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Joint Councils
Strategic Policy
Analyst

September, 2019

Strategic Policy Analyst Report to the Joint Councils

Based on interviews with Joint Councils
Co-Chairs and Working Group Co-Chairs of the
PSSDC/PSCIOC and Joint Councils

Executive Summary

Building on Framework Working Group & Logic Model, the Strategic Policy Analyst was hired to provide strategic advice and assist in the development and implementation of the Joint Councils' short and long-term goals and strategic objectives (Logic Model)

Joint Councils Co-Chairs and Working Group Co-Chairs were interviewed by the Strategic Analyst, current state opportunities, issues, risks challenges and insights are documented. Several higher level insights related to Governance are also highlighted.

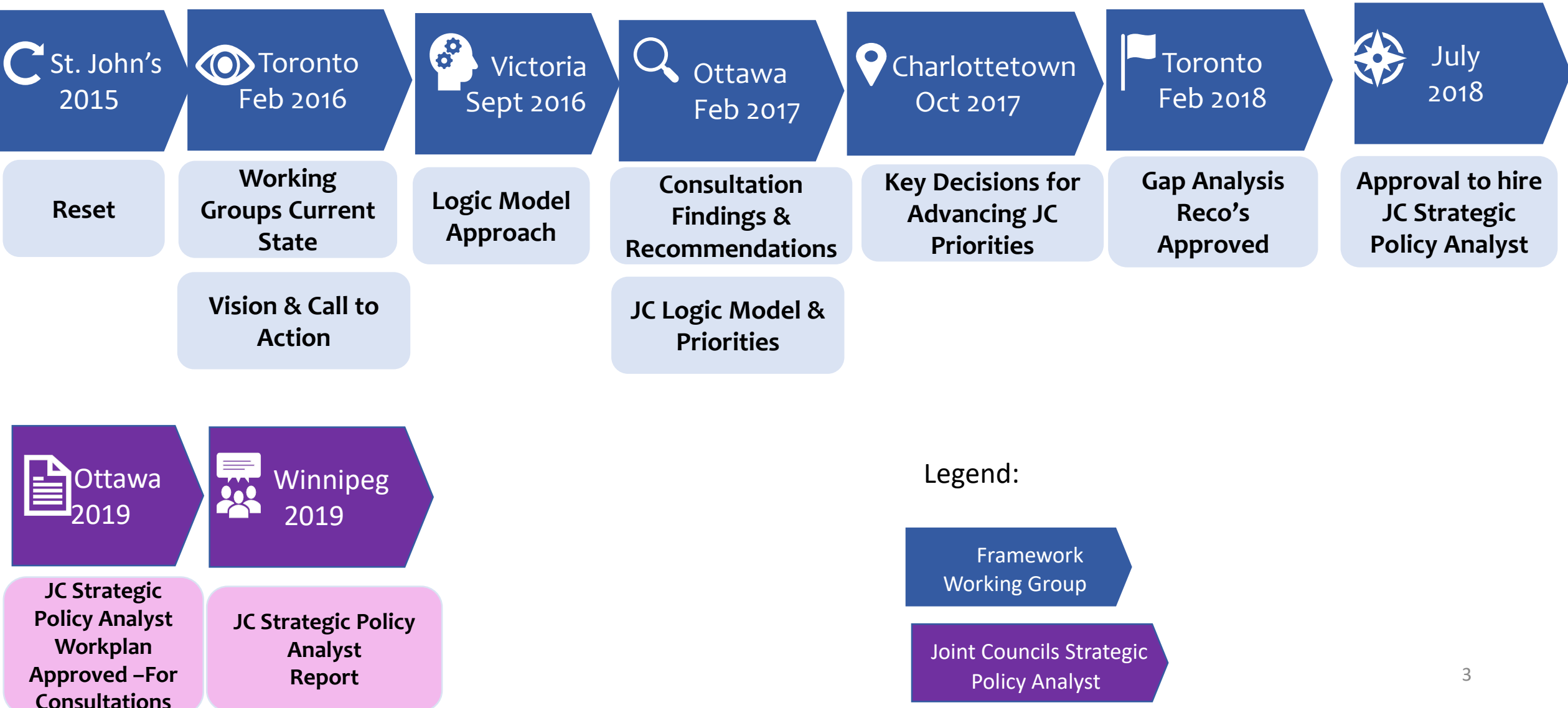
Contents

- Background/Approach/Current Logic Model
- Current State - Observations, Risks
- Key Themes, Challenges and Opportunities
Consultations with Joint Councils Co-Chairs –
- Key Insights Consultations with Working Group Co-Chairs

Appendix

- Interview Guide – Joint Councils Co-Chairs
- Interview Guide – Working Group Co-Chairs

Background – How did we get here?



Approach – Joint Council Strategic Policy Analyst



Current Logic Model

Call to Action: “Focus and Acceleration to Enable Digital Government for Canadians”

JOINT COUNCILS - LOGIC MODEL

VISION Enabling World Class Public Services
Through Co-creation and Collaboration

CALL TO ACTION Focus & Acceleration to
Enable Digital Government for Canadians

OBJECTIVE Focused Collaboration to Exceed
Client Expectations

JOINT COUNCILS PRINCIPLES

Client-Centric

Ensuring the customer is at the center of everything government does through co-creation.

Trusted and Secure

Ensuring services are designed to be privacy respecting and citizens are able to trust their information is secure.

Digital by Design

Building for digital first, so that all channels can leverage the digital solution.

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.

Measurable & Managed

Defining outcomes early and using research and measurement to create the right solutions and enable process improvement.

JOINT COUNCILS LONG TERM GOALS

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 the public sector services, supports and data that they need to live and do business in today's society.

Enabling a Modern & Innovative Government



Leveraging data and research to inform policy development, service design and service delivery while being open, transparent and efficient.

JOINT COUNCILS SHORT TERM GOALS

**Governance & Service
Delivery Model**

**Modernized Policies,
Regulations & Legislation**

**Transformed Client
Centered Services**

**Digital Culture /
Capacity**

**Improved Results
(Measurement & Reporting)**

**Foundational
Digital Enablers**

**Empowerment Through
Open Government**



Current State: Observations

Current State – Working Groups and Councils

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Governance & Service Delivery Model	Modernized Policies, Regulations & Legislation	Transformed Client Centered Services	Digital Culture / Capacity	Improved Results (Measurement & Reporting)	Foundational Digital Enablers	Empowerment Through Open Government
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Current State: Too Many Priorities

Current State: Priorities of the Councils

Public Sector Service Delivery Council (PSSDC)

Data Driven Intelligence
Service to Business

Public Sector Chief Information Officer Council (PSCIOC)

Cyber Security
Cloud Services
IT Procurement
Identity Management

Joint Councils

Digital Identity
Digital Strategy
Client-Centric Services

3 Councils, 14 working
groups, 9 priorities.
Too many priorities.

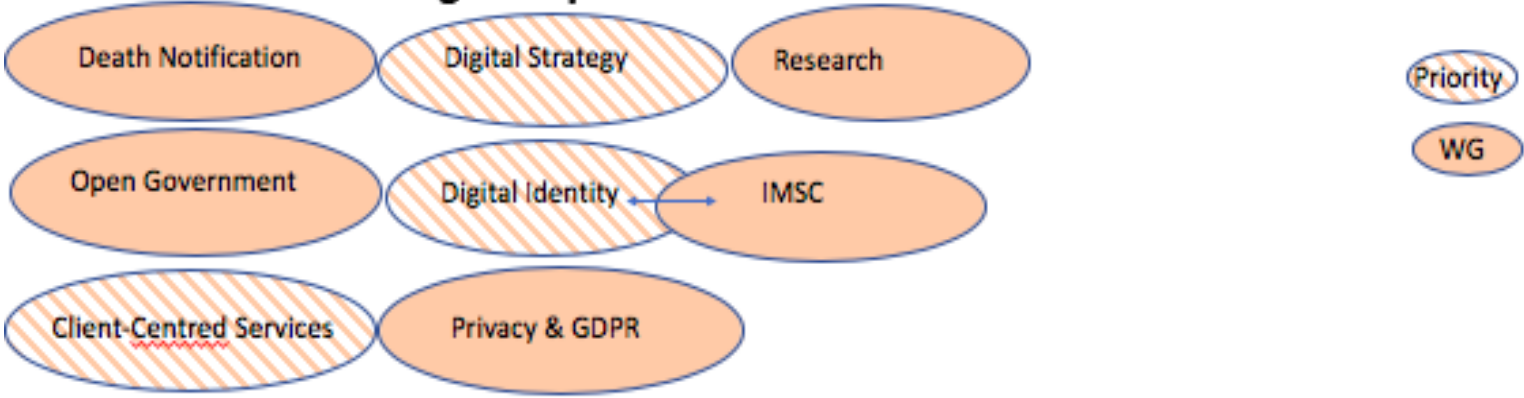
Everything is relatively equal

‘Digital Strategy’ and
‘Client-Centred Services’
are critical but vague as
priorities and broad in
meaning, no relatable
strategy.

Current State: Working Groups; Islands

Current State: Working Groups and Priorities

Joint Councils Working Groups

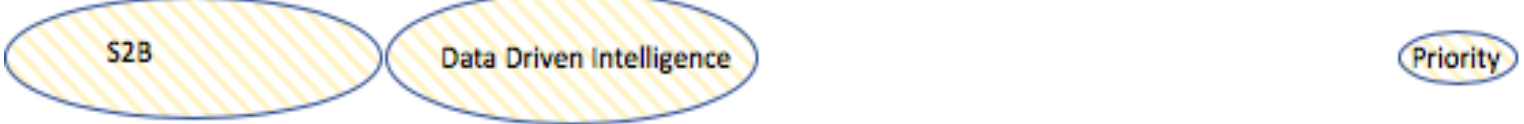


PSCIOC Working Groups



* Identity also a PSCIOC Priority

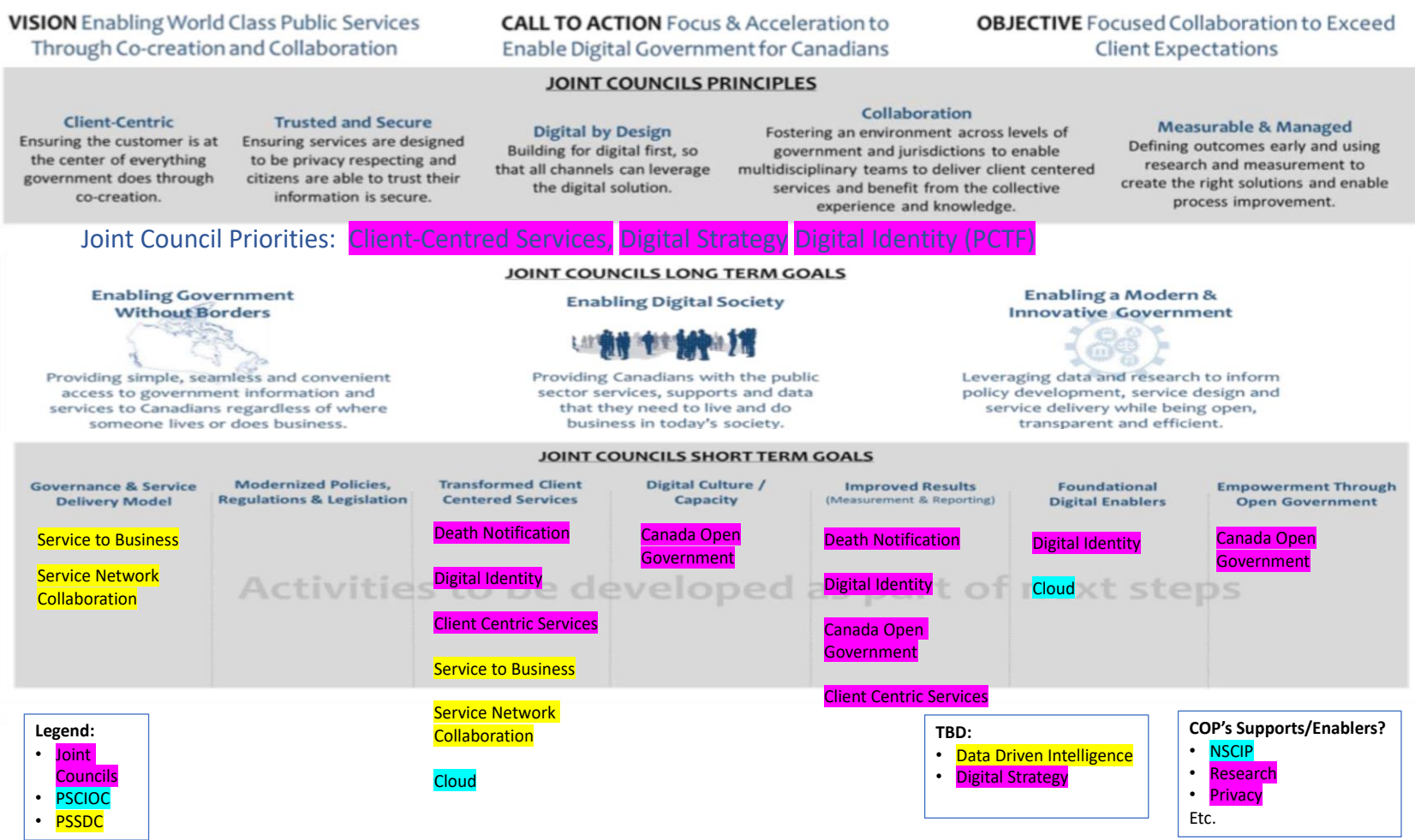
PSSDC Working Groups



Most working groups are islands doing valuable work, building important networks but not connected to 'priorities' other than loosely on paper.
Low level of awareness of how they support the Logic Model, priorities or goals of the Joint Councils.

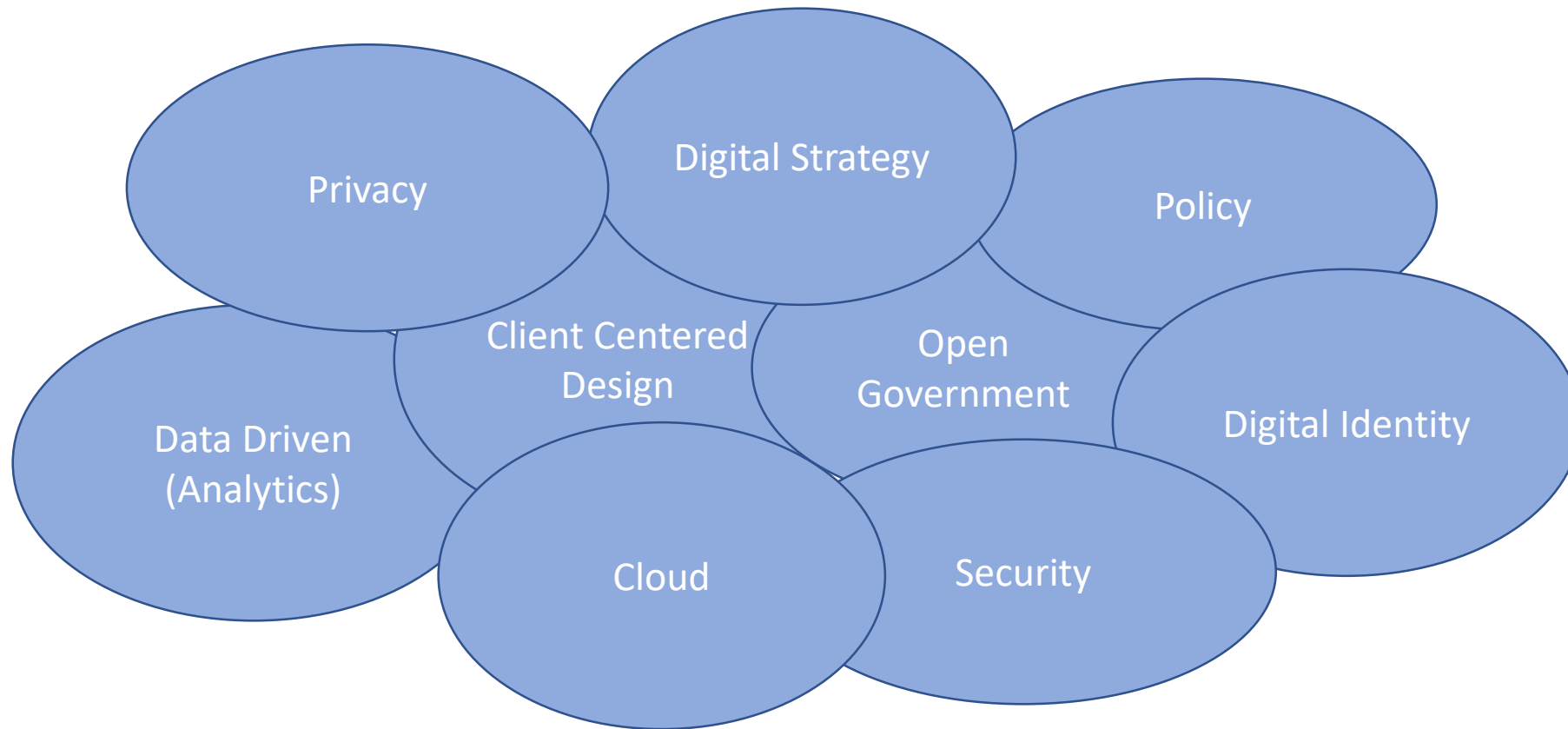
Current State: Alignment – Advancing Priorities?

JOINT COUNCILS - LOGIC MODEL

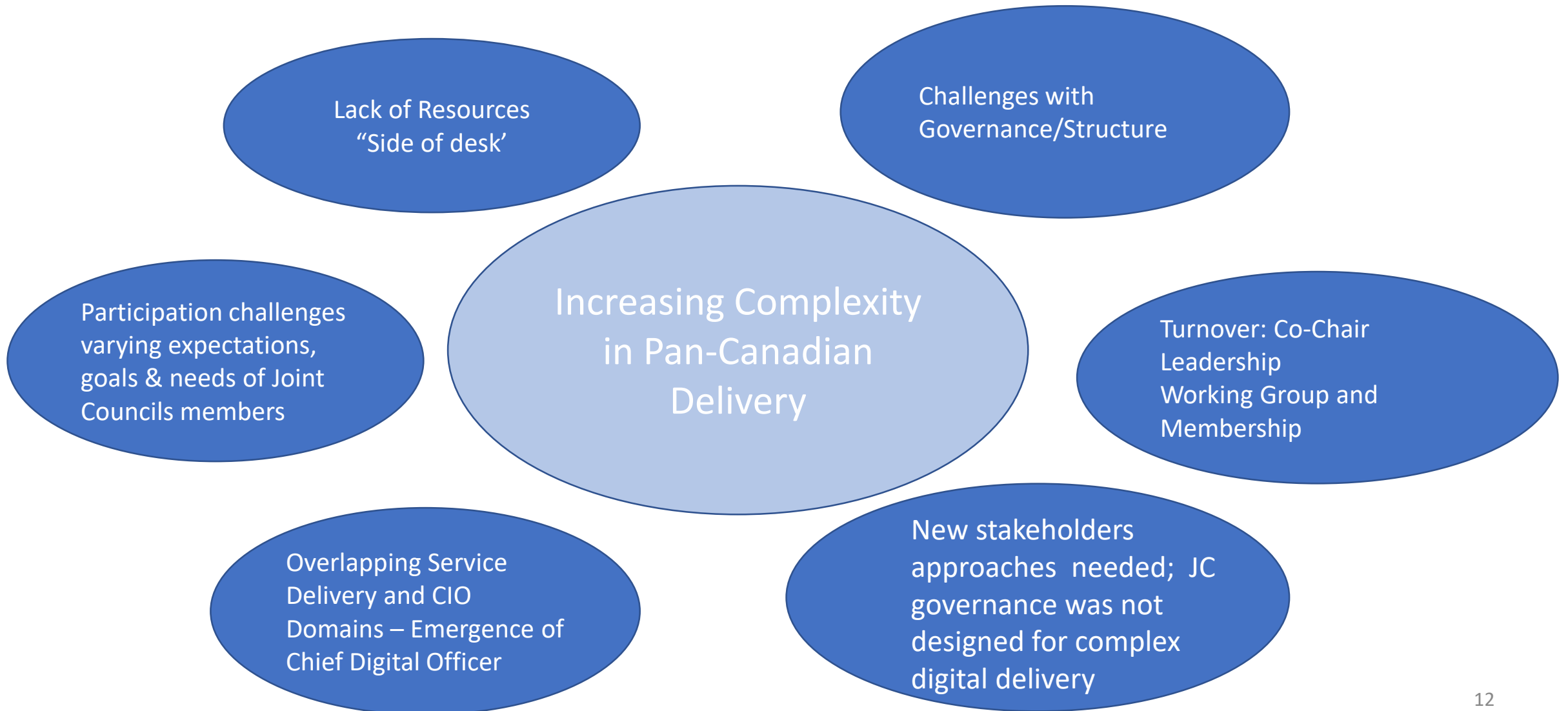


Working groups can easily be plotted on Logic Model to show alignment, this does not mean they are advancing or supporting key priorities.

Current State: Domains overlap, no longer specific to PSSDC or PSCIOC exclusively.



Current State: Challenges Moving Pan-Canadian Project Work Forward (e.g. Identity, Death Notification, Service to Business)



Potential Risks (Specific to Pan-Canadian Work)

True Citizen Centered Government requires all levels of government working together to service needs simply. Risks increase if delays and barriers continue to plague horizontal and citizen facing work in the purview of the Joint Councils.

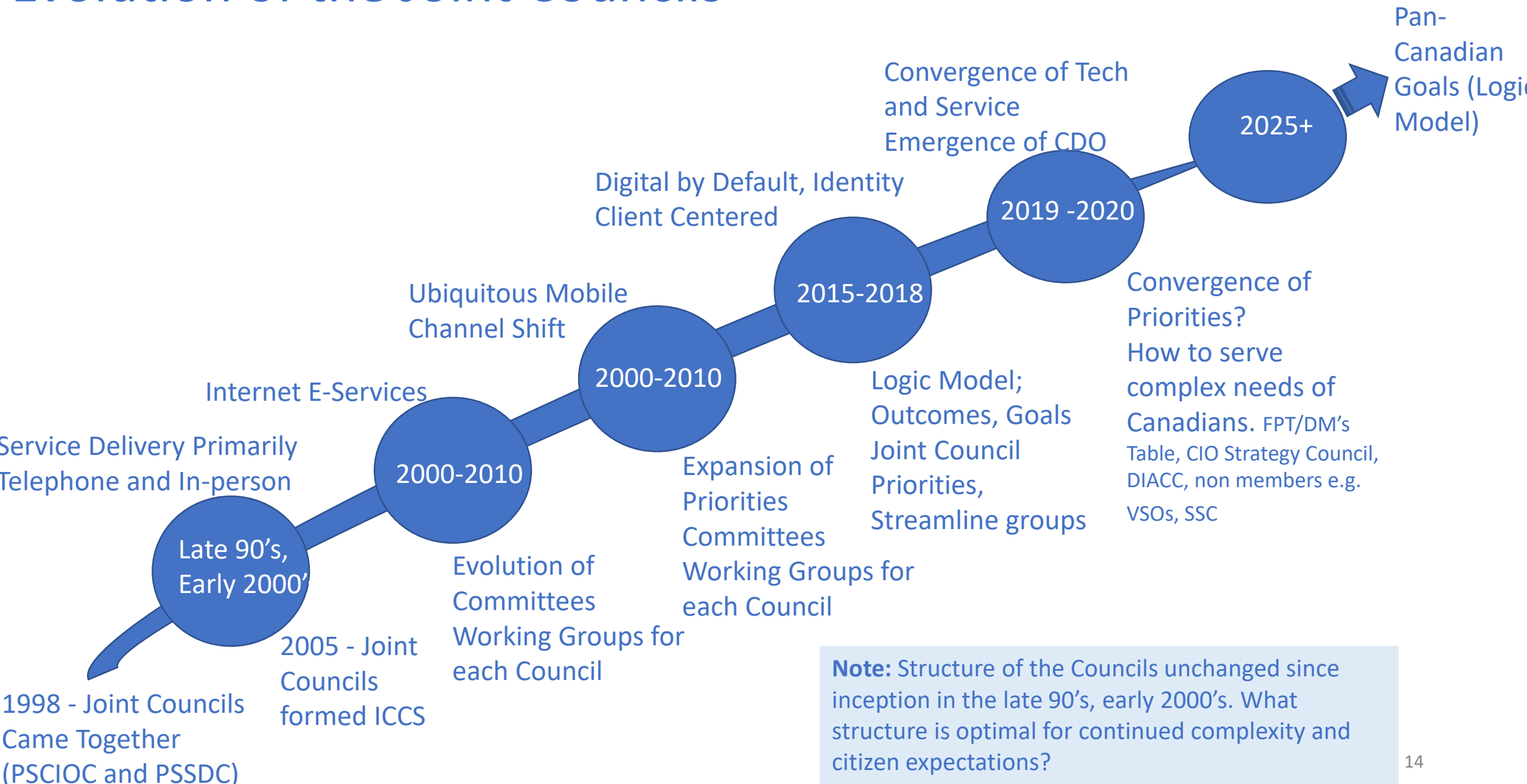
Inability to clearly articulate successes and impactful outcomes (risks justification of continued membership/travel)

Threat to loss of trust in multilateral work in favor of bilateral due to lack of visible progress and ongoing barriers to delivery

Potential for growing impatience from stakeholders; not seeing progress

Expectations of Canadians are increasingly demanding – are we where they need us to be now? In 3 - 5 years?

Evolution of the Joint Councils





Key Themes, Challenges and Opportunities (based on interviews with Joint Councils Co-Chairs)

PSSDC: Natasha Clarke, Heather Sheehy

PSCIOC: Sandra Cascadden, Alex Benay

Interviewed by Strategic Policy Analyst April - June 2019

Joint Councils Co-Chairs Describe Value

“The only official table for collaboration, sharing, networking with interjurisdictional representation including CIOs and senior service Delivery leaders in government.”

“Facilitates identification of emergent challenges in Service Delivery and Technology in Government requiring attention and action”

“A unique forum for Federal / Provincial / Territorial and Municipal Government – from across the country”

Enabling interjurisdictional networks for collaboration and problem solving based on trusted relationships.”

Key players across government to address urgent issues, seek alignment and identify cross-cutting needs to provide seamless services to Canadians”

Key Theme 1:

Integration is needed



“We need to stop separating service from technology”

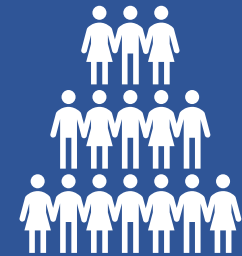
“The dividing line between the CIO and Service Delivery no longer exists”

“We need Service Delivery and CIOs working together”

“More integration is needed, its happening everywhere. Service Delivery is Technology”

Key Theme 2:

Maximize alignment and value of the Joint Councils



“Need to delineate clearly how the Joint Councils is advancing the work”

“Strategically, where do we need the help of our colleagues around the table?”

“How do we maximize alignment between the Councils?”

“The Joint Councils & PSSDC are similar – we need to define the value add”

Key Theme 3:



Need to focus the agenda: deliver services to Canadians

“We need a smaller, focused agenda, side of desk is not going to change”

“We need to focus the work groups”

“Want to see more implementation vs. talk and strategy”

Key Theme 4:

Need to advance horizontal work



“We aren’t agile enough in horizontal work”

“We’ve been unable to leverage the two tables to advance important work”

“Digital Identity is a priority and we need to be accountable to Canadians. We are behind”

Key Theme 5:

Modernize governance for horizontal work

If we are leaders /champions of Horizontal Government.....



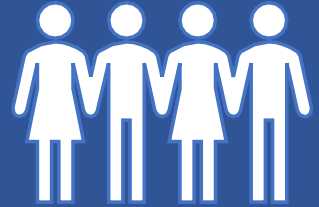
“Is our governance configured for success?”

“Should we lead service delivery in a new way for the bigger cross-cutting issues?”

“We can’t make sense of the work in our silos”

“As Councils move into more Horizontal Implementation, we are seeing a need for a broader defined Governance for implementation (e.g. Digital Identity) “

Challenges/Opportunities:



Participation is a problem

"We are drawing on the same people; same jurisdictions. We need to balance with the priorities and contemplate how do we move work off 'side of desk' to more dedicated?"

"Side of desk' is not going to change"

"Need smaller, focused agenda. Success will be in focussing the groups"

"Continue to deliver strategy (3-5 key items) and report back on progress, engaging others on initiatives"

Challenges/Opportunities:

Governance - Link to FPT/DM's works (informal) for PSSDC but a disconnect for PSCIOC



“The PSCIOC is not connected in the way the PSSDC is to DM’s table which is problematic. Should PSSDC be involving and engaging PSCIOC when they report up? “

“Should all of the Co-chairs sit as observers to the FPT/DM’s table?”

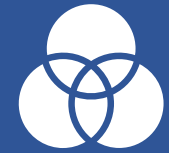
“Should all of the Co-chairs update at Clerks and Cabinet secretaries, are they hearing the issues deeply?”

Challenges/Opportunities:

Governance – Provincial and Federal Secretariat at both Joint Councils and FPT/DM's supported alignment on priorities.



“There has been alignment between Joint Councils and FPT/DM's because of linkage at both Joint Councils and FPT/DM's tables; Provincial and Federal representatives played key role to align. This arrangement might benefit from becoming formalized”



Challenges/Opportunities:

Governance – Should we always be the doers in horizontal work?

“Some of our work, perhaps public sector shouldn’t be solving on its own. How do we bring others in?”

“Our governance may not be ideal for some projects. It may have worked for ‘back to basics’, and for improvement-oriented projects but its not working on these bigger projects.”

Challenges/Opportunities:



Meetings

“We need time for informal discussion / information sharing (best practices)”

“Important role for Joint Councils and PSSDC to share information, to learn what other jurisdictions are doing to inform our work.”

“Challenges with conference calls. Its too easy to send fill-ins, and too easy for people to not participate. Are meetings best suited for info-sharing”. (e-voting?)

Challenges/Opportunities:



Measurement

“Detailed measures are not feasible but we need to assess progress and share impact and value to Citizens”

“Pros and cons to measurement, what gets measured gets done, to the extent we can put measurement indicators against the objectives.”

“Realistically, accountability is different around the work of FPTM. To hold people to account is difficult but we should think about what we are trying to achieve and link it to the Logic Model”

Challenges/Opportunities:



Role for Joint Councils Co-Chairs :

- Encourage Progress on Direction
- External Communication
- Reporting – Brand (telling the success story)
- Plan/assess (beyond meeting planning)
- Represent and advocate beyond ourselves e.g. FPT.DM's Table
- Meeting and Agenda Mgmt.



Key Insights Based on Interviews Working Group Co-Chairs

Cathy Kealey – Joint Councils Strategic Policy Analyst - July 2019

Insights – Working Group Co-Chairs

- Following are high level insights and observations based on interviews with Working Group Co-Chairs of the PSSDC, PSCIOC and Joint Councils between March and June 2019.

Working Groups Interviewed: **PSCIOC**

- IT Procurement
- ICT Policy
- Cloud and O365
- NCSIP

PSSDC

- Data Driven Intelligence
- Service to Business

Joint Councils

- Privacy & GDPR
- Research
- Client-Centred Services
- Digital Strategy
- Digital Identity Priority
- IMSC

Current State: Working Groups Value the Joint Councils



- High quality products benefit both jurisdictions and Joint Councils (Privacy/GDPR, NCSIP, etc. etc.)



- Existing networks in place for ongoing and arising critical issues



- Able to leverage strategies and artifacts reducing duplication of effort



- Smaller jurisdictions benefit from from larger jurisdictions



- Scans, surveys expedite benchmarking efforts and knowledge

Challenges Reporting to FPT/DM table...

Double reporting
results in time away
from 'doing the
work'.

*"We should provide our timeline
and report when we are ready"*

Several working groups - Pan-Canadian projects (Death Notification, Digital Identity, Service to Business) are required to provide presentations and reports outside of Joint Councils table which takes a great deal of time and can take precedence, impede work and progress.

Joint Councils should consider how-to protect workgroups from reporting fatigue and maximize levers.



Resources and Funding for Complex Pan- Canadian work is a gap

In order for working groups tasked to deliver Pan-Canadian solutions, they need to be resourced with funding aligned to the magnitude, complexity and impact of work and reach.

Major funding and ongoing resources required for these projects for success and agility.



Periodic Membership Consultation

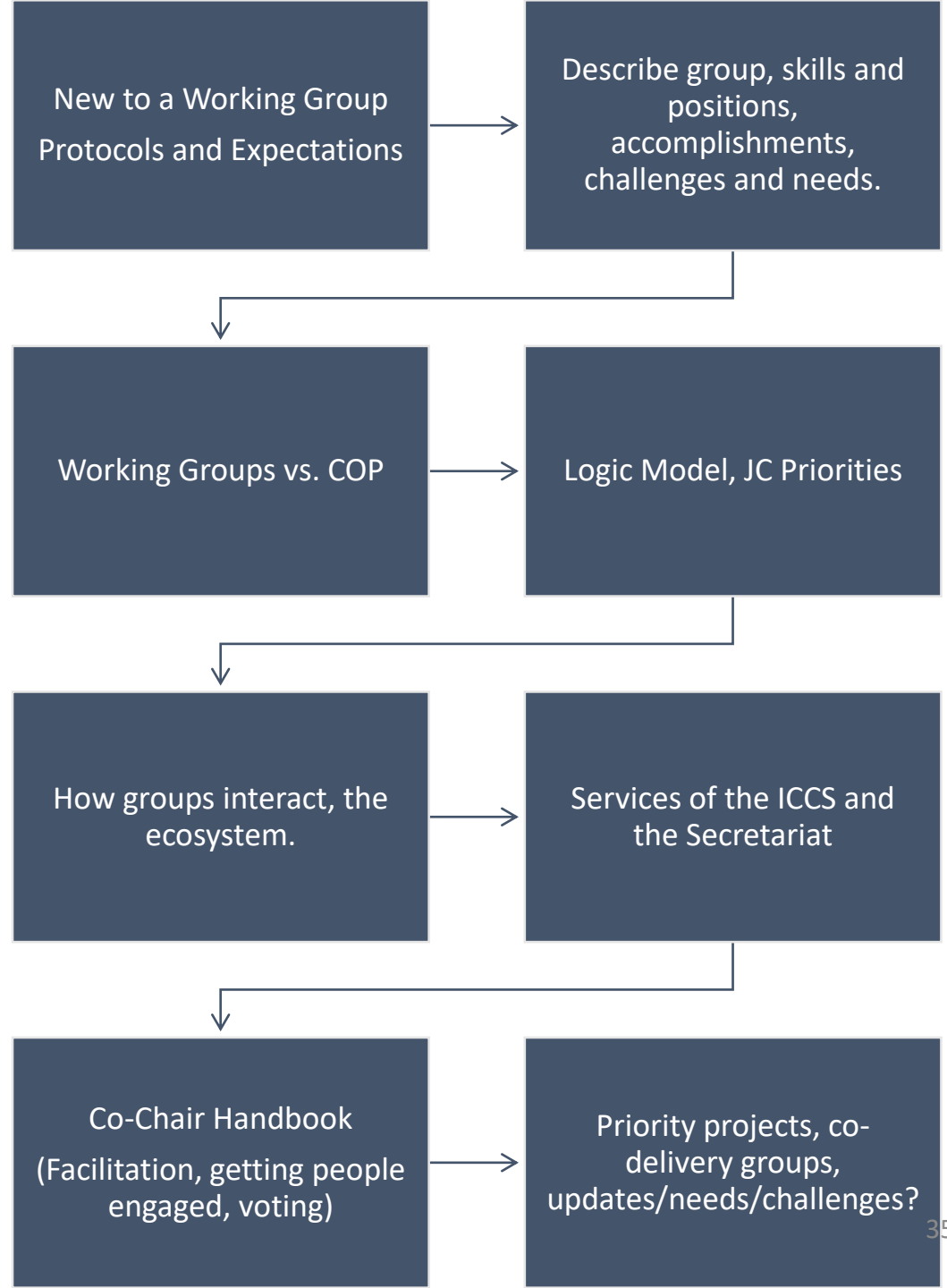
Periodic consultation with membership should be considered. This consensus based table is represented by Government organizations with varying levels of maturity, capacity, interests, and motivations.

As complexity increases and membership is continually changing it will become increasingly important to ensure members needs are being met.

Orientation to Address Turnover/Succession

Turnover is constant; an ongoing challenge to continuity. Long time members retiring will take historical knowledge with them.

Orientation and succession planning will become increasingly critical.



Participation Challenges

Opportunity to
increase member
participation?

Members may benefit from an awareness of how they and their peers are represented as Co-Chair leaders on working groups.

(see participation map next slide)

Legend:

- DS – Digital Strategy
- DN – Death Notification
- CCS – Client Centered Services
- DI – Digital Identity
- COG - Canadas Open Government
- DDI - Data Driven Intelligence
- NCSIP-National Cybersecurity
- IMSC – Identity Mgmt. Sub-Committee

Co-Chair Member Representation

- DS x2
- Incoming PSSDC Co-Chair

- CCS
- Digital ID
- Privacy
- DN
- GDPR
- Cloud
- ICT Policy

NIL

COG

NIL

- Research
- DS
- DDI
- DN

IMSC
NSCIP

Federal
TBS
Co-Chair (PSCIOC)
Open Gov
Digital ID
IMSC
Research
Cloud

ISED
GDPR
S2B

ESDC
CCS
Death Notification
Co-Chair (PSSDC)

Incoming
PSCIOC Co -
Chair

NIL

PSSDC-Co-Chair
PSCIOC Co-Chair
(Outgoing)

ICT
Policy

NIL

Federal
Provincial/Terr
Municipal

IT
Procurement
DDI York
Region



Joint Councils Priorities Not Clear to Working Groups

- Joint Councils Priorities are not well understood by all Working Groups.

- ‘Digital Strategy’ and ‘Client-Centric’ Priority Stream Leads should articulate longer term vision and communicate to working groups especially if alignment to priorities an expectation.

- If working groups are expected to support these Joint Council priorities, a concerted effort to describe the priorities and further align workplans is required.

Review/Improve Recruitment Process to Working Groups

Several workgroups
experiencing challenges
with the make-up of
their group citing not
having the right
skills/levels

Current processes of recruitment to working groups may benefit from a review. Attracting and ensuring the required level of authority and/or skills fit on working groups.

E.g. More accurately describe work, working group outcomes, skills and expectations vs. general callouts to all members.

Tasking Working Groups to Support Priorities

Some groups (e.g. Policy, Privacy, Research) said they could support JC priorities and 'are willing but have not yet been tasked'.

Are there barriers?

- The task or scope not clearly articulated?
- Scope known but lacking capacity or authority to task?
- Concerns that skillset not ideal to execute on task?
- Unaware/unclear of working group skills and capabilities?

Outstanding Joint Councils Tasks

Tasks should be reviewed periodically to ensure they remain relevant to Joint Councils and/or are a priority in jurisdictions.

E.g. the following tasks may need follow-up for clarity and monitoring....

- Privacy (PIA's)
- Cloud (Pan Canadian Requirements – Privacy, Security)
- Open Government (High Value Datasets)

Review tasks that are outstanding on workgroups. Determine if still critical in context of new priorities and workplans. Retire/revive/track.

Modernize Collaboration Tools

Numerous groups described a need for more modern tools.

Understand segments and target users requirements for collaboration and other tools. Modernize where possible.

e.g. Assess opportunities to pilot e.g. 365/Teams, Slack, e-voting, data collection etc.

Members as Co-Chairs Strengthen Working Groups

There can be a disconnect when a working group does not have at least one JC member as Co-Chair.

When working groups do not have a member as Co-Chair there is a lack of continuity and understanding of the Councils operations and priorities, e.g. Logic Model, where direction and decisions are made (Joint Councils vs. FPT/DM table)

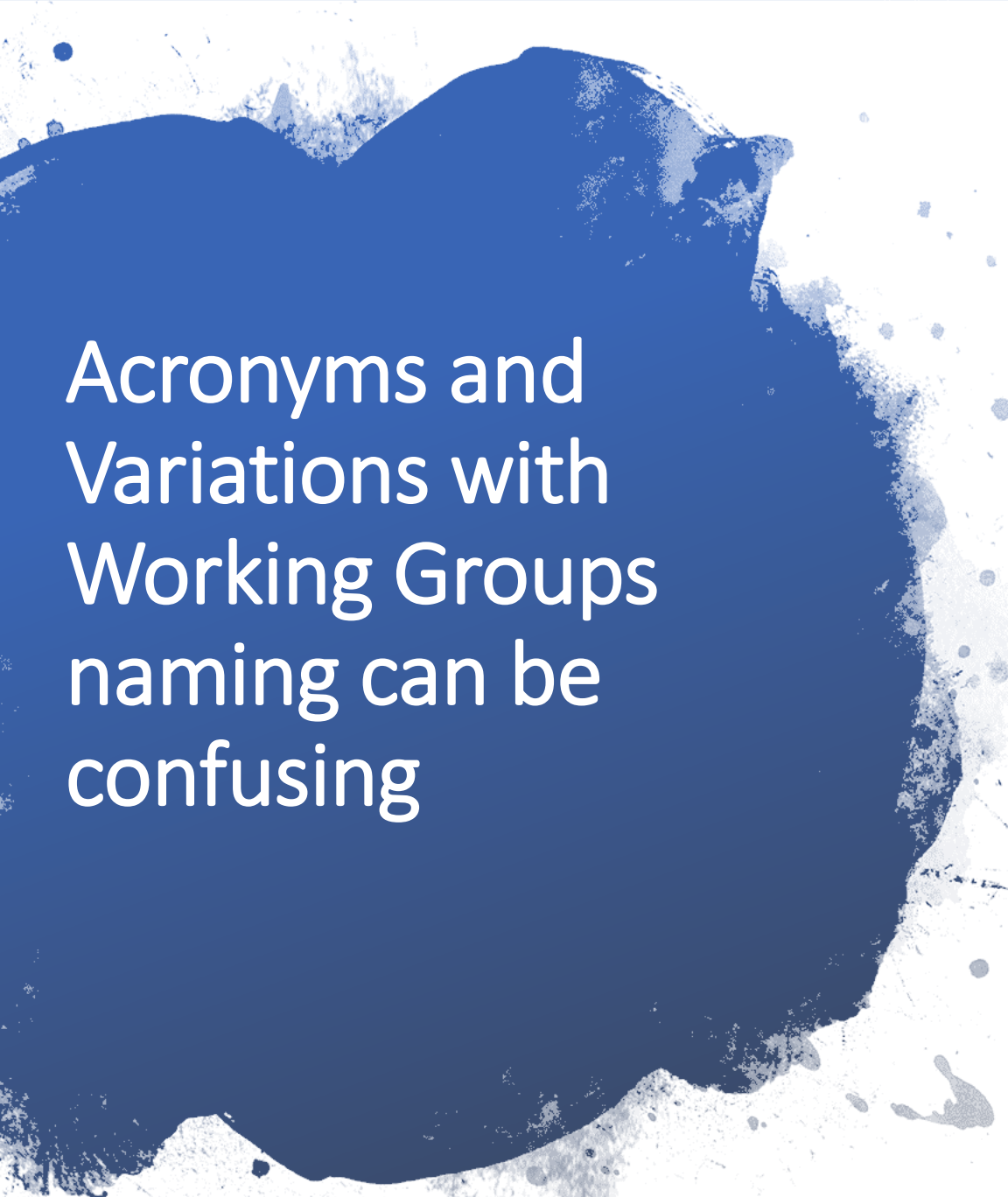
Ideally, there should be one member on each WG. It may also be beneficial to bring working groups more closely into the JC or in-person meeting to expose them to Councils. (E.g. Orientation)

(see status next slide)

Working Groups – Co-Chair and Member Co-Chair Status

Gray – Needs Co-Chair and/or Member

Working Group	Number of Co-Chairs	Number of Member Co-Chairs
Death Notification	3	0
Digital Strategy Priority	3	3
Open Government	2	0
Research	2	2
Privacy /GDPR	1/2	0/0
Client Centric Svcs Priority	2	2
Data Driven Intelligence	2	1
Service to Business	2	1
Cloud/365	2/1	0/0
Identity Mgmt Sub-Committee (IMSC)	2	2
NCSIP –Natl Cyber Security Info Protection	2	1
IT Procurement	1	1
Digital Identity Priority	2	0



Acronyms and Variations with Working Groups naming can be confusing

Variations of group types are confusing e.g. committee, sub-committee, working group, Community Of Practice. New members will benefit from reduced complexity overhead.

There may be an opportunity to streamline groups to either 'working group' (e.g. Working Groups support priorities 100%) or 'Community of Practice'

Acronyms are a challenge especially for new members. Rename acronym based groups (NCSIP to Cybersecurity, IMSC to Identity Management) etc. etc.

Funding Working Groups

Requests for working groups may be on the increase

More groups are outsourcing work and/or indicated that funding will be a future need.

Historically, expectation was that working groups **provide work in kind** vs. **scope/oversee work**. If this a new norm, will fees need to be increased? How best to align spending to advance critical priorities?

Distribution of funds could be prioritized to advance priority work vs. smaller diverse work packages.

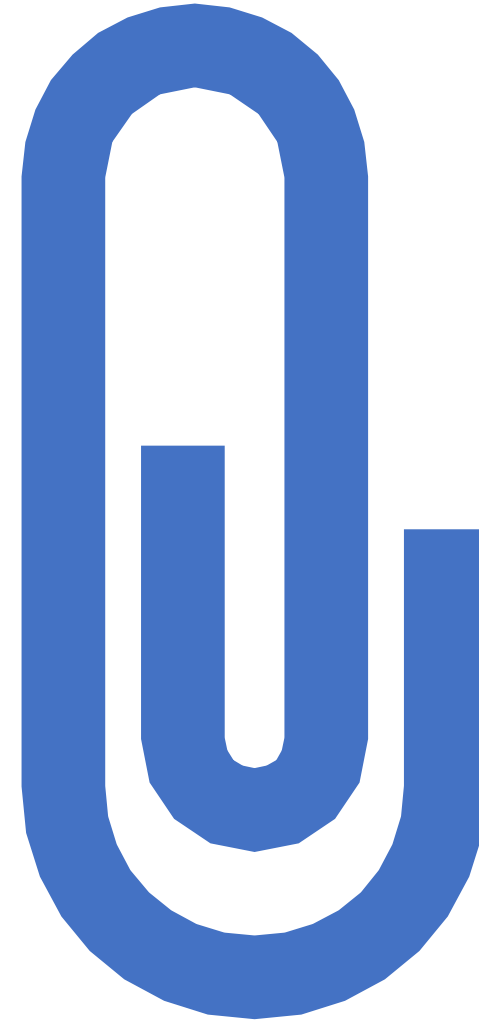
Maximize and Measure Playbooks

Are playbooks achieving outcomes? getting ongoing usage?

Delivery of playbooks tend to be more easily achievable work packages for working groups. How to maximize use and impact?

- Measure usage and impact of playbooks in jurisdictions. Are they being used and achieving intended results?
- Digitize, (allows for updating, promotion and analysis of usage) monitor and measure ongoing, vs. launch and leave.

Interview Guide Used with Joint Council Co-Chairs



Unique Value of the Joint Councils, Success and Governance

- What is the **unique offering** or **key benefit** of the Joint Councils as an FPTM Table?
- How has the JC demonstrated value? Any example(s)?
- How will JC be successful in 3, 5, years, with current support structure and funding?
- What's working, not working? Are there weak spots; areas where the Councils can be improved?

JC is a consensus based FPTM table where the agenda is driven by members.

- How would you describe the relationship between the JC and the FPT/DM table?

Joint Councils Terms of Reference - Potential Enhanced Role of Co-Chairs

If accountability, leadership and resources are unchanged, work is likely to continue at current pace which may be the reality of the Councils. Are there opportunities with the first ever JC Term of Reference?

- What do you envision for the JC Terms of Reference?
- Is there is a need for an enhanced mandate for Co-chairs, what are your thoughts on the following?
 - Accountability for progress on Logic Model - annual review on progress made?
 - Assist to remove challenges and barriers and identify approaches for resourcing?
 - Ensure coordination and contact between PSSDC and PSCIOC Council Co-Chairs, regular meetings between PSCIOC/PSSDC to increase contributions and alignment?
 - Continued focus on streamlining of working groups to maximize limited resources and focus on key priorities?
 - Key liaison with FPT/DM - linked to FPT Clerks and Cabinet Secretaries?

Alignment to the Logic Model (LM)

New working groups under formation

- How hard to push for alignment to the LM? Is it more the role of JC Co-chairs to guide and ensure LM alignment when new groups form?

Measurement, Success, Timelines

A roadmap should include end state, timelines and measures of success to manage resources and so expectations are clearly understood.

As goals should be measurable, the use of 'Short- and Long-Term Goals' in the LM creates a requirement to measure progress and helps set expectations.

- Can you talk about how the JC should measure success?
- What should we be measuring? E.g. Logic Model JC Short-and Long-Term Goals? Client satisfaction? Project completion? Impact in the jurisdictions?
- Are JC target measures intended for the Short Term Goals on the LM. Are they do-able, who and how best to do?

Appendix – Workplan



Meet with JC Co-Chairs understand priorities, goals observations and questions re: governance



Broadly define measures of success and frequency of contact



Confirm direction and priorities. Adapt workplan Document, summarize and share back

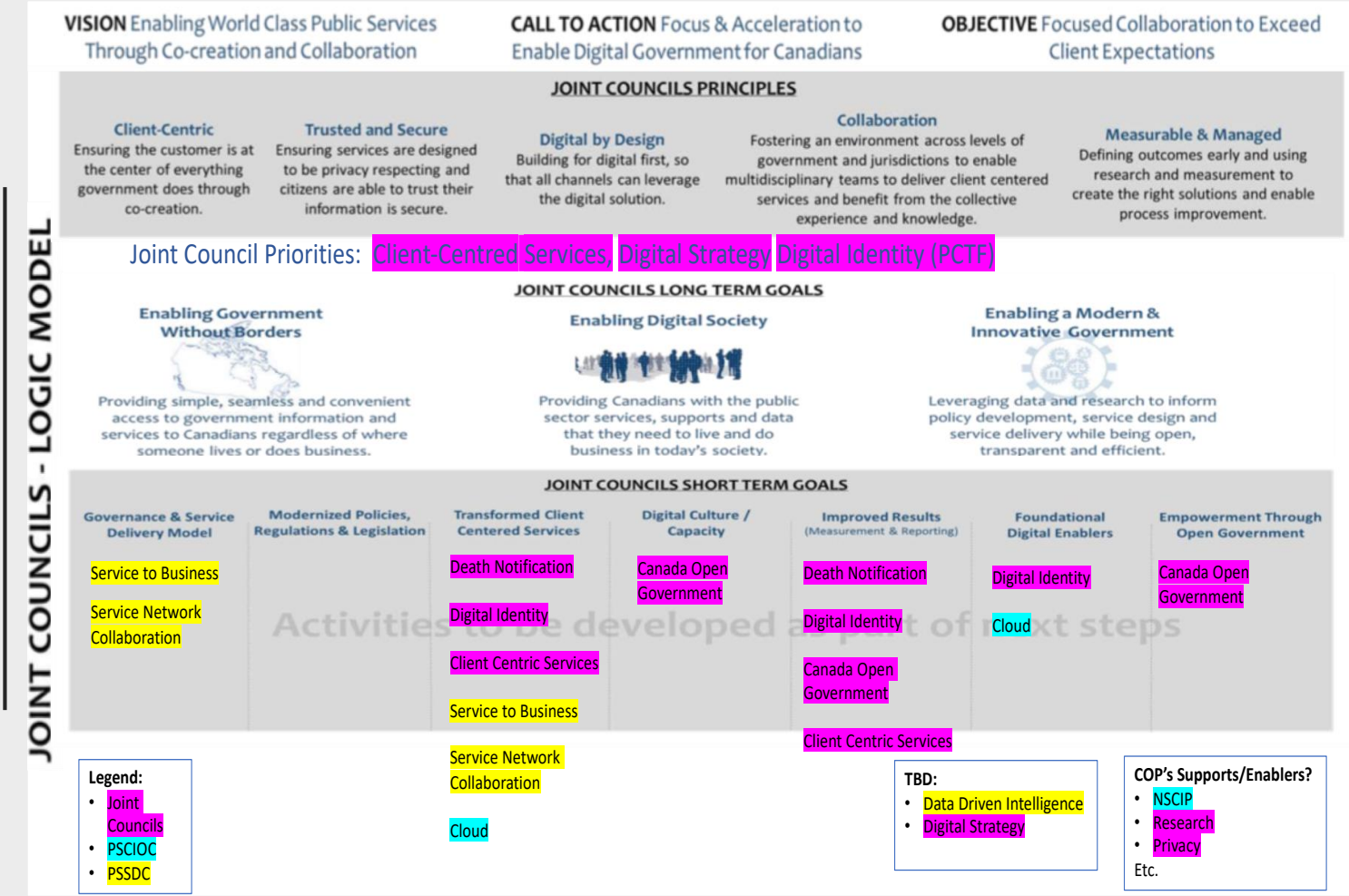


Attend all WG meetings. Observe and understand work, outputs, look for linkages and gaps.



Discuss at Joint Councils meeting for approval

Appendix – Logic Model Ottawa 2019



Advancing Work Within Current Structure

Workgroups struggle with limited resources, 'side of desk', 'going as far as they can go' with current mechanisms. Need in-person meetings and dedicated resources to move complex work to delivery.

FPTM collaboration increasingly acknowledged as key to government transformation.

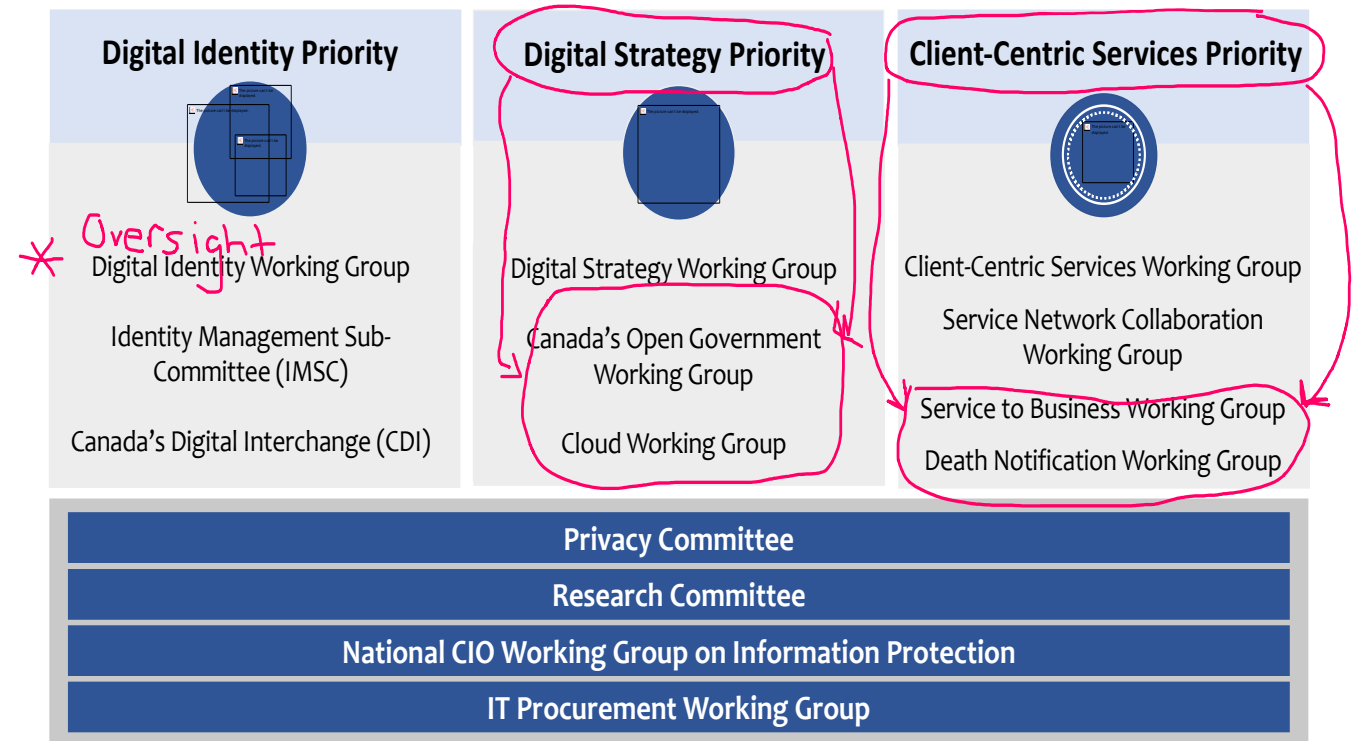
- Are you satisfied with the pace of delivery on the priorities and projects given the current funding and resource structure?
- What are your thoughts on the ability for working groups deliver timely products?

The JC Priorities are not operating consistently.

Client Centric Services and Digital Strategy are not providing oversight in a similar way as Digital Identity Priority (perhaps a non issue?)

In order to properly operationalize this recommendation as intended what are your thoughts on this? (See next slide)

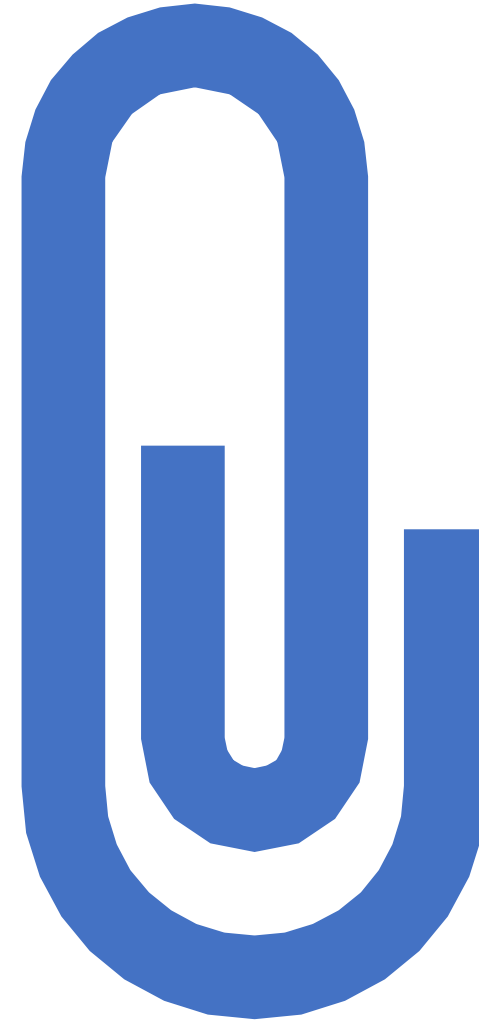
Proposed alignment of the working groups to support the advancement of the Joint Councils priorities. ¹¹



Appendix – JC Strategic Analyst Position Description

- Provides strategic advice and assists in the development and implementation of the Joint Councils' short and long-term goals and strategic objectives (Logic Model).
- Identifies, analyzes, and monitors issues that affects the priorities of the Joint Councils. Responsible for recommending strategic alternatives and maintaining alignment of work plans and Logic Model.
- Provides ongoing maintenance of Joint Councils Logic Model and undertake research and environmental scans to support the vision and Logic Model maintenance.
- Leads the development and implementation of Joint Councils work plans.
- Provides accurate, timely and appropriate responses to manage the changes needed to advance the Joint Councils Logic Model and work plans.
- Works collaboratively with all Councils' working groups co-chairs (enhanced liaison) to leverage opportunities within the Joint Councils and its working groups.
- Reports and follows-up on key discussions with Joint Councils, Working Groups co-chairs, and ICCS team.
- Implements the Gap Analysis recommendations, including new group structures and governance guidelines.
- Provides performance management monitoring and reporting against key objectives.
- Participates in all Joint Councils, PSSDC, PSCIOC and Working Group Meetings
- Works under the direction of ICCS Executive Director and Manager of the National Councils.

Interview Guide Used with Working Group Co-Chairs



DISCUSSION GUIDE & QUESTIONS FOR MEETINGS WITH JOINT COUNCILS **WORKING GROUP CO-CHAIRS**

Cathy Kealey JC Strategic Policy Analyst

Discussion and questions follow including:

- **Working Group Background and Priorities**
- **Looking Ahead**
- **Challenges**
- **Support from the Joint Councils**
- **Alignment**
- **Workplans**
- **Measuring Success**
- **Describing Value**
- **Other Comments/Open**



Working Group Background and Priorities

- Can you describe the purpose of the group at a high level?
- What are the key priorities of the working group?
- Can you describe the work currently in-progress?
- What are the outputs of this working group?
- How often do you meet?
- What is your level of satisfaction re: engagement and the pace of the workgroup?
- Are there other working groups of the Councils that are doing work related to this group's mandate?
- Are there other working groups of the Councils that this group interacts with or might interact with?

Looking Ahead

- The Joint Councils views 'working groups' as those focussed on a task having a defined start and end date, where the group is disbanded once tasks are complete. Looking ahead, do you see a time where the task/s of this WG will be complete?
- Where do you see this working group in 6 mos., 1yr?
- When are you next planning on reporting back to PSSDC/PSCIOC and what do you expect you will you be updating them about?

Challenges

- Discuss any challenges in moving the work/mandate and/or key activities for the group?

Support from the Joint Councils

- As a WG Co-Chair, can you discuss expectations that you have of the (JC/PSSDC/PSCIOC)
- What support do you need from your Council to help you in advancing your work? Any opportunities? e.g. do you receive timely and valuable direction and advice?
- Generally, do you have any other needs that would support you in your work as a WG Co-chair?

Alignment

- How familiar are you with the Joint Councils Priorities and Logic Model?
- Do you see linkages with your Working Group and fit within the Logic Model?
- How would you say your working group supports the LM (JC priorities and goals)?

Workplans

In my role, I'll be assisting in the development and implementation of the goals and objectives of the JC, develop a roadmap for the Councils and help monitor progress of the workgroups. Workplans are a key input.

- What are your thoughts around providing more detailed workplans *e.g. interdependencies; clearly defined milestones?*
- How far out is reasonable for planning purposes (years?) on the workplans?

Measuring Success

How do you measure the success of your workgroup or how have you done so in the past?

Describing Value

- How would you describe the value to you and or your jurisdiction regarding your involvement as Co-chair of this WG? Within your jurisdiction, to your leadership?
- What, in your opinion is the **unique offering** or **key benefit** of the Joint Councils as an FPTM Table?

Other Comments, Anything I've Missed?

- Is there anything you would like to discuss?
- Any other thoughts/comments?