

PUBLIC SECTOR SERVICE DELIVERY COUNCIL (PSSDC) MEETING October 28, 2021

Record of Decision v2

Item	Topic / Discussion	Decision / Action
1.	<p>Mark Burns, PSSDC Co-Chair, YT, provided welcome remarks.</p> <p><u>ADMINISTRATIVE MATTERS:</u></p> <p>A) Approval of the Record of Decision February 25th, 2021 Virtual PSSDC meeting. Record of Decision of PSSDC meeting of February 25th, 2021 has been adopted without changes.</p> <p>B) Acceptance of October 28th, 2021 Virtual PSSDC Meeting Agenda PSSDC meeting agenda of October 28th, 2021 has been approved, without changes.</p>	<p><u>Decision #1:</u> Record of Decision of February 25, 2021 PSSDC meeting approved without changes.</p> <p><u>Decision #2:</u> Agenda of October 28, 2021 PSSDC meeting approved without changes.</p>
2.	<p>2. DIGITAL IDENTITY – Progress report on Digital Identity and Proof of Vaccination (TAB 2)</p> <p>Peter Watkins (Program Executive, Pan-Canadian Digital ID) provided a progress report on Digital Identity work. He acknowledged the support and work by the Jurisdictional Experts on Digital Identity (JEDIs). He reminded members that each jurisdiction is represented at the JEDI Table and members should connect with their JEDI to be briefed on this file. One of the objectives of the JEDI Table is to brief Council members on this file. Peter talked about the key elements of Pan-Canadian Digital Identity plan, what is next to advance Pan-Canadian Digital Trust/Identity, he introduced the concept of a dashboard to assess a jurisdiction level of readiness to move Digital ID forward, and the conditions to advance implementation. <i>(Please refer to the TAB 2 in the meeting package)</i></p> <p>Conditions to Advance the Implementation of a Digital Trust & Identity Solution:</p> <ol style="list-style-type: none"> 1. Mandated Priority: Organization must demonstrate a clear commitment to enhance digital services. Providing clients with their data in a trustworthy digital form must be a priority across all levels of government. 2. Senior leadership: Assign the task of producing and overseeing a digital trust and identity solution to a leadership role. A key responsibility of this role should be to engage with leaders across organizations. A dedicated resource to complete this work is essential because solutions for digital trust and identity is behind the scope of single organizations. 	<p><u>Action Item # 1:</u> Peter Watkins to present to the FPT DMs' Table on the lessons learned from the implementation of Proof of Vaccination to inform the advancement of Digital Identity.</p> <p><i>Peter Watkins will continue to brief members on the work relate to Digital ID at Joint Councils.</i></p>

3. Committed Funding: Ensure the necessary budget has been allocated to complete the work. The budget should include room for expansion during the fiscal year to ensure teams can be assembled.
4. Delivery Teams for Implementation and Operations: Ensure there is a strong and capable in-house team of dedicated public servants to support the work of a digital trust and identity solution. Augment capabilities from expert contractors and/or vendors in specific areas (i.e., software development, service design, and implementation).
5. Open Collaboration & Alignment Across Jurisdictions: Ensure all jurisdictions embrace the use of modern, agile, and digital methods for design, development, and delivery. This will reduce risk and accelerate implementation. Openness and collaboration will also generate results and boost alignment across jurisdictions

Members' Discussion:

- Mark Burns (PSSDC co-chair, YT) commented that currently there is a downloadable proof of vaccination certificate available in most provinces. That is possible using QR code, the public keys and be able to verify the issuers, so people are confident in who created the credentials. It ensures that the content of the certificate has not been altered after it was created. There is a foundational piece, a credential of proof of who the person is (digital ID). He asked Peter to talk about the evolution of verified person piece and how that would look like using PoV as a use case.

Peter Watkins (Program Executive, Pan-Canadian Digital ID) responded that to move digital ID forward, there is a need to improve upon many aspects of the solution that was deployed for proof of vaccination. The work on PoV came together quickly and is working well, but it is not extensible to other things. There is a need to have connection between the information that is held in one program area (health records) and information related to the legitimacy of the individual to match the name to the date of birth. There is a large population, the names, and dates of birth match for multiple people, however, in some circumstances, people don't have their names aligned in the database. A verified person credential could have been factored into the creation of the PoV, although there was no time to work on this. Jurisdictions were pressed to create a PoV in a matter of weeks. Besides the verified person, what is also needed is a proof of business registration and ownership credential. The business requires a proof of verified person credential. The foundational aspects of that cannot be ignored. That problem needs to be solved to have credible digital services and credible digital experiences. For this to work across the country (interoperability) all jurisdictions along with vital statistics and corporate registrars are required to work together. There are certain jurisdictions that have digital services that are struggling because they cannot engage users from outside their province as they don't have the verified person credential from the other jurisdiction. It is important to find a way to deliver this and move beyond the conversation and pilots and begin implementation.

- Catherine Bennett (PSSDC co-chair, ESDC/Service Canada) thanked Peter and stated that the dashboard (jurisdictional readiness to advance digital ID) is great overview and should be used for Digital Identity to see progress. Each jurisdiction has its own priorities and needs and what is being mandated but if people want to advance digital ID, need to structure a different kind of dialogue. She inquired if Peter could come and present to the FPT DMs' Table on Service Delivery. The Proof of Vaccination is a great use case; however, they have to start looking at digital ID in service delivery, what we have learned about Digital ID in Canada so far in terms of obstacles, challenges, how we can resolve this and move forward. Need to better communicate the value proposition to senior executives.

- Bev Dicks (BC) noted that DMs' interest in digital identity is extremely high. There is an opportunity for Councils' members, as service delivery leaders across Canada, to take charge and move this forward.

Peter Watkins responded that he understands that it may be difficult for some jurisdictions to disclose that they don't have the mandate or the right leadership to move Digital ID forward. This needs high priority and it's been held as a high priority for many years. Some people want to acknowledge the hard work that they are doing but are they really operating with a mandate, budget and teams that allows this to be a high priority and being able to deliver?

- Mark Burns commented that an important thing for PSSDC is the trust of service delivery across the country. Peter articulated a business case, which is tying digital identity to support business recovery and economic progress. It is going to be a compelling value proposition that it's going to drive adoption of Digital ID in the same way that they had rapid delivery of PoV. The question for PSSDC is whether this is going to be a compelling value proposition across Canada to keep the momentum behind Digital ID and keep it at an urgent and important pace as we saw with proof of vaccination. Is business pandemic recovery going to be compelling enough to push this to the finish line? Is digital ID more important than all the other things that are competing for time, attention, and resources across the country? What do members think of this value proposition for economic recovery? Digital ID plays a large role in this recovery.
- Judy Ross (NB) stated that the economy in NB is going well and in some ways a lot better that it was pre-pandemic. Their population and tax revenue grew, she wasn't sure if digital identity is going to be a priority for NB. Health Care is a priority, and there are numerous other government priorities higher than economic recovery and digital identity. She was asking why they were shifting from citizens to business focus, given the progress they need with the Health ID and PoV and why they are not building on that versus shifting over to business?

Peter Watkins responded that the goal here in mentioning economy recovery is trying to build a narrative or compelling case that would get senior leaders focused on moving digital ID forward. Digital identity plays a larger part in this economic recovery. Many jurisdictions are in the process of modernizing their business registries. There is a lot of overhead in small operating and administering small businesses in Canada. The transactions could have value that could be enabled on that. What type of shared narrative could be constructed that could be motivational and begin to drive this forward. Need to stop thinking of digital identity as a thing or abstract but rather digital identity to modernizing business registration to support economic recovery (digital proof of business registration and ownership) and engaging other partners in this work such as corporate registrars.

- Jackie Stankey (AB) agreed with ESDC and BC's comments related to the Deputies' table in terms of PoV in their jurisdictions that have been developed and at the federal level for international travel. Before they pivot over to business should they focus on how that is going to work? Would those credentials issue once or both in each jurisdiction and for travel? It would be beneficial to have all the pieces of the puzzle in place. For domestic travel, Alberta anticipates their citizens moving between provinces and territories. The roadmap to where they move next, there is a narrative for recovering for business. Are the not for profits under that business umbrella? She recommended sorting through the citizens identity piece, get that, and solidify it before moving to the business stream, to leverage the citizen identity for business. She was inquiring if there were connection and dependencies there.
- Colin McDonald (MB) stated that the businesses are a good place to start because it is a safe place. When they designed their models for the immunization card, they were constructing some of the underlying requirements for digital identity and how this would interact with their biggest customers from the health care side. They had a vision in mind at the time, and they can tap this into digital identity. Are the other services in government ready to consume digital ID

	<p>and make use of it? There are legislative, regulatory and all kinds of barriers to make this happen, but it is not impossible, there is a lot of planning and thinking to be done for policy, legislation and for technology, technology is the easy part.</p> <p>Peter Watkins responded that he would like the community motivated to advance the work on digital identity. He was impressed on how all the jurisdictions got through the complexities of the PoV. They could come together and there is a way to acknowledge the issues and a way to resolve them. They might not know what the issues are until they begin to work on this but need to start somewhere. Can the Councils help to move work in this direction?</p> <ul style="list-style-type: none"> • Bianca Tomazeli (MISA, City of Montreal, Open Source WG co-chair) stated that she works with six big cities in Canada on digital identity. In Montreal, they had that priority before COVID and when the pandemic started, they saw a higher urgency at the municipal level to deliver online services. They need to identify and confirm the identity of a person or business. We have services for citizens and businesses. They are trying to address and overcome all the issues that Peter referenced. There is an opportunity for the JEDI group, and it is important to leverage those who are smaller jurisdictions or have different types of issues. The need for service delivery at the city level is higher compared to provinces and federal government. • Rob Devries (ON) reaffirmed that the cities need for identity is real and pressing. They need to learn from each other. There are jurisdictions like AB, BC, QC and ON that are going through this in terms of what are the legal authorities they need, what are the learnings applicable to the vaccine credentials that they are issuing the data to the citizens in a format that gives them control over it. If we don't act now, there are numerous opportunities for irresponsible use of data. They saw wallet providers and third parties moving into the market rapidly. They will scoop the government on the issue of foundational and secondary identity creation. The government is the underpinning of trust when it comes to how they have controls over the issuance and use of identity. The risks are real and need to think about this and act together fast. 	
3.	<p>RESEARCH & STRATEGIC INTELLIGENCE - Importance of Citizen Satisfaction Research (<i>Refer to TAB 3</i>)</p> <p>Richard Dalpé and Tareq Al-Shumari, Research Committee Co-Chairs, provided a review of the Research Committee mandate to identify key insights of the Citizens First Survey and recommendations for possible action by the Councils to identity next steps.</p> <p><u>Recommendations for Joint Councils' Consideration:</u></p> <ol style="list-style-type: none"> 1. Service Reputation: Task the Research Committee to conduct an analysis of available research to further investigate this trend by identifying service reputation as a topic to be featured on a Joint Council's Executive Monthly Report. 2. National Basket of Service Scores: Invite the ICCS and Ipsos to a Joint Council's meeting to further discuss and share insights on the data that illustrates this decline. 3. Trends in Channel Usage: Identify trends in online channel use as a topic to be featured on a Joint Council's Executive Monthly Report. The Research Committee will explore available research to analyze this trend. 4. Expectation and Time Spent Online: The Joint Councils should host a session on this issue to identify strategies to narrow the gap on client expectations for service delivery times. 5. Digital Identity: The Joint Council's Digital Identity Program should leverage the findings in the report to support the ongoing work to develop the Pan-Canadian Digital Identity Plan. 	<p><u>Action Item #2A:</u></p> <p>The ICCS to report back on an analysis of CF2020 results on service reputation scores to further investigate this trend (high levels of service reputation vs lower levels of service experience satisfaction).</p> <p><u>Action Item #2B:</u></p> <p>PSSDC members were asked to share any other citizen satisfaction research work or results to better inform the discussion around measuring and understanding client satisfaction, e.g.; by client segment.</p>

6. Perception of Government COVID-19 Response: Review client perception of government COVID-19 response efforts in a year to identify if there is a long-term effect on client satisfaction levels.

Discussion questions:

- Which, if any, of the Report's recommendations should be pursued by the PSSDC?
- How can the Research Committee help advance this work?
- How can the findings of CF2020 influence the future mandate/activities of the PSSDC and Joint Councils?

Members' Discussion:

- Catherine Bennett (PSSDC co-chair, ESDC/Service Canada) inquired about the disaggregated data which was of great concern for the Government of Canada and the need to look beneath the trend line. Are there groups of Canadians who are less satisfied in terms of their experience or have major reservations about service delivery? Can we get a better understanding of the client base, where those disparities are, to ensure better design of services to address concerns, needs and preferences? Would that be something to investigate further?

Richard Dalpé responded that it would be a great opportunity for the ICCS for forward iterations of the survey to investigate this area further.

- Dan Batista (ICCS Executive Director) added that the Citizen satisfaction research work had a limited sense in terms of demographics and do not have that level of precision. There is however the opportunity to take this data and do further analysis. There is a dichotomy between high levels of service reputation versus lower levels of service experience satisfaction worth noting. That shows that there is a lot going on, there are emerging approaches in the field that look at emotional engagement and what citizens are feeling. The ICCS is starting to look at this emotional angle will bring back to the Councils in the near future. The ICCS designed the study in 4 waves, and this was important because we could see the impact early on. A lot of that has to do with trust and confidence in government/public sector leaders/politicians. When you see initial interaction released to the public about what was happening, keeping people informed, the scores jumped up. In time, the fatigue started, suspicion, dissatisfaction with the same message there is a weakening in service reputation in the last waves of the study. There is much to be examined in this specific period. We have an opportunity to delve further to provide greater precision in terms of what is happening.
- Catherine Bennett noted that most jurisdictions are doing Client Satisfaction Research and it would be valuable to take some of the key findings and drill down on Citizens First. She asked members to share other citizen satisfaction research material/results that they have available as this can contribute to this discussion.

During the meeting, a poll was taken for members to rank the recommendations in order of priority.

Poll results in order of priority:

1. Trends in channel use: 32% (15)
2. Digital Identity: 21% (10)
3. Expectation of time spent online: 15% (7)
4. Service reputation: 13% (6)
5. National Basket of service scores: 8% (4)
6. Perception of gov response to pandemic: 8% (4)

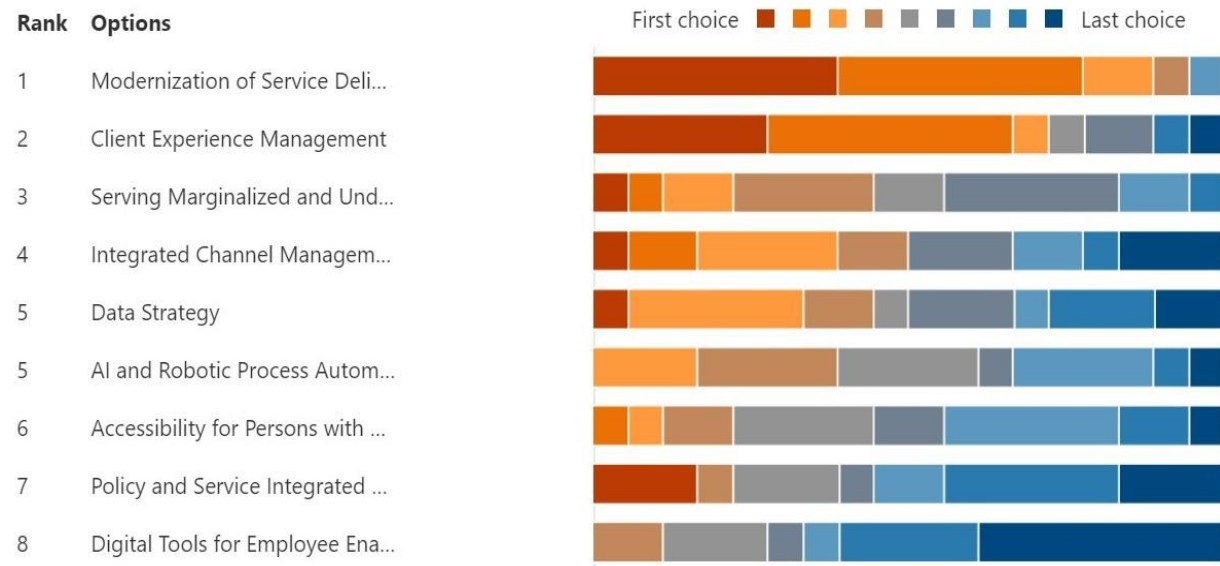
Action Item #2C:

Research Committee Co-Chairs to review poll results on the recommendations for planning of future Research Committee activities and/or to use topics for the monthly executive reports.

	<p>The Research Committee Co-Chairs to review the poll results for planning of future research activities and/or use topics for monthly executive reports.</p>	
4.	<p>PSSDC PATH FORWARD (Refer to TAB 4)</p> <p>Mark Burns (PSSDC Co-Chair, YT) presented on the PSSDC Path Forward.</p> <p><u>Looking ahead – Opportunities for the PSSDC</u> Looking beyond COVID-19 and the implications for long term service delivery in the new normal, there are opportunities to increase the value proposition of PSSDC by:</p> <ul style="list-style-type: none"> ▶ Building a forward agenda that: <ul style="list-style-type: none"> • Enables the Council to be at the forefront of the strategic evolution of service by talking about issues and emerging trends that are or soon will be pre-occupying service leaders • Optimizes opportunities of using the key takeaways from strategic discussions to proactively engage others and inform jurisdictional efforts and results ▶ Reflecting on the approach and format of PSSDC meetings to: <ul style="list-style-type: none"> • Better tap into the brain trust of members and subject matter experts to allow PSSDC to be that pathfinder to innovation that will improve the client experience of government services • Facilitate more interactive forums (e.g., panel discussion) that brings together subject matter experts within jurisdictions and from other sectors ▶ Building a closer relationship with the FPT DMs' Table to: <ul style="list-style-type: none"> • Develop a symbiotic relationship that empowers PSSDC and the FPT DMs' Table to shape and bring leadership to the service delivery landscape of the future <p><u>Discussion Questions:</u> ▶ Do members agree that the top priorities identified through the member vote are what PSSDC should tackle over the next 6 to 9 months?</p> <p><u>Results of the ranking of topics by PSSDC members in order of priority:</u> #1 Modernization of service delivery #2 Client Experience Management #3 Serving Marginalized and Underserved Populations #4 Integrated Channel Management #5 Data Strategy #6 Artificial Intelligence - Robotic Process Automation #7 Creating Accessible Services for Persons with Disabilities #8 Policy and Service Integrated and Agile Design #9 Digital Tools for Employee Enablement.</p> <p><u>For full poll results, click on the following link:</u> https://forms.office.com/Pages/AnalysisPage.aspx?id=5cGAW45ZIO-mQnK53fZj62kPjvbwIGNNs3QxPkGERUMkJHMVA3WVNSS1RIWEdNU1NUNDJIRIVWWS4u&AnalyzerToken=QISm36OPgvz01ethDnG6is6Fn4ZLQjwj</p>	<p><u>Action Item #3:</u> The results of the ranking of topics of interests by members in order of priority for planning of future PSSDC meeting agendas:</p> <ol style="list-style-type: none"> 1. Modernization of service delivery 2. Client Experience Management 3. Serving Marginalized and Underserved Populations 4. Integrated Channel Management 5. Data Strategy 6. Artificial Intelligence and Robotic Process Automation 7. Creating Accessible Services for Persons with Disabilities 8. Policy and Service Integrated and Agile Design 9. Digital Tools for Employee Enablement. <p>The ICCS Secretariat to work with the PSSDC Co-Chairs to develop the Bring Forward agenda for upcoming PSSDC meetings.</p>

1. Please RANK the following topics in order of priority (1: most important to 9: least important)

[More Details](#)



Mark Burns asked as to what other areas are key issues to advance and what are the emerging topics expected to inform existing priorities or become new focus areas? Which topics that were discussed in the last 12 months should be brought back for further discussion or action?

- ▶ In terms of mechanics and process:
 - Do members agree there is a need to prepare, stage and format these agenda items bringing in the right subject matter experts to produce meaningful outcomes - "the so what for service" - and position PSSDC as pan-Canadian and jurisdictional thought-leaders?
 - Are members able to lead or co-lead forward agenda items in collaboration with ICCS, the PSSDC Co-Chairs, and related working groups/communities of practice to make this happen?
- ▶ Do members see value in building a stronger symbiotic relationship with the FPT DMs' Table to influence the delivery of better services for Canadians? Could inviting the FPT DMs' Table Co-Chairs to a discussion with PSSDC be helpful?

Next Steps:

- ▶ Draft the PSSDC strategic forward agenda for the next 6-9 months based on the outcomes and poll results from today's meeting.
- ▶ Implement the decisions and action items around PSSDC meeting planning, and leveraging FPT DMs' Table efforts/discussion

	<p>Catherine Bennett stated that there is a FPT DMs' Table on Service Delivery and there is an opportunity for collaboration between both tables to better understand issues and opportunities around service delivery. There is an opportunity to build a stronger linkage between the PSSDC and FPT DMs' Table, respecting the unique nature of each table, as the PSSDC is not constituted to report to DMs' Table, but the two can benefit in interacting with each other. How can we build that relationship with the FPT DMs' Table to strengthen service delivery collaboration?</p> <p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> Jackie Stankey (AB) mentioned that some topics are interrelated. The first two topics on modernization of service delivery (fast tracked with the pandemic) also shifted to digital considering that contact centres were impacted. The services to marginalized and underserved population is very timely. Alberta and ESDC/Service Canada are working close with engagement sessions in Alberta on diving deeper into those issues. It is a timely conversation to ensure that populations are not left behind. The Digital Tools for Employee Enablement was important too, giving the McKinsey presentation on the future of work presentation and understanding their workforce, their talent, and how they are going to continue to work in the future, providing them with the digital tools, which is a bit of a gap currently. That is also a topic of ongoing discussion at the Deputies' table. Bev Dicks (BC) thanked Mark and Catherine for the presentation. She also thanked Mark for the energy and passion in highlighting the value of the PSSDC as a service delivery improvement table. This table can work collaboratively and move things across Canada. The PSSDC can bring to the Deputies' table the successes on what has been accomplished and the issues or challenges we are facing, the DM's Table in return can add value by helping to advance these discussions at a more senior level and even helping in pushing for resources. <p>Catherine Bennet commented that the co-chairs will work together to build those bridges and strengthen the relationship between the FPT DMs' Table and the PSSDC. The co-chairs and the ICCS will work on the results of the poll and develop a bring forward agenda based on outcomes of this meeting. She asked members to send further feedback on these priority topics or if there was something missing from the presentation.</p> <p><u>Additional topics noted from the meeting evaluation feedback:</u></p> <ul style="list-style-type: none"> Client complaints and complaint management as we have seen a shift in the way clients interact with us during COVID. Future of Work as a topic, as it is tightly coupled to #1 (Service Mod) #2 (Client Exp) and Digital Tools/Talent Human Capital Management. 	
5.	<p>MSDO Showcase - Dynamic Delivery: Virtual Learning in the Customer Contact Centre (TAB 5)</p> <p>Nicole Gittens-Johnson, Trainer, Community Connections, Service Excellence & Innovation, Regional Municipality of Peel and Kim Aldridge gave a presentation on Dynamic Delivery: Virtual Learning in the Customer Contact Centre.</p> <p>Mark Burns (PSSDC co-chair, YT) thanked Nicole for the presentation.</p> <p>No comments or questions were raised.</p>	<i>No action item identified.</i>

6.	<p>Other Business</p> <p>A. P/T co-chair for the 2021-2022:</p> <p>Catherine Bennett thanked Mark Burns for accepting to continue for one more year as P/T co-chair.</p> <p>Maria Luisa Willan thanked Mark Burns for his leadership in the last two years and for agreeing to continue for another year. The secretariat sent out a call out for P/T Co-Chairs but there were no volunteers or nominations for the role. Mark agreed to a one-year extension, as allowed under the PSSDC Terms of Reference.</p> <p>Members endorsed Mark Burns as P/T co-chair until September 2022. The ICCS Secretariat will seek to identify a new co-chair in early 2022. The new P/T Co-Chair would assume the role after the September 2022 meeting.</p> <p>B. PSSDC Treasurer's Report</p> <p>Linda Maljan, PSSDC Treasurer, NT, stated that the financial documents are in the package. The PSSDC is in a healthy financial position as members continue to pay their contributions. They have sufficient funds for initiatives and projects of the Councils. The financial statements are up to the end of July 2021, they don't reflect the decision made by members after that date. The membership dues for 2022-23 will remain the same and information is in the binder.</p> <p>Maria Luisa Willan added that the invoices for annual contributions for 2022/2023 will be sent out in January 2022.</p> <p>Catherine Bennett thanked Linda Maljan for her support as treasurer and for the financial update. She commented that in terms of the discussion on what the PSSDC would like to focus on, if more resources are required, they could leverage these funds to do some work.</p> <p>C. PSSDC Information Sharing</p> <p>Maria Luisa Willan noted that the PSSDC information sharing has been tabled at the JC meeting. Based on the conversation on path forward, it validates the common issues across the country that were identified in the analysis. She added that the PSSDC Action Item list is available in the meeting binder. The bring forward agenda is under development and the secretariat will work with the PSSDC co-chairs in developing the bring forward agenda and will circulate to members when ready.</p> <p>She advised members that there is an update report from the Contact Centre CoP, and she highlighted that the group is seeking representatives for the group from the following jurisdictions: NL, PEI, NU, YT. Members from these jurisdictions are encouraged to identify a representative.</p> <p>Catherine Bennett thanked the ICCS secretariat for the updates and for the work in putting the meetings together with an interesting and dynamic agenda. This helps members to focus on the right things.</p> <p>She thanked everyone for their participation and contribution.</p> <p>Mark Burns thanked members, presenters and the ICCS secretariat. The meeting adjourned at 3:00 p.m. EDT.</p>	<p><u>Decision #3:</u> PSSDC Members endorsed the one-year extension for Mark Burns to serve as P/T co-chair until September 2022.</p> <p><u>Action Item #4:</u> ICCS Secretariat to send out a call out for PSSDC P/T Co-Chair in early 2022.</p>
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Attendance

PSSDC Co-Chairs

Catherine Bennett	ESDC/Service Canada
Mark Burns	Yukon

PSSDC Members

Mark Arsenault	Prince Edward Island
Sylvain Beauchamp	Immigration, Refugees and Citizenship Canada
Bev Dicks	British Columbia
Shelley Darlington	MSDO, Norfolk Region
Lori Doran	Indigenous Services Canada
Kathryn Durkin-Chudd	Manitoba
Sherry Fogwill for Mark Healy	Newfoundland and Labrador
Mitch Freeman	Veterans Affairs Canada
Roxanne Hersack	Alberta
Gillian Latham	Nova Scotia
Michelle MacFarlane	Nova Scotia
Linda Maljan	Northwest Territories
Michelle Orth	MSDO, Region of Peel
Denis Poirier	Indigenous Services Canada
Lisa Raddysh	Saskatchewan
Sonya Read	Treasury Board of Canada Secretariat
Judy Ross	New Brunswick
Cameron Sinclair	Ontario
Jackie Stankey	Alberta
Silvano Tocchi	Canada Revenue Agency

PSSDC Observers

Tareq Al-Shumari	Ontario
Sultan Ahmed	ESDC/Service Canada
Claire Ashton	British Columbia
Jean-François Biron	Québec
Guillaume Charest	ESDC/Service Canada
Alex Coleman	Ontario
Angela Colombage	Manitoba
Richard Dalpé	Treasury Board of Canada Secretariat
Rob Devries	Ontario
Ann Dolan	New Brunswick
Jason Doiron	Northwest Territories
Edward Dodd	Ontario
Chris Durham-Valentino	ESDC/Service Canada
Cathy Evans	Immigration, Refugees and Citizenship Canada
Robin Flaherty	ESDC/Service Canada

Michael Goit	Treasury Board of Canada Secretariat
Paul Jackson	Innovation, Science and Economic Development
Marc-Etienne Joseph	ESDC/Service Canada
Margo McCarthy	ESDC/Service Canada
Colin McDonald	Manitoba
Trevor Milne	ESDC/Service Canada
Necie Moulard	Newfoundland and Labrador
Kitiya Myles	Immigration, Refugees and Citizenship Canada
Adam Peters	Prince Edward Island
Kristy Ready	Canada Revenue Agency
Charles Ruby	Québec
Louis Simos	Ontario
Tracy Wood	Prince Edward Island
Bianca Tomazeli	MISA, City of Montreal
Dan Batista	Executive Director, ICCS
Peter Watkins	Program Executive, Pan-Canadian Digital ID
Michael Dziong	Research Manager, ICCS
Linda Robins	Manager Business Operations, ICCS
ICCS Secretariat	
Maria Luisa	Director, National Councils (PSSDC & PSCIOC)
Stefania Silisteanu	Coordinator, National Councils (PSSDC & PSCIOC)