

PUBLIC SECTOR SERVICE DELIVERY COUNCIL (PSSDC) MEETING September 29, 2022

Record of Decision v1

Item	Topic / Discussion	Decision / Action
1.	<p>Welcome and land acknowledgement.</p> <p>Mark Burns, PSSDC Co-Chair, Yukon, provided welcome remarks and thanked the ICCS for organizing the official dinner. It was great to meet and reconnect with members.</p> <p><u>ADMINISTRATIVE MATTERS:</u></p> <p>A) Approval of the Record of Decision February 17, 2022, PSSDC meeting (virtual). Record of Decision of PSSDC meeting of February 17, 2022, adopted without changes.</p> <p>Motion for approval: Moved by Adriana Poveda (BC) and seconded by Linda Maljan (NT).</p> <p>B) Acceptance of September 29, 2022, PSSDC Meeting Agenda PSSDC meeting agenda of September 29, 2022, approved, without changes.</p> <p>Motion for approval: moved by Sheila Robison (BC) and seconded by Gillian Latham (NS).</p>	<p><u>Decision #1:</u> Record of Decision of February 17, 2022, PSSDC meeting approved without changes.</p> <p><u>Decision #2:</u> Agenda of September 29, 2022, PSSDC meeting approved without changes.</p>
2.	<p>2. Priority #6: Artificial Intelligence & RPA (Refer to TAB 2)</p> <p>Sumair Sayani, Founder of PathosAI, facilitated a session on the results of the work done by PathosAI to unearth customer emotions and emotional engagement by using unstructured text data from the Business First 2022 (BF2022) survey. Session focused on AI techniques used allowing a deeper view that can help service delivery leaders improve service delivery experience for their clients.</p> <p>BF2022 results show that perceptions of business users of government services have levelled off. We also noticed that recent service experience scores have declined from 60 in 2019 to 58 in 2022, whilst satisfaction with the service has declined significantly, from 70 in 2019 to 67 in 2022. While these are important findings and point towards the need for action, the challenges faced by service delivery leaders are:</p> <ul style="list-style-type: none"> Why are scores not improving and why, at least in some cases, are they declining? 	<p><u>Action Item #1A:</u> PSSDC members interested in collaborating with the ICCS on the next iteration of Citizens First to connect with Dan Batista, ICCS Executive Director, for further details.</p>

<ul style="list-style-type: none"> • What to action to improve scores? • What to action first? <p>Presentation focused on the three outcomes from the analysis of the BF2022 data: Diagnostics, Diversity & Inclusion, and Action Planning. Emotional motivation is critical to build valuable experiences and is a key predictor of future citizen behavior.</p> <ul style="list-style-type: none"> • Increase Citizen Trust & Confidence • Predict Emotional Connection • Build emotional connection • Move along the citizen experience journey • Unearth motivators that matter <p>Sumair suggested areas that service delivery leaders should focus on to improve emotional engagement.</p> <p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> • Linda Maljan (NT) inquired if the analysis picks up all “caps and exclamation points” written by someone who would be upset? <p>Sumair Sayani (PathosAI) responded that the analysis is done based on the exclamation points, emojis and these are converted to text. Sometimes this can be misleading because it should be analyzed in the context of the rest of the statement. Exclamation marks could be positive or a negative. The model built considers all these constructs and it is based on the social intuitive emotion and doesn't miss the context.</p> <ul style="list-style-type: none"> • Adriana Poveda (BC) inquired on how the model measures convenience, medium versus low? <p>Sumair Sayani (PathosAI) responded that it is beneficial to understand citizen's expectations from their experience. Citizens want fast, easy, and convenient services or answers they need. The model picks up the convenience factor which gives them a medium degree of waiting time and ease of access that are critical. Convenience is shown as this is one of the drivers of potential set of emotions that they gathered in the analysis. The results are categorized into two sections: diagnosis and key drivers of emotional engagement.</p> <ul style="list-style-type: none"> • Silvano Tocchi (CRA) inquired if the first touch resolution was fixed for retail, trade, and construction, would that result in an uptake in the communication? <p>Sumair Sayani (PathosAI) agreed and noted that it should be done for all areas. Prioritization is important and will have the biggest impact on emotional engagement with citizens.</p> <ul style="list-style-type: none"> • Mark Burns (YT) asked about the storage of the key points, if the video was stored before being converted in key points, was that done in real time? That would be a privacy concern, if the video was stored before getting the key points it won't be in accordance with the privacy rules. <p>Sumair Sayani (PathosAI) responded that nothing is stored on their servers, no data is brought into their ecosystem. Through API, it could run it in someone's ecosystem itself. If someone wants to keep the data there, run the analysis and get the result. It would be independent and isolated on the user's platform.</p>	<p>Action Item #1B: Pathos AI to be invited to a future meeting to showcase their progress related to measuring citizens' emotional engagement.</p>
---	--

Mark Burns (YT) added that the idea of government storing video of citizens even to turn it into those key points could be a difficult conversation with the Privacy Commissioners.

- Sheila Robison (BC) commented that when BC investigated technologies for contact centres and looking into sentiment analysis in real time, the agent or the customer representative would get the messages, when the customer was frustrated and hostile. This is captured in something that is called cockpit, the record of the words is there, but not the person making the statement. This way avoids running into issues related to privacy. It helps them with their training, but it is happening in real time, and it is helping people to recognize their impact on the person they are talking to.
- Sumair Sayani (PathosAI) mentioned that there are numerous private companies that are using video data to do other kinds of analysis. The Canadian Tire stores have a sign at the entrance that the customers are video recorded, there is an implied acceptance by clients that are being monitored. If that was analyzed from a queuing perspective in terms of how much time people wait for the cashier, where they are standing or spending time in the store.
- Adriana Poveda (BC) stated that if they need to put it in the contact centre, they could learn how citizens are looking for services when they are calling in and then creating it as bundle experience and when somebody has lost a job, there may be 5 different services that they could be eligible for. Do you have any cases, maybe working with governments where you can help them to move that into next steps?
- Sumair Sayani (PathosAI) responded that there are no current use cases, until now they've work with the government sector in Singapore and Dubai exploring and working mostly with their survey data. That is very restrictive to the one question that is being asked. If there were more interactions data that might be something for PathosAI to investigate. PathosAI didn't get into the information which is transactional. The data chatbot from other industries was received, but not from government.
- Silvano Tocchi (CRA) mentioned that there are 2 kinds of data that is being analyzed: 1. data that is picked up in real time from the actual service interaction with various methodologies, breaking down and understanding it and 2. have different source of data that comes after the fact, coming from an exit survey that might happen in close proximity to the service interaction but might also happening in completely different context. Several things could influence people with those two different sources. He asked Sumair if he has a model that accounts for time lag or is a difference between what people stated and revealed preference? There is an opportunity to compare the two sources of data.

Sumair Sayani (PathosAI) stated that when they built the model, they processed millions of records from various sources, from different ways of expression, they were in real time versus after the fact. The model looks at the context or the situation: who is this about? What is the goal/objective or customer and what is the result? PathosAI made attempts to triangulate, but they discovered that it's not easy. They focus on what customers are saying. The literature says that people become more expressive and talk about their subconscious motivations when they speak, they can still control what they say depending on the situation they are in.

- Dan Batista (ICCS) commented that this is a powerful tool and process, demonstrating the abilities to better understand clients, especially emotions. He asked members to consider what there may be value in their own context, specifically around unstructured data. How we can complement this with what clients are saying about government services. Unsatisfied people are more than happy to tell other people about their experience and how poor the service was. The ICCS is starting the work on the next iteration of Citizens First. It would be decided on what key metrics are to be measured this time. It would be structured in a survey or methodology that would allow us to gather what is out there in different places or asking the right

	<p>open-ended questions to get to that emotional engagement. He encouraged members to connect with him directly if they are interested in participating in the next iteration of Citizens First.</p> <ul style="list-style-type: none"> Mark Burns (YT) noted that this is a good place for jurisdictions to get experience if they are not ready to put their public data in it. He recommended that the survey and the employment engagement data would be interesting if it's in-house. He likes how this is built on trust in government. Building trust in government requires understanding the clients, learning where they are, how they are feeling about the services they receive, this ties to the discussion with Code for Canada at Joint Councils. He thanked Sumair for pioneering this work and presenting to PSSDC. This is a start of the journey and great innovation. There will be further discussions on this theme as the public sector starts to apply that methodology to deliver better services to citizens. 	
3.	<p>3. Priority #1 Modernization of Service Delivery Models technology (Refer to TAB 3)</p> <p>Sheila Robinson, Assistant Deputy Minister, Service BC and Adriana Poveda, Executive Director, Service BC, provided an overview on the BC integrated response using a new omnichannel process to support Ukrainian refugees in their jurisdiction.</p> <p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> Ann Dolan inquired if the new channels and the quality service referred to in the presentation are virtual and mobile as well? <p>Adriana Poveda (BC) responded that BC was able to establish a video channel for the activation of the BC services card and it ended up helping people more than they anticipated. People can download the app if they want to authenticate their BC services card. Through the app's functions the people are connected to a contact centre agent, so citizens would be comfortable, and they would get quality service through a virtual channel.</p> <p>Sheila Robinson (BC) added that they are trying to use as many channels as possible like texts, chatbots, in-person, mobile, video. One of their biggest learning was to not limit themselves and there were numerous discussions when somebody had an idea around the reasons why they shouldn't do it related to privacy or security concerns, the team was challenged to consider all options before quickly dismissing an idea. A big learning about channels was that these must be aligned to the core principles. People tend to overcomplicate things and sometimes is not complex and the outcome has big impact.</p> <ul style="list-style-type: none"> Dafna Carr (ON) asked about the office in a box solution, the Ontario government is trying to implement this. What is in that box? The toughest thing is to put everything from an office in a box, maybe what are the most important things to put in the box? <p>Sheila Robinson (BC) clarified that this really a network not an office in a box, this is about access to a secure network. Office in a box means to ensure having wireless printers, scanners, and card readers, point of sales, terminals that are accessible. The problem was that they couldn't have those things without the secure network in a box. The box is very heavy and difficult for someone to lift it and there are some improvements to be made to make it more portable. The value in being able to have that secure network, their partners being able to use it, as Health and Service Canada, knowing that is all secure, that is a real game changer for BC. There is also support from CIO colleagues to have this secure network.</p>	<p><u>Action Item #2:</u></p> <p>James Gilbert recommended for PSSDC to add to the bring forward agenda a discussion on shared service delivery across jurisdictions; themes to consider related to invisible visibility and a proactive way to look at accessibility.</p> <p><i>The ICCS Secretariat can reach out to the JC Research Committee for a facilitated discussion related to this ask. The Research Committee has recently released a series of monthly research reports on accessibility, equity, diversity, and inclusion as well as on service delivery channels and can provide support and insights to this discussion.</i></p>

<ul style="list-style-type: none"> Gillian Latham (NS) commented that in Nova Scotia, they have a mobile photo unit that is providing photo IDs. Service NS staff are going to libraries and various community centres to help the vulnerable communities because they often don't want to come to a service centre. It is set up in the universities, as well, for students outside the province. What was BC staff reaction to all changes and change management piece when they asked for volunteers to help and how that worked? <p>Adriana Poveda (BC) responded that the initiative was very well received by the staff, and they used volunteers. They had a Ukrainian customer rep in the mainland who spoke in her native language with those people in the community when they did most of the outreach. The community was reaching out to the contact centre on Facebook when their contact centre was closed due to the flood. However, the community was reaching out to those people on Facebook because they knew that she was working with Service BC.</p> <ul style="list-style-type: none"> Mike Bannister (NL) inquired if BC had a social media strategy, how that worked? In Newfoundland, they are dealing with recovery of the damages from hurricane Fiona. From a digital perspective, the social media channel is very important for reaching out. Meeting people where they are at is important from a digital perspective. How do we have a measured response knowing that there are shortcomings on social media. That is part of the community, and it needs to be addressed. <p>Sheila Robinson (BC) responded that it seemed very complicated as to who they needed to get permission from, does that have to go through the central communication people, could they assign someone to tweet and post on Facebook? They haven't had a communication strategy; however, their partners did. They need to get better at this, finding ways to make it simple. It is very important, as communicating through multiple channels is one of the priorities.</p> <p>Adriana Poveda (BC) added that their employees know the community well where they have community boards, knowing their cities. They help service BC people to navigate through this. Every community was different during the pandemic on how they communicated with their people. Not sure if social media is the only way for people to communicate with the government.</p> <ul style="list-style-type: none"> Lori Doran (ISC) asked on how they can better integrate services to individuals from the federal and provincial perspective, bringing services closer to them and the potential to share efforts in that area. Indigenous Services Canada is issuing the status card, a federal piece of ID and this could as a legitimate federal ID unlock access to other benefits whether they are federal or provincial. It would be a potential use of the status card to login in to the My Canada Service account at Service Canada and have a seamless digital platform to access other benefits and services. There is a group that could really benefit from modern technologies and digital solutions because they are remote and have no connectivity, or there are digital literacy issues. How do we fix that or how do we address that in our service models. Indigenous Services Canada presented to the PSSDC table on the mobile photo app, which could be downloaded on the Apple store for free and it takes a passport quality photo at no cost, anywhere. This technology was implemented because people cannot go to a passport photo office easily and that photo is required for the status card. The technology is available, although it has its limitations, but this can help in reducing barriers geographically and in terms of cost. <p>Sheila Robinson (BC) agreed to work in partnership. Currently in BC there is great work on the status cards with Indigenous communities, for primary or secondary ID and how their provincial government deal with different First Nations peoples. They are working in partnership with some of their federal colleagues. Many of the BC offices are shared with Service Canada and there are citizens coming needing passports, although this service is not available. They started working with ESDC/Service Canada team in remote areas where Service Canada would come twice a month to issue passports. They work in partnership with Indigenous Affairs and other federal partners and we want to be strong partners in this space.</p>	
--	--

	<ul style="list-style-type: none"> James Gilbert (ESDC) thanked BC for the valuable showcase presentation, this work shows leadership, putting Canadians and new immigrants first. That is reflected in the results and the value it brings to the community and citizens. He recommended for PSSDC to add to the bring forward agenda a discussion in terms of shared service delivery across jurisdictions; themes to consider around invisible visibility and a proactive way to look at accessibility. Sheila Robins thanked and acknowledged Patty Ballam who led their first mobile response leading the way with all the work she has done on that. 	
4.	<p>4. PSSDC Treasurer's Report (Refer to TAB 4)</p> <p>A) PSSDC Treasurer's Report:</p> <p>Linda Maljan, PSSDC Treasurer, advised members that the PSSDC financial report is available in the meeting binder. Annual members' contributions go to support projects and initiatives of the PSSDC and Joint Councils, this money is kept in the account's reserves, another portion goes to cover secretariat services by the ICCS. There currently five projects underway related to service delivery. The PSSDC is in a good financial position. The PSSDC has sufficient funds for initiatives and projects. Recently, there have been lots of discussions on technology, Digital ID and digital service delivery and members have indicated that PSSDC needs to reconfirm and refocus on the service delivery side. The PSSDC table is about bringing the voice of the people and the businesses and an ongoing exercise on service delivery improvements. Technology is only one of the tools in the tool kit. PSSDC members have an opportunity to use some of the funds available to do work with a pan-Canadian reach and impact focused on service delivery.</p> <p>She advised that the annual fees have not kept pace with the cost of living, and there will be some changes in their operational funding, which is not very significant. A decision by Joint Councils at the September 28th is to convene a task force made up of the ICCS Board Executive and leadership from PSSDC and PSCIOC to review operations and funding model. She encouraged members to think about potential projects or initiatives they would like for PSSDC to lead and suggested tabling these ideas and funding required to move this forward.</p> <p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> Ann Dolan (NB) inquired as to the mechanism for considering these proposals or ideas, would it be a submission from a subgroup or members? Would the proposal include the amount of money needed or would PSSDC determine the funding? <p>Linda Maljan (NT) responded that usually the proposals come through the working groups of the councils, however, members could submit their proposals directly to the table. She added that the proposal must mention the funding request for the initiative for members' approval. There is a funding request template available. She recommended that the proposal and the request for funding be tabled at a PSSDC meeting or sent via ICCS secretariat so that members are aware of the ask. The proposal should include both the scope of work and an estimate of funding required.</p> <ul style="list-style-type: none"> Mark Burns (YT) advised members that they could bring the proposal to the PSSDC members for a motion to fund a project/initiative. He recommended that the Treasurer could share the template at a future meeting for the members to know what is required and perhaps an example of a project completed so members could learn what the process is to get proposals approved. 	<p><u>Action Item #3:</u></p> <p>ICCS to add item to bring forward agenda for the PSSDC Treasurer and ICCS Secretariat to provide an overview of the process for submission of project proposals and funding requests to PSSDC.</p> <p>At this meeting, members to submit ideas and/or proposals including funding requirement for discussion and next steps.</p>

	<ul style="list-style-type: none"> Linda Maljan suggested to allocate some time on the agenda at an upcoming PSSDC meeting for this purpose and ask members to share their project ideas or proposals at the meeting. Adriana Poveda (BC) suggested for PSCIOC members to be invited to participate and work together on these proposals. Linda Maljan stated that numerous projects have been done in collaboration with the PSCIOC and many are underway at Joint Councils. However, there may be some initiatives that pertain only to the PSSDC table, and members would like to advance these as a table focused on the service delivery side. <p>B) P/T co-chair role:</p> <ul style="list-style-type: none"> James Gilbert (ESDC/Service Canada) advised members that Mark Burns is completing his P/T co-chair term at the end of the meeting. He thanked Mark for his fantastic leadership during his tenure of two years plus an additional one year which demonstrated his commitment to the Councils. Members appreciated his leadership, commitment, and service to this group. Mark will continue his role as a PSSDC member and as the new ICCS Board President. Mark Burns (YT) responded that it was a pleasure to co-chair PSSDC and Joint Councils' meetings. It was great to have the opportunity to be at an in-person meeting agenda to reconnect with members before shifting roles. The opportunity to see all the work that goes behind the scenes to put these meetings together and the work of the ICCS is inspiring. He praised the table for their commitment to service delivery innovation, their enthusiasm in participating in the Councils, and for also being authentic in terms of what hasn't gone the way we hoped but finding a way to improve outcomes. It is a proper collaborative forum where members share and work in the open. One of the takeaways from the table is the value of benchmarking in terms of where his jurisdiction stands relative to others, what is working and what ideas can be replicated and integrated in our respective jurisdictions, getting this sense of feedback is amazing. The Councils have grown from information sharing to co-creating and co-developing solutions to improve service delivery, this is extremely valuable. The potential for the table is huge in terms of working together and co-creating, finding models, and accelerating each other by pooling our collective efforts and energy. This is what makes this FPTM table so important and relevant in Canada for moving all priorities as a nation. It's been a real pleasure to be involved and he thanked PSSDC members for their support. James Gilbert (ESDC/Service Canada) welcomed Sheila Robinson, Assistant Deputy Minister, Service BC as the new PSSDC P/T Co-Chair, endorsed by PSSDC members. He noted that members have seen the innovation and leadership that she brings to this table. 	<p><u>Decision #3:</u> PSSDC members' endorsement of Sheila Robinson, Assistant Deputy Minister, Service BC, as the new PSSDC P/T Co-Chair for a tenure of two years. (Sept 2022 to 2024).</p>
5.	<p>5. Priority #8 Policy and Service Integrated and Agile Design (Refer to TAB 5)</p> <p>Call to Action #17 – Reclaiming names</p> <p>Lori Doran, Director General, Individual Affairs Branch, Indigenous Service Canada, gave a presentation on the Truth and Reconciliation Commission of Canada (TRC), Call to Action #17 related to reclaiming names. The TRC, Calls to Action is a final report of the shared experiences and intergenerational impacts to residential school survivors and their families. The TRC report has 94 recommendations, or 'Calls to Action' to address the schools' legacy and to advance reconciliation with the Indigenous Peoples of Canada. Canada announced that, effective June 14, 2021, Indigenous peoples, residential school survivors and their families can reclaim their Indigenous names, as written, on passports and other government-issued documents. This</p>	<p><u>Action Item #4:</u> ISC (Lori Doran) to report back to the PSSDC on ISC's jurisdictional scan results and proposed scope for the creation of a working group to address TRC's Call to Action #17</p>

<p>announcement is a critical step in redressing Canada's colonial legacy and restoring dignity and pride in Indigenous names and Indigenous naming practices.</p> <p>In terms of next steps, the ISC is working to:</p> <ul style="list-style-type: none"> • Further integrate non-Latin characters throughout internal systems. • Test functionality and determine capacity of both ISC and partners' systems' ability to serve persons with non-Latin character names. • Supporting individuals in reclaiming their names and communicating the changes. • Work with partners to establish a service delivery model with guidance for persons informed by Central Agencies. • Explore integrating mononyms as a reclaimed name into our systems. • Continue engaged discussions with Canadian Bank Note (CBN) so that they can become aligned with our requirements. <p>Discussion Questions:</p> <ul style="list-style-type: none"> • How can federal, provincial, and territorial governments work together in a coordinated way to support Indigenous names in Indigenous languages? • What character set should be used to support all or as many Indigenous languages as possible? <p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> • Adriana Poveda (BC) recommended a potential collaboration with Service BC to help expand the Indigenous Services Canada footprint to provide more access to citizens like the work that is being done by BC. <p>Lori Doran (ISC) responded that raising awareness for the individual clients to apply for the secure version of the status card, having their traditional name at least partially incorporated into it would be helpful. It would be beneficial to move from the less secure laminate card to the more secure version. She welcomes opportunity where they can share their efforts to outreach but it is more about the system work that needs to happen to fully realize the intention of the Call to Action. The system has limitations not having the diacritical marks in the traditional or reclaimed names. There is a way to make it easier for individuals who seek to reclaim their traditional names through the official Vital Statistics process, because even if they had the system capability with the diacritical marks, they cannot randomly put somebody's name on a federal ID, without having the authority to do so.</p> <ul style="list-style-type: none"> • Silvano Tocchi (CRA) inquired about the scale in terms of potential and an estimate of how many people have been looking to pursue reclaiming elements of their identity. <p>Lori Doran responded that they don't have this information which is a challenge. There were some investigations done through the limited capabilities that they currently have. There are places across Canada where there is more activity than others and BC is one where there is the most interest. There is some criticism around the current lack of capacity to accommodate people in this area. Consequently, there is a members' bill that is going through the BC parliament to bring some actual commitment on the part of the provincial government to act.</p> <ul style="list-style-type: none"> • Mark Burns (YT) inquired about the scope. Ideally would be great if they could offer all the documents with options and the ability to support all the characteristics. Is this the goal or is it more like Vital Stats to update their official records? 	<p><i>(CTA#17: Indigenous peoples, residential school survivors and their families can reclaim their Indigenous names, as written, on passports and other government-issued documents.)</i></p>
--	---

	<p>Lori Doran responded that it is complex and multi-layered issue. For them to change a name on an official federal or provincial ID document, authority from Vital Stats is needed. There is a process that they need to break down the barriers vis-à-vis Vital Statistics official name change process. That is step one, however, if that is done, how do they accommodate the non-Roman characters or diacritical marks on the printed ID documents and ensure that there is inter-operability across different systems?</p> <ul style="list-style-type: none"> Gillian Latham (NS) mentioned that in Nova Scotia, the systems for drivers' license and Vital Statistics have the diacritical marks. <p>Lori Doran (ISC) clarified that there is a whole range of diacritical marks. She was aware that in BC there are some unusual characters to be incorporated, there are traditional and reclaimed names that don't have diacritical marks. She recommended to start from there, learning from each other where there has been some success or capability built into the processes within the jurisdictions so we can aim to build a model or an approach.</p> <ul style="list-style-type: none"> Linda Maljan (NT) expressed interest to be part of future discussion on this matter. The Vital Statistics Act changed several years ago, the change wasn't fully implemented, as not full consideration was given to the implications of the change, but it allowed for the Indigenous fonts. They have 11 languages in her jurisdiction (9 are Indigenous and not all have diacritical marks as part of the language), but this needs to be fixed. Health is the co-sponsor of the work, and it is tied to Vital Statistics. They don't have the ability to fully implement it yet and the technical part is very confusing especially when they get to the inter-operability. She received a couple of contacts around the country, as this conversation came up at the Open Government and Open Data that are also being held across the country. She would like to be part of a working group that is broader because it is going to affect all of them and that is an area worth investing in some work. Jackie Stankey (AB) noted it would be beneficial to have a focused project and it could be approached from a technology system or citizen centric perspective. From a citizen point of view is important that the foundational identity information is correct to a birth certificate issued through the provinces / territories and other foundational identities through the status cards. There are so many services relying on those official government issued identity documents physical cards, whether is getting a bank account or registering children in a school. She recommended as a first step to connect and engage with groups such as the Vital Statistic Council of Canada and the Registrars as part of this community. Also important is to engage a broader set of stakeholders, service providers and external organizations (private sector) that use these documents. Kathryn Durkin-Chudd (MB) expressed her interest in following up on this discussion, as Manitoba is currently working on this, using the model from Alberta in terms of diacritical characters and the single name option that is used in Ontario. They are keen to align with other provinces and the federal government. From a citizens' perspective they must ensure that they have alignment in terms of the birth certificate that is issued with a reclaimed name that have characters which are not currently permitted for the Canadian passport. The issue is at the Vital Stats branch level, however, would like to have further discussion as it relates to driver's license, health card, etc. This also plays a role, as we move to digital identity. Harry Rajerison (IRCC) mentioned that IRCC had an initial conversation with Manitoba on the potential impact on passport applicants. 	
--	--	--

	<ul style="list-style-type: none"> Dafna Carr (ON) recommended if they could look at the object character recognition as a way of looking at an image and not just the characters - not sure if that would work for interoperability point of view, but to think outside the box to integrate some of those character challenges in terms of system's issue. Kathryn Durkin-Chudd responded that she has an updated jurisdiction scan that she would be happy to share. Adriana Poveda (BC) advised that there is a VSA working group that supports the Deputies' table. It would be great to have them as part of the conversation. Mark Burns (YT) thanked Lori Doran for the presentation and added that it is a Canadian issue which requires to be addressed. It is a challenging one, however the PSSDC is a good forum to have this discussion and start to move forward on a pan-Canadian approach. He suggested for members to think about a proposal on what should be the direction of this work going forward, some work on developing a scope is needed. Pleased to see that Lori's objective to engage PSSDC members was accomplished as the group is interested in being part of this discussion going forward. Lori Doran thanked members for their interest in collaborating on this and for sharing jurisdictional information on this matter. She would like to explore the idea of a working group to tackle this. She offered to report back at a future meeting on ISC's scan results and proposed scope of work or mandate for the creation of a working group. 	
6.	<p>6. Strategic Research & PSSDC Information Sharing Analysis (Refer to TABs 6A to 6C)</p> <p>A) PSSDC Information Sharing Analysis (Refer to TABs 6A and 6B)</p> <p>Pavel Koval (JC Research Analyst) provided an overview on the results of the latest jurisdictional information sharing analysis. He advised that most of the service delivery priorities noted in the PSSDC information sharing documents align with the strategic priorities of the PSSDC and the Joint Councils related to:</p> <ul style="list-style-type: none"> Citizen-centric services: Digital, AI-assisted, and post-pandemic in-person citizen-centric services continue to be the most reported service delivery priority across all governments. Updating service delivery models: While the COVID-19 pandemic placed greater emphasis on the need to better understand and improve the experiences of citizens, significant progress has been made on changing outdated service delivery practices in favour of a more modern and online-based approach. Informed outreach: In addition to enhancing its workforce's competency, jurisdictions have been conducting outreach to other areas of government to gain awareness of the framework and understand employees' perspectives about what client-centricity means to them in their own work contexts. Results matter: Jurisdictions have placed a strong focus on ensuring robust communications and establishing concrete linkages amongst design/delivery/operations teams and shifting from planning to delivery mode. <p>No comments or questions were raised.</p> <p>B) ESDC – Service Research Priorities (please refer to TAB 6C)</p> <p>Stephane Gascone, Manager Strategic Policy and Anna Engman, Manager Strategic Policy, ESDC/Service Canada provided an overview of the Research workplan at the ESDC/Service Canada. The objective of the presentation is to inform PSSDC</p>	<p>Action Item #5: Request to be sent to PSSDC members to identify specific research topics from the list presented by ESDC to have further discussion at an upcoming meeting on potential areas for collaboration.</p>

members of ESDC's service research priorities, highlight selected research projects and activities from the Service Research Division and from other service research areas of EDSC, and to identify potential research areas for collaboration with PSSDC.

3. Identified Research Themes, Priorities and Alignment to ESDC's Four Transformation Goals

Service Research Themes and Priorities		Transformation Goals			
Service Research Themes	2022-23 Identified Research Priorities	1. Seamless Digital Experience <i>Provide responsive and digitally-enabled services to clients and recipients through the channel of their choice</i>	2. Service Accessibility <i>Improve service access for all clients and recipients, develop partnerships and proactively include all communities</i>	3. Empowering Ways of Working <i>Further empower employees with better tools, technological platforms, and ways of working</i>	4. Aligning Policy and Service Design to Maximize Results <i>Deliver better results/outcomes by embedding policy and service considerations at the beginning of the design process</i>
Optimize Service Delivery Outcomes Research projects covering all service channels and contributing to departmental knowledge on the characteristics, evolving needs and preferences of clients	Barriers to Service Access	✓	✓	✓	✓
	Digital Transformation and Services	✓	✓		
	Diverse and Inclusive Service Design and Delivery	✓	✓		✓
	Policy-to-Service Continuum: The Role of Research and Data	✓	✓		✓
Innovate in Service Delivery and Design Research exploring innovative approaches across service channels, digitalization, and automated processes enabling service delivery	Service Design and Delivery in Virtual and Hybrid Work Environments	✓	✓	✓	
Anticipate & Effectively Manage Risk & Opportunities to Service Delivery Research exploring risks to service delivery and trends related to societal changes and service transformation and impacts and opportunities	Future of Service Delivery	✓	✓	✓	✓

Members' discussion:

- Mark Burns (YT) commented that ESDC has presented a great number of valuable and interesting research projects. He advised that comments in the meeting chat are of people that would like to learn more and engage on this work. He expressed interest in the E-Vulnerability Index (EVI) as to how to apply this framework in service design.
- Linda Maljan (NT) commented that she would like to explore this further and put more focus on the research work. She suggested for members to have a facilitated discussion on a piece of research that they would like to discuss further (for example, gathering of lessons learned, who's using it, what stage is this work in each jurisdiction). She recommended to build it in a future meeting as the work that ESDC is undertaking is very valuable to the PSSDC.

	<ul style="list-style-type: none"> Mark Burns (YT) suggested having ESDC report back on the progress or results of some of this work, particularly around how these could be used. Looking for collaborative research opportunities for PSSDC to engage, worth having a discussion just on which pieces of research the PSSDC is interested in. Gillian Latham (NS) express interest in the hybrid model that the presenters are looking at, it is top of mind for most jurisdictions, especially for the in-person channel. 	
7.	<p>7. Priority #2 Client Experience Management (refer to TAB 5A & 5B)</p> <p>A. Client Complaint Management – Complaint Analytics – MSDO (Region of Peel)</p> <p>Felix DaSilva, Advisor, Analytics Service Excellence & Innovation, Region of Peel, gave a presentation on complaints analytics based on the Region of Peel's Water and Wastewater use case.</p> <p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> Mark Burns (YT) inquired about the size of the team, the overall cost of the trial, and how long it took to implement? He was interested about the business case. He was impressed with the service improvement story and how that turns into more efficiencies. <p>Felix DaSilva (Region of Peel) responded that the business case was already made when they got this, they were more in the execution phase and answering the business questions.</p> <ul style="list-style-type: none"> Chine Nkado (Region of Peel) remarked that the initiative cost about \$100,000, they engaged the consultant to work with them on the project. Mark Burns (YT) thanked the presenter for being a pioneer on complaint analytics and showing what can be done. It's important to see the cloud piece as a functional dashboard that produces a lot of value for the organization. That looks very good like a template to replicate, especially the budgeting range that could be doable. <p>B. Client Complaint Management: Service Canada's Office for Client Satisfaction</p> <p>Catherine Francis, Director, Client Feedback Centre of Expertise & Office for Client Satisfaction and Dominic Laverdière, Manager, Office for Client Satisfaction provided an overview of the Office for Client Satisfaction (OCS), the presentation focused on mandate, complaint management processes and future activity related to several improvements that ESDC is considering to the way it operates.</p> <p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> Felix DaSilva (Region of Peel) inquired how ESDC differentiates between complaints and compliments. 	No action item identified.

	<ul style="list-style-type: none"> Dominic Laverdière (ESDC) responded that every piece of feedback is analyzed by an officer, and it is included in their analysis, it is easy to differentiate between compliments and complaints. Clients are very detailed in how they describe their interaction, on how the officer was able to provide the service and on how satisfied clients are. 	
8	8. Other Business Mark Burns (YT) advised that an update report on the work of the Contact Centre CoP is available in the meeting the binder. He encouraged members to complete the evaluation form. The evaluation material is very for agenda planning. Next PSSDC meeting; February 23, 2023, in Ottawa. Linda Maljan (NT) stated that it was Mark Burns last meeting as co-chair and would like to offer thanks to Mark on behalf of the Councils for his leadership, support and commitment to this table's mandate and work. Mark has done a wonderful job co-chairing meetings and this is much appreciated by members. Mark Burns thanked members for their participation. The meeting adjourned at 4:00 p.m. EDT.	

Attendance	
PSSDC Co-Chairs	
James Gilbert	ESDC/Service Canada
Mark Burns	Yukon
PSSDC Members	
Mike Bannister on behalf of Gail Boland	Newfoundland and Labrador
Kathleen Butler	Canada Revenue Agency
Dafna Carr	Ontario
Lawrence Cheung on behalf of Sylvain Beauchamp	Immigration, Refugees and Citizenship Canada
Shelley Darlington	MSDO, City of Niagara Falls
Ann Dolan	New Brunswick
Lori Doran	Indigenous Services Canada
Kathryn Durkin-Chudd	Manitoba
Sherry Fogwill	Newfoundland and Labrador
Jean-Paul Fradette	Manitoba
Roxanne Hersack	Alberta
Jane Hicks	Veterans Affairs Canada
Ambereen Jamal-Rahim for Kelly Acton	Treasury Board of Canada Secretariat
Shaifa Kanji	Innovation, Science and Economic Development
Gillian Latham	Nova Scotia

Christian Laverdure	Immigration Refugee Board
Michelle MacFarlane	Nova Scotia
Linda Maljan	Northwest Territories
Michelle Orth	MSDO, Peel Region
Denis Poirier	Indigenous Services Canada
Adriana Poveda	British Columbia
Sheila Robinson	British Columbia
Judy Ross	New Brunswick
Jackie Stankey	Alberta
Silvano Tocchi	Canada Revenue Agency
PSSDC Observers	
Elyse Armstrong	Immigration, Refugees and Citizenship Canada
Patty Ballam	British Columbia
Leah Brannigan	Canada Revenue Agency
Olivier Bullion	ESDC/Service Canada
Geneviève Caisy	Quebec
Bill Danielsen	ESDC/Service Canada
Keith Desjardins	Indigenous Services Canada
Krista Dewey	Vital Statistics Agency, Nova Scotia
Edward Dodd	Ontario
Blake Fleischhaker	Saskatchewan
Michael Kalin	Research Committee co-chair, IRCC
Nelson Loureiro	Ontario
Usman Maan	Indigenous Services Canada
Margo McCarthy	ESDC/Service Canada
Sylvain Parent	Indigenous Services Canada
Stéphanie Phaneuf	Treasury Board of Canada Secretariat
Harry Rajerison	Immigration, Refugees and Citizenship Canada
Jonathan Rath	Client Centric Services Design and Experience CoP co-chair, CRA
Anna Slavina	Manitoba
Beverley Thomas-Barnes	Ontario
Eric Willson	Service Canada
Dan Batista	Executive Director, ICCS
Alex Denike	ICCS
Michael Dziong	ICCS
Pavel Koval	JC Research Analyst
ICCS Secretariat	
Maria Luisa	Director, National Councils (PSSDC & PSCIOC)
Stefania Silisteanu	Coordinator, National Councils (PSSDC & PSCIOC)