

PSSDC Information-Sharing Template – February 2018

JURISDICTION: ESDC/Service Canada	
Accomplishments and Priorities <i>Progress, and/or significant milestones achieved in your jurisdiction over the past 6-12 months and top service delivery priorities/initiatives over the next 12 to 36 months.</i>	Contact
<p><u>Multi-Year Service Transformation Plan</u> From January to September 2017, the Department undertook an agile innovative process involving co-creation and human-centred design to develop a multi-year Service Transformation Plan (STP) that will achieve the goals set out in the ESDC Service Strategy. This collaborative process brought together a group of employees from across the Department, as well as private-sector expertise, and included direct citizen engagement to co-design and prototype options to improve the future client and service experience.</p> <p>In September 2017, the Department established its own Acceleration Hub. The facility is being successfully leveraged to provide a collaborative space for co-creation, to facilitate an iterative and agile process to drive innovation and to engage employees and clients to find innovative solutions and improve services.</p> <p>Work is underway to implement the STP and deliver tangible service improvements over the next 18 months. The Department has already delivered on a series of STP commitments, including expanding its automatic enrolment of the Old Age Security (OAS) pension to include the Guaranteed Income Supplement (GIS), effective December 2017. Five additional short-term solutions are currently in progress with additional short-term commitments to be launched in early 2018.</p> <p>The Department formally launched the Service Transformation Plan (STP) in February 2018 with a comprehensive communications and engagement strategy for employees. Through a medium-term planning exercise, a refresh of the STP is also underway to ensure new and emerging priorities are reflected.</p>	<p>Jason Choueiri, Director General, Transformation Planning, Design and Oversight, Transformation and Integrated Service Management Branch</p>
<p><u>Benefits Delivery Modernization</u> Benefits Delivery Modernization (BDM) is focused on increasing client self-service and automation, streamlining business processes and addressing the risks associated with aging information technology, including software. It will explore policy and legislative changes to simplify service delivery to provide client-centric services that are easy to use, effective and sensitive to the needs of clients.</p>	<p>Fred Begley A/ Director General Enterprise Major Project Execution,</p>

<p>In October 2017, BDM received Treasury Board (TB) authorities to move into the Program Definition phase including Advanced Contract Award approval for ESDC to onboard a Transformation Program Office. The Contract for the TPO was awarded in December 2017.</p> <p>Program Definition is expected to last approximately 12 to 18 months. During this phase, the Department will deliver: designs for modernized service delivery co-developed with clients and employees; detailed planning required to successfully implement modernized technology solutions; the procurement for a solution that will launch the implementation phase of work; and final preparations for implementation including assembling the core team.</p>	Transformation and Integrated Service Management Branch
<p><u>Hosted Contact Centre Solution</u></p> <p>ESDC is planning for the implementation of a Hosted Contact Centre Solution (HCCS), a modern and supported technology that will provide enhanced functionalities to support the Department's future business requirements.</p> <p>Preparations are underway for the migration of Service Canada's call centre network to the new platform throughout 2018-19.</p> <p>The Department has prioritized implementation for the Specialized Call Centre network first, given its reliance on a legacy infrastructure. Implementation for the first wave of call centres is scheduled to be completed in 2018-19 fiscal year.</p>	Fred Begley A/ Director General Enterprise Major Project Execution, Transformation and Integrated Service Management Branch
<p><u>Canada Pension Plan Service Improvement Strategy</u></p> <p>ESDC is implementing a series of improvements to the delivery of the Canada Pension Plan (CPP), including the Canada Pension Plan Disability (CPP-D) benefit, by streamlining and automating processes, improving workload management, enhancing electronic services and improving quality assurance.</p> <p>In October 2017, the Department introduced Invitation to Apply letters promoting the online application and providing individuals with information and access to this service. Four different letters were designed using Behavioural Economics and are being tested to validate impacts to online take-up. At the same time, the Department increased its e-services, with seniors now being able to view the status of their application for all CPP and OAS benefits through My Service Canada Account (MSCA).</p>	Megan Kennedy Director General, Major Project Execution, Transformation and Integrated Service Management Branch

<p>Beginning Winter 2017-18, the Department is piloting a national CPP-D client engagement model focused on improving client service by enhancing communication with clients throughout the application process, and ensuring that the client has provided all information to help make the correct decision and improve the sustainability of initial decisions.</p> <p>ESDC will focus on streamlining and simplifying the application processes and the implementation of online application processes for all CPP benefits and provisions by September 2019.</p>	
<p><u>Old Age Security Service Improvement Strategy</u></p> <p>ESDC is modernizing the delivery of the Old Age Security (OAS) program by improving services to eligible Canadian seniors, including low-income individuals, while also generating efficiencies in the processing of OAS benefits.</p> <p>On November 27, 2017, OAS Automatic Enrolment was expanded to include GIS. This expansion has enabled the Department to automatically enroll up to 17,000 seniors each month for the GIS benefit by using existing data from the Canada Revenue Agency (CRA) and the Department.</p> <p>ESDC developed an interactive OAS Program Toolkit to assist third parties (i.e., non-government organizations) in their work with Canadian seniors and pre-seniors. It includes an overview of the OAS program, the steps required to complete benefit applications, an interactive flow chart to determine client eligibility, as well as information on related benefits. The toolkit was posted on Canada.ca on October 1, 2017, coinciding with National Seniors Day. As of November 2017, the toolkit has been accessed 5,805 times and downloaded 3,080 times.</p> <p>ESDC has also developed an integrated OAS / GIS application to reduce the need for stand-alone application processes for the OAS basic pension and GIS. The Department undertook a pilot of the integrated application, from May to September 2017, to ensure that all relevant needs and concerns of clients and internal ESDC staff are addressed prior to full deployment.</p> <p>ESDC has begun implementing the final phase 3, which will include: automatic enrolment for GIS recipients, migration of OAS legacy systems to the same IT platform used by the CPP, implement e-services and implement business process improvements.</p>	<p>Megan Kennedy Director General, Major Project Execution, Transformation and Integrated Service Management Branch</p> <p>Barbara Curran Director General, CPP and OAS, Transformation and Integrated Service Management Branch</p>

<p><u>Review of Service Standards</u></p> <p>As a part of its commitments to improve services to Canadians, the Government of Canada is reviewing all service standards. Among its initial achievements, ESDC has implemented improved service standards for new clients applying for Canada Pension Plan Disability benefits in order to enhance the service delivery and operations. These new and revised service standards for clients with a terminal illness or a grave condition were implemented in October 2016.</p> <p>ESDC is currently undertaken service standard reviews related to the delivery of Employment Insurance, Canada Pension Plan and Old Age Security programs.</p> <p>In 2018-19, the Department's focus will shift to developing an implementation roadmap to guide next steps.</p>	<p>Ron Meighan Director General, Program and Service Oversight EI, Transformation and Integrated Service Management Branch</p> <p>Barbara Curran Director General, CPP and OAS, Transformation and Integrated Service Management Branch</p>
<p><u>Social Security Tribunal of Canada Review</u></p> <p>The Government is committed to providing a quick, effective and efficient system of appeals that will ensure that Canadians get the support they need when they need it most. To that end, ESDC committed to undertaking a review of the Social Security Tribunal of Canada (SST) in 2017 in response to the recommendation of the Standing Committee on Human Resources, Skills and Social Development and the Status of Persons with Disabilities (HUMA) report and the Service Quality Review (SQR) Panel.</p> <p>The review has been completed and the final report was released on January 5, 2018 along with a ministerial statement highlighting that the SST will be reformed, resulting in a Tribunal that places clients at the heart of the appeal process at all level. The statement further underlines that an action plan is being developed and it will focus on improvements that are important to Canadians and stakeholders: providing a recourse process which is client-centric, faster and simpler. Stakeholders will also have a role in shaping the renewal of the recourse process through their continued engagement as changes are explored and implemented.</p> <p>The Department will develop a comprehensive action plan that will have both short and long term improvements, many of which will focus on improving service delivery for EI, CPP, and OAS applicants. The government intends to release the action plan that reflects input from stakeholders in the coming months.</p>	<p>Danica Shimbashi Director General Social Security Tribunal Project Office, Transformation and Integrated Service Management Branch</p>

<p><u>Integrated Service Management</u></p> <p>An Integrated Service Management (ISM) function has been established to ensure that the delivery of services is managed holistically, at the same time as delivering on the objectives and client management priorities of ESDC as a whole. The advancement of the ISM agenda is critical to the success of the departmental service transformation agenda, considering that ISM defines the enabling environment.</p> <p>The ISM agenda would mature seven (7) departmental capabilities:</p> <ol style="list-style-type: none"> 1. Integrated resource planning; 2. Integrated workload management; 3. Integrated view of all operations; 4. Integrated quality management; 5. Integrated performance reporting and analysis; 6. Integrated change management; 7. Horizontal leadership and governance. <p>Nine initiatives are currently being implemented to advance the first three capabilities. This work will continue into the 2018-19 FY. In addition, other initiatives will be developed to support the remaining four capabilities.</p>	<p>Russell Egan Director General, Integrated Service Management, Transformation and Integrated Service Management Branch</p>
<p><u>Direct Deposit and Address Information Sharing</u></p> <p>Direct Deposit and Address Information Sharing Initiative (DAISI) is a collaborative initiative between ESDC and the CRA that will allow clients to update their address and banking information with one organization and have it shared with the other. The initiative will be phased in over a period of four years, with the first phase focusing on direct deposit between the CPP and CRA programs.</p> <p>On November 27, 2017 the Departments soft-launched the first iteration of the service to share direct deposit information, by client consent, between the CPP program and CRA programs. Work is ongoing to develop future iterations.</p>	<p>Megan Kennedy Director General, Major Project Execution, Transformation and Integrated Service Management Branch</p>
<p><u>Respecting Gender Diversity</u></p> <p>ESDC recognizes the importance of ensuring that clients can apply for programs and services in a way that is respectful of gender diversity while acknowledging that there is an ongoing need for programs to collect gender information, including for Gender Based Analysis + purposes.</p>	<p>Christine Campbell, Director General, Service Policy and Strategy, Strategic</p>

<p>In October 2017, ESDC implemented changes to public-facing material and procedures for the SIN program to make the provision of gender information optional for clients and to add the third option for gender. In August 2017, Immigration, Refugees and Citizenship Canada (IRCC) added an “unspecified” sex (“X”) designation option to passports. Service Canada is implicated as it delivers the passport program on IRCC’s behalf.</p> <p>ESDC is currently undertaking a review of gender, honorifics and gender related (e.g., mother/father, maiden name, etc.) information in forms and applications. This review will serve to inform the Department’s approach to ensuring that service delivery is inclusive and respectful of the needs and expectations of LGBTQ2+ and gender diverse clients.</p>	<p>and Service Policy Branch</p>
<p><u>Service Delivery Pilot with the Government of the Northwest Territories (GNWT)</u></p> <p>Service Canada and the GNWT have partnered to launch a 12 month service delivery pilot that is providing more in-person services to individuals living in the Northwest Territories. Under the arrangement, GNWT staff has been trained to provide a range of general services to clients for Service Canada, in three of their Single Window Service Centres in the territory (Fort Liard, Fort Providence, and Tuktoyaktuk).</p> <p>The pilot, which was officially launched on January 9, 2017, was assessed at the 6 month mark (Interim Assessment). Factors such as efficiency, cost effectiveness and quality of services were assessed. Findings from the Interim Assessment demonstrated a significant increase in access, high quality services, positive client feedback and delivery of services at a lower cost.</p> <p>A final assessment will be conducted at the pilot 12 month mark. The assessments will inform decisions regarding the continuation, modification and/or expansion of the partnership and whether similar partnerships should be explored with other provinces and territories.</p>	<p>Julie Lalonde Goldenberg, Director General, Partnership Development and Management, Citizen Service Branch</p>
<p><u>Regional Engagement and Liaison (REL)</u></p> <p>In order to improve benefit uptake and eliminate barriers to participation in the new Canada Child Benefit (CCB) and other benefits, ESDC engaged and delivered outreach to all reserve and northern communities beginning in September 2016. ESDC worked with communities to identify service needs and to find the best approach to increase uptake respectful of community identity.</p>	<p>Evelyn Power Executive Director of Regional Engagement and Liaison, In-Person Operations and Strategies, Citizen Service Branch</p>

<p>The CCB is a significant increase in supports to families and is accessed through annual tax filing. Tax filing disproportionately excludes Indigenous beneficiaries due to lower level of participation on Reserve and in the North.</p> <p>A 12 month collaboration between ESDC and CRA resulted in:</p> <ul style="list-style-type: none"> ○ Engagement of 698 Reserve and Northern Communities; ○ On site outreach to 97% (613) of communities seeking support - 431 (61.75%) of these communities were not previously visited by ESDC. Outreach results included: <ul style="list-style-type: none"> ▪ 8,451 participants; ▪ 818 information sessions; ▪ 448 SIN clinics; and ▪ 3,120 SIN transactions. 	
<p style="text-align: center;">Showcase/Sharing</p> <p><i>Any resources in your jurisdiction that other jurisdictions may have an interest in applying or implementing.</i></p>	<p style="text-align: center;">Contact</p>
<p><u>Implementation of CPP-D Client Engagement Pilot, Resulting in Improved Service Through Early and Regular Client Contact</u></p> <p>New client interactions during the CPP-D application process have been implemented to focus on direct communication with applicants - from calling when the application is received, to identifying missing information and explaining the process that will occur, to calling when earnings and contribution requirements are met, to a final call at the time of the medical decision. In doing so, through new training and skills provided to employees, applicants are guided through the application process and have an improved opportunity to ensure all information has been provided to the Department to support their application.</p>	<p>Barbara Curran Director General, CPP and OAS, Transformation and Integrated Service Management Branch</p>
<p style="text-align: center;">Issues and Needs</p> <p><i>Any service delivery issues you would like to share and assistance you might be seeking from PSSDC.</i></p>	<p style="text-align: center;">Contact</p>
<p>N/A</p>	