



Draft – v.2

PUBLIC SECTOR SERVICE DELIVERY COUNCIL (PSSDC) MEETING
February 22nd, 2018
Toronto, Ontario

RECORD OF DECISION

Attendance

PSSDC CO-CHAIRS

Natasha Clarke	Nova Scotia
Heather Sheehy	ESDC/Service Canada

PSSDC MEMBERS

Deb Bergey	MSDO (Region of Waterloo)
Mark Burns	Yukon
Alan Doody	Newfoundland and Labrador (for Roxie Wheaton)
Claudia Ferland	Crown Indigenous Relations and Northern Affairs
Guy Gordon	Manitoba
Karla Hale	MSDO (Region of Peel)
Michelle Herder	MSDO (York Region)
Ron Hinshaw	British Columbia
Rob Horwood	New Brunswick
Gillian Latham	Nova Scotia
Michelle Lattimore	Immigration, Refugees and Citizenship Canada
Christian Laverdure	Innovation, Science and Economic Development Canada (ISED)
Linda Maljan	Northwest Territories
Anne Matthews	Ontario
Janet Nichols	Veterans Affairs Canada (for Elizabeth Douglas)
Mélanie Robert	Treasury Board of Canada Secretariat
Silvano Tocchi	Canada Revenue Agency
Darrell Williams	Public Services and Procurement Canada

OBSERVERS / SUB-COMMITTEE CO-CHAIRS

Steve Burnett	ServiceOntario
Mary Crescenzi	Ontario Region Service Canada



Dana D'Amore	ServiceOntario
Anik Dupont	ESDC/Service Canada, Death Notification WG Co-Chair
Bernadette De Souza	Ontario Shared Services
Chris Durham-Valentino	Employment and Social Development Canada
Rob Frelich	ESDC/Service Canada, CDI Co-Chair
Jacqueline Kiwanuka	ServiceOntario
Margo McCarthy	ESDC/Service Canada
Kumaran Nadesan	ServiceOntario
David Tallan	Ontario
Mary Venezia	Ontario
Annette Vermaeten	ESDC/Service Canada, Service Network Collaboration Co-Chair

INSTITUTE FOR CITIZENa-CENTRED SERVICE

Dan Batista
 Maria Luisa Willan (morning session)
 Stefania Silisteanu (morning session)
 Linda Robins (afternoon session, offsite)

Item	Topic / Discussion	Decision/Action
1.	<p><u>ADMINISTRATIVE MATTERS:</u></p> <p>A) <u>Approval of Record of Decision from October 5th, 2017 in-person PSSDC meeting in PEI</u> (TAB 1A)</p> <p>The Members approved the Record of Decision without changes.</p> <p>B) <u>Acceptance of February 22nd, 2018 PSSDC Meeting Agenda</u> (TAB 1B)</p> <p>Members approved the February 22nd, PSSDC agenda without changes.</p> <p>C) <u>PSSDC Financial Status Report</u> (TAB 1C)</p> <p>Linda Maljan, PSSDC Treasurer, provided an overview of the PSSDC financial statement. She advised that all members' contributions to PSSDC for 2017-2018 have been collected. She noted that the PSSDC is in good financial position. Linda advised that she is taking a one year leave of absence in the fall of 2018 and thus unable to continue in her role as PSSDC Treasurer, she asked for a member of the Council to consider the position, the responsibilities of this role are not onerous, the treasurer reviews financial statements prepared by the ICCS Secretariat. No volunteer was identified at the meeting; the ICCS will send a call for a volunteer following the meeting.</p>	<p><u>Decision #1:</u> The Record of Decision from October 5th, PSSDC meeting in Charlottetown approved without changes.</p> <p><u>Decision #2:</u> The February 22nd PSSDC agenda approved without changes.</p> <p><u>Action Item #1:</u> PSSDC Treasurer: A call for a volunteer for the position of PSSDC Treasurer to be sent to members by the ICCS Secretariat.</p> <p><u>Decision #3:</u> PSSDC P/T Co-Chair's position: PSSDC members approved a one-year extension of the P/T Co-Chair's (Natasha</p>



	<p>E) Extension of P/T PSSDC Co-Chair's position (TAB 1E)</p> <p>Heather Sheehy advised that the role of PSSDC P/T Co-Chair expires in September 2018 and the current co-chair, Natasha Clarke, has volunteered to continue in this role for an additional one year as per the Terms of Reference. Members agreed to grant a one-year extension. Natasha Clarke's term as co-chair will end at the end of the PSSDC meeting in September 2019.</p>	<p>Clarke) position from Sept. 2018 to Sept. 2019. The P/T Co-Chair position would end at the Sept. 2019 PSSDC meeting.</p>
2.	<p><u>Service Network Collaboration Working Group</u> (Refer to TAB 2)</p> <p>Rob Horwood and Annette Vermaeten, SNC Co-Chairs, provided a progress report on the current work of the working group related to the pan-Canadian Geo-Mapping Tool and Partnerships Guide. Sarah Varley, Consultant from Manifest, provided an overview of the draft Partnerships Guide to seek members' feedback.</p> <p>Annette Vermaeten advised that the draft Partnerships Guide would be updated to include feedback from this meeting, incorporate additional feedback from across the country and shared with members for validation through GCCollab in March. Endorsement of the Guide will be sought from PSSDC in April. It will be presented to Deputies for feedback and endorsement at their May 23-34, 2018 meeting. The final version of the Partnerships Guide is expected to be ready by the end of May.</p> <p>Members' Feedback on Partnerships Guide:</p> <ul style="list-style-type: none"> Michelle Herder stated that municipalities do not have access GCCollab so the group may want to consider an alternative; it would be very useful to share the Partnerships Guide with all MSDO members. Annette Vermaeten responded that since not all members have access to GCCollab an e-version of the guide would be available. Heather Sheehy recommended for the working group to put in place an engagement strategy to share the guide more broadly including municipalities. She requested the SNC Co-Chairs to report back on an engagement strategy. Mélanie Robert suggested for the group to share guide more openly to seek more feedback, for example, how does an NGO partner with jurisdictions. Guy Gordon stated that one of the learnings from the development of the Channel Shifting Playbook is the need for training and workshops to demonstrate the value of these playbooks or guides. Also sharing of best practices and lessons learned and connecting people to the best practices. Anne Matthews commented that it would be helpful to include hyperlinks for more insight/details and to keep guide evergreen. She agreed that GCCollab is a great place for sharing. 	<p>Action Item #2A: Service Network Collaboration Working Group co-chairs to update the Partnerships Guide based on members' feedback at this meeting and look at gaps across the country to ensure all country is reflected.. The Guide will be shared on GCCollab for member validation in March. Updated version of Partnerships Guide to be presented to members at the April PSSDC teleconference for final approval.</p> <p>Action Item #2B: Service Network Collaboration Working Group: SNC Co-chairs to draft an engagement strategy for the Partnerships Guide and share with PSSDC members for review.</p> <p>Action Item #2C: Service Network Collaboration Working Group Co-Chairs to share with members the information on how to join GCCollab. Partnerships Guide to be also available on GCCollab. (SNC Co-Chairs to discuss how MSDO members can access GCCollab; currently municipalities are not able to join this platform).</p>



Overall, there was general agreement on the layout (look and feel) and content of the Partnerships Guide.

Members' Feedback on the Pan-Canadian Geo-Mapping Tool:

- Guy Gordon asked about the business case, costs, governance around the mapping demo presented. He noted that this particular exercise might be getting out of scope; there are other tools such as Google maps that already provide this information.
- Natasha Clarke inquired as to what are the insights that address the user problem, the evidence that we have to justify that what we are trying to build is what the citizen wants or needs. Need to challenge ourselves to understand the citizen's problem (perspective) before offering solutions, need to dig deeper to understand the problem we are trying to solve. Are we putting the efforts in the right place?
- Anne Matthews commented that from citizens' perspective is more about *"how can I get the service?"* We want everyone online but we know that people still choose the in person (centre) option. It is difficult to create just one approach or solution; in Ontario, there are many ServiceOntario centres and people already use google to find this information. Geo-mapping tool is a good idea but needs to be more about the socio demographic overlay (data) than location mapping.
- Michelle Lattimore agrees that the geo-mapping tool needs to be more on identifying pain points. There are numerous opportunities for this group to find out from clients where they are, the barriers they face in accessing services, the interaction with different levels of government; identifying those pain points makes this a collaborative solution.
- Ron Hinshaw noted that the data is there for all jurisdictions; there are already service finders, location finders and in BC for example the data is refreshed regularly. The desire to move citizens online is important but how do we know if we are diverting people to the wrong location? In addition, platforms such as Google and Facebook allow people to post online reviews so how and who will be managing this for this tool?
- Alan Doody inquired about the longevity of the tool, ownership/governance, resources assigned to manage the work.
- Ron Hinshaw inquired if the intent is to bring the municipalities into the tool. Annette Vermaeten responded that group would work with MSDO on this.

Action Item #2D: Service Network Collaboration Working Group Co-Chairs to continue the work on Geo-mapping: Internal tool: Internal points of service mapping tool be updated while searching for long term solution. Jurisdictions to be engaged to implement more formal and automated processes for updates. More communication and outreach planned with jurisdictions and federal partners to put the tool in the hands of users. Public Facing Tool: Co-chairs to develop a process to seek client views on client's main pain points before developing a solution.



<p>3.</p>	<p><u>Service to Business Community of Practice</u></p> <p>Anne Matthews and Chris Laverdure provided an update on the work of the Service to Business Community of Practice related to the development of the Business Number (BN) Playbook and update on potential Expedited Business Start pilots. Anne Matthews stated that Davis Pier was hired to work on the development of the Business Number Playbook. The work will be completed in June 2018. The work is underway and the consultant is currently working on gathering best practices and the case studies. The S2B Co-Chairs will provide an update of this work to the FPT DMs' Table at their May meeting. Work on Expedited Business Start has stalled due to the complexity of work and inability to find a jurisdiction to participate in a pilot.</p> <p>Members' Feedback:</p> <ul style="list-style-type: none"> Annette Vermaeten inquired into a recent presentation to the Councils on Blockchain and whether Blockchain could play a role in EBS e.g. to do something similar to streamline this information. <p>Anne Matthews responded that Blockchain is a back end system to create info and share; it is not the idea of EBS. The Clerks are interested in the business space; there has been great work on Blockchain with British Columbia and Ontario that benefits the business community but it is not EBS.</p> <p>Guy Gordon commented that Blockchain is very disruptive and challenging to the status quo and in terms of the registry, it is still early days, maybe there is potential in a decade. We do not have the technological capabilities or political drive to deal with the intermediate. We are in a phase where people push.</p> <ul style="list-style-type: none"> Heather Sheehy suggested for the update to Clerks on EBS that the challenges that cannot be overcome be highlighted i.e., technological, government, multiple players, different users as well as progress made. Natasha Clarke stated that the FPT DMs' Table asked the Council to accelerate this work and this table has an opportunity to work horizontally and figure this out together. This is proof of what digital government can do for client centric services. It is a foundational thing that we need to address. 	<p>Action Item #3A: Service to Business (S2B) Community of Practice Co-Chairs to report back on progress related to the development of the Business Number (BN) Playbook. Playbook is expected to be completed in June 2018.</p> <p>Action Item #3B: Natasha Clarke offered to share the links to the Nova Scotia bundles. Information to be sent to members via the ICCS Secretariat. https://accessstobusiness.snsmr.gov.ns.ca/a2b_web/porta/home.jsf</p> <p>Action Item #3C: Service to Business (S2B) Community of Practice Co-Chairs to consider developing a document with concrete things that the PSSDC can focus on re: EBS. Suggestion to convene a focus group with members to identify what the challenges are, progress/successes to date and what next for the update to Clerks.</p>
<p>4.</p>	<p><u>Data Driven Intelligence</u> (Refer to TABS 4A to 4E)</p> <p>Guy Gordon stated that the objective of the discussion on Data Driven Intelligence was to seek PSSDC's endorsement of Data Driven Intelligence (DDI) as a priority of the Council and establishment of a working group to lead this work. In addition, to provide a status update on DDI current activities, including progress on the E-Vulnerability Index (EVI) tool and potential playbook. If approved, the DDI group is seeking a municipal and federal co-chair to finalize the draft Terms of Reference and scope of work.</p>	



Members were asked if Data Driven Intelligence should be adopted as a PSSDC priority.

Members' Discussion on Data Driven Intelligence:

- Mélanie Robert asked for more clarification around the Terms of Reference. Since the data, architecture system and tools are on the CIOs side, is the focus of DDI only on service?

Guy Gordon responded that the specificity is the application of all the data and tools specific to our role in service delivery. How do these tools work for us? How do we apply these concepts to our application?

- Natasha Clarke added that Nova Scotia is undergoing a transformation on registries. The data analytics team, under Gillian Latham's leadership, is leveraging the team on operations of the business. Their Deputy is highly interested in data analytics, a skill that they can extend to the rest of the government. DDI from service delivery perspective is a priority for the FPT DMs' Table; DMs' have some expectations around this and PSSDC can help to make this happen.
- Heather Sheehy expressed support for DDI as a PSSDC priority and noted that DMs are supportive of using data analytics to improve services.
- Guy Gordon advised that he is the P/T lead for DDI but that he is seeking a federal and a municipal lead.

Annette Vermaeten stated that ESDC will identify someone to participate in DDI.

Melanie Robert noted that someone from TBS would be interested in participating in DDI.

Michelle Latimore noted that IRCC is also interested in participating in DDI.

- Jackie Stankey (*via teleconference*) inquired if the work under DDI should connect with the Open Government Working Group, are there any synergies or opportunities to leverage efforts?
- Ron Hinshaw noted that in BC they have difficulties with the data collection side of service. The team is currently working with Open Source software around a customer flow system e.g. wait times, time to deliver, staffing etc. Ron offered to do a demo to PSSDC on this Open Source pilot at a future meeting as the team is currently developing tool.

Decision:

PSSDC members adopted a recommendation for DDI to become a priority of the PSSDC.

Decision #4: Data Driven Intelligence: PSSDC members adopted a recommendation for DDI to become a priority of the PSSDC.

Action Item 4A: Data Driven Intelligence: A call out for federal and municipal leads and working group members to be sent. Guy Gordon, Manitoba, is the P/T lead.

Action Item #4B: Data Driven Intelligence: PSSDC members requested DDI Leads to develop a Terms of Reference and work plan for the DDI priority. Terms of Reference and work plan to be formalized at an upcoming PSSDC teleconference/meeting.

Action Item #4C: Ron Hinshaw, BC, offered to do a demo to PSSDC on BC's customer flow system pilot using Open Source software this time next year (February 2019)..

Action Item #4D: Continue to develop and enhance a pan-Canadian E-vulnerability Index for and explore a Playbook. Update to be provided to PSSDC at an upcoming meeting.



5.	<p>PSSDC Potential Areas of Collaboration (Refer to TAB 5)</p> <p>PSSDC Co-Chairs facilitated a discussion with members around potential areas of collaboration for PSSDC in addition to its current priorities. The discussion focused on the following questions:</p> <ul style="list-style-type: none"> Does PSSDC have the capacity and interest to expand its efforts? Is their interest in a tactical and issues management stream to ensure PSSDC continues to be relevant and focused on the right things and for these to be reconfirmed annually? Have we captured the right service challenges and opportunities to support jurisdictions to make concrete improvements to service delivery via a project management stream? <p><u>Members' Feedback:</u></p> <ul style="list-style-type: none"> Claudia Ferland expressed interest in Indigenous service delivery. Opportunity to look at integrated services to indigenous people across the country. CRNA would be interested in working with jurisdictions. Michelle Lattimore asked have we identified the opportunities as a table. Have we asked clients what they need or want? What benefits them the most? The list included in this deck is not evidence-based; we need to hear from the citizen to gain a better understanding of the citizen's perspective. Ron Hinshaw commented that we all have access to data that we are not talking about or analyzing. Opportunity to drive discussion on pain points for Canadians; need to figure out the greatest opportunity for collaboration. Guy Gordon noted that this is a great starting point: how we use it, how we interpret data, try to figure out what are the implications. Thinking from an outside in perspective, there is much work that we have done and need to tell the stories. Heather Sheehy stated that while Service Network Collaboration, Service to Business, and DDI are overarching priorities for PSSDC, there is value in looking at other areas (streams) for collaboration such as indigenous service delivery, issues management, and gender diversity. Natasha Clarke noted Vital Stats (Krista Dewey) launched a community of practice around gender diversity. Identity should be the focus; need to see the roadmap and work plans around identity management and the other confirmed priorities to better focus our efforts. We have to keep in mind how much capacity exists in our organizations to commit to other projects. 	<p>Action Item #5: Discussion on PSSDC potential areas of collaboration: As per discussion at the meeting, members welcomed opportunity to have discussions on ad hoc issues of interest instead of setting up new committees or working groups. PSSDC Co-Chairs requested to discuss and propose options on how to include these discussions into agendas for future teleconferences and in person meetings. (Opportunity for PSSDC to be better informed and proactive on emerging topics of interest, creating space in agendas to highlight areas of common interest, i.e. gender diversity, indigenous service delivery, inclusive service design. Suggested approaches such as calls for jurisdictional scans and discussion on the results, using information sharing template to collect specific information on topic of interest)</p>



	<ul style="list-style-type: none"> • Mark Burns commented that there are issues based on the discussion of life span, which involves people that are not at this table, so we need to think of ways to engaging them and inviting them to our teleconferences or meetings to improve collaboration. A stakeholder connection instead of new group. • Deb Bergey agreed for opportunity for ad hoc discussion on issues of interest to PSSDC. Discussions intended to bounce off ideas and not necessarily creating new groups. Suggested doing jurisdictional scans around specific issues and discussing the results as another option to drive these discussions. • Anne Matthews agreed with opportunity for sharing and learning and not creation of new working group or community of practice. • Linda Maljan suggested the use of design thinking around this work as a learning opportunity to focus on big priorities such as Identity. • Natasha Clarke suggested looking at agenda management for future meetings as an opportunity to bring these ad hoc discussions or topics of interest to the table. • Ron Hinshaw noted that while the table focuses on important technology driven topics such as identity, we do not talk about the “practice of service” and how we do that. • Anik Dupont stated that for identity management we need to define what does this mean in terms of Indigenous services or gender diversity as it all goes back to the identity discussion. These are streams of work under identity. We need to have further discussions on this, link the work to priorities and engage the right people (leads). The provinces has the information on Identity so this table could move the bar up. • Natasha Clarke noted that she likes the notion of “practice of service”. Inclusive service design, as we are moving digitally, we should become more informed. Ontario recently hosted a Digital Inclusion conference, how can we get in front of these emerging opportunities, being more proactive, creating some space on our agendas to highlight and work on these issues. Suggested opportunity to look at the current information sharing template and using it as a vehicle to gather specific information from members. 	
6.	<p><u>Other Business:</u></p> <p><u>A) PSSDC Action Items from previous meetings (TAB 6)</u></p> <p>PSSDC action items included in meeting binder. There were no questions or comments at the meeting.</p>	



B) Jurisdictional Information Sharing (Refer to TABs 7A to 7T)

Natasha Clarke advised that the Jurisdictional Information Sharing were included in the meeting e-binder and tabled for information only.

C) Next in-person meeting of the PSSDC: September 27th, 2018, Whitehorse, Yukon

Natasha Clarke advised that the next PSSDC in person meeting will be held on September 27th, 2018 in Whitehorse.

She thanked Anne Matthews and David Ward for hosting the meetings in Toronto.

The Co-chairs thanked all members and observers for their participation and contribution.

The meeting adjourned at 12:00 p.m. EST. Afternoon session at BEAR (ROTMAN) from 1:00 p.m. to 4:00 p.m.