

PUBLIC SECTOR SERVICE DELIVERY COUNCIL (PSSDC) VIRTUAL MEETING

September 24, 2020

Record of Decision v2

Attendance

PSSDC Co-Chairs

Catherine Bennett	Employment and Social Development Canada/Service Canada
Mark Burns	Yukon

PSSDC Members

Mark Arsenault	Prince Edward Island
Dennis Batacan	Manitoba
Deb Bergey	MSDO (Waterloo Region)
Natasha Clarke	Nova Scotia
Shelley Darlington	MSDO (Norfolk Region)
Shifra Desjardins-Arsenault	Québec
Bev Dicks	British Columbia
Elizabeth Douglas	Veterans Affairs Canada
Alan Doody	Newfoundland and Labrador
Susan Erwin	Ontario
Mitch Freeman	Veterans Affairs Canada
Rachel Gaudreau	Québec
Mark Healy	Newfoundland and Labrador
Gillian Latham	Nova Scotia
Christian Laverdure	Immigration Refugee Board
Alena Lukes	Manitoba
Alanna MacDougall	Immigration, Refugees and Citizenship Canada
Linda Maljan	Northwest Territories
Raymond Martin	Public Services and Procurement Canada
Renee Nand	MSDO (Region of Peel)
Kim Newman	New Brunswick
Adriana Poveda	British Columbia
Lisa Raddysh	Saskatchewan
Sonya Read	Treasury Board of Canada Secretariat
Chantal Ritcey	Alberta

Vidya ShankarNarayan	Innovation, Science and Economic Development Canada
Silvano Tocchi	Canada Revenue Agency
Danielle White	Indigenous Services Canada
PSSDC Observers	
Tareq Al-Shumari	Ontario
Wendy Birkinshaw-Malo	Employment and Social Development Canada/Service Canada
Dafna Carr	Ontario
Assia Chihab	Treasury Board of Canada Secretariat
Richard Dalpé	Treasury Board of Canada Secretariat
Jeanette Eason	British Columbia
Jason Doiron	Northwest Territories
Roy Egbuna	Nunavut
Cathy Evans	Immigration, Refugees and Citizenship Canada
Christina Haché	Service Canada
Elky Hanlon	Nova Scotia
Sophia Howse	British Columbia
Christine Lau	Employment and Social Development Canada/Service Canada
Margo McCarthy	Employment and Social Development Canada/Service Canada
Trevor Milne	Employment and Social Development Canada/Service Canada
Aeda Naami	Ontario
Dawn Pilgrim	Ontario
Cosanna Preston	Saskatchewan
CJ Ritchie	British Columbia
Olivier Samson	Québec
Louise Simos	Ontario
Pirth Singh	Innovation, Science and Economic Development
Quentin Smallwood	Service Canada
Dan Batista	Executive Director, ICCS
Sophia Jesow	JC Research Analyst, ICCS
ICCS Secretariat	
Maria Luisa	Director, National Councils (PSSDC & PSCIOC)
Stefania Silisteanu	Coordinator, National Councils (PSSDC & PSCIOC)

Item	Topic / Discussion	Decision / Action
1.	<p>Catherine Bennett and Mark Burns, PSSDC Co-Chairs, provided welcome remarks.</p> <p><u>ADMINISTRATIVE MATTERS:</u></p> <p>A) Approval of the Record of Decision February 26th, 2020 in-person PSSDC meeting in Toronto. Record of Decision of PSSDC meeting of February 26th, 2020 has been adopted without changes.</p> <p>B) Acceptance of September 24th, 2020 PSSDC Meeting Agenda PSSDC meeting agenda of September 24th, 2020 has been approved, without changes.</p>	<p><u>Decision #1:</u> Record of Decision of February 26, 2020 PSSDC meeting in Toronto approved without changes.</p> <p><u>Decision #2:</u> Agenda of September 24, 2020 PSSDC meeting approved.</p>

	<p>C) PSSDC Treasurer's Report Deb Bergey, PSSDC Treasurer, provided an update on the PSSDC's financial status. Deb noted that the PSSDC has a healthy surplus of unallocated funds in its reserves. She advised that she is stepping down as MSDO president at the end of 2020 and therefore leaving the Councils and her role as PSSDC Treasurer. She stated that her tenure on the Councils has been an amazing and enjoyable experience. She advised that the ICCS Secretariat will be sending out a call out to identify a new PSSDC Treasurer. She encouraged members to consider the treasurer's role.</p> <p>Catherine Bennett (PSSDC Co-Chair, ESDC/Service Canada) thanked Deb for her contribution to the work of the councils both as member and treasurer. She noted that in regards of the surplus available, this funding is set aside for upcoming projects that can be undertaken by both PSSDC and the Joint Councils for work that would be valuable to all jurisdictions. As we may be facing a fiscal restraint period when we emerge from COVID, the Council needs to think very carefully on how this funding is spent to ensure maximum value to advance priorities, while also acknowledging we do have a healthy balance.</p> <p>Mark Burns (PSSDC Co-Chair, Yukon) stated that due to the pandemic we had to move the in-person meetings to virtual meetings however there is a lot of value when we meet in person and look forward to resuming in-person meetings in the near future. For PSSDC the value or focus should be around improving service delivery, the user experience, client centric service design, and what contribution can this table make to improving service delivery.</p> <p>Catherine thanked Deb Bergey for her contribution and the ICCS for making meetings run smoothly for the Joint Councils and PSSDC.</p> <p>D) PSSDC Action Items from Previous Meetings No comments or questions were raised.</p> <p>E) PSSDC Bring Forward Agenda Mark Burns stated that the strategic direction discussion of the PSSDC will inform the bring forward agenda and they will hold on this until the end of the meeting. The PSSDC bring forward agenda will be updated based on outcomes from this meeting.</p>	<p>Action Item #1: ICCS to send out a call out for new PSSDC Treasurer. Deb Bergey, current treasurer leaving the Councils at the end of 2020..</p> <p><i>(Action item completed: Maria Luisa Willan has sent out the message on September 29th, 2020)</i></p>
2.	<p>Indigenous Service Delivery in the Urban Context (TAB 2)</p> <p>Danielle White, Indigenous Services Canada, stated the discussion on Indigenous service delivery is very timely, given the impact of the pandemic and ISC's mandate around citizen centric service delivery. ISC has spent great time on how to drive to digital and there are many factors to consider around diverse needs of special communities and hard to reach populations. The PSSDC had a valuable discussion in Winnipeg with a focus on serving remote and northern Indigenous communities.</p> <p>For this meeting, we invited a panel of experts to speak on Indigenous service delivery in the urban context. Speaking about Indigenous services, the pandemic shone a light on the some of the challenges that are inherit in reaching this population as well as some opportunities. What surfaced was the vast network of urban service delivery organizations that are out there and have deep roots in the community and they all rely on, not only the Federal government but all levels of governments and jurisdictions in serving the Indigenous population. Service for urban Indigenous people is a shared space across jurisdictions and all members have service delivery relationships with Indigenous people in urban areas. The challenge is on how they</p>	

work together to ensure that our services reach Indigenous population more effectively. To get more insights on this topic all panel members are practitioners in this field.

David Peckham, Director General Social Policy and Programs at Indigenous Services Canada including urban Indigenous People Program, introduced the panel and talked about what the federal government is doing in this space. His role in the department is for the urban programming for Indigenous People which provides funding to organizations to help and support them in urban areas. Funding to bring together coalitions of people cities to work on Indigenous issues across municipalities and other service providers and to do research in this area. COVID has been a very busy time and \$90 million dollars will be provided to Indigenous organizations. The panel was comprised of:

- Marc Maracle, Executive Director of the Gignul Non-profit Housing Corporation, in Eastern Ontario, he is Urban National Indigenous Coalitions Co-Chair.
- Charlene Lafreniere, the Co-chair of the Urban National Indigenous Coalitions Co-Chair, Director of the Institutional Advancement of the University College of the North.
- Jocelyn Formsma, Executive Director of the National Association of Friendship Centres. She holds an Honors bachelor's in social science in Public Administration and a Juris Doctorate from the University of Ottawa.

Marc Maracle stated that the Urban Indigenous population is extensive, and they are driven by demographics: 80% plus of Indigenous people in Canada are in urban areas, small towns, rural communities, not in the reserves. Urban population is very young, 50% of the population is under the age of 25 and close to 40% of that population is under 15. When we talk about policy development, program and service design and funding allocation, that has a big impact on the numbers. They have a generational urban population that know only urban environment, they don't have a connection with the home community or the reserve, the urban context is all they know. The Urban Indigenous population is marked by poverty, lower education rates, higher unemployment, and lower incomes. The evidence is in the urban entities that there are over 6,000 across Canada, it is a build capacity and an emerging professional social service delivery that is evolving. Entities that are urban based are primarily service oriented. In 2015 the mandate was renewed under the Urban Indigenous Strategy, they have now up to 32 coalitions funded through the Indigenous Services Canada. The coalitions are an opportunity to do more in collaboration and focus on collective action. The work in the coalitions is that they convene people in organization, they connect them with opportunities and possibilities.

Charlene Lafreniere thanked members for their interest in trying to understand urban Indigenous context and the urban experience. The pandemic has made what was already a challenging situation even more challenging however it has been positive to see the community coming together given its limited resources available. There is a need to come together and strategize around public health issues, food security, the impact of being isolated, the loneliness, the depression and experiences that people are going through. There is a lot of work happening; Indigenous communities in urban centres stick together whatever resources they had. This is part of the value of a coalition. Friendship centres involvement is locally and having some resources to bring to the community and having a coalition of partners to strategize with and to help with the heavy lifting around service delivery. Her message for the public sector is to always use evidence-based data, it tells you that you need to do more in the urban settings. There is a wealth of experience and subject matter experts who work for many years and who are part of the solution. The Friendship centres are one of the first movements and all those 6,000 organizations that work together. There is more to do.

Every coalition is different, and every city is different, don't try to standardize things too much, allow for the diversity to flourish, look at it as opportunity, not a challenge. If we understand the value of community organizations coming together, working collaboratively and investing in, we will see more and better outcomes for Indigenous People across the country. Now it is

underfunded, disproportionate and that needs to change. It needs to be a collective effort, a collaborative effort to be able to achieve collective impact, like coalitions. This must happen at the senior levels of governments: federal, provincial/territorial, municipal, First Nations, Métis, and Inuit governments. Need collective responsibility and work. One of the most unique traits about the urban context is the ability to create cultural identity and work towards that sense of belonging. The urban environment allows numerous opportunities to reclaim culture and create safe spaces and to create the opportunity to share ceremonial, cultural and land-based knowledge. There is an opportunity that happens when you have such diverse Indigenous People coming together in one place. Someone referred to the engines of cultural power, however that extends to the engine of political and economic power for Indigenous People.

Jocelyn Formsma provided the history of the Friendship centres, which are part of the coalitions. They are in every province and territory, except for Prince Edward Island. People are recognizing what Friendship Centres are and what they are offering. They have federal funding since 1980 under the migrating people program, then became the Aboriginal Friendship Centre Program and then Urban Aboriginal Strategy and now is called Urban Programing for Indigenous peoples. The services that are provided in Friendship Centres and in partnership with other urban Indigenous organizations that are at the coalition table cover: housing, childcare, education, health, employment, cultural language, family programing, economic development, and justice. The key part is that they are culturally relevant, and they are wrapped around services. That means that if someone is coming for one service, they have access to other services that the Friendship Centres provides. Friendship Centres are not mandated by any Indigenous government, nor by any federal, provincial/territorial or municipal government. They are voluntary based and run, people helping other people. Even if their services are geared towards the Indigenous People, Friendship centres are inclusive, and they serve anybody. When COVID hit, some Friendship Centres offered shelter services and opened their doors wider and for longer periods of time and anybody who couldn't get services elsewhere were able to get services through the Friendship Centres.

When it comes to decision making and consultations, often the urban Indigenous organizations aren't always engaged in the collective point of view and often not from a specific service delivery. That is a challenge that they must work with because it is important for the First Nations, Metis and Inuit government and people to be in control of their own resources. When it comes to service delivery, availability does not mean accessibility. People tend to underestimate the systemic racism that exists for some accessing services. In some cases could be due to ignorance, not awareness or understanding that the person who is coming for a service could be frustrated by the fact that he/she tried to access the service several time and nobody helped them and they need to explain themselves to someone who suppose to be providing the services. It is important to have urban Indigenous services in every community and at least if not offered by the Urban Indigenous organization, it should be in all service delivery organization having some cultural competency to understand the history and why is important, for the person accessing the service, for the person who delivers the service to be aware of this.

Canada has a federated model and under the Constitution: Indians and land reserve for Indians fall under federal responsibility. When you are an Indian defined by the Indian Act and you need healthcare services, education or childcare, or welfare services that are typically within the provincial jurisdictions. People are falling in the gaps because instead of all levels of government accepting responsibility this seems to be one area that they are happy to push it away and point the finger to the other level of government. They saw that during COVID for people that the Friendship Centres tried to help and those who are in very vulnerable situations that need food or supplies, and they cannot leave their homes. The struggle is real and for people not having the knowledge as to where they fit in, leaving that person navigating a very complex system.

The Friendship Centres are very important: they fundraise to support community programming and engagement. If you look at the urban landscape and those communities, Friendship Centres are another urban Indigenous organization. Some of the community's Indigenous own buildings and infrastructures in those towns, which is important for accountability, for building

community wealth and where those buildings and locations are. They want to be part of the full community not on the margins. The importance is to have a one stop shop, where people can have access to all services regardless of level of government. Equitable recovery is about not leaving people behind, especially Indigenous People, to help people get back to work and have the proper support to be able to do that. They are also supporting their kids, more of half of their population is under the age of 18 and growing. Investing in Indigenous childhoods is very important for the future.

Members' Discussion:

- Mark Burns was interested in understanding if there's a starting point in trying to address the many issues that had been raised. There are so many challenges and levels of complexity and it may be overwhelming on how to unpack these. What is step one on the road to improving service delivery to Indigenous populations, how can we help guide complex service delivery in this context?

Marc Maracle responded that there is a tendency to make things more complicated than they are. Anything that they do is about building relationships. Where they seem to be a fundamental disconnect is in awareness and building an education about the urban Indigenous dynamic. To talk about the potential and opportunities that they can do together. The Friendship Centres and coalitions would be an excellent starting point to begin conversations and start the engagement of what we could do together. At every level of government, it is a broader leadership role and expectations that Indigenous communities need to be talking to each other first and foremost. Why are they not engaging with the people who have the right knowledge and expertise to better deliver programs and services? That is what they are trying to present in the current discussion, there is an opportunity to convene and engage with each other, the opportunity to connect and identify what we can do together and do it with purpose. The knowledge that the federal government brought to the table and created the initial Urban Indigenous Strategy was putting the three levels of government and diversity of Indigenous community in urban areas together at the same table and the expectation that they would talk to each other and develop the community plan. In the initial iteration of Urban Aboriginal Strategy, Friendship Centres were at all those tables. Within those 15 communities they have Friendship Centres at the table and part of the decision-making process in all three level of government, they all were at the table with the intention of building. Any other important thing at the community level is to celebrate achievements, focus on potential and opportunities as challenges are always there. But if they do things with more intention together and expectation to engage with some of the political leadership will bear the fruits of that relationship over time.

Charlene Lafreniere added the importance of not trying to know the end game. Sometimes in their effort to be organized and focused, trying to figure out things on their own and set a path and then insert people in it. She recommended to focus instead on the planning, the work and the investment, but not to have to know it all. Do not be overwhelmed by the challenges that exist. If they dive in a coalition and/or a Friendship Centre at a community level, they would better understand the complexities. There are some challenges, but the knowledge is there in each city. In the urban, working on anti-racism strategies and decolonization strategies. They know and acknowledge that the systems were developed and created with racist, colonial attitude and little by little, removing and revising. Whatever you can do to engage and embrace the anti-racism strategy and /or decolonization push would be beneficial. Those are different terms that came up through COVID, they would talk about reconciliation, anti-racism and decolonization. She recommended to not get caught up in the terminology, go with intent and purpose, there is so much work to be done in terms of relationship building and to re-educate Canadians in their colonial history and current practices.

- Catherine Bennett thanked the panel for taking the time to speak to the Council. From her point of view, it was a very enlightening discussion. She also thanked Danielle White and David Peckham for developing the session. She inquired if

there were any examples of communities or jurisdictions to point to that are doing this well. Are there any models, best practices or success stories in other communities that we can look into?

Jocelyn Formsma responded that there is no perfect policy or strategy. What is most important is building community and a network of support. The Friendship Centre in Halifax has made huge strides in relationship building with the local First Nations, with the local municipalities, the provincial and federal governments. They have been one of the Friendship Centres that gets the full picture and people engage in the relationship with them because of the results. They have also good relationship with the police. It is not perfect every day, sometimes they don't agree with each other, but having that commitment to have it right and not being about egos, that is the model. Any Friendship Centre is a work in progress, a missed step could mean going backward. People want to look at good models and try to replicate that over again, however, people need to become a little more comfortable with discomfort; nothing is perfect. Looking at the anti-racism point of view, one of the biggest messages to give to everybody who is in service delivery is there is no such thing as a culturally neutral practice, there is no such thing as culturally neutral service.

Charlene Lafreniere added that you cannot recreate the same thing in each city, but coalitions and their existence allows to be developed and created by community and have the partners that need to be there collectively and that should look different in every community, because every community is different. There is a framework for people coming together, planning and investing together. Don't get stuck in just planning, urban Indigenous communities require investment, infrastructure, programs and services, do not limit the thinking.

- Danielle White stated that thinking about the work of this Council and focus on service design and delivery, what are the key considerations that we should think about regarding service design from an infrastructure perspective?

Jocelyn Formsma stated that when it comes to infrastructure, digital information, technology, accessibility, she looks at two things: who is making the decisions and who is getting the money. The accountability piece, if they build things for Indigenous People, for marginalized and for vulnerable people but the people who are making the decision to whom are those decision makers accountable? If they are not from the same community that you are serving, then there is a problem, it will always be a disconnect. If we are looking to building something new, she encouraged to ensure that whatever they are doing: programming, policy, decisions, infrastructure, that the members of the community you are trying to serve are the decision makers and that as much as possible the money is rolling up within that community, there should be some accountability to those communities. In recognizing that, there are communities within communities. When she talks about the community, she thinks about urban Indigenous community and sometimes within that could be sub-sets. The accountability and the benefits should be for the community.

- Charlene Lafreniere noted that when thinking about infrastructure those are important points to think about but what are the actual investments and who and where they are making them. There are major investments to Christian groups on behalf of the Indigenous People and that is a mistake. The asset is within the Indigenous community. Being conscious of where the investment for the infrastructure is going and the capacity to be able to project manage those types of investments. The key is to ensure that investments go to Indigenous People, Indigenous organizations and Indigenous partnerships.
- Marc Maracle stated that from his perspective, the one thing to recognize is that as far as the Information Technology and Information Management, it is the way forward. Indigenous people and organizations are behind the curve. The ability of working with every level of government to recognize the severe shortfall is going to be critical because the other part that they are trying to do is to ensure that they are generated good statistics and tracking. If they are looking for evidence-

	<p>based information to guide policy development, programs and service design funding allocations, they need good information. Having the technology and using it, is the critical way forward. What goes hand in hand is the technical support behind that to ensure that the people are well trained, and the equipment and programs are managed properly. You can expand, adapt and adjust. As far as physical infrastructure, the easiest thing in the world is the capital money to build something, what the challenge becomes is the operational funding to support that program and space. Coming from a service delivery perspective whether is housing or Friendship Centre or health centre community space is critical. Having adequate and appropriate space and being able to have that funded properly and supported to operate it, is equally critical, they all go hand in hand, but on the technological side they are behind, and they need a more level playing field.</p> <ul style="list-style-type: none"> • Mark Burns stated that the discussion was very informative. An observation of the PSSDC in the last five years is this real focus shift towards co-creation with the citizens like you serve and the idea that government doesn't build services for citizens, they build them together. They are talking about the next evolution and how they can extend the co-creation idea to groups that have traditionally been difficult for the public sector to engage with in an effective way and get things done. Lots of people at the table have a huge focus on digital service delivery now: it is cheaper, faster and more convenient. He was interested if there were some observations from the table about the relationship of the Indigenous People with the digital service delivery. It is always dependent on the community, the context, but he was looking from some insights that service design leaders should consider, and he knows that there are lots of infrastructure challenges. Members at the table are wondering on how they could incorporate some of these things in their services that they design every day. If he reaches out to the Friendship Centre in Whitehorse and try to work together is that a workable plan? The next step is progress, and he was interested from the perspective of the idea of co-creation with the Indigenous populations and if there is a practical step to take there as service design leaders from moving that idea forward. <p>Jocelyn Formsma responded that there is a capacity piece through engagement. The Friendship Centres is a good place to start with. Regarding the digital divide, they want to move to digital but ensuring that they are not abandoning the analog channel and to be prepared to have both channels until people are confident in using the digital channel. During COVID they set up a computer outside the Friendship Centre so people could apply for the emergency benefits. Going digital is a great thing but people didn't have access to phones, computers or Internet that would allow them to do that. They were trying to come to Friendship Centre and use their computers to access these benefits. As the technology is advancing, need to think about ways that this new technology can better serve Indigenous People, for example drones delivering food to Indigenous remote communities.</p> <ul style="list-style-type: none"> • Gillian Latham (NS) stated that she would like to go and meet with people at the Friendship Centre in Halifax and get a perspective on the in-person services that they are providing to that community. She noted that Service Nova Scotia went to one Indigenous community to bring the ability to write the driver's beginners test in the community as opposed to have them drive for 40 minutes to a centre to take the test, which was a challenge for many. It was a successful initiative, and it worked well. She appreciated the panel's time and their great insight. • Marc Maracle noted that in terms of Mark's question about digital service delivery, there is a cultural recognition that they must build into a digital approach and define what that might look like. He added that on September 25th they are convening a Circle of Elders via Zoom, their Elders have an opportunity to use this technology and be able to reconnect after 6 months of isolation. • Charlene Lafreniere added that in terms of co-creation, as a co-chair of the National Urban Indigenous Strategy Group, there is an opportunity to co-develop at the national level an Urban Indigenous Strategy that is rooted in the community perspective and regional understanding. If that happens at the national level, there is an opportunity that this would happen 	
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	<p>at the community level as well. Having your mindset in co-creation and co-development for the Urban Indigenous context is a good place to be.</p> <ul style="list-style-type: none"> Danielle White thanked members of the panel for their time and insights. In terms of Mark's question about the complex landscape related to Indigenous service delivery, the foundation must be in dialogue and relationship building, they got amazing willing partners that can be engaged with a lot of expertise and knowledge to share. She was encouraged to continue the conversation at a later meeting. 	
3	<p>PSSDC STRATEGIC DIRECTION (Refer to TAB 3)</p> <p>Mark Burns (PSSDC Co-Chair, YT) provided an overview on the PSSDC Strategic Direction with the purpose of defining what PSSDC means by client-centric services and to identify areas of focus for the PSSDC forward agenda.</p> <p>At the PSSDC strategic discussion on September 3, 2020, members agreed to: Continue to:</p> <ul style="list-style-type: none"> Champion the voice of the client and serve as an incubator of ideas to improve integrated and holistic service delivery to citizens and businesses Be a catalyst for sharing information, identifying common challenges, initiating research and gaining insight into client needs, developing practical solutions, and linking government services wherever possible Develop PSSDC's strategic intelligence, e.g., better leverage the Research Committee and ICCS strategic analyst, as well as external experts Leverage alignment of Secretariats to strengthen communication and opportunities for collaboration Make better use of the FPT DMs' Table as a source of leadership and resources, and expand real time, two-way dialogue with FPT DMs on priorities and deliverables <p>Current State – Client-Centric Services:</p> <ul style="list-style-type: none"> The Joint Councils Client-Centric Services priority has developed an Inter-governmental Client-Centric Services Maturity Model. Principles of client-centric services are embedded in the Joint Councils Logic Model. Jurisdictions have embraced client-centric service design practices. Some have developed playbooks or established design or behavioral insights labs. The FPT DMs' Table is establishing a strategic forward agenda and may choose to explore several areas related to client-centric services <p>Current State – COVID-19 and a New Normal</p> <ul style="list-style-type: none"> COVID highlighted service delivery gaps and opportunities for improvement Been transformational in terms of the way we deliver services and work Jurisdictions are now also looking beyond COVID-19 and the implications for long term service delivery as a new normal emerges <p>At the FPT DMs' Table July 15 teleconference the following common priority areas with PSSDC and Joint Councils were highlighted:</p> <ul style="list-style-type: none"> Supporting populations with distinct needs Accelerating Identity Management/Digital Identity 	<p>Action Item #2A: PSSDC Next Steps as discussed at the meeting:</p> <p>#2A: Share client-centric service recommendations with Joint Councils.</p> <p>#2B: Engage with the Research Committee and the ICCS Research Analyst to strengthen strategic intelligence around client-centric service (individuals and businesses).</p> <p>#2C: Draft the PSSDC strategic forward agenda (next 6 months) based on discussions today.</p> <p>#2D: Share with Joint Councils common areas of interest with a view to including on JC forward agenda items for discussion to advance understanding of client needs and to expand client centric approaches, and to inform the potential scope/activities of existing working groups or communities of practice.</p>

<ul style="list-style-type: none"> • Accelerating digital services/digital transformation • Managing digital risks (protecting privacy and data, enhancing cybersecurity) • Improving data management, sharing and data driven intelligence • Contact centres • Artificial intelligence in service delivery <p>There are Common Themes from the PSSDC Information Sharing:</p> <ul style="list-style-type: none"> • Public Sector Collaboration • Omni-Channel Service Experience • Privacy • COVID-19 Response Efforts • Reducing Wait-times • Chatbot Technology Enablement • Data Management Framework • Virtual Agent Technology <p>Recommendations:</p> <ul style="list-style-type: none"> • The creation of a Client-Centric Design Community of Practice was tabled for approval to facilitate interjurisdictional leveraging of client-centric design resources and expertise. • PSSDC to focus on intergovernmental client-centric services and challenges and serve as an incubator of ideas for potential solutions. • Jurisdictions have identified priority areas to look at as a new normal is established. • Leverage the Research Committee and ICCS research analyst, as well as external speakers/experts, to provide strategic intelligence on where the client is going. • It was recommended to sunset the Client-Centric Services Working Group once its remaining activity is completed, i.e., creating a digital, more user-friendly maturity model and user guide. <p>Building a Forward Agenda based on:</p> <ul style="list-style-type: none"> • Supporting populations with distinct needs • Expanding intergovernmental and intersectoral partnerships • Accelerating digital services/transformation (chatbot, virtual agent) – with Joint Councils • Revisit the scope or efforts of existing JC/PSSDC/PSCIOC working groups or communities of practice on common areas of interest, and leverage these to better understand clients' needs and expectations, and bring a focus to client-centric approaches • Explore additional info-sharing topics highlighted by PSSDC to advance client-centric opportunities: • Multi-level public sector collaboration contributing to COVID-19 solutions • Omni-channel service delivery experiences to find/access services for clients and businesses • COVID-19 response impacts on service standards, client satisfaction <p>Next Steps</p> <ul style="list-style-type: none"> • Share client-centric service recommendations with Joint Councils • Engage with the Research Committee and the ICCS Research Analyst to strengthen strategic intelligence around client-centric service (individuals and businesses) • Draft the PSSDC strategic forward agenda (next 6 months) based on discussions today 	<p>#2E: Explore strengthening linkages with the FPT DMs' Table (decision from Sept 3 PSSDC discussion) to better leverage their leadership and resources.</p> <p>#2F: Establish a Client-Centric Design Community of Practice to share jurisdictions' knowledge, tools and resources. Call out for FPTM co-chairs of the JC Client-Centred Design Community of Practice.</p> <p><u>Action Item #3:</u> Sunset the current JC Client Centric Services Working Group once a digital, user-friendly maturity model and user guide have been developed.</p>
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- Share with Joint Councils common areas of interest with a view to including on JC forward agenda items for discussion to advance understanding of client needs and to expand client centric approaches, and to inform the potential scope/activities of existing working groups or communities of practice
- Explore strengthening linkages with the FPT DMs' Table (decision from Sept 3 PSSDC discussion) to better leverage their leadership and resources
- Establish a Client-Centric Design Community of Practice to share jurisdictions' knowledge, tools and resources

Members' discussion:

- Deb Bergey (MSDO) agreed with the recommendations proposed by the PSSDC Co-Chairs to sunset the Client Centric Services Working Group. She supported the idea of a Community of Practice, however, she would like to broaden it with an ability for the MSDO members to participate as they don't have numerous voices at the table and it would be an opportunity for MSDO members to contribute and learn from that conversation. She also supported the idea of strengthening the linkage between the FPT DMs' Table and this table as there is excellent work happening. The forward agenda for the PSSDC is a great idea which resonates with MSDO and they have similar interests in virtual agent and chatbots but she recommended to make it a good experience, sometimes we get excited about the technology and we lose sight of the user experience, having this table honing in on that would be valuable. Lots of PSSDC working groups have moved to the Joint Councils, she needed clarification on the fact that there won't be any working groups associated with the PSSDC, but they have numerous other items that would be tackled as a table. She supported the idea of having working groups with specific deliverables and sunset those after accomplishing their specific tasks.
- Catherine Bennett (PSSDC Co-Chair, ESDC/Service Canada) responded that they are not precluding PSSDC from setting up working groups, but they would like to see them focus on specific results and end points, and the need for working groups is not evident right now. Communities of practice will continue as there are always developments and new things to be shared.
- Mark Burns added that they are not proposing new groups now, but there may be new ones in the future as we advance some of the topics of interest and define some specific deliverables for the group to accomplish. Once these deliverables are accomplished the group would be sunset as it has completed its mandate. There is also funding available to advance priority work.
- Bev Dicks (BC) supported the approach around the user experience and the go forward agenda around service channels. The digital service piece and the Digital Identity is key for members to move forward in the new normal, they need to stay strongly linked in that area. For a cautious approach and do more thinking on the concept of the community of practice which she supports, however, we need to do some work around governance. She learned from the Contact Centre Community of Practice that there are some challenges in trying to manage a large membership. Need to think about the PSSDC can best support communities of practice.
- Jackie Stankey (AB) added that in addition to looking at the governance of these groups, another way to support them is to help facilitate or enable meetings via MS Teams like what is done for the Councils. Perhaps the groups can leverage the support of the ICCS Secretariat in facilitating the use of MS Teams for their meetings and for information sharing. She would like to see something about measurement of outcomes. Her Deputy is looking at how these approaches result in cost savings, efficiencies or innovation and how they can measure that.

	<ul style="list-style-type: none"> Catherine Bennett thanked members for their comments and added that she saw general endorsement for the strategic recommendations and added that if members have any further comments, to send them to the ICCS or to the PSSDC Co-Chairs. The Co-Chairs will review the bring forward agenda with some of the points that have been highlighted today. The PSSDC Co-Chairs will report back to the Joint Councils on the recommendation to create the Client Centric Design Community of Practice and to sunset the Client Centric Services Working Group once its final deliverable is completed. The PSSDC Co-Chairs will consider and provide suggestions regarding governance for communities of practice based on members' discussion. 	
4.	<p>DIGITAL GOVERNMENT TRANSFORMATION (Refer to TAB 4)</p> <p>Pia Andrews, Special Advisor, Digital & Client Data Workstream Lead, ESDC, provided a presentation on Digital Government Transformation: Some thoughts on how we become fit for purpose in the 21st Century.</p> <p>Key Digital Government Transformation concepts for consideration:</p> <ol style="list-style-type: none"> 1) Transformation involves changing into something different. 2) Great services require ownership of the whole service experience. 3) The best way to scale is to empower our people. 4) You become what you value. 5) People expect more from us than efficiency & effectiveness. <p><u>Members' discussion:</u></p> <ul style="list-style-type: none"> Bev Dicks inquired about the leadership style that fits well in this kind of the change approach. <p>Pia Andrews responded that it is the servant leadership style. The key thing is that culture is critical, the only way to scale is to scale your people. If you have all people enabled, you have 100% workforce able to focus on the right direction. If you have a disempowered workforce, you are at a bottleneck and you are only as good as the tiny proportion of your time you have to give the best of your ideas. Both servant and culture are critical. Culture change doesn't have to take years, but with the right leadership, support and engagement you can have the highest performing team. You will be less in control, but you will see the results.</p> <ul style="list-style-type: none"> Catherine Bennett expressed her thanks to Pia Andrews for the great presentation and insights. Unfortunately, the presentation was cut short due to lack of time so Catherine suggested inviting Pia back for an encore so that more time can be spent on this discussion. 	<p><u>Action Item #4:</u> Request for follow up session with Pia Andrews in fall 2020.</p>
5.	<p>Other Business</p> <p>Catherine Bennett stated that the PSSDC information sharing is in the binder for information only. Also, the report from Contact Centre Community of Practice is in the binder for information only.</p> <p>Next PSSDC meeting will be on February 25, 2021. It is most likely that this too will be a virtual meeting.</p> <p>The Fall/Winter PSSDC MS Teams meetings are listed on the agenda.</p> <p>Mark Burns thanked all members, presenters and observers for their contribution and time, he also thanked the ICCS for a successful meeting.</p>	

	<i>The PSSDC meeting adjourned at 3:10 p.m. EDT.</i>	
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