



Data Driven Intelligence

PSSDC - Whitehorse, Yukon
September 26-27, 2018

Objectives / Purpose



- Provide a demo of EVI
- Obtain approval of Terms of Reference and Scope of Work
- Obtain approval of the Request for Funding for the DDI Playbook

DDI Rationale



- DDI aims to leverage data, including open data and data analytics, to improve service delivery.
- DDI provides governments with an opportunity to better understand:
 - How programs work, intended outcomes and whether outcomes are attributable to the program;
 - To know our clients and their behaviours;
 - Value for money, potential improvements and returns on investments.
- DDI Working Group is committed to supporting project based initiatives to build capacity, share and develop resources/tools, and creating a network for dealing with emerging technologies and issues.

Approval of Terms of Reference & Work Plan



- At the last PSSDC in-person meeting, Members agreed that DDI should be a PSSDC priority and that the DDI Working Group should work closely with the Open Data Government Working Group to leverage open data to advance this priority.
- A working group was created with John Houweling (MSDO, York Region) and Guy Gordon (MB) as co-chairs. Members of the Working Group include: ESDC, CRA, ISED, IRCC, TBS, AB, BC, MB, NS, ON, QC, York Region, and Waterloo Region.
- As requested by the Council, a Terms of Reference and a Scope of Work were developed: see Annex A and Annex B
- The Terms of Reference is very similar to other PSSDC Working Groups, containing for example:
 - Members from a variety of jurisdictions: Federal, Provincial, Municipal, etc.
 - Co-chairs responsible for ensuring linkages to PSSDC priorities.
 - Meetings are held monthly or as needed through teleconferencing.
 - Funding for Working Group activities falling under Joint Councils/PSSDC current funding arrangements and approvals.

Continued... Approval of Terms of Reference & Work Plan



Spring / Summer 2018

Fall / Winter 2018

Spring 2019

Governance

Identify leads, Terms of Reference and work plan.

Collaborate on DDI Playbook and develop/promote EVI.

Expand membership within MSDO members and FPTM partners.

DDI Playbook

Scope DDI playbook with jurisdictions.

Develop funding request and outline for PSSDC September in-person meeting.

DMs' Table endorsement of Playbook May 2019.

Pan-Canadian EVI Tool

Present tool to DMs' Table in May 2018.

Promote tool within service organizations (e.g. GCcollab and Research Conferences).

Report back on results May 2019 DMs' Table in-person meeting.

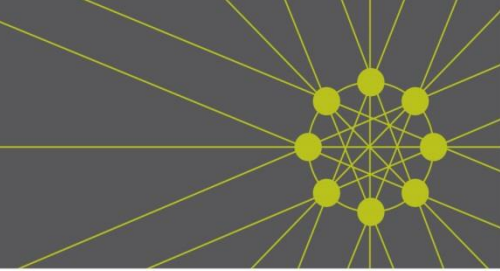
Other Pilot Projects

Identify another project to improve service and build capacity (e.g. machine learning).

Develop project and seek PSSDC endorsement of second DDI project.

Showcase second DDI pilot for DMs' endorsement and seek jurisdiction to pilot.

Demo of EVI



History:

- In October 2017, a high-level demo of the EVI was given to PSSDC members. Members liked this tool, supported, and wanted to use it to better understand vulnerable clients to target services to their needs (e.g. persons with disabilities, Indigenous people, rural and remote populations, seniors, immigrants, etc.).

Description:

- EVI is the first DDI tool and resource to be promoted to members for its national implementation. The Deputy Ministers Table is very supportive of this tool and would like to see it shared broadly. A pilot/partnership is being explored with New Brunswick. Last fall, MSDO expressed interest in having a demo for their annual meeting.

Next Steps:

- Collaboration on EVI can enhance an organization's analytical and technical skills as it can be tailored to the jurisdictions needs, e.g. applied to geographic service areas and tailored to population groups having distinct needs.

[LINK TO EVI](#)



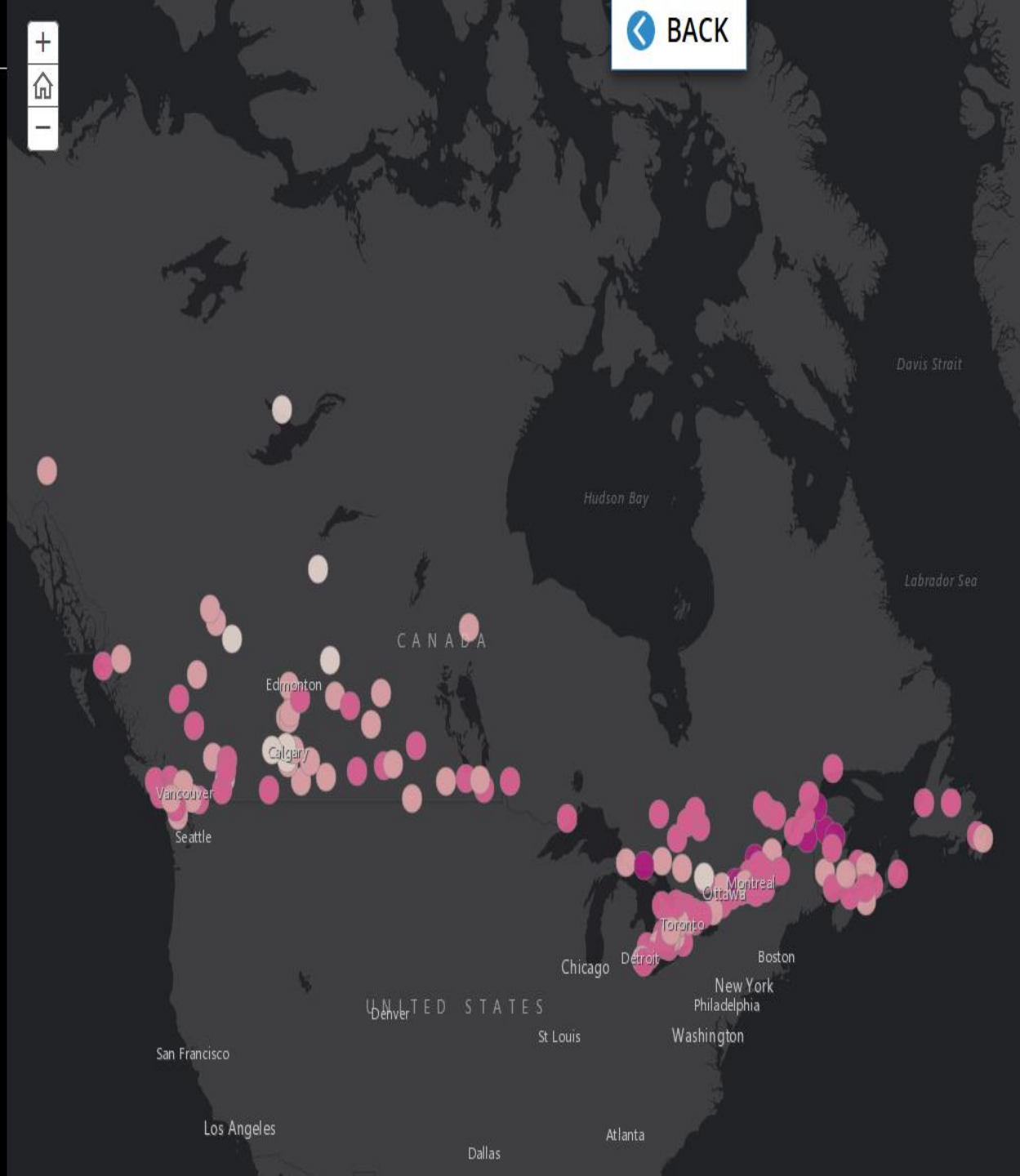
E-Vulnerability Index (EVI)

BY CENSUS METROPOLITAN AREAS AND CENSUS AGGLOMERATIONS (CMA's and CA's)

- [Canadian Population](#)
- [Seniors](#)
 - [65-70](#)
 - [71-75](#)
 - [76-80](#)
 - [80+](#)
- [Youth](#)
- [Immigrants](#)
- [Indigenous Populations \(in development\)](#)

BY CENSUS SUBDIVISIONS (CSD's)

- [Canadian Population](#)
- [Seniors](#)
- [Youth](#)
- [Immigrants](#)
- [Indigenous Populations \(in development\)](#)



Request for Funding to Develop DDI Playbook



What will it be?

- The Playbook will build on the success of the Channel Shifting and Service Partnerships Playbook to provide a simple source of information for practitioners to understand the types of DDI projects underway and opportunities for collaboration (See Annex C).
- Identify network of DDI projects and experts that can be leveraged to build capacity and inform DDI efforts of service partners.



Why is it needed?

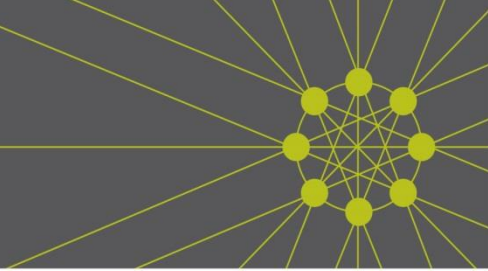
- Considering service partners are at different stages, sharing through a Playbook can enable smaller organizations to build on the success of larger jurisdictions. It can also be an opportunity for larger jurisdictions to showcase how they are tackling emerging technologies as they relate to service delivery.
- The creation of the Playbook will help to facilitate sharing of information and lessons learned, as well as contacts that can be approached for assistance when considering similar projects.



Outcome

- The Playbook will document DDI projects across the country, providing members with a go-to, how-to reference. It will provide processes, best practices, examples, case studies, and tools and resources that support the development of service partners own innovative DDI projects that will improve service delivery.

Considerations



- An initial call-out of DDI projects is underway to establish an inventory of projects for the playbook that can be used to leverage and showcase expertise across the country.
- An amount of \$55,000 (plus HST) dollars will be needed to hire a consultant plus \$5,000 in procurement costs to do the following:
 - Identify DDI projects and resources that should be included in the Playbook;
 - Consult interested service partners;
 - Identify case studies and other resources that can be shared;
 - Engage steering committee, PSSDC, and Deputy Ministers Table on proposed approach and content; and,
 - Draft the Playbook to be available in a hardcopy and a digital format with uniquely digital features.

Discussion Questions



- Do members support the Terms of Reference and Scope of Work?
- Are there other jurisdictions that would be interested in using the EVI or similar potential projects?
- Are members supportive of the development of the DDI Playbook?
- Others?

Background/Overview

In May 2016, the Federal Provincial Territorial Deputy Ministers' Table (FPT DMs' Table) asked for open data and big data to be advanced under the Data Driven Intelligence (DDI) priority. A DDI Task Team was formed including: MB, BC, ISED, CRA, and ESDC. It agreed to focus on learning by doing and developing DDI partnerships to build capacity across jurisdictions and improve service delivery. In Fall 2016, the Joint Councils agreed that PSSDC should develop results on DDI before seeking further Joint Councils support.

In April 2017, Clerks and Cabinet Secretaries expressed strong interest in the DDI priority and noted the lack of a DM Champion for this initiative. In May, the FPT DMs' Table agreed that DDI needed to be advanced by the FPT service community given that no other FPT forum would explore the benefits of DDI from a service perspective. In July 2017, Manitoba DM, Scott Sinclair, agreed to champion DDI at the FPT DMs' Table. In August 2017, an FPT Community of Practice was established.

At the last Public Sector Service Delivery Council (PSSDC) meeting in February 2018, members agreed with the Working Group's approach, and requested that the group provide a revised Terms of Reference to reflect scope on service and consider an open data component. Members also proposed the development of a Playbook.

Mandate/Scope

- The mandate of the DDI working group is to improve service delivery by leveraging data, including open data and advanced data analytics to improve service delivery collaboratively.
- The scope of the working group is to act as a catalyst for DDI to gain insights into client needs and develop practical solutions by linking government services wherever possible. The activities of the working group will enable public services to be at the forefront of providing modern excellent services where the customer experience meets or exceeds the Canadian public and business community's expectations.

Responsibilities

- Advance DDI by working with federal, provincial, territorial and municipal partners to:
 - Work collaboratively to leverage data, including open data, and advanced data analytics to improve service delivery.
 - Share information and promote cross-jurisdictional cooperation.
 - Develop practical solutions, build capacity, and networks within jurisdictions.
 - Create a knowledge bank of innovative projects, best practices, challenges, and opportunities.
 - Establish DDI networks to enhance service delivery for citizens and business clients.

Membership

- Federal: ESDC, CRA, ISED, IRCC and TBS
- Provincial/Territorial: AB, BC, MB, NS, ON, QC
- Municipal: MSDO (TBC), York Region, Waterloo Region

Co-Chairs

- The working group shall be co-chaired by Guy Gordon (MB) and John Houweling (MSDO, York Region).
- The Co-Chairs are responsible for:
 - Providing strategic leadership and ensuring linkages to PSSDC agendas.
 - Ensuring a balance of PSSDC member views are represented in the collective priorities of the working group.
 - Setting meeting agendas in consultation with members and chair meetings, teleconferences and other forums including the working group.
 - Developing an annual work plan that is funded and resourced.

Reporting

- The working group reports to PSSDC.

Decision Making

- Working group makes recommendations to PSSDC who in turn will make final decisions on activities/work plan.
- Decisions of the working group will be based on a principled approach to advance initiatives in a collaborative and/or bilateral basis

Frequency of Meetings

- Meetings will be held on a monthly basis, or as needed at the request of a chair, through the use of teleconferencing.

Funding

- Members will be responsible for the costs of time, travel, meals and accommodations incurred in relation to working group activities unless funding for this has been approved by the Councils.
- Funding for working group activities will fall under the Joint Councils/PSSDC current funding arrangements and approvals. A funding form must be filled out and submitted to the Councils (via the ICCS Secretariat) along with a Scope of Work. Members of the Councils the working group reports to must review and approve funding requests.



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Data Driven Intelligence Scope of Work

Background:

The objective of the Data Driven Intelligence (DDI) Working Group is to improve the client experience by using advanced data analytics to improve service delivery by leveraging open data and interjurisdictional expertise.

The working group agreed that work should be undertaken to:

- Develop practical solutions for leveraging open data and advanced data analytics to improve service delivery;
- Use the national projects and partnership opportunities to encourage information sharing and cross-jurisdictional cooperation to gain insights into client needs; and
- Identify best practices, challenges, and opportunities to build capacity.

At the Public Sector Service Delivery Council (PSSDC) meeting in February 2018, there was broad support for establishing a DDI working group. Members agreed with the working group's approach and requested the group provide a Terms of Reference to reflect scope on service and consider an open data component. Members also proposed the development of a Playbook to help build jurisdictional knowledge and capacity.

Approach:

This document outlines the scope of work to be undertaken by the working group. The working group will leverage data, including open data and advanced analytics to improve service delivery collaboratively.

As a first step, the work will focus on opportunities for sharing information and promote cross-jurisdictional cooperation using open data and advanced analytics to inform in-person services. We will take a phased-approach to develop practical solutions, build capacity and networks within jurisdictions. This working group will use data to help to understand clients better and target services to their needs.

Immediate Deliverables and Timelines:

<p>1) Project Based Solutions</p> <p>a) <i>Pan-Canadian E-Vulnerability Index:</i> An interactive mapping tool consisting of federal, provincial, territorial, and municipal data on clients to understand them better and target services to their needs.</p> <p>To carry out this work:</p> <ul style="list-style-type: none"> ESDC/Service Canada will work with jurisdictions to promote the implementation of the e-Vulnerability Index. 	<p>Develop prototype – in progress</p> <p><i>Present tool at May in-person FPT DMs' Table meeting and engage PSSDC members at the next in-person meeting in September</i></p> <p>Pilot the e-Vulnerability Index tool with Jurisdictions (Fall/Winter 2018)</p>
<p>2) Information Sharing and Capacity Building:</p> <p>a) <i>DDI Playbook:</i> This Playbook aims to educate partners about the potential of data analytics for service delivery and help develop jurisdictional capacity.</p>	<p>Draft outline with DDI working group and develop funding proposal for the September 2018 PSSDC in-person meeting.</p> <p><i>Present outline at December 5th in-person</i></p>

Data Driven Intelligence Scope of Work

To carry out this work:

- The DDI working group will develop the Playbook with the support of jurisdictions for data analytics to ensure balanced perspectives.
- Working group will use the DDI environmental scan to identify lessons learned, challenges and opportunities for the Playbook.

FPT DMs' Table meeting:

Present Playbook for endorsement at the spring PSSDC in-person meeting.

Present Playbook for DMs' Table approval at the June 2019 (TBC) in-person meeting.

Long-Term Priority Deliverables:

1) Project Based Solutions

- Look to jurisdictions for DDI projects that are replicable and scalable.

2) Information Sharing and Capacity Building:

- Develop an implementation / engagement approach that will enable interested jurisdictions to benefit from DDI working group projects and activities.

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SCOPE OF WORK

DEVELOPMENT OF DATA DRIVEN INTELLIGENCE GUIDE FOR THE DATA DRIVEN INTELLIGENCE WORKING GROUP

1. The Data Driven Intelligence (DDI) Working Group has been exploring ways to improve service delivery through the leveraging of data, including open data, and advanced data analytics to improve service. DDI supports evidence-based decision-making and can enable jurisdictions to benefit from each other's investments.
2. The FPTM Service Community, including PSSDC and the DM's Table on Service Delivery Collaboration, has recognized DDI as a priority. PSSDC is the appropriate forum to explore data analytics through a service lens. In order to focus on developing DDI partnerships that will build capacity across jurisdictions, a DDI PSSDC Working Group was formed with: British Columbia; Quebec; New Brunswick; Manitoba; Nova Scotia; Ontario; Region of York; Region of Waterloo; Innovation, Science and Economic Development Canada; Canada Revenue Agency; Treasury Board Secretariat; Immigration, Refugees, Citizenship Canada; and Employment and Social Development Canada.
3. It is proposed that the following could explore national projects and partnership opportunities to encourage information-sharing and cross-jurisdictional cooperation in data; disseminate insight into understanding client needs; and identify best practices, challenges and opportunities to build capacity in data sharing and analytics. All of this will be achieved by taking a balanced approach through the consultation of interested jurisdictions, MSDO, and MISA.
4. The Working Group has completed a preliminary call-out of PSSDC members including MSDO, and MISA to share jurisdictional projects related to data analytics. This DDI scan will help to identify lessons learned, challenges, and opportunities. Work will be further informed by the scan with more detailed interviews and resources to support capacity building.
5. Similar to other Playbooks, the DDI Playbook will be available in print format, on GQcollab for jurisdictions to validate the draft and co-create, and a navigable digital format (e.g. navigable PDF). GQcollab is a professional collaboration platform connecting federal, provincial and territorial public servants as well as students and academics from across Canada.
6. We are seeking resources to complete the development of the DDI Playbook. The contracted resource will produce the following four deliverables:

	Description	Date
Deliverable 1	Preliminary draft of Playbook	December 2018
Deliverable 2	Present draft of Playbook and seek feedback	February in-person PSSDC meeting
Deliverable 3	Final PSSDC endorsement	March/April 2019
Deliverable 4	Share Playbook with Service Partners	DM's Table June in-person meeting

The consultant will:

- Building on all the work that has already been done, complete the development of the DDI Playbook:
 - Leverage and review a call-out for DDI Projects to look into specific initiatives and resources focused on service enhancement.



- Consult all interested jurisdictions, MISA, and MSDO as appropriate (e.g. interviews, questionnaires, etc.).
- Identify potential case studies and other resources that can be shared (e.g. Pan-Canadian E-Vulnerability Index (EVI))
- Engage a steering committee on proposed approach and content.
- Draft DDI Playbook.
- Seek feedback and finalize the Playbook.
- Prepare draft presentations to update and seek approval of the Playbook.

Note: Some interviews, questionnaires and research paper content are in French only. Translation can be provided if required.

The Playbook may contain:

- Similar to other jurisdictions, this Playbook can be used to educate jurisdictions and partners about the potential of data analytics for service delivery and help develop jurisdictional capacity, including:
 - Forward from DDI Working Group DM Champion
 - Acknowledgements (e.g. PSSDC members) and contributions
 - About the Playbook (e.g. What is it? Who is it for? When would you use it? Where can you find it? Why would you use it? How is it organized? How was it developed?)
 - About DDI (e.g. DDI rationale; current challenges with DDI; spotlight on analytical tools and applications (infor development) and ongoing jurisdictional projects)
 - Why DDI? (e.g. value proposition for clients, partners and employees; critical success factors; potential for pan-Canadian and multi-level partnerships; increasing access to technology for vulnerable groups (informed by the E-Vulnerability Index))
 - Project Management (e.g. identifying the appropriate jurisdictional and implementation tools; developing the business case/justification; developing a work-plan; roles and responsibilities; communication; developing a Memorandum of Understanding/Service Agreement)
 - Information regarding types of tools/applications (e.g. E-Vulnerability Index; text mining, AI, etc.):
 - Who? What? Where? When? Why? How?
 - Steps and considerations for implementation and operation
 - Best practices and helpful tips
 - Tools and resources
 - Case studies
 - Tools to measure success
 - Performance measurement
 - Reporting internally and externally
 - Evaluation of the tools/applications
 - Easy to use checklists, templates, examples or other tools that could help teams easily understand the concepts, steps and adapt the information for their own use
 - List of helpful contacts