivery Council (PSSDC), established and oversee over 15 working groups and communities of practice. These groups were created by the Councils to support key priorities and are pan-Canadian in scope and membership. Groups provide regular reports to the Councils on their workplans and accomplished deliverables. The Joint Councils provide ongoing direction and support to the working groups and communities of practice. The ICCS Secretariat serves as the direct liaison between the Councils and the working groups' leadership.

About the Joint Councils

Joint Councils

The PSSDC and PSCIOC come together as “Joint Councils”, to address issues of common concern and interest. The two Councils collaborate to enhance the efficacy of public service to the Canadian public. There are over 15 working groups and communities of practice of the Joint Councils, PSCIOC and PSSDC, focused on key priority areas. The PSCIOC, PSSDC and the Joint Councils, in collaboration with the ICCS, exemplify a unique pan-Canadian model of inter-jurisdictional cooperation and collaboration.

Public Sector Service Delivery Council (PSSDC)

The Public Sector Service Delivery Council (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 and sharing of best practices that have led to service integration initiatives that have improved public service delivery across Canada.

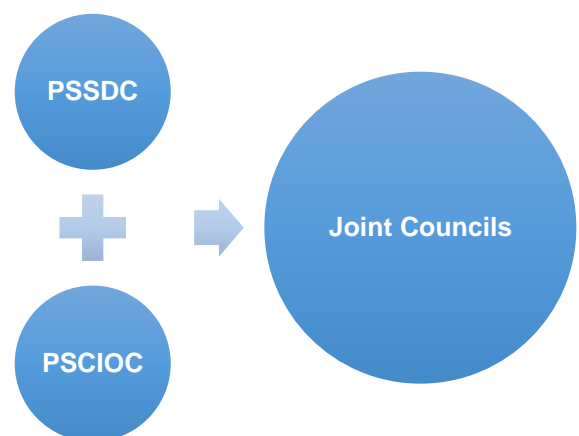
Public Sector Chief Information Officer Council (PSCIOC)

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 public through collaboration across governments and to demonstrate leadership in the management of information technology and cybersecurity.

Joint Councils Operating Principles

(Joint Councils Logic Model)

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 are able to 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.



Joint Councils: Who we are / What we do

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.

Operating Framework



Inform

Communicate knowledge across Federal/Provincial/Territorial/Municipal (FPTM) jurisdictions



Share

Jurisdictional information and insights



Collaborate

Foster strong inter-jurisdictional relationships.



Co-Create, Co-Deliver, Innovate

Champion initiatives that influence effective, cost efficient citizen-centred service delivery and maximize collective impact

Governing Principles and Decision Making

Joint Interest

Recognizing common interests, members respect the diversity and independence of each member jurisdiction.

Transparency

Promote open and honest interaction amongst Council members to ensure trust, facilitate collaboration and encourage optimum member involvement.

Policy, Legislation, & Regulation

Meeting the service needs and expectations of Canadians and others served by the public sector is always balanced with government obligations and regulatory requirements.

Build Consensus

Decisions are made on a consensus basis and joint work is founded on the principle of consultation with and the involvement of all members.

Led by Joint Councils Co-Chairs

PSSDC Federal
Co-Chair

PSCIOC Federal
Co-Chair

PSSDC P/T
Co-Chair

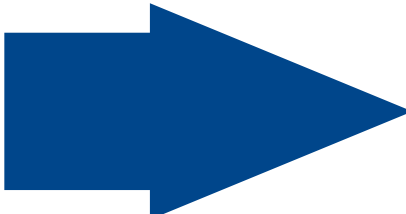
PSCIOC P/T/M
Co-Chair

Joint Councils’ Strategic Long-Term Goals & Key Priorities

Vision: Enabling world class public services through co-creation and collaboration.

Call to Action: Focus and acceleration to enable digital government for Canadians.

Objective: Focused collaboration to exceed citizens’ expectations.

	Strategic long-term goals	Expected outcomes
	Enabling government without borders	Providing simple, seamless, and convenient access to government information and services to Canadians regardless of where someone lives or does business.
	Enabling Digital Society	Providing Canadians with public sector services, supports and data that they need to live and do business.
	Enabling a modern & Innovative Government	Leveraging data and research to inform policy development, service design and service delivery while being open and transparent and efficient.

Joint Councils’ Key Priorities

Priority1
Digital Trust & Credentials



Priority2
Client Centric Services



Priority3
Research & Strategic Intelligence



Working Groups & Communities of Practice

The Joint Councils, PSSDC and PSCIOC established the following pan-Canadian working groups and communities of practice that support the Councils' identified priority areas.

Joint Councils

- Multi-jurisdictional information sharing and collaboration forum on open government initiatives, tools and principles.

Canada Open Government Community of Practice



- Multi-jurisdictional information sharing and collaboration forum to support the development and continuous improvement of death registration and notification in Canada.

Death Notification Community of Practice



- Mechanism for FPTM jurisdictions to collaborate and learn from each other on the use of Open Source software and approach of working in the open.

Open Source Working Group



- Accelerating work to deliver trusted digital identity for Canadians. Digital identity is a key foundational element in transforming services.

Digital Trust & Credentials Program



- Forum for jurisdictions to work together to improve the overall service experience for Canadians through client centered service design.

Client Centric Services Design & Experience CoP



- National forum for the exchange of information relating to ATI/FOI and privacy research, best practices, training, IT products, and other resources.

Privacy Sub-Committee



- Responsible for the conduct of research to support the public sector inter-jurisdictional CIO and service delivery communities.

Research Committee



- Share information, experiences and explore inter-jurisdictional opportunities to collaborate on tangible service improvements for Canadian businesses.

Service to Business Working Group



- Improving the client experience by leveraging government and Open Data and advanced analytics to improve service.

Data Driven Intelligence Working Group



- Responsible for the annual refresh and promotion of the Analytics Playbook.

Analytics Playbook Sub-Group



Public Sector Chief Information Officer Council (PSCIOC)

- National forum to discuss approaches and best practices for the implementation and use of cloud services and benefits realized from the cloud. *(ON STANDBY)*

Cloud
Community of
Practice



- National forum to understand the experiences of other jurisdictions that have adopted Microsoft Office 365 in their IT environment.

Microsoft Office
365 Working
Group



- Enables participating governments to exchange information, policies and best practices related to ICT Policy.

Information &
Communication
Technology
Policy
Community of
Practice



- Assess opportunities for all levels of government to leverage existing and/or newly created IT agreements.

Information
Technology (IT)
Procurement
Community of
Practice



- National forum to exchange information, policies, security awareness program practices and architecture initiatives related to information protection and cyber security.

National CISO
Committee on
Information
Protection



Public Sector Service Delivery Council (PSSDC)

- Forum for jurisdictional entities to work together to improve contact centre service delivery across Canada.

Contact Centre
Community of
Practice



Working Groups Workplans

Priority 1: DIGITAL TRUST & CREDENTIALS



The Joint Councils remain committed to accelerating the work on Digital Trust and Credentials

Citizens 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 not only with the principles of privacy by design, but also in accordance with applicable laws and regulations. Digital trust is crucial to transforming government services to citizens and business. The Councils provide a pan-Canadian platform to pursue partnerships and coordinate efforts focused on innovative public sector service delivery and digital government initiatives.

The working groups listed below have identified targeted deliverables supporting the Digital Trust and Credentials Priority. *See Joint Councils Priorities Map.*

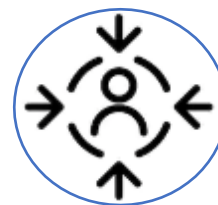
Objective	Mandate	Outcomes (2021/2022)	Workplan (2023/2024)
DIGITAL TRUST & CREDENTIALS PROGRAM (JC)			
<p>Leadership of Pan-Canadian Digital Trust & Credentials Program</p> <p>JEDIs – Jurisdictional Experts on Digital ID are the single point of leadership for each jurisdiction.</p> <p>Simplified Joint Councils' digital identity structures.</p> <p>Accelerating implementation to build on Pan-Canadian Trust Framework (PCTF).</p> <p><i>Formerly the Digital Identity Program – the name change better reflects the general nature of the many existing government issued registrations, certificates, licenses, permits, designations, and authorizations that are issued today</i></p>	<p>Joint Councils established the Digital Trust and Credentials Program to accelerate the work on digital identity.</p> <p>The DTC Program aims to foster relationships on behalf of the public sector to advance the digital identity program both within the Joint Councils digital trust bodies, including engagement of the Jurisdictional Experts on Digital Identity (JEDI) Table, and external digital trust stakeholders.</p> <p>Pan-Canadian public sector collaboration is key to achieving collective impact to generate a trustworthy Pan-Canadian infrastructure for digital trust to serve all Canadians. The DTC Program critical success</p>	<p>Developed a workplan aimed at accelerating Digital Trust implementation (building on the PCTF). Leveraging JEDIs for speed, alignment, collaboration, and interoperability.</p> <p>Developed work plan on the 5 key streams of work under the Digital ID Plan: Covid Response Recovery, Verified Persons, Verified Organizations, Trusted Digital Wallets, Critical Public Infrastructures.</p> <p>Advised the Councils on the 5 key conditions to advance the implementation of a Digital Trust and Identity Solution. (<i>Digital Trust & Identity Research Executive Report</i>)</p> <ol style="list-style-type: none"> Established a JEDI collaboration workspace using Slack that is supporting the JEDI members, community, and the collaborating implementation teams from Quebec, Ontario, and British Columbia. In 2021/2022 the DTC program was heavily focused on supporting 	<p>In September 2022, the Joint Councils approved, in principle, the following 3 components including funding requirement.</p> <p>For 2023/2024, the DTC Program is focused in advancing the following three main streams of work:</p> <ol style="list-style-type: none"> DTC Program - Secretariat and Communication (\$1,478m) <ul style="list-style-type: none"> Provide secretariat / support services to the new DTC Ministers & new DMs Tables Joint Statement and Shared (sharable) Narrative PMO for Digital Trust & Identity Program Support for Aligned Collaboration of Jurisdictional Implementation Teams (\$1,712m) <ul style="list-style-type: none"> Interoperable demonstrations, working examples to support Joint Statement and Shared Narrative Alignment and compatibility via support and services that collaborating jurisdictional implementation teams need Paves the path for adding and assisting other jurisdictions as they become ready Preliminary Support for Small and Medium Size Jurisdictions (\$962K*)

<p><i>in paper/plastic form and that can be improved through service upgrades to issue them as trustworthy verifiable digital credentials</i></p>	<p>factors:</p> <p>(A) Standards and Interoperability</p> <ul style="list-style-type: none"> Baseline technical interoperability Digital credential data designs and formats Digital credential acceptance and re-use across jurisdictions Mutual recognition & trust registries <p>(B) Legislation and Regulation (Legs and Regs)</p> <ul style="list-style-type: none"> Enable digital economy <p>(C) Pan-Canadian Consultation Participation of all jurisdictions</p> <ul style="list-style-type: none"> Digital divide <p>(D) Inclusive for all Canadians</p> <p>(E) International partnerships</p>	<p>COVID response related to proof of vaccination. DTC Program supported the creation of the FPT Technical & Coordination Committee. Organized and co-chaired with PHAC weekly FPT TCC meetings. This work was key in helping to roll out Proof of Vaccination across the country.</p>	<ul style="list-style-type: none"> Early stage needs assessment Assistance with developing approvals, demonstration use-cases etc. Skills and knowledge transfer, alignment of plans and compatible designs <p><i>*This would only be a small start towards assisting these jurisdictions. NOT a comprehensive response.</i></p> <p>The DTC Program Executive is working with jurisdictions on the paperwork required for the funding approval process.</p> <p><u>Additional ongoing support provided by DTC Program Leadership</u></p> <p><u>Joint Councils:</u> The DTC Program Executive reports to the Joint Councils on a regular basis.</p> <p><u>Jurisdictional Experts on Digital Identity (JEDI):</u> The DTC Program Executive leads and manages the JEDIs table and its monthly meetings. Due to limited capacity at the ICCS, the Secretariat provides support to the JEDI table related to meetings.</p> <p><u>DTC Executive SWAT Team:</u> The DTC Program Executive leads and manages the SWAT Team and its monthly meetings. The ICCS Secretariat provides support to the SWAT Team related to meetings.</p> <p><u>Digital Trust Stakeholders:</u> DTC Program Executive presents to other digital trust tables, both internal and external, as required/invited.</p>
Objective	Mandate	Outcomes 2021/2022	Workplan (2023/2024)
SERVICE TO BUSINESS (S2B) WORKING GROUP (JC)			
<p>S2B Working Group is a forum for Canadian public sector leaders and practitioners to share experiences and information, and to support collaboration that is focused on improving services to business.</p> <p>Digital Trust for business is the top priority, as this is foundational to</p>	<ul style="list-style-type: none"> Share information and experiences and explore opportunities and challenges in improving public sector service delivery for business clients. Specifically, identifying and implementing tangible service improvements that are based 	<p>S2B WG shifted towards implementing practical applications of digital credentials for business.</p> <p>Initiative 1: Banking Digital Credentials Pilot</p> <ul style="list-style-type: none"> Phase 1 (Fall 2020 to Spring 2021) completed: ISED, British Columbia and Alberta built the capability to issue digital credentials to businesses, held in their digital wallets. Phase 2 (Spring 2021 to 	<p>The S2B Working Group has focused on the Business Banking Digital Credentials Pilot. With this project set for completion in February 2023, the S2B Working Group will need to turn its attention to exploring other areas of service improvement, including identifying workplan items in early 2023.</p> <p>Effective August 2022, Treasury Board Secretariat (GoC) assumed overarching leadership for digital credentials work on behalf of the Government of Canada, including most digital credentials initiatives from Innovation, Science and Economic Development Canada (ISED). ISED will continue to support TBS on the core</p>

<p>improving services to business.</p> <p>Jurisdictions have recognized the value of taking a client-centric and collaborative approach to the design and delivery of service to business.</p> <p>Serves as a vehicle of inter-jurisdictional collaboration to support tangible initiatives and gain better understanding and provide recommendations on pan-Canadian approaches for digital services to business.</p> <p>Service to business visions across the country demonstrate alignment across jurisdictions and similar drivers are being responded to; namely, the current economic environment and the need to support business productivity and competitiveness, red tape reduction, innovation and technological change, the need for increased efficiencies, and escalating expectations of business clients.</p>	<p>on inter-jurisdictional collaboration that results in improved service delivery and excellence to businesses across Canada.</p> <p>The scope of its work includes:</p> <ul style="list-style-type: none"> Continue advancing and sharing of initiatives across jurisdictions that achieve greater integrated services for businesses Providing opportunities for sharing and adopting best practices in service innovation Reducing red tape for businesses to effectively operate and providing supports that will position them for success. <p>Objectives:</p> <ul style="list-style-type: none"> Collaborate across FPTM jurisdictions to share information & experiences in providing services to business, and to discuss issues facing business service managers and practitioners Launch initiatives and small-scale experimental pilots, sharing best practices 	<p>Fall 2022): Working with ATB Financial and select Canadian banks to test the acceptance of these digital credentials so businesses can open bank accounts without having to resort to in-person and paper-based processes.</p> <p>Initiative 2: National Digital Trust Service Pilot</p> <ul style="list-style-type: none"> Phase 1 (Summer 2021 to Fall 2021): Establishing the pilot infrastructure for the National Digital Trust Service with vendors and developing the digital credential use cases with participants. Phase 2 (Fall 2021 to Fall 2022): Testing the National Digital Trust Service with participants and their use cases, improving the service based upon feedback and results 	<p>components of digital credentials. Moving forward, the working group will need to determine whether digital credentials related projects continue to be explored in 2023, and if so, which project(s) specifically.</p> <p>Alternatively, the S2B Working Group may wish to explore other digital areas of business service improvement.</p> <p>Business Banking Digital Credentials Pilot Project</p> <p>Innovation, Science and Economic Development Canada (ISED), and Corporations Canada, in partnership with the Government of British Columbia, Government of Alberta, Canada's biggest banks (Verified.Me Consortium) and ATB Financial explored the use of issued digital credentials to allow businesses to open bank accounts without having to resort to in-person and paper-based processes.</p> <p>Business Banking Digital Credential Pilot</p> <p>1. Project Update</p> <ul style="list-style-type: none"> Phase 1 of the Project was launched in September 2020 and was completed in June 2021. During this phase, Corporations Canada, British Columbia, and Alberta built out their capacities to issue digital credentials to select digital wallets. Phase 2 of the Project is currently underway, with an expected completion date of February 2023 at which point a final report and end-to-end demo video will be made available. During this phase, user experience testing was completed which demonstrated that it is possible to use foundational digital credentials from multiple jurisdictions to apply for business bank accounts without relying on in-person and paper-based processes. <p>2. Key Takeaways</p> <ul style="list-style-type: none"> Over the span of the business banking digital credentials pilot project, partners developed a more interoperable digital credential ecosystem, a better understanding of business and policy considerations for a potential future production launch, and more insight into the customer experience with digital credentials. <p>Project Testing:</p> <ul style="list-style-type: none"> In August 2022, project partners tested the use of government-issued digital
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	<p>and lessons learned in the delivery of public sector services to business</p> <ul style="list-style-type: none"> • Support improving services to businesses • Explore opportunities for inter-jurisdictional collaboration to reduce red tape and improve service delivery to business • Expand engagement with other key stakeholders to support work related to WG priorities • Support Joint Councils priorities by assisting in the identification of jurisdictional reps to participate on project/task teams being established by the Joint Councils. 		<p>credentials to facilitate regulatory compliance and end-to-end digital transactions.</p> <ul style="list-style-type: none"> ○ The user experience testing demonstrated how digital credentials could reduce the time and effort needed for businesses to open business bank accounts to approximately 30 minutes, in comparison with lengthy current location- and paper-based processes. The majority of participants indicated they would like to use digital credentials for their future banking. ○ Findings from the user experience testing included that interoperability challenges exist between different technology frameworks for issuing and verifying services and digital wallets, pointing to the need for investment to enable businesses to use their digital credentials across the economy. Scaling for interoperability can be complex and requires time and the right resources. ○ The success of the project can be used to inform the development of digital credentials solutions within the banking and industry sectors, including putting into production the ability to open business bank accounts using digital credentials. <p>3. Next Steps The Business Banking Digital Credential Pilot is set for completion in February 2023, at which point a final report and end-to-end demo will be made available to the Service to Business Working Group and to the Joint Councils.</p>
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Priority 2: CLIENT CENTRIC SERVICES



Client Centric Services is about designing services in a way that reflects the needs of citizens, not the needs of government.

The working groups listed below have identified targeted deliverables supporting the Client Centric Services Priority. See Joint Councils Priorities Map.

Objective	Mandate	Outcomes 2021/2022	Workplan (2023/2024)
DATA DRIVEN INTELLIGENCE WORKING GROUP & ANALYTICS PLAYBOOK GROUP (JC)			
<p>In April 2017, Clerks and Cabinet Secretaries expressed strong interest in the DDI priority and noted the lack of a DM Champion for this initiative. In May, the FPT DMs' Table agreed that DDI needed to be advanced to explore the benefits of DDI from a service perspective.</p> <p>In August 2017, an FPT Community of Practice was established under the PSSDC. Members also proposed the development of an Analytics Playbook.</p> <p>In February 2020, the Joint</p>	<p>Explore issues impacting the ability of governments to improve the client experience. This includes:</p> <ul style="list-style-type: none"> exploring the current state of public acceptance for the use of data to improve services within and across levels of government exploring the existing rules framework and developing recommendations to address key Joint Councils and PSSDC priorities. support leveraging Open Data and advanced data analytics to improve service delivery by annually updating the 	<p>DDI Working Group: The group completed its deliverable of the report on Insights into Public's Acceptance of Government Use of Data. The report was tabled to JC in October 2021.</p> <p>Insights into the Public's Acceptance of Government Use of Data.</p> <p>In 2022, the group co-chairs' tabled recommendations to the Joint Councils on future activity based on the findings of the report.</p> <p>The Joint Councils approved proposal and funding for research work on "Data Sharing Within and Across Government Organizations Serving the Public".</p> <p>This work builds on earlier research of public acceptance of data sharing.</p> <p><u>Analytics Playbook Sub-Group:</u></p> <p>2021 Update: The Analytics Playbook group completed a refresh with 11 new use cases for a total of 18 use cases. The group, in collaboration with ICCS,</p>	<p>DDI Working Group:</p> <p>The DDI WG is undertaking research work on "Data Sharing Within and Across Government Organizations Serving the Public" as approved by the Councils.</p> <p>This work builds on earlier research of public acceptance of data sharing. Insights into the Public's Acceptance of Government Use of Data.</p> <p>This work comprises developing an understanding of the current rules' framework by documenting use cases for data sharing, both current and envisioned, that will benefit service delivery to citizens. Identify legislative and policy barriers integrated and seamless service delivery through data sharing across levels of government and identify opportunities for legislative reform to encourage practical data sharing and enabling secondary uses not currently allowed. Research on progress toward Tell-Us-Once approaches to service delivery across Canada, and efforts to move to a common consent model in service delivery and map these efforts against the use cases. This research to also include an interjurisdictional scan on emerging Data Authorities as brokers. Drafting appropriate questions for future public opinion research on the</p>

Councils approved a change in reporting structure, having the DDI working group report directly to the Joint Councils.	<p>Analytics Playbook.</p> <ul style="list-style-type: none"> act as an enabler and catalyst for the use of data within and across levels of government in Canada, in order to gain insights into client needs and develop practical solutions <p>The activities of the working group will enable public services to be at the forefront of providing modern excellent services where the user experience meets or exceeds the Canadian public and business community's expectations.</p>	<p>developed a digital version of the playbook.</p> <p>2022 Update: The Analytics Playbook group completed a refresh with 12 new use cases for a total of 30 use cases. The interactive playbook is hosted on the Citizen First website (powered by the ICCS). This is publicly available.</p> <p>ICCS :: Analytics Playbook (citizenfirst.ca)</p>	<p>acceptability of legislative changes in relation to the use cases.</p> <p>Through an RFP process managed by the ICCS Secretariat, Davis Pier Consulting has been awarded the contract. The final deliverable will be tabled to the Councils in September for feedback and approval.</p> <p>This work is expected to be completed in September 2023.</p> <p>Analytics Playbook Sub-Group:</p> <p>The group will meet in April 2023 to work on the 2023 annual refresh of the playbook. The refreshed version will be presented to the Joint Councils in November 2023.</p> <p>NOTE: over the last several years, due to lack of resources at the working group level, the ICCS Secretariat had to step in and provide full secretariat support for the Data Driven Intelligence Working Group and the Analytics Playbook Sub-Group to operate and accomplish deliverables. The ICCS cannot longer provide this support going forward and secretariat support must be either provided by the working group membership OR the working group will need to table a funding request to the Councils for this support.</p>
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Objective	Mandate	Outcomes 2021/2022	Workplan (2023/2024)
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DEATH NOTIFICATION COMMUNITY OF PRACTICE (JC)

The DN CoP is an information-sharing forum that provides an opportunity to discuss and exchange information in support of the development & continuous improvement of death registration and notification in Canada.	<p>Members to share, discuss, and collaborate on topics related to death registrations and notifications such as, but not limited to:</p> <ul style="list-style-type: none"> Research and analysis results, trends and gaps; Lessons learned, best practices and next practices; Data standards, technology and interoperability; Risk Management; 	<p>In 2021, the Death Notification CoP focused on the following initiatives:</p> <ul style="list-style-type: none"> Funding for electronic death registration initiatives National Routing System (NRS) – Expansion and Improvements Identity Linkages Project Improving data accuracy for electronic death registration <p>In 2022, it provided a progress report to the Councils on the work/pilots that the federal and provincial partners are undertaking on death notification.</p>	<p>Information sharing to support the achievement of the following objectives:</p> <ul style="list-style-type: none"> To increase efficiencies and improve service times in the registration of death notices in Canada To facilitate rapid national access to death notifications for eligible federal, provincial and territorial organizations as well as other entities To improve client service experience for the reporting of deaths. <p>The Death Notification CoP has started 3 initiatives for electronic death registration:</p> <p>1. Saskatchewan: Phase II: fully engaged with Axiell in design and development phase. Initiating communication plan and</p>
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	<ul style="list-style-type: none"> • Identity Management; • Blueprints, roadmaps, ongoing and upcoming initiatives and projects; • Opportunities for strategic alignment and planning; and • Opportunities for new partnerships. 	<p>In December 2022, the ICCS sent to the Councils' members, on behalf of the co-chairs, two questions:</p> <p>1. How can the work of other sub committees help in resolving the community of practice's limitations, more specifically on establishing a Canadian wide service standard for death notification registry and enabling greater identification of the deceased?</p> <p>2. Any input on how to enhance the value of the community of practice?</p> <p>Received Responses:</p> <p>CRA: <u>Response to Q1:</u></p> <ul style="list-style-type: none"> • The Canada Revenue Agency (CRA) and Revenu Québec are currently establishing a director-level working group to compare and simplify processes for executors who are settling the final tax obligations of a deceased person. Revenu Québec has expressed an interest in exchanging on activities that occur after the registration of a death. The topics of standardizing death notification and enabling greater identification of the deceased may interest this working group. • At the CRA, there is a director-level working group led by the Collections and Verification Branch on identity theft. Challenges around identifying the deceased in the context of fraud may interest this group. <p><u>Response to Q2:</u> The community of practice may wish to consider presenting or showcasing initiatives to provide learning opportunities for organizations. For example, it is indicated in the progress report that Saskatchewan has completely digitized the death registration process. It would be interesting to learn from the work other organizations are doing to</p>	<p>engagement with primary external stakeholders (physicians, nurse practitioners, coroners and funeral directors). Expect to validate development with these Stakeholders in March 2023 with the initial launch targeted for September 2023.</p> <p><u>Outcomes:</u> Improved timeliness and accuracy of death data registration in SK and notification to eligible federal partners.</p> <p>2. Newfoundland and Labrador: Launched the Electronic Death Notification system on October 25, 2022. As it is still in its early phases, there were a couple of issues, but overall launch is going smoothly. It is estimated that registration of death be entered within 7 to 10 business days.</p> <p><u>Outcomes:</u> Improved timeliness and accuracy of death data registration in NL</p> <p>3. Quebec <u>Description:</u> A demographic event information system that electronically completes a death certificate (step performed by the author of a Medical Certification of Death); transmits the information from the death certificate to the Institut de la statistique du Québec (ISQ) and the Directeur de l'état civil (DEC).</p> <p><u>Results:</u> Improved timeliness and accuracy of death data registration in Quebec.</p> <p><u>Current status:</u> Quebec received federal funding. Electronic Death Registration has been operational since September 20, 2022.</p>
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		<p>digitize their processes. At the CRA, clients currently have to notify the CRA of a death by phone or by mail.</p> <p>Newfoundland and Labrador: <u>Response to Q1:</u> Don't see a big benefit of sub committees in helping resolve the limitations. If the group is broken down slightly it may make for easier discussions. Maybe provinces could group together into sub committees (i.e.: Atlantic Canada) with a member appointed to represent the group, this may make it easier to come to an agreement / find common ground / work through the limitations.</p> <p><u>Response to Q2:</u> Would suggest a planned agenda rather than an open discussion. It can be hard to follow the discussion and determine the point of the conversation at times.</p>	
Objective	Mandate	Outcomes 2021/2022	Workplan (2023/2024)
CLIENT CENTRIC SERVICES DESIGN & EXPERIENCE CoP (JC)			
<p>Canadians seeking information, services and programs should have a consistent service experience across jurisdictions and should be able to accomplish their goals with a high level of confidence, ease, and satisfaction. It shouldn't matter what level of government is delivering a public service.</p> <p>The CCS Design & Experience CoP is an FPTM</p>	<p>FPTM forum for jurisdictional entities to work together to improve the overall service experience for Canadians through client centered service design.</p> <p>The scope of the community spans a range of service experience related topics, and will provide a forum to:</p> <ul style="list-style-type: none"> • Share expertise, challenges, lessons learned and success stories. • Co-create and arrive at a common understanding and vision for a One Canadian 	<p>The Client Centric Services Design & Experience COP had its first meeting on November 25, 2021.</p> <p>The session involved introductions from the co-chairs and members getting to know each other. In addition, collective brainstorming using MIRO helped the COP arrive at an understanding of what members were looking for out of membership and participation.</p> <p>Overall, there was resounding support for the sharing of information, best practices and lessons learned.</p> <p>In the summer of 2022, the co-chairs declined their roles due to other commitments.</p> <p>In the fall of 2022 both federal and provincial co-chairs were confirmed. The group has also reconfirmed its membership.</p>	<p>With the new federal and provincial leadership confirmed, the group co-chairs are organizing a re-launched on February 9, 2023.</p> <p>The group will focus its future activities on its current mandate and priorities of the Councils.</p> <p>The Joint Councils can provide ongoing direction to the group either directly or through their respective member in the group.</p>

<p>forum where leaders of user research and design can meet to share best-practices, research, knowledge, lessons learned and come together to co-create a vision for a One Canadian Citizen client experience of the future.</p> <p>This CoP was created after the Client Centric Services WG completed its work. The former group developed an Inter-Jurisdictional Maturity Model Digital Tool & User Guide (fall 2019)</p> <p>ICCS :: Citizen-Centric Maturity Model (citizenfirst.ca)</p>	<p>Citizen government service experience</p> <ul style="list-style-type: none"> Socialize and promote the client-centered vision within member jurisdictions and report on efforts to achieve the vision. Take a pulse check from across jurisdictions to understand different states of readiness to adopt the vision. Identify challenges experienced by CoP members in designing client-centered services and collectively develop strategies to promote progress and remove barriers. Identify specific areas of interest for more focused presentations from members. 		
Objective	Mandate	Outcomes (2021/2022)	Workplan (2023/2024)
CONTACT CENTRE COMMUNITY OF PRACTICE (PSSDC)			
<p>The contact centre industry is evolving at a rapid pace in response to citizen service expectations and rapidly evolving technology.</p> <p>The PSSDC identified a need to create a forum where federal, territorial,</p>	<p>The community provides a mechanism for jurisdictional entities to work together to improve contact centre service delivery across Canada. The scope of the community spans a range of contact centre related topics, including:</p> <ul style="list-style-type: none"> Provide a forum to share expertise, 	<p>Primary goal</p> <ul style="list-style-type: none"> Conduct quarterly meetings at the executive level to discuss strategically of emerging issues/trends and innovative solutions while making the necessary linkages within the contact centre environment to increase overall service efficiencies. <p>Secondary goal</p> <ul style="list-style-type: none"> Create an informal network at the manager 	<p>The CC Co-Chairs continue to work on identifying potential panel members on topics of interest to the community.</p> <p>Current membership – 82 individuals representing: 5 federal departments/organizations, 21 provincial/territorial ministries, and 21 municipalities.</p> <p>Proposed panel discussions related to contact centre technology and/or functionalities recently implemented in jurisdictions and perspectives on serving vulnerable communities.</p> <p>Seeking to expand provincial/territorial and municipal membership.</p>

provincial, and municipal contact centre leaders can meet to share knowledge, cultivate best practice and foster innovation.	<p>lessons learned and examples of better practice.</p> <ul style="list-style-type: none"> • Forum to build partnerships either on research or solutions. • Provide access to guest speakers who can offer different perspectives on contact centre service delivery. • Provide insights and examples of innovation and service efficiency within the contact centre environment. 	<p>level to leverage expertise on specific operational themes on an ad-hoc basis.</p> <p>The CC CoP makes recommendations to the PSSDC regarding specific projects and work activities as necessary. Recommendations from the Contact Centre Community of Practice will be based on an approach to advance initiatives in a collaborative and/or bilateral basis.</p>	<p>The group currently <u>does not have</u> representation from:</p> <ul style="list-style-type: none"> • Newfoundland & Labrador • Prince Edward Island • Nunavut • Yukon • MSDO – seeking reps from the cities of Vancouver, Regina, Winnipeg, Toronto, Ottawa, Montreal, Halifax
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Priority 3: RESEARCH & STRATEGIC INTELLIGENCE



Digital Government requires more than incremental changes to address current and forthcoming challenges, implies reconfiguring the responsibilities of different levels of government and how they intersect and coordinate - essentially rethinking the architecture of government, especially governance and leadership.

Research: findings and results that will enable the PSSDC and PSCIOC members to design and implement their service improvement strategies. This should be informed by forward-thinking research that will inform strategic plans and priorities.

Strategic / Collective Intelligence:

- ❖ **Foresight:** The ability to understand national and international trends that present opportunities for service improvement;
- ❖ **Visioning:** The ability to conceptualize action plans based on foresight and create a process to engage others;
- ❖ **System Thinking:** The ability to perceive, synthesize, and integrate elements that function as a whole to achieve a common purpose.
- ❖ **Motivating:** The ability to motivate different people to work together to implement a common vision.
- ❖ **Partnering:** The ability to develop strategic alliances and network to advance priorities and realize outcomes, particularly at a federal, provincial, territorial, and municipal level. The potential of collective impact by working interjurisdictionally with a common purpose.

The working groups listed below have identified targeted deliverables or outcomes supporting the Research and Strategic Intelligence Priority. See Joint Councils Priorities Map.

Objective	Mandate	Outcomes (2021/2022)	Workplan (2023/2024)
RESEARCH COMMITTEE (JC)			
<p>The Research Committee is responsible for the conduct of research, under the guidance of the Joint Councils, to support the public sector inter-jurisdictional CIO and service delivery communities.</p> <p>Research Committee was established in 1998 and is focused on delivering research</p>	<p>Research Committee:</p> <ul style="list-style-type: none"> ○ submits periodic reports to the Joint Councils on the progress of its work as required and directs and oversee a range of research activities to advance its research agenda. ○ communicates and disseminate research findings and products to the Joint Councils and the broader public sector, this include: ○ Daily Newsletter 	<p>Deliverables 2021:</p> <p>Executive Research Reports:</p> <ol style="list-style-type: none"> 1. Cybersecurity 2. Digital Trust & Identity 3. Artificial Intelligence 4. CF 2020 Insights 5. Modernizing Gov: Global Trends 6. Usability Testing in Gov 7. E-Signature in Gov 8. CX in the New Normal 9. Data Management in a Digital World 10. Importance of Client Satisfaction Research 	<p>Deliverables 2023:</p> <p>In January 2023, the Councils renewed a three-year funding to support the Research Analyst role.</p> <p>For 2023, the group is expected to develop and circulate research findings and products to the Joint Councils and the broader public sector, this include:</p> <ul style="list-style-type: none"> ○ Daily Newsletter ○ Monthly Research Executive Reports

findings and results that will inform the Councils when designing and implementing service delivery improvement strategies.	<ul style="list-style-type: none"> Monthly Research Executive Reports Public Research Repository Bi-annual Jurisdictional Information sharing Analysis for PSSDC & PSCIOC Provide insights to the Joint Councils on specific topics of interest, i.e., national and international trends related to the work of the CIO and service delivery communities 	<p>Daily Newsletters: A total of 245 daily newsletters.</p> <p>Research Repository: The group continues to add key research articles to the repository.</p> <p>**</p> <p>Deliverables 2022:</p> <p>Executive Research Reports:</p> <ol style="list-style-type: none"> 1. Omni-Channel Service Delivery Government 2. Accessible Government Services 3. The Future of the Workplace in Government 4. Quantum Computing 101 5. The Importance of User-Centered Design 6. Distributed Government 7. Accessibility in Service Delivery 8. Equity in Service Delivery 9. Diversity in Service Delivery 10. Efficiency in Government <p>Daily Newsletters: A total of 230 daily newsletters.</p> <p>Research Repository: The group continues to add key research articles to the repository.</p>	<ul style="list-style-type: none"> Enhanced the public research repository Support the development of the jurisdictional information sharing analysis for PSSDC & PSCIOC (Feb and September) Provide insights to the Joint Councils on specific topics of interest at the Councils' direction <p>The ICCS Secretariat provides support to the Research Committee in the management of the Research analyst role and advising the leads on the priorities of the Councils to align deliverables to the needs of the table.</p> <p>Research Resources - CitizenFirst - Powered by ICCS</p> <p>Playbooks/Research - CitizenFirst - Powered by ICCS</p>
Objective	Mandate	Outcomes (2021/2022)	Workplan (2023/2024)

CANADA OPEN GOVERNMENT COMMUNITY OF PRACTICE (JC)

Open Government is defined by the Organization for Economic Co-operation and Development (OECD) as a culture of governance that promotes the principles of transparency, integrity, accountability and participation to foster democracy and inclusive growth.	<p>In 2022, group members agreed that a Community of Practice format would provide greater flexibility than a “working group” format.</p> <p>The Joint councils approved a proposal by the COG co-chairs' to change the structure of the group to a community of practice.</p> <p>The COG CoP is FPTM forum for:</p> <ol style="list-style-type: none"> 1. Making information and data easier to find by improving search 	<p>In 2021, the group presented recommendations to the Councils on applying open government principles in service delivery.</p> <p>It has ongoing initiatives related to good practices on open data, building open data ecosystems and sharing experience on data visualization tools, and user-centered government data portal. The open government portal is upgrading to the newest version of CKAN.</p> <p>This upgrade will allow</p>	<p>The federal co-chair will continue to lead provision of Secretariat functions for all Community of Practice operations.</p> <p>The COG CoP will continue to report to the Joint Councils regarding the group's work on an annual basis.</p> <p>Projects for 2023:</p> <ul style="list-style-type: none"> • User Centred Open Data Portals • Strengthening Public Engagement
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<p>Canada joined the Open Government Partnership (OGP) in 2011. Ontario and Quebec joined the OGP Local Programme in 2016 and 2020 respectively.</p> <p>Complementing the best practices proposed by the OECD and the OGP, Canada's FPTM governments have been working to better meet the needs and requirements of the public for Open Government, while respecting the distinct jurisdictional mandates of governments and the federative nature of Canada.</p> <p>Over the last decade, various jurisdictions adopted open data and information policies, launched open data portals, released open datasets, and created public engagement platforms, which resulted in various levels of open government maturity across the federation.</p> <p>To strengthen collaboration and minimize silos on Open Government initiatives among various levels of governments, the Canada Open Government Working Group (COGWG) was launched on April</p>	<p>capacity on government websites</p> <ol style="list-style-type: none"> 2. Making more information and data available in standardized formats with improved metadata, tagging, and indexing 3. Being more open by improving policies and rules so that government data and information is open by default 4. Proactively engaging the public and developing opportunities for dialogue on the work of governments 5. Exchanging new trends on open government and open data. 	<p>additional functionalities such as:</p> <ul style="list-style-type: none"> • the ability to preview datasets on a page • the ability to offer API endpoints for datasets • comprehensive dataset of GC services and related performance information are available on the Open Governmental Porta • Data is collected from departments using an open-source software developed by TBS – Expenditure Management Sector and will be linked to GC Infobase. • The Service Performance Dashboards were launched on open.canada.ca in 2020 and have been updated with the latest service inventory data available. <p><u>Gov Performance data:</u> https://search.open.canada.ca/en/si/</p>	<ul style="list-style-type: none"> • Enhancing Engagement with the International Open Government Community <p>A detailed funding request and scope of work will be presented at an upcoming Joint Councils meeting.</p>
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11th, 2017.			
Open Government is part of the digital government transformation that is taking place in Canadian public institutions. The Community of Practice will work to better translate the principles of Open Government into this digital transformation.			
Objective	Mandate	Outcomes (2021/2022)	Workplan (2023/2024)
OPEN SOURCE WORKING GROUP (JC)			
<p>In August 2020 the Joint Councils agreed for the creation of an Open Source Working Group to advance the benefits of FPTM collaboration on open source software.</p> <p>The OS WG to provide a mechanism for FPTM jurisdictions to collaborate and learn from each other on the use of open source.</p> <ul style="list-style-type: none"> To provide key basic knowledge around the use of open source software to the Councils. Identify how to work together in the open and come up with a joint ownership model of open source software projects where multiple public administrations can participate. 	<p>The Open Source Working Group would provide a mechanism for federal, provincial, territorial and municipal jurisdictions to collaborate and learn from each other on the use of open source software and its approach of working in the open.</p> <p>The working group developed an official mandate and work plan approved by the Councils.</p> <p>Key deliverables identified by the Open Source Working Group members:</p> <p>Rules related:</p> <ul style="list-style-type: none"> Research and provide a worldwide public administration baseline on approach to Open Source Software and related interjurisdictional partnerships to the Joint Councils members Identify current governance, policy, and legal constraints for Joint Councils members Research, seek counsel and provide recommended action on mitigation for governance, policy, and 	<p>The OS WG created a GitHub account and repositories to engage with members</p> <ul style="list-style-type: none"> https://github.com/ICCS-ISAC/ ICCS GitHub website Developer resources for digital trust <p>The OS WG has provided advice to the Councils, as requested, related to the use of open source and ethical implications on the use, contribution, and publication of Open-Source Software.</p> <p>The OS WG is connecting with other groups of the Councils for potential collaboration: Privacy Committee, Digital ID Program and NCSIP.</p> <p>The group was tasked to develop executive level learning material on the use of open source software in government. A draft version of the material was shared with the Joint Councils at their September 2022 meeting.</p>	<p>The final deliverable (version 1.0) on executive level material on the use of open source software in government was approved at the January 2023 JC meeting.</p> <p>Jurisdictions are encouraged to use and share across their organizations and to provide feedback to continuous improvements to their OSWG member.</p> <p><u>Projects:</u></p> <ol style="list-style-type: none"> Format and publish the content on the ICCS website. Establish and maintain end users feedback loop. Direct learning material ever greening efforts. Direct the creation of net new content requested by the Joint Councils Direct learning workshops development and delivery. Direct the development and coordinate learning communications strategies. <p>Funding proposal for proposed activities will be tabled at upcoming Joint Councils' meeting.</p> <p><u>NOTE:</u> Since the creation of the group, the ICCS Secretariat had to provide full secretariat support</p>

	<p>legal constraints to Joint Councils members</p> <ul style="list-style-type: none"> • Identify current interjurisdictional collaboration constraints • Research, seek counsel, and provide recommended action to enable interjurisdictional collaboration to Joint Council members • Research, develop and propose Intellectual Property ownership and governance framework for interjurisdictional collaboration • Develop policy templates for use, contribution and publication of Open Source Software for Joint Councils • Clarify and propose best options for open source licence choice for Joint Councils members. <p>Tools related:</p> <ul style="list-style-type: none"> • Establish catalogue of Open Source Software currently in use or published by the Joint councils members • catalogue to provide points of contact to increase interjurisdictional collaboration and knowledge sharing • Establish a process/platform to support sharing of software security assessment, certification, accreditations across jurisdictions. • Research and propose an interjurisdictional source code collaboration platform for the Joint Councils members to approve; then setup, manage and promote the platform for with members representatives. 		<p>for the Open Source Working Group to operate and accomplish deliverables due to lack of resources. The ICCS cannot longer provide this support going forward and secretariat support must be either provided by the working group OR the working group will need to table a funding request to the Councils for this support.</p>
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	People related: <ul style="list-style-type: none"> Research existing and develop Introduction to Software and Open Source Software learning material Develop communication strategy and material on basic concepts and Joint Councils efforts and approach related to Open Source Software 		
Objective	Mandate	Outcomes (2021/2022)	Workplan (2023/2024)
PRIVACY SUB-COMMITTEE (JC)			
<p>To promote access and privacy principles and to provide leadership and a centre of expertise on access and privacy matters to the Joint Councils:</p> <ul style="list-style-type: none"> To support the goals and priorities of the Councils by initiating inter-jurisdictional co-operative ventures related to access and privacy and/or working with other committees (e.g. security) to foster the access and privacy agenda To facilitate ongoing communication between the Councils and Information and Privacy Commissioners across Canada on matters respecting access and privacy to foster an 	<ul style="list-style-type: none"> To provide a national forum for the exchange of information relating to access to information / Freedom of Information and privacy research, best practices, training, IT products, and other resources, in support of public sector programs and objectives. To support the mission of the PSCIOC "to enable enhanced service to the Canadian public through collaboration across governments and demonstrated leadership in the management of information and technology"; and, To support the mandate of the PSSDC to "share information, develop partnerships and facilitate potential solutions that can be used to improve public sector service delivery" by playing a leadership and coordination role in matters related to access to information and privacy protection. 	<p>The Privacy Subcommittee meets monthly with high rates of attendance from jurisdictions across Canada and the federal government.</p> <p>Topics of information sharing include:</p> <ul style="list-style-type: none"> legislative and policy updates privacy impact assessments information sharing agreements technology modernization in support of access service delivery and privacy impact assessments privacy and access educational resources access to information statistics access to information fee structures COVID-19 response and privacy technological change and others <p>A virtual annual meeting was held in October 2022 and was hosted by Saskatchewan. Some of the key topics discussed at that meeting included digital innovation and digital ID, data analytics and governance, and artificial intelligence. The meeting was well attended with representation from almost</p>	<p>The Privacy Subcommittee is currently planning an annual meeting for October 2023 that will be hosted virtually or in person.</p> <p>Group has discussed major objectives to add to the workplan. In addition, the group has been tasked with some deliverables from the Joint Councils that has been added to this list. It focuses on the following areas:</p> <ol style="list-style-type: none"> Develop a shared document library. The group is now utilizing MS Teams to store documentation, share and collaborate. Overall, this has been working well but there have been some challenges for certain jurisdictions to access external MS Teams environments. Ad-hoc jurisdictional scans on a number of topics including access to information fees and statistics, data-residency and privacy impact assessment requirements. <p>The group will need to revisit the workplan in Winter 2024 to determine whether there are new initiatives to add to this plan.</p> <p>Watching Brief / Information Sharing / Face-to-Face</p>

<p>understanding of the issues and solutions</p> <ul style="list-style-type: none"> To share knowledge and create awareness on private sector privacy legislation in Canada To develop tools and access and privacy design solutions to support consistent practices between jurisdictions 		<p>every jurisdiction.</p> <p>Over the past six months, there has continued to be an active dialogue on issues such as updates to privacy legislation and policy, technology modernization in support of access service delivery and privacy impact assessments, privacy and access educational resources, information sharing, and access to information fee structures and common FOI requests, among other topics.</p>	<p>Meetings</p> <p>Since the Privacy & Access Subcommittee also plays an advisory and community of experts' role, there is significant time spent in keeping abreast of any new legislation, policies, breaches and issues and their impact on government.</p>
Objective	Mandate	Outcomes (2021/2022)	Workplan (2023/2024)
NATIONAL CISO COMMITTEE ON INFORMATION PROTECTION (PSCIOC)			
<p>The National CISO Committee on Information Protection (formerly NCSIP) was established in 1998 at the direction of the PSCIOC.</p> <p>Unparallel inter-jurisdictional participation, collaboration, and synergy as an FPTM table for information sharing and building a network of cybersecurity experts across the country.</p> <p>Committee activities will be conducted in a secure manner to protect the integrity of participating governments and promote the open discussion of</p>	<ol style="list-style-type: none"> To enable secure digital government through the exchange and leveraging of information and actionable intelligence, sharing of best practices, and joint solution research and development. To improve the readiness of the Canadian public sector to improve maturity of Canadian public sector security practices. Ensure cybersecurity is championed in Canadian public services. Prepares position papers to its members and PSCIOC on topics related to cybersecurity, information protection, incidents and breaches handling best practices and security risk discussions. 	<p>The group is very active and has monthly meetings with representations from all jurisdictions and levels of government.</p> <p>The group reports to the PSCIOC on a regular basis.</p> <p>The last update in September 2022 covered the following topics / issues:</p> <ul style="list-style-type: none"> ✓ Overview of Current Cyber Threats to FPT ✓ Major Common FPT Cybersecurity Activities ✓ Proposal: Attraction and Retention of Cybersecurity Personnel ✓ Discussion: NCSIP Reporting Relationship to PSCIOC <p>In fall 2022, PSCIOC approved the proposal to rename the group to National CISO Committee on Information Protection.</p> <p>The group also made the</p>	<p>The National CISO Committee on Information Protection (CISO-CIP) is expected to present to the PSCIOC at the Feb 2023 meeting. The following topics are on the agenda:</p> <ul style="list-style-type: none"> Outcomes from the FPT Ministers' January discussion on cybersecurity related to direction / activities for the group going forward. Review reporting structure and alignment between the PSCIOC's CISO Committee and the new FPT DM's and Ministers' Tables on Digital Trust and Cybersecurity. Updated Cybersecurity Capabilities Matrix. Information on what jurisdictions have implemented to deal with cyber threats. <p><i>Workplan pending</i></p>

security vulnerabilities.		recommendation to become a full-fledged committee (National CISO Committee on Information Protection), with a goal to support the new Minister/Deputy Minister table on Cybersecurity. Further discussion pending.	
Objective	Mandate	Outcomes (2021/2022)	Workplan (2023/2024)
IT PROCUREMENT COMMUNITY OF PRACTICE (PSCIOC)			
<p>In 2010, the PSCIOC agreed to formed a pan-canadian inter-jurisdictional working group to explore potential opportunities for cooperation and collaboration with respect to information & information technology (I&IT) procurement.</p> <p>In 2020, members identified that this group provides significant value to benefit jurisdictions and would transition to a Community of Practice (CoP) that may take on a specific deliverable at the discretion of the Council.</p>	<p>The CoP will assess opportunities for the Government of Canada, and provincial, territorial governments, municipalities (MISA) representatives to leverage existing and/or newly created I&IT agreements to the benefit of all participating governments and their citizenry.</p> <p>The intent of this collaborative effort is to take advantage of the collective spending power and influence of the FPTMs to drive better procurement agreements that would:</p> <ul style="list-style-type: none"> • reduce prices • provide contractual terms and conditions that strike the right balance between protection for citizens and commercial reasonableness • reduce administrative costs for governments by reducing duplication of effort across jurisdictions • reduce the propensity of I&IT vendors to treat Canadian jurisdictions differently • leverage and reuse Federal Government initiatives including Cloud Vendor Framework. • establish common contracting terms for various types of IT contracts • share success stories & challenges for emerging technology procurement 	<p>The IT Procurement CoP engages and directs discussions related to:</p> <ul style="list-style-type: none"> • best practices in approaches to I&IT procurement • existing I&IT procurement contract information and RFP documents, subject to confidentiality clauses in those contracts • other information as appropriate; and, • to leverage and liaise with other Councils Working Groups and CoP to better inform the priorities of the Councils specifically with the MS O365 Working Group. 	<p>The activities of the CoP for 2023 will remain aligned to its mandate.</p>

Objective	Mandate	Outcomes (2021/2022)	Workplan (2023/2024)
INFORMATION, COMMUNICATION & TECHNOLOGY POLICY COMMUNITY OF PRACTICE (PSCIOC)			
<p>The ICT Policy was established in 2014 at the direction of the PSCIOC representing all levels of government.</p> <p>This forum enables participating governments to exchange information, policies and best practices related to ICT Policy. In February 2020, the Working Group transitioned to a Community of Practice.</p> <p>Community of Practice activities will be conducted in a secure manner to protect the integrity of participating governments and promote the open discussion of policy issues.</p>	<ul style="list-style-type: none"> • To share information, best practices, research and discuss national, provincial, and territorial goals, positions, and priorities for ICT Policy in each jurisdiction and to test their interoperability. • To maintain the highest standards of policy analysis. • To provide a forum for discussion to improve ICT policy and management by fostering innovation in research, analysis, and education. • To create an approach to ICT policy that builds on the existing strengths of member governments - to increase their capacity to take advantage of opportunities and respond effectively to the challenges of modern technologies. • To assist the PSCIOC address any common policy issues. 	<p>The ICT Policy CoP operates on the belief that active collaboration among all members will enable the development of policy instruments that will be informed by, and when possible, aligned to the work of our colleagues across the country. In turn, this should result in more opportunities to share approaches or even federate services to promote a more pan-Canadian approach to policy development and delivery.</p> <p>Some of the 2022 activity by the CoP:</p> <p>March 2022 Meeting Agenda Topics</p> <ul style="list-style-type: none"> • Highlights from the Virtual Joint Councils and PSCIOC Meetings • Update on the change to remove data residency from British Columbia's FOIPPA legislation • Discussion on the use of Electronic Signatures across jurisdictions and the policy instruments and authorities • Discussion on Enterprise Architecture policy • Question to jurisdictions about Copyright Policy and Creative Commons Attribution License (PEI) • There were two jurisdictional scans sent to the ICT CoP members related to: <ul style="list-style-type: none"> ○ Use of Devices for Non-Government Users ○ Crown Copyright Policy and Creative Commons Attribution License 	<p>The CoP co-chairs will continue to engage the group in discussions aligned to the mandate.</p> <p>In addition, through active collaboration, members benefit in having an extended network of policy contacts across the country with whom they can informally connect to discuss challenges and approaches.</p> <p>The latest (Jan 2023) meeting agenda topic: Presentation by Omar Bitar, TBS on:</p> <ul style="list-style-type: none"> ○ Directive on Automated Decision-Making and Algorithmic Impact Assessment ○ Membership discussion of Federal Bill C-27 Digital Charter Implementation Act

Objective	Mandate	Outcomes (2021/2022)	Workplan (2023/2024)
CLOUD COMMUNITY OF PRACTICE (PSCIOC)			
<p>The PSCIOC's Cloud Community of Practice (CoP) provides advice to the Government of Canada Cloud Steering Committee (GC-CSC) as it develops an industry consultation approach on how the public sector may successfully implement cloud services.</p> <p><i>The PSCIOC's MS O365 was created as a sub-group of the Cloud Working Group, however, the group does not have direct reporting structure and continues to operate independently of the Cloud WG.</i></p>	<p>The mandate of the Cloud Working Group is to provide a forum for discussion and advice among Canadian jurisdictions regarding:</p> <ol style="list-style-type: none"> 1) Approaches and best practices for the successful implementation and use of cloud services 2) Benefits realized from cloud. <p>Members may also participate, as observers, in a formal Request for Information (RFI) process on cloud services and in any resulting industry interviews and consultations.</p> <p>The CWG may formalize and expand its role beyond this interim mandate. It may revise its mandate as new PSCIOC interests are identified over time. PSCIOC retains the right to decide on change of mandate, expansion or reduction of scope, striking of sub groups, termination, etc. of the Working Group as it deems fit and relevant.</p>	<p>In 2021, the federal CWG co-chair of and the PT co-chair of PSCIOC, held consultations with PSCIOC members across the country to discuss jurisdictional priorities related to cloud to inform the development of a workplan for the group.</p> <p>Consultations were almost complete however the group chair had to step down. The Secretariat was advised that due to recent restructuring and other governance changes at the federal level, <i>a new chair would be identified, waiting to hear back.</i></p> <p>The jurisdictional consultations questions were:</p> <ul style="list-style-type: none"> ▪ Does your jurisdiction have a Cloud Strategy in place? ▪ What types of services is your jurisdiction going to Cloud for? ▪ What challenges are you experiencing as you migrate to Cloud, e.g., pricing/cost control, security, etc.? ▪ Are you creating new positions, updating current skill sets, or are you leveraging professional services to address Cloud migration? ▪ Is there any unintended consequence that your jurisdiction has experienced while implementing or migrating to Cloud? ▪ During this current fiscal (2021-2022), how are you leveraging Cloud services? ▪ Is there any opportunity for your jurisdiction to work with other jurisdictions or the Federal government to 	<p>The Cloud Working is currently INACTIVE.</p> <p>The PSCIOC would need to confirm a new federal and/or PT chair and reconfirm/refresh mandate OR decision to officially sunset the group.</p>

		leverage joint Cloud services?	
Objective	Mandate	Outcomes (2021/2022)	Workplan (2023/2024)
MICROSOFT O365 WORKING GROUP (PSCIOC)			
<p>The Microsoft Office 365 (O365) Working Group was formed to share experiences among Canadian jurisdictions and discuss topics of mutual interest related to M365/O365.</p> <p>These topics include licensing, procurement, corporate implementation, policies, information management, change management and user adoption along with support services.</p> <p><i>The MS O365 was created as a sub-group of the Cloud Working Group, however, the group does not have direct reporting structure and continues to operate independently of the Cloud WG.</i></p>	<p>The scope of this Working Group is limited to Microsoft Office 365 products and services. The O365 WG reports to the PSCIOC.</p> <ul style="list-style-type: none"> Share information related to configuration, processes, policies, practices, implementation strategies, etc., for the purpose of learning and benefitting from one another Identify and action opportunities for cost savings or increased value by leveraging buying power across jurisdictions Share information related to M365/O365 implementation and ongoing management such as data retention, configuration settings that affect information retention, records management options, security, and others Review forward-looking issues and statements from Microsoft about the direction of M365/O365 and how those changes could be used in the public service, or how they are likely to impact current policies and implementations <p>Gain strategic advantage and greater influence with Microsoft by speaking with one voice on common or pan Canadian issues</p>	<p>Most recent activity since last update to PSCIOC in June 2022:</p> <ul style="list-style-type: none"> O365 Adoption and Change Management (ACM) Guest speakers from the Government of Ontario and Deloitte Consulting presented that jurisdiction's work to date and future plans for O365 ACM eDiscovery Working Group member from Alberta presented that jurisdiction's current state of eDiscovery services, including support for GoA's legal counsel and departments O365/M365 Market Intelligence Guest speakers from Gartner provided an executive briefing on Microsoft's position in the global marketplace, it's recent corporate results and Cloud strategy, and how that strategy affects organizations (both public and private sector) who procure Microsoft products and services Rogers Communications Outage Roundtable discussions on April and July service outages to share experiences and discuss contingencies/redundancies to mitigate risks of similar outages occur in future Recent Updates to Microsoft Teams and the Teams Rooms Pro SKU 	<p>The activities of the group for 2023 will remain aligned to the mandate of the group. The MS O365 working group is expected to report back to the PSCIOC in early 2023 on its activities and action item.</p>

		<p>Working Group Chair presented a preview of upcoming Teams features from Microsoft Ignite for the Teams Rooms Pro SKU, including the recent price change for that SKU</p> <ul style="list-style-type: none"> Assessing the need for M365 vs O365 SKUs <p>Roundtable discussion on how jurisdictions are dealing with the decision of whether or not to purchase M365 versus O365, given Microsoft's better discounting of M SKUs over O and given that the pricing of the M SKUs is significantly more than O</p> PSCIOC and Microsoft <p>Roundtable discussion on how to create a unified public sector voice when dealing with Microsoft</p> Power Platform <p>Guest speaker from the Government of Ontario presented that jurisdiction's experiences and plans for the Microsoft Power Platform with the primary objective being to create a Low Code environment that meets the needs of both business users (citizen developers) and application developers</p> 	
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Joint Councils' Working Groups Priorities Map

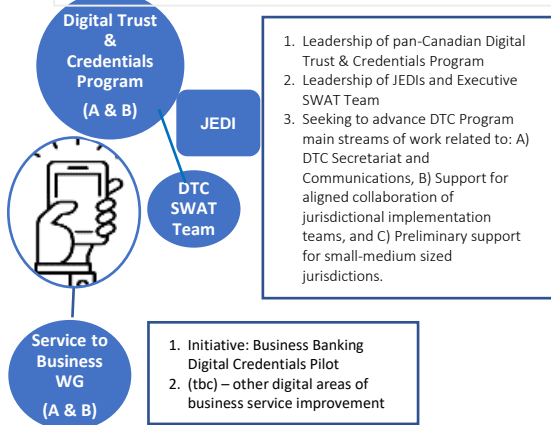
Mapping of Joint Councils priorities supported by Working Groups and CoPs

Note: Each priority is labelled A, B, or C. The priority that a group supports is identified below. A working group can support one or more priority.

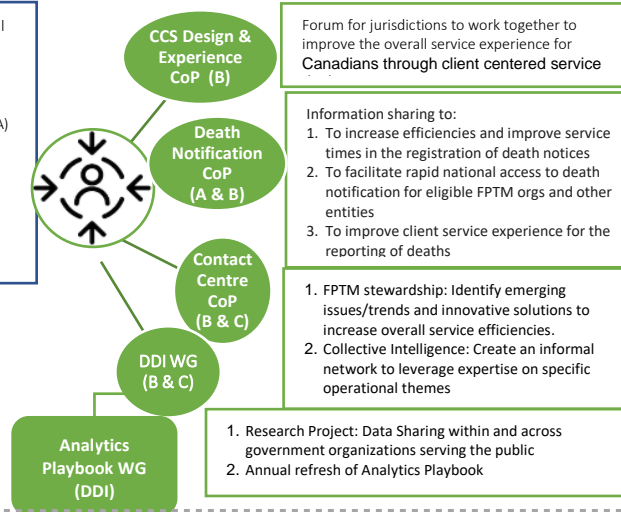
Section 1 Highlights the working groups with targeted DELIVERABLES within the next year that support priority A, B, and/or C.

Section 2 Highlights other working groups & communities of practice of the Councils that have identified targeted OUTCOMES.

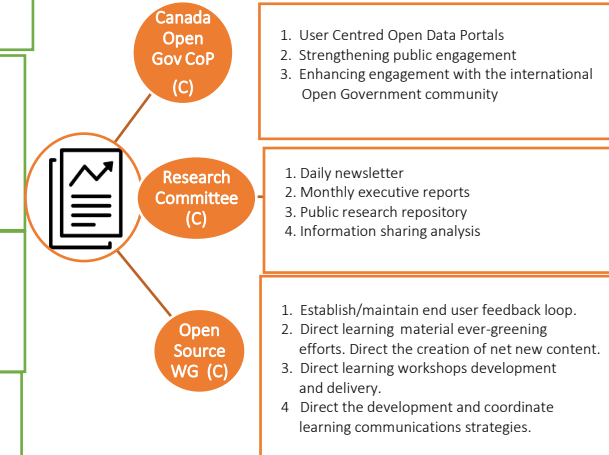
Digital Trust & Credentials Priority (A)



Client Centric Services Priority (B)



Research & Strategic Intelligence Priority (C)



Section 1

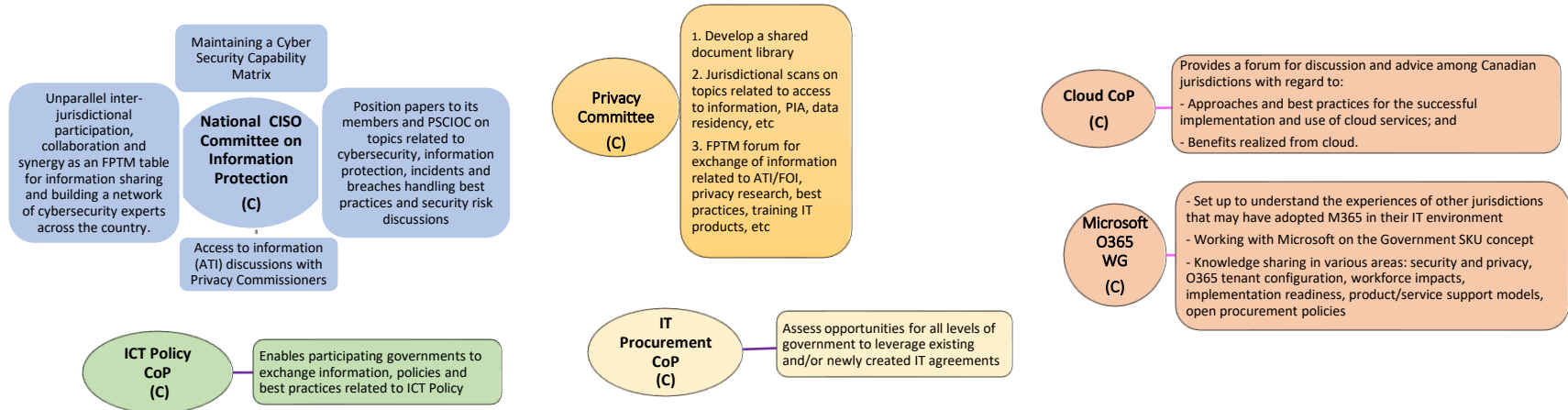
1

Targeted Deliverables supporting JC priorities

Section 2

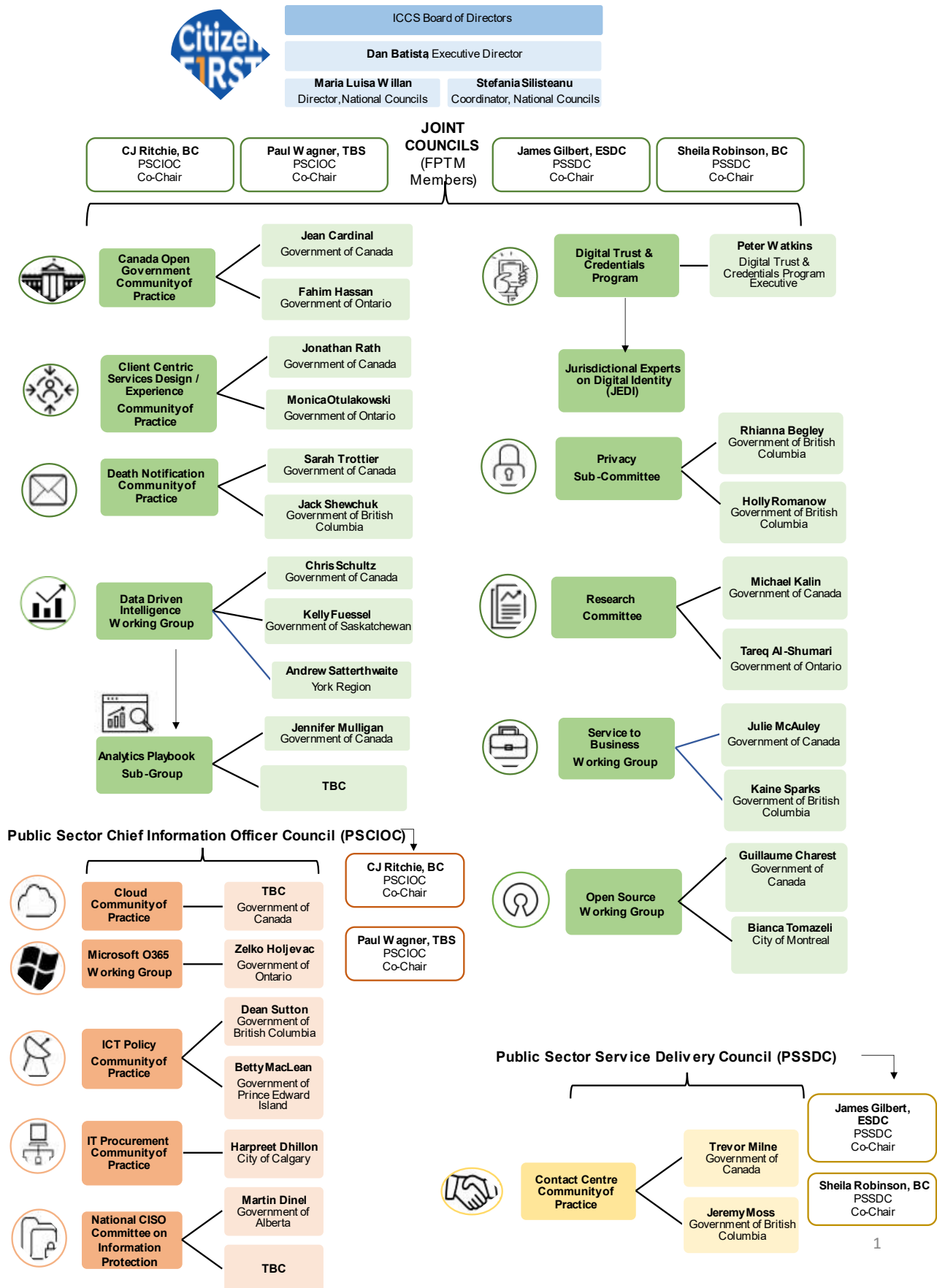
2

Targeted Outcomes supporting JC or PSCIOC priorities

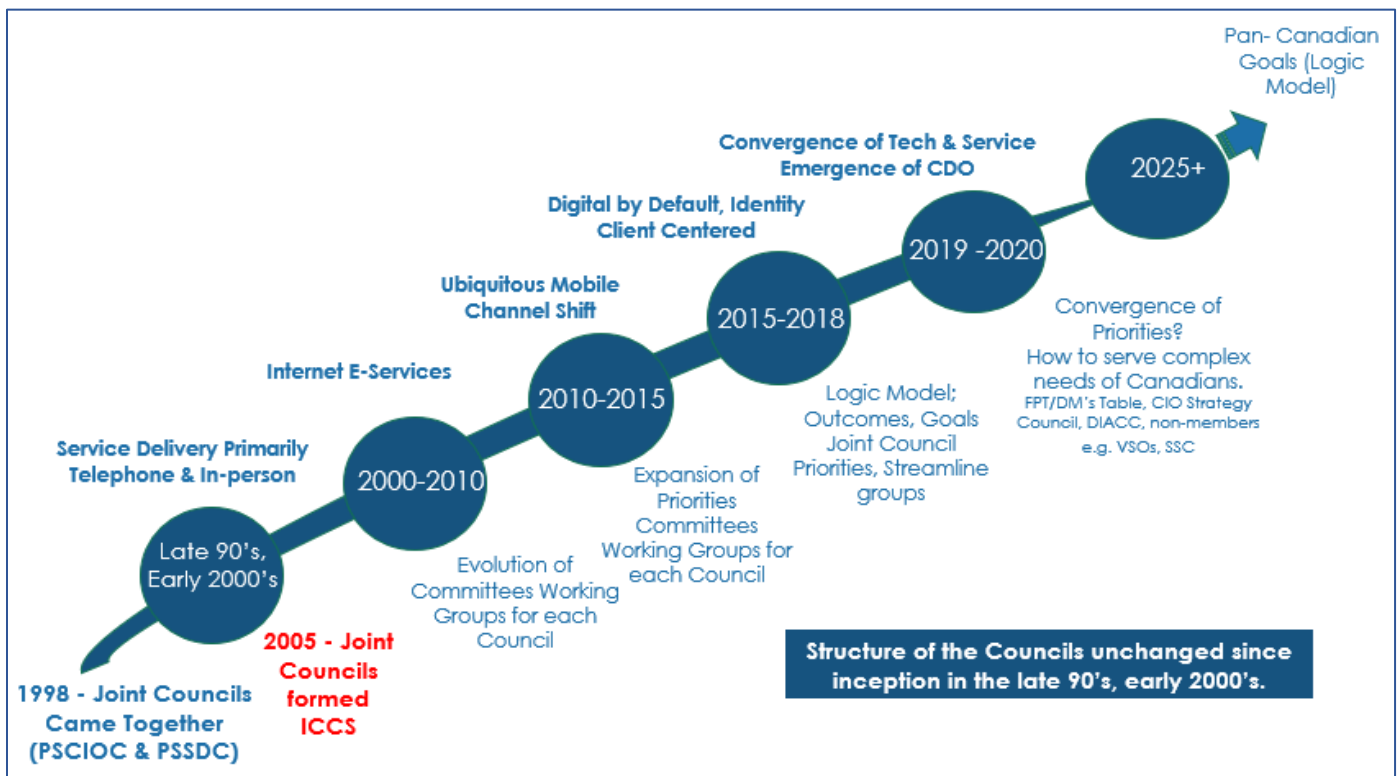


ANNEX

Joint Councils Organizational Chart



Evolution of the Joint Councils



Joint Councils Logic Model (2017)



Citizen
F1RST

C1TOYENS
en tête