

REVIEW OF JOINT COUNCILS, PSSDC & PSCIOC SUB-COMMITTEE AND WORKING GROUPS

Updated February 10th, 2016

for Discussion by the Framework Working Group

Public Sector Service Delivery Council (PSSDC)

Co-Chairs: Jacques Paquette, Service Canada
Chris Bookless, Yukon

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MISSION:

- As a coalition of Canadian public sector service leaders dedicated to client centred services, the PSSDC will be a catalyst for: **sharing information; identifying common challenges; initiating research and gaining insight into client needs; developing practical solutions; and, linking government services wherever possible; to ensure that Canadian public services are at the fore-front of providing modern excellent services where the customer experience meets or exceeds the Canadian public and business community's expectations.**

OBJECTIVES:

- **Champion initiatives that positively influence effective, cost efficient citizen-centred service delivery within and between jurisdictions where possible**
- **2. Share information and insight; build a knowledge bank and networks including communities of practice that focus on strategic action to enhance service delivery for citizens and business clients**
- **3. Foster strong inter-jurisdictional relationships among the three orders of government**
- **4. Support the Service Delivery Deputy Ministers' Collaboration Table through collaborative action designed to deliver on their agenda**
- **5. Build partnerships with service delivery-related organizations**
- **6. Sustain a strong collaborative relationship with PSCIOC to further the service delivery improvement agenda.**

Public Sector Chief Information Officer Council (PSCIOC)

Co-Chairs: John Messina, TBS, Government of Canada

Harry Turnbull, City of Windsor, MISA East

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MISSION:

To enable enhanced service to the Canadian public through collaboration across governments and demonstrated leadership in the management of information and technology.

OBJECTIVES:

1. Provide a forum for open communication between members to exchange information, best practices and ideas and to provide support and advice to CIO peers on matters relating to:

- ☐ the effective management and use of information and technology in support of public sector programs and objectives;
- ☐ IT products and services including the involvement of the private sector in the management and service delivery of public sector IM and/or IT.

2. Provide leadership by initiating and supporting IM and/or IT-related

- ☐ communities of practice and
- ☐ collaborative projects to garner mutual benefit and economies of scale for municipal, provincial, territorial or federal governments.

Sub-Committees & Working Groups

□ **Joint Councils Sub-Committees:**

- Identity Management Sub-Committee (IMSC)
 - Canada's Digital Interchange (CDI)
- Privacy Sub-Committee
- Research Committee
- Service Mapping Sub-Committee (SMSC)
- Open Data and Information Working Group

□ **PSSDC Sub-Committees:**

- Service to Business Task Group
- Costing Framework Initiative
- Strategic Directions Working Group
 - Channel Shifting
 - Service Network Collaboration
 - Death Notification

□ **PSCIOC Sub-Committees:**

- National CIO Sub-Committee on Information Protection (NCSIP)
- Information Management (IM) Sub-Committee
- IT Procurement Working Group
- Cloud Working Group
- Information Communication Technology (ICT) Working Group

□ **Other Groups:**

- FPT Deputy Ministers' Table on Service Delivery Collaboration
- Clerk and Cabinet Secretaries

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Joint Councils Sub-Committees & Working Groups

Identity Management Sub-Committee (IMSC) *(Est. 2011)*

Co-Chairs: Rita Whittle (TBS) & Fred Pitt (Ontario)

□ Mandate

Jurisdictions agreed to a pan-Canadian vision for service delivery and identity management. The IMSC in collaboration with Canada's Digital Interchange (CDI) and DIACC are developing the building blocks necessary to federate identity.

The IMSC to represent the broader public sector perspective through the facilitation of consultation, dialogue and discussion among the jurisdictions, it develops working papers, strategies, policy positions, recommendations, etc. that can be used to provide a consistent Pan-Canadian approach to address identity management issues extending beyond the public sector, including long-term IdM governance; and, promote the sharing and flow of information among jurisdictions, including the sharing of best practices, and discussion of issues. This includes the monitoring and reporting on progress on initiatives being carried out within the jurisdiction. The IMSC maintains a strong link with the FPT DMs' Table on Service Delivery Collaboration.

□ Current Activities

IMSC

- Develop Trust Framework for Digital Identity
- Finalize IMSC-DIACC MOU and Trust Framework Charter
- Identify additional stakeholders (e.g., Intergovernmental affairs)
- Develop trust framework conformance criteria
 - User Sign-in, Verified Person, Linking and Authorization
- Update Joint Councils (PSSDC/PSCIOC) during March/April teleconference calls

Digital Service Strategy

- Anchor Identity Management effort in pillar of digital government/service strategy

FPT DMs Table

- Present progress regarding Pan-Canadian Identity Trust Framework in May 2016

Identity Management: **Canada's Digital Interchange (CDI)**

Co-Chairs: Annik Casey (TBS) & Sophia Howse, BC

□ **Mandate**

- Secure messaging service to facilitate information exchange across jurisdictions

The vision approved at the 2014 meeting of the FPT DMs' Table on Service Delivery Collaboration:

"Citizens and businesses enjoy simple, convenient and secure access to services in a manner they choose and manage"

□ **Current Activities**

Privacy Sub-Committee (*Est. 2005*)

Chair: Chad Hoskins (BC)

□ **Mandate**

- Pan-Canadian forum for exchange of information, freedom of information, privacy research, best practices, training IT products and other resource in support of public sector programs and objectives
- To support the mandate 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 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.
- Privacy Subcommittee also plays an advisory and community of experts' role, significant time spent in keeping abreast of any new legislation, policies, breaches and issues such as the emergence of Open Government initiatives and their impact on government. It also shares best practices in the area of community renewal in addition to awareness, training and communications.

□ **Current Activities**

- Active dialogue on issues such as privacy breach protocol/reporting, open government, shared services models, legislation, fee structures and common FOI requests
- A new work plan for high priority projects was identified at their May 2015 meeting. Work is underway to develop a shared document library, identify common metrics for privacy and access across all jurisdictions, and more closely align the subcommittee's work with the Joint Councils.

Research Committee (*Est. 1998*)

Federal Co-Chair: Richard Dalpé (TBS)

Provincial Co-Chair: Vacant

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□ **Mandate**

- Identify, design & undertake inter-jurisdictional research to improve public sector service delivery. This may include input into the research objectives of Citizens First, Taking Care of Business and other ICCS research studies, commissioned research through vendors, leveraging individual jurisdictional research projects, engaging the academic community to mine existing databases for new insight, inviting the submission of research papers on key research topics, scanning best practices across Canadian and international jurisdictions and the production of case studies in key areas of interest, etc.

□ **Current Activities**

- The work of the Research Committee is currently on hold pending review by the Joint Councils of the committee's future role/work.

Service Mapping Sub-Committee (*Est. 2008*)

Co-Chairs: Serge Caron (TBS), Adele McDonald (City of Edmonton), & Richard Liu (NS)

□ **Mandate**

- To provide an inter-jurisdictional information-exchange forum and communications 'hub' for topics and initiatives of interest for service mapping specialists and enterprise architects within all orders of government in Canada. Development of citizen-centric service models (such as the CGRM), methods (such as BTEP or service bundling) and tools (such as the computing infrastructure envisioned by the MRM v2 Project) so as to further the plans, priorities and activities of the Joint Councils and participating jurisdictions.
- To provide an advisory function to the PSCIOC, the PSSDC, and other joint inter-jurisdictional citizen-centric service mapping and modeling initiatives.
- To explore and engage broader public/private sector participation and support for the related efforts of the inter-jurisdictional community as a whole.
- To provide stewardship and governance for the continued evolution of the Canadian Governments Reference Model (CGRM).

□ **Current Activities**

- At the Sept. 2015 Joint Councils' meeting, members approved the plan for SMSC to promote informal collaboration and sharing (public and private sector) of public sector reference models and transformation methodologies. That SMSC return with a proposal in 12-18 months to detail how (among other things) SMSC evolve in to a "standards" body within Joint Councils.

Open Data Canada Sub-Committee (*Est. 2013*)

Co-Chairs: Stephen Walker (TBS) & David Hume (BC)

□ **Mandate**

- Forum for multi-jurisdictional information sharing and collaboration on open data and open information activities; and the governance body for common open data and information tools shared across jurisdictions.
- The Subcommittee has a 5-point collaborative work plan: principles; licensing; standards; federated search; outreach.

□ **Current Activities**

- Conducted a survey January-May 2015 to document jurisdictional experience on Open Data initiatives, best practices, challenges, opportunities and lessons learned.
- Open Data Conference in Ottawa in May 2015 brought together open data experts and professionals from six continents to share perspectives on the global impact of open data, and to collaborate on a roadmap for maximizing its potential internationally.
- International Open Data Charter

PSCIOC Sub-Committees & Working Groups

National CIO Sub-Committee on Information Protection (NCSIP) (*Est. 1998*)

Chair: Kent Schramm (ON)

□ **Mandate**

- NCSIP Avenue to share information & best practices, tools, techniques and threat intelligence to mitigate risk to government. NCSIP continues to play a valuable role in addressing cyber threats facing the Canadian public sector.

□ **Current Activities**

- November 2014 - jurisdictions presented updates on regional information security initiatives, discussions of Federal cloud initiatives, updated security mitigation measures, foreign travel case study, jurisdictions information classification, incident management and executive reporting
- Delivered and provided a report titled “Considerations for the Adoption of BYOD in the Public Sector. The report is a business focused discussion to consider before developing a BYOD program.
- NCSIP has spent time reviewing the action plan that originated with the FPT Table on Cyber Security. NCSIP participation is key to a successful Pan-Canadian vision for Cyber Security.
- Technology specialists from NCSIP jurisdictions participate in an Inter-provincial Investigations and Forensics group
- NCSIP continues to provide support to PSCIOC as requested by members

Information Management (IM)

Sub-Committee (Est. 2006)

Chair: Cathryn Landreth (AB) Vice-Chair Stephen Walker (TBS)

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□ **Mandate and Responsibilities**

- The mandate of the PSCIOC IM Sub-committee is to provide advice on the management of information assets to the PSCIOC through the sharing of best practices to address common challenges.
- Sub-Committee Responsibilities
- To assess common information management challenges, areas of cost savings and efficiencies.
- To foster the sharing and leveraging of information management best practices and policies within the subcommittee membership.
- To promote and facilitate cooperation and collaboration amongst the information management communities across the country.

□ **Current Activities**

- The Sub-committee completed a membership renewal process to ensure all jurisdictions have the appropriate representation to allow the Sub Committee meet its mandate. Replies were only received from NL, YK, NW, AB and five municipalities.
- A draft work plan has been developed from options options voted on by the members; it will be considered by the Sub-Committee at their first meeting on February 1, 2016, when priorities, action plans and leadership will be established.
- The work plan will concentrate in three main areas – Governance and Policy, Competency and Capacity Building, and Emerging Trends and Technologies.

IT Procurement Working Group (Est. 2010)

Chair: Kathryn Bulko, City of Toronto, MISA Central

□ **Mandate**

- Assess opportunities from all levels of government to leverage existing and new I&IT agreements to benefit all participating governments and their citizens.
- The intent of this collaborative effort is to take advantage of the collective spending power and influence of the federal, provincial and territorial governments and MISA to drive better procurement deals that will 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; and, reduce the propensity of I&IT vendors to treat Canadian jurisdictions differently.

□ **Current Activities**

- Collaborated on matters relating to SaaS, IaaS, mainframe outsourcing contracts, Microsoft Cloud, open source, end point security (anti-virus, encryption, host intrusion detection, anti-spam, anti-malware, etc.), consolidation/reduction of number of Value Added Resellers (using a single or minimal number of VARs as opposed for tendering for a reseller for every product), and Apple products.

Cloud Working Group (CWG) (*Est. 2014*)

Co-Chairs: Serge Caron (TBS) & Stephen Gordon (BC)

□ **Mandate**

- The Cloud Working Group to provide 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. CWG 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.
- The Cloud Working Group may in the future formalize and expand its role beyond this interim mandate and the Working Group may revise its mandate as PSCIOC interests are further identified.

□ **Current Activities**

- The GC and jurisdictional partners launched a pan-Canadian Cloud consultation to solicit industry perspective to inform the Crown's Cloud strategy. Gartner supported the Crown with RFI analysis, vendor interviews and recommendations.
- Transition the GC Cloud Working Group from a consultation mandate to a Public Sector Cloud Sub-Committee reporting to PSCIOC to explore specific pan-Canadian cloud opportunities

Information Communication Technology (ICT)

Policy Working Group (Est. 2014)

Chair: Charlotte Ward(ON) Vice Chair: Bill Markiw (MB)

□ **Mandate**

- Enables participating governments to exchange information, policies and best practices related to ICT Policy including
 - discussions on national, provincial and territorial goals, positions and priorities for ICT Policy in each jurisdiction and to test their transferability,
 - to help 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 governments - to increase their capacity to take advantage of opportunities and respond effectively to the challenges of new technologies,
 - to assist the PSCIOC address any common policy issues.

□ **Current Activities**

- Terms of Reference for the ICT Policy Working Group were approved at the last PSCIOC annual meeting.
- Most jurisdictions now participate in this working group (Alberta & PEI have not yet named reps).
- Currently conducting a survey to determine the working group's collective policy priorities for the coming fiscal year and to inform our upcoming meeting agendas/priorities.
- Collaborating with the PSCIOC Cloud Working Group following their invitation to attend some of their meetings so we can all be informed about the policy implications of their efforts.

PSSDC Sub-Committees & Working Groups

Service to Business Task Group (Est. 2010)

Co-Chairs: Paul Pierlot (MB) &

Christian Laverdure (Innovation, Science and Economic Development)

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□ **Mandate**

- The PSSDC established the Service to Business Task Group to act on its S2B priorities; it also has supported Joint Councils' and FPT DMs' Table on Service Delivery Collaboration priorities
- The S2B Task Group has focused on four main priority areas, including:
 - The Business Number
 - Service Bundling
 - Partner Engagement (focus on municipal engagement)
 - Open Data for Business
- Reports, tools and other deliverables have been produced in priority areas

□ **Current Activities**

- Advance Expedited Business Start (EBS) Project
- Utilize Innovation, Science and Economic Development's Service Lab to identify EBS and other S2B opportunities
- Share successful and innovative S2B services and initiatives among jurisdictions' members through "Showcase" presentations
- Identify and establish a collaborative online work space
- Transition the S2B Task Group into an ongoing Community of Practice

Costing Working Group (Est. 2014)

Co-Chairs: Annette Vermaeten (Service Canada) &
Steve Burnett (ON)

□ **Mandate**

- Costing Working Group to develop a common understanding of service delivery costing terminology and methodology and build a Costing Framework that includes common principles and definitions
- To develop a *Service Delivery Costing Guide* to inform an approach to costing across and within jurisdictions in order to facilitate the determination of service delivery costs, including those related to channels, and channel migration/integration in an increasing digital environment.

• **Current Activities**

- Costing Working Group continues to develop a How to Guide based on jurisdictions' best practices in costing methodologies
- Present update and/or final draft of Guide at the winter 2016 meeting

Strategic Directions Working Group (Est. 2014)

□ **Mandate**

The PSSDC established the Strategic Directions Working Group (SDWG) following the Fall 2014 meeting to help guide the ongoing discussion of expanding the Council's priorities. In March 2015, the Council identified a number of potential priorities, based on current trends affecting public sector service delivery.

The Council subsequently narrowed its focus to three emerging priorities for the SDWG to explore further:

1. **Channel Shifting – Lead: Ron Hinshaw (BC)**
2. **Death Notification – Lead: Anik Dupont (Service Canada)**
3. **Service Network Collaboration – Lead: Annette Vermaeten (Service Canada)**

The Working Group has developed concept papers on each of these emerging priorities, to help establish a common understanding of the scope of each and to help determine what, if any, actions need to be taken by the Council in moving these priorities forward.

□ **Current Activities**

At the Sept. 2015 meeting, there was a request for leads of each of the emerging priorities to 'flesh out' items that need further refinement and to report back at the winter 2016 meeting.

Emerging Priority #1: Channel Shifting

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- **Most jurisdictions are focusing on expanding digital service offerings for both citizen and businesses in order to improve service access.**
- **Benefits of increased online service are well known.**
- **Jurisdictions can benefit from robust channel shifting strategies and sharing best practices for enabling and encouraging greater uptake.**
- **Identifying how to close the gap between the demand for online services and the actual use is key to the channel shifting process.**

Emerging Priority #2:

Death Notification

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Through **the death notification initiative**, the Council has expressed an interest in re-examining a 2010 bereavement initiative (formerly entitled the Bereavement Bundle) that seeks to develop a national strategy that could leverage existing vital event data sharing agreements to improve service experience for citizens, and improve program integrity.

While progress has been made over the last 10 years with Vital Events Linkages (VEL) Agreements on how programs are informed of the passing of a citizen, the issue of timeliness of information sent by provincial Vital Statistics Agencies is a central issue that needs to be addressed.

The strategic directions working group recently prepared a **Provincial/Territorial Death Registration and Notification Processes questionnaire** that was completed by P/Ts to gather information in understanding the death registration and notification process for each jurisdiction.

Results will assist in identifying and developing best practices in death notification with a view to improving the service experience for citizens, as well as maintaining the integrity of government programs.

Emerging Priority #3:

Service Network Collaboration

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- Traditional service delivery networks such as in-person and contact centre infrastructure are increasingly challenged from a cost perspective.
- Interjurisdictional collaboration may be a potential solution to addressing efficiency issues, particularly as on-line self service options expand.
- Multiple departments and levels of government are offering similar types of services to the same sets of clients.
- Collaboration on service delivery platforms across all channels (in-person, telephone, digital) could offer additional client-centred service improvements for both citizens and businesses and potential cost savings for governments.

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Other Groups

FPT Deputy Ministers' Table on Service Delivery Collaboration

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The Federal–Provincial–Territorial Deputy Ministers' Table on Service Delivery Collaboration (FPT DMs' Table) will serve as a forum to promote inter-jurisdictional discussion and collaboration on service delivery.

In particular, the Table will:

- ❑ Articulate a pan-Canadian service-delivery vision, taking into consideration the specific context of jurisdictions;
- ❑ Identify priority areas for collaboration;
- ❑ Promote inter-jurisdictional dialogue and co-operation on service delivery issues and provide a forum to establish and meet common goals;
- ❑ Create sub-committees or work groups where necessary and appropriate to advance priority initiatives; and
- ❑ Define outcomes, accountabilities, and evaluation mechanisms for collaborative inter-jurisdictional activities.

The Table will focus on common service delivery topics and issues, and will not make decisions regarding government programs, such as motor vehicle, vital statistics, and taxation program policy.

Digital ID & Authentication Council of Canada (DIACC)

Joni Brennan, DIACC

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DIACC has been invited by the Joint Councils to report back on current activities.

□ **Mandate**

- Catalyst of changes and set the strategic direction for digital ID and authentication for the public and private sectors in Canada

□ **Current Activities**

1) Trust Framework:

DIACC investment to create structure around work being done by current leaders

2) Trustmark:

DIACC investment to create a brand for the trust framework and the principles of the whitepaper

3) Create A Mid-term Funding Model:

Long-term: Self-sustaining approval/licensing of trustmark

Mid-term: Private/public matching funds similar to approach by Open Data Institute, DIACC to write up a similar proposal for various granting bodies (e.g., Government of Canada, Provinces, CIRA)

4. Member Engagement / Next Proofs of Concept with Ontario, etc.