

Joint Councils' Strategic Direction

September 22, 2020

**Citizen
F1RST**

POWERED BY



Institute for
Citizen-Centred
Service

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OPTIMISÉ PAR



L'Institut des
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Objective

- Reconfirm Joint Councils' priorities: Digital ID & Client Centric Services
- Proposal to define and scope the Client Centric Services priority
- Discussion on PSCIOC & PSSDC emerging priorities (*COVID-19 and beyond*)
- Next steps on the development of a Joint Councils' Strategic Plan
- Leveraging External Relationships to advance Joint Councils' priorities

Context

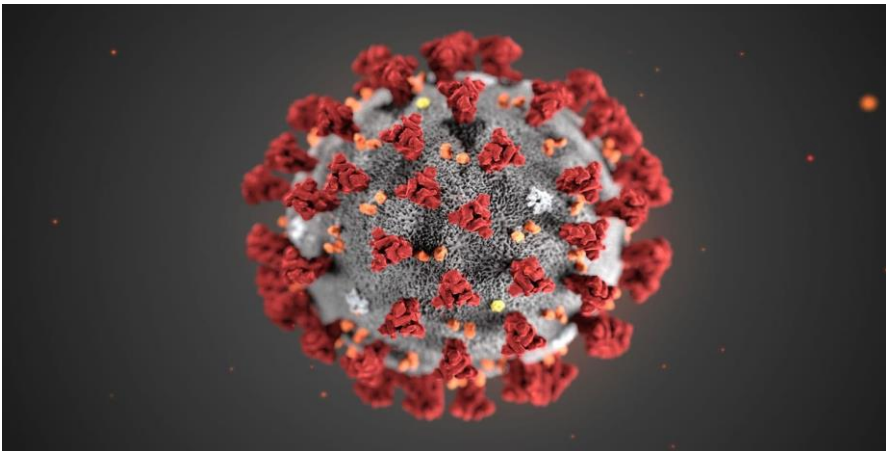
February 2020

Joint Councils' Strategic Discussion

Key Decisions:

- Digital Identity and Client Centric Services confirmed as Joint Councils' Priorities.
- Develop proposal related to the clarity of the two priorities (Digital ID and Client Centric Services), to be distinct and with clear outcomes.
- Develop a Joint Councils' Strategic Plan for the next couple of years.

March 2020



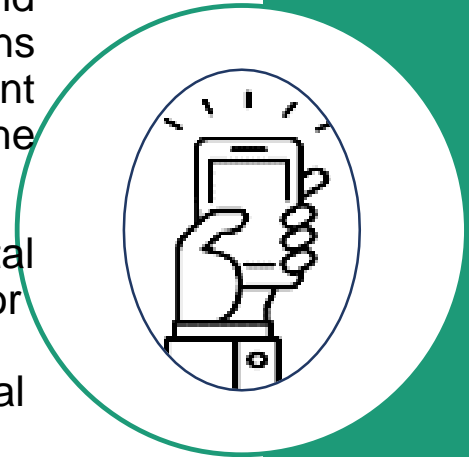
COVID-19!

The pandemic has caused unprecedented disruption and challenges for all FPTM jurisdictions across Canada. Jurisdictions continue to operate in a context of uncertainty. The pandemic has caused a shift in citizens' needs/expectations and the acceleration of digital solutions.

Joint Councils' Priority: Digital Identity

The Joint Councils remain committed to accelerating Digital Identity.

- The COVID-19 pandemic has caused FPTM jurisdictions across the country to operate in a context of uncertainty. It required governments to quickly pivot to predominately digital methods to interact with citizens. Jurisdictions continue to reassess and strengthen digital service delivery models to address the changing needs of citizens and businesses. Jurisdictions are prioritizing fast-tracked technology solutions, urgent security guidance and assessment, secure design advice and testing to meet the unprecedented demand for digital solutions triggered by the pandemic.
- In August 2020, the Joint Councils appointed Peter Watkins as its Pan-Canadian Digital Identity Program Executive. Peter will foster relationships on behalf of the public sector to advance the digital identity program both within the Joint Councils digital identity bodies, including engagement of the newly established Jurisdictional Experts on Digital Identity (JEDI), and outside of the Joint Councils, i.e. at DIACC.
- Peter Watkins will provide a progress report on the Digital Identity Program to the Joint Councils on September 22nd.



Digital Identity remains a key priority for the Joint Councils!

Joint Councils' Priority: Client Centric Services

- In February 2018, the Joint Councils established the CCS Working Group in recognition of the importance of FPTM governments working together to modernize public sector service delivery.
- Client Centric Services is about designing services in a way that reflects the needs of citizens, not the needs of government.

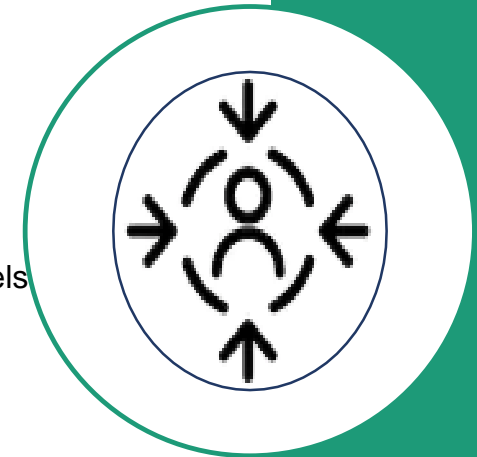
The original objectives of the CCS Working Group were to:

1. Define what it means to be client centric from an intergovernmental perspective.
2. Build capacity for driving innovation and continuous improvement of public sector service delivery at all levels of government across Canada.
3. Establish a model for:
 - assessing the current state of the client service experience for services involving multiple jurisdictions and/or levels of government;
 - opportunities for, and challenges with, organizations working together to continuously improve intergovernmental service experiences;
 - specific enablers that can be leveraged to push the modernization of an intergovernmental service forward (e.g. people/skills; processes, data/information, tools/technology, policy)
4. Test the model against a selected service or bundle of services, to champion and facilitate project-based collaboration with interested jurisdictions to provide more seamless and integrated services across levels of government.

Most of the objectives have been achieved.

Pending: a digital, user-friendly Maturity Model and User Guide to encourage uptake.

Next steps: Further clarity and scoping to define client centric services as a priority and to identify areas of focus or action for Joint Councils' collaboration.



Define/Scope the Client Centric Services Priority

At the Joint Councils' meeting of February 26th, a request was tabled to develop proposal to provide clarity between the Digital Identity and the Client Centric Services priorities.

At the PSSDC meeting of September 3rd, members agreed to undertake the following activities and report back to Joint Councils:

- PSSDC to discuss and provide recommendations on specific areas of focus related to client centric services / client experience.
- PSSDC to provide recommendations on how to leverage research and working groups of the Councils to better understand clients' needs and expectations.

PSSDC to report back to the Joint Councils at an upcoming meeting for further discussion and next steps.



UPDATE – Working Groups

- On September 3rd, PSSDC members approved for the **Service to Business (S2B) Working Group** to report to Joint Councils. *(In Feb 2020, PSCI OC approved to move the S2B WG under JC.)*
- On September 10th, PSCI OC members agreed for the creation of an **Open Source Working Group**. The group would report to Joint Councils. Work is underway to create group and develop a Scope of Work and will be shared with members in fall 2020.

PSCIOC Emerging Priorities (based on information sharing)

PSCIOC members identified specific areas where interjurisdictional collaboration would be beneficial. The predominant areas mentioned by jurisdictions have been grouped into the following themes:

- PSCIOC members are interested in the exchange of best practices regarding establishing a digital policy; client centric design and delivery; the integration of core IT, IM & Data and Service functions; integrated governance, planning & reporting, innovation and experimentation; digital standards; digital enablement.

Digital Transformation



- How do jurisdictions: Maximize the engagement on relevant working groups (i.e. NCSIP); Enable responsible cloud adoption across Canada; Leverage Federal Government (e.g. GoC and/or TBS) security evaluation of Cloud vendors; Examine viability of joint procurements for common services; and Pursue a common, national WebCheck platform for identifying vulnerabilities on websites

Information Technology



- Due to the focus on digital services delivery and the need to deliver solutions, how are jurisdictions attracting and retaining top talent under the current pressures of the public sector compensation system?
- What are the challenges and best practices to recruit and retain in-demand work streams and functions

Talent Management & Development



PSCIOC Emerging Priorities (based on information sharing) – Continued

PSCIOC members identified specific areas where interjurisdictional collaboration would be beneficial. The predominant areas mentioned by jurisdictions have been grouped into the following themes:

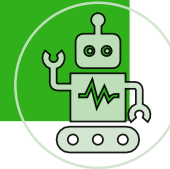
- What are jurisdictions doing to ensure public sector employees working remotely can securely access government applications, data, and collaborate by using emerging remote access technologies?

Remote Workforce



- Chatbot technology is a strategic initiative across several jurisdictions to enable the digital transformation of services. What has been the experience implementing chatbot to generate a positive return on investment?

Chatbot Technology Enablement



- The COVID-19 pandemic has resulted in an increase of cyber security threats in the public sector. Jurisdictions are interested in exchanging best practices & lessons learned to ensure cyber risks are appropriately mitigated

Cyber Security



PSSDC Emerging Priorities (based on information sharing)

PSSDC members identified specific areas where interjurisdictional collaboration would be beneficial. The predominant areas mentioned by jurisdictions have been grouped into the following themes:

- PSSDC members are interested in learning more about how multi-level governance and collaboration took place across jurisdictions to find solutions during the COVID-19 pandemic.

Public Sector
Collaboration



- There is emphasis on omni-channel service experience. What has been the experience, methods used, and lessons learned to enable citizens & businesses to find/access services through their channel of choice.

Omni-Channel
Service
Experience



- Strengthening privacy protections of personal data during the COVID-19 outbreak.
- How are organizations: safeguarding data by building privacy & security by design, approach and compliance to privacy legislation, best practices when engaging the public in service design, increasing transparency.

Privacy



- The impact and management of COVID-19 pandemic across levels of government is of interest to members of the PSSDC.
- Jurisdictions are interested in identifying: if service delivery priorities have been adjusted, service standard adherence, client satisfaction, how impact has been accounted.

COVID-19
Response Efforts



PSSDC Emerging Priorities (based on information sharing) – Continued

PSSDC members identified specific areas where interjurisdictional collaboration would be beneficial. The predominant areas mentioned by jurisdictions have been grouped into the following themes:

- Many Canadians are relying more on digital platforms to carry out day-to-day tasks. What methods are jurisdictions using to reduce wait-times for critical applications (i.e. benefit applications) for citizens and businesses?
- To increase transparency, how is wait-time information presented to the public?

Reducing Wait-times



- Chatbot technology is a strategic initiative across several jurisdictions to enable the digital transformation of services.
- What has been the experience implementing chatbot to generate a positive return on investment?

Chatbot Technology Enablement



- Open government and data is a key area for jurisdictions. PSSDC members are interested in learning more about how Data Management Frameworks have been established (specifically, roles & responsibilities, metadata standards, publishing guidelines to support an open data portal).

Data Management Framework



- Frontline virtual agents are being used by organizations in their customer service functions to answer routine customer queries, fulfill standard requests, etc.
- How are jurisdictions utilizing virtual agent technology to enhance front-line citizen and business support?

Virtual Agent Technology



Joint Councils Emerging Priorities

Based on the **PSCIOC Information Sharing Analysis**, specific areas where interjurisdictional collaboration would be beneficial include:

- Talent Management & Development
- Remote Workforce
- Chatbot Technology Enablement
- Cyber Security

Based on the **PSSDC Information Sharing Analysis**, specific areas where interjurisdictional collaboration would be beneficial include:

- COVID-19 Response Efforts
- Privacy
- Virtual Agent Technology
- Chatbot Technology Enablement
- Data Management Framework

Is there an opportunity for the Joint Councils to focus on these identified emerging priorities to address and/or support service delivery issue(s) or need(s) by:

- Leveraging existing Working Groups to look into specific needs or issues, i.e. Privacy Committee?
- Creating Community of Practice to foster inter-jurisdictional collaboration on a specific emerging priority or need?
- Creating Working Group to scope/develop pan-Canadian solution to common jurisdictional issue(s)/challenge(s)?



JC Strategic Direction - Recommendations

Joint Councils continue to:

- ✓ Accelerate Digital Identity (Digital Identity Program)
- ✓ Define/Scope Client Centric Services and identify area(s) of focus/priority for JC collaboration
- ✓ Continue jurisdictional showcases/learning events as valuable sharing of best practices and lessons learned across the country.

Strategic Direction – Recommendations

Continued

Opportunity for Joint Councils to:



- ❑ Leverage the Jurisdictional Information Sharing to identify common challenges and work to develop pan-Canadian solutions.
- ❑ Use Joint Councils as a platform for jurisdictions to come together and scope, test and/or prototype service delivery solutions to common jurisdictional challenges.
- ❑ Develop Joint Councils' strategic intelligence, by leveraging the Research Committee (Research Analyst) to provide strategic insights/research around global/national trends, emerging common priorities and insights into citizens' needs and expectations to ensure that JC priorities remain relevant.
- ❑ Opportunity to formalize linkages to external tables such as the FPT DMs' Table, DIACC, CDO's, and others, as a strategic and collaborative effort to advance priorities.
- ❑ Develop a Joint Councils' Strategic Plan that will identify clear goals based on current priorities and informed by working group workplans that would allow the Councils to stay focused and measure progress in achieving priority objectives.
 - The Strategic Plan would be developed in fall 2020 by the ICCS Secretariat in collaboration with JC Co-Chairs and Research Analyst.

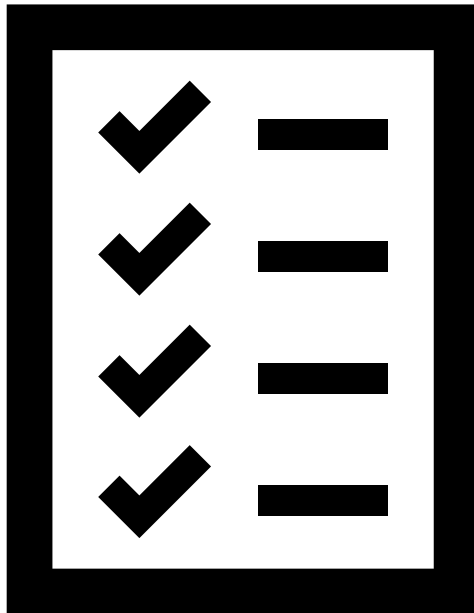
Discussion Questions

Are the recommendations consistent with the desired strategic direction of the Joint Councils?

Are there any other areas of focus or priorities that are not included here?

Any other opportunities for inter-jurisdictional collaboration to be a more effective forum for improving services for Canadians?

Next Steps



Joint Councils to confirm new priorities or areas of focus for inter-jurisdictional collaboration.

PSSDC to provide recommendations to Joint Councils on the Client Centric Services priority (report back in fall/winter 2020).

Develop Joint Councils' Strategic Plan (report back in fall/winter 2020).

Joint Councils' Co-Chairs to leverage external relationships to advance Joint Councils' priorities.



ANNEX

Joint Councils – Logic Model

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

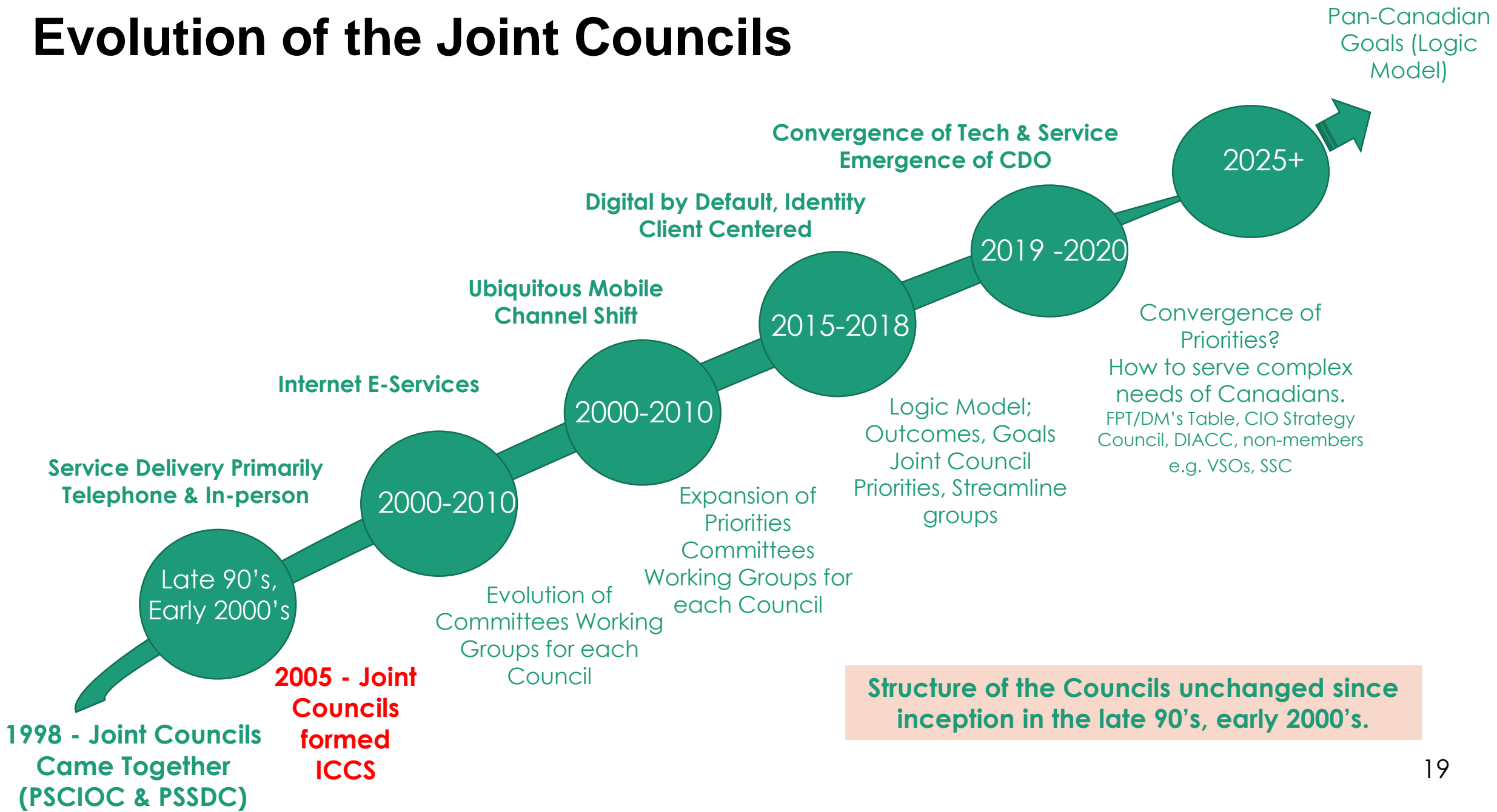
Digital Culture / Capacity

Improved Results (Measurement & Reporting)

Foundational Digital Enablers

Empowerment Through Open Government

Evolution of the Joint Councils



Joint Councils Operating Framework

