

# **PSSDC Jurisdictional Information Sharing Analysis**

February 2023

# Dashboard Summary



Jurisdictions seek best practices for enhancing citizens' digital experience and dispelling digital identity technology misuse concerns through collaboration.



Jurisdictions seek information on anti-racism, accessibility, and EDI plans and successful programs addressing digital access and literacy equity gaps.



Jurisdictions want to learn about barriers to digital service access for marginalized groups and enhance collaboration to understand their needs.



Jurisdictions seek best practices and lessons learned across levels of government for service management and embedding inclusion and accessibility into digital and non-digital services.



Jurisdictions prioritize updating infrastructure and are interested in best practices for client-centric service design for a smoother, more accessible citizen experience.



Jurisdictions need skilled resources and increased capacity in cybersecurity to support the shift towards digital services across federal, provincial, territorial, and municipal levels.

# Current FPTM Jurisdictional Priorities:

**Priority alignment:** 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.

- **Data Science:** Digital, AI-assisted, and post-pandemic in-person citizen-centric services continue to be the most reported service delivery priority across all governments.
- **AI and RPA:** Jurisdictions continue to place a great emphasis on the need to better understand and improve the experiences of citizens, with significant progress being made on changing outdated service delivery practices in favor of a more modern, automatic, robotic, and AI-driven approach.
- **Unclaimed Benefits:** Jurisdictions are interested in learning the best approaches to inform citizens about unclaimed benefits to which they may be entitled.
- **Service Design:** To enhance their service design, 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.
- **Staffing and Retention:** Since coming out of the pandemic, hiring staff with the right skill set and retaining current staff has been a challenge for many jurisdictions, who are looking for best practices on hiring practices that attract talented and diverse candidates.
- **Digital Trust and Credentials:** Jurisdictions are keen to learn about the best tools for digital credentials and digital trust services in Canada.

# Joint Councils Priority:



## Citizen-Centric Service

Offering citizen-centred services in the improved digital format is the driver of many jurisdictional priorities.

As jurisdictions implemented their recovery strategies, many of them highlighted that digital practices and features introduced during the COVID-19 response saw demand for digital solutions remain high with continued adoption of digital apps, services, and programs.

Many jurisdictions conducted internal stakeholder consultations and developed refreshed data strategies that reflect business needs (including the operational contexts throughout their departments) and the support required to improve client services, including better understanding the needs and outcomes of racialized, vulnerable, and marginalized clients.

# Joint Councils Priority:



## Digital Trust & Credentials

Post-pandemic service improvement efforts have resulted in increased inter-provincial collaboration regarding digital trust programs in Canada, with a focus on health and personal data.

Jurisdictions are exploring the best tools and technologies to enhance the security and reliability of digital credentials to protect citizens' personal information.

Jurisdictions are evolving their digital credential systems to pilot its use across the economy, with both provinces and federal actors strengthening digital trust policies and standards, including guidelines for digital ID services and credentials. They aim to improve the management of digital credentials, simplifying the process of identity verification and facilitating the application for various services by seeking best practices and solutions.

A national effort is underway to engage various stakeholders in developing a modern, national approach to digital credentials, including individuals, businesses, academia, civil society, FPT, and others. The importance of digital trust and credentials is increasing as the demand for online services grows, and jurisdictions aim to provide secure and reliable digital credentials to allow citizens to access digital services with confidence and protect their personal information.

# Joint Councils Priority:

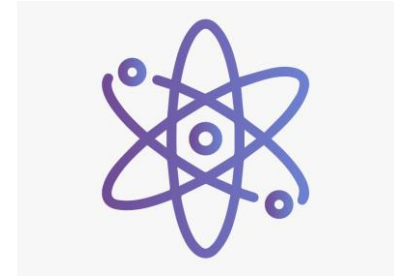


## Research and Strategic Intelligence

Many jurisdictions highlighted the continued importance of joint cooperation across jurisdictions, required to research evidence to support program development, service design, and client experience management processes, particularly with respect to IDEA considerations and services for diverse, Indigenous, and/or other underserved communities.

Jurisdictions are conducting public consultations to better understand the client journey, accessibility and equity barriers, especially during the current COVID-19 recovery phase. The findings gathered are being leveraged to refresh organizational service delivery strategies to ensure they are reflective of evolving and equity-informed client needs.

To improve the client experience in digital services, jurisdictions continue to review how services are delivered with a focus on improving the customer digital experience, adopting service innovation, accessibility, user-friendly and needs-informed design, and advancing their own working models.



## Data Science

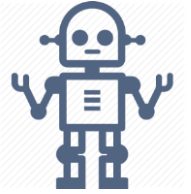
Many jurisdictions are actively working to develop their own data science priorities. This often includes investing in new technologies and tools to support data-driven decision making and leveraging data to improve the delivery of services to citizens.

Jurisdictions are participating in various data science strategy development programs to better understand the opportunities and challenges presented by this field. This includes working with experts to identify areas where data science can be applied to improve government operations and outcomes.

Many jurisdictions have also made significant progress in developing data-driven solutions for specific areas such as healthcare. These solutions often involve harnessing large and complex data sets, using advanced analytics techniques to extract insights.

# PSSDC Priority:

## AI and RPA



Jurisdictions are actively exploring ways to integrate AI and RPA into their service delivery processes. The goal is to streamline operations and improve the overall citizen experience through automation.

Many jurisdictions are participating in initiatives focused on understanding and implementing AI and RPA in order to modernize their service delivery practices. This includes a shift towards a more robotic and AI-driven approach.

Significant progress has been made in the application of AI and RPA in streamlining processes and reducing manual intervention. Jurisdictions are now focusing on improving the citizen experience with these technologies, which can be seen in the increase in automatic and digital service offerings.





## Unclaimed Benefits

Many jurisdictions are placing a strong emphasis on informing citizens about unclaimed benefits to which they may be entitled. This is to increase accessibility to benefits and ensure citizens are receiving the support they need.

Jurisdictions are actively seeking best practices and solutions to improve the identification and notification process for unclaimed benefits. This includes utilizing various communication channels and working on improving the awareness of citizens.

To improve the client experience, jurisdictions continue to review how benefits are delivered with a focus on improving the customer digital experience, adopting service innovation, accessibility, user-friendly and needs-informed design, and advancing their own working models.

# PSSDC Priority:



## Service Design

Jurisdictions are placing a high priority on enhancing the design of their services to improve the citizen experience. This includes focusing on robust communication strategies and creating concrete linkages among design, delivery, and operations teams.

Jurisdictions have been working on shifting their focus from planning to delivery mode. This is to improve the speed and efficiency of service delivery, as well as to better meet the needs of citizens.

Jurisdictions are actively seeking best practices and solutions to improve service design, with the goal of creating more user-centered services that are easily accessible and efficient. This includes fostering collaboration among design, delivery, and operations teams to ensure that services are delivered in the most effective way possible.



## Staffing and Retention

Since the end of the pandemic, many jurisdictions are facing challenges in hiring staff with the right skillset and retaining current staff. This has resulted in a focus on finding best practices for recruiting and retaining talented and diverse candidates.

Jurisdictions are actively looking for ways to improve their hiring practices, with a focus on attracting candidates that possess the skills and qualifications needed to meet the demands of their organization. This includes implementing strategies to improve employee retention and creating an inclusive work environment.

Overall, the staffing and retention priority is becoming more critical as the demand for skilled workers continues to increase. Jurisdictions are working to find solutions to attract and retain the best candidates, to ensure that they have the necessary staff to provide effective services to citizens.

# Issues and Needs

## Interjurisdictional collaboration

The information sharing template offers an opportunity for jurisdictions to document any service delivery issue(s) or need(s) that are currently being experienced. Sharing this information enables interjurisdictional collaboration amongst the PSSDC to support problem solving and learning to address challenges and advance goals (i.e., the exchange of best practices, lessons learned, and pilots).

## Specific areas

FPTM organizations identified specific areas where interjurisdictional collaboration would be beneficial.

The predominant areas mentioned by jurisdictions have been grouped into the following themes:

# 6 main predominant areas

1

Improving  
Citizen Digital  
Experience

2

Anti-Racism,  
Accessibility,  
Equity,  
Diversity, and  
Inclusion

3

Service  
Delivery  
Improvement  
for  
Marginalized  
and Under-  
Served  
Populations

4

Service  
Management  
Improvement

5

Infrastructure  
maintenance

6

Cybersecurity

# Improving Citizen Digital Experience



Jurisdictions are interested in learning more about **how to share across various jurisdictions** the best programs and approaches that enhance citizens' digital experience.

Jurisdictions are also interested in how **shared collaboration could contribute to creating common messaging to dispel misplaced concerns over the misuse of digital identity technology enhancements.**

# Anti-Racism, Accessibility, Equity, Diversity, and Inclusion



Jurisdictions are interested in learning about each other's plans and priorities for anti-racism, accessibility, and equity, diversity, and inclusion (EDI) principles.

Jurisdictions at all levels continue to **value information shared** about successful anti-racism, accessibility, and EDI programs, including information about successful **equitable digital adoption strategies and addressing equity gaps in digital access and digital literacy.**

# Service Delivery Improvement for Marginalized and Underserved Populations



Given the shift to Digital Government, accelerated by the COVID-19 pandemic, jurisdictions are interested in learning **how clients representing marginalized and under-served populations may face barriers** when trying to access government's services, including digital services. Jurisdictions are eager to learn about expansion of parameters of name registration to include wider range of **diacritics and letters in recognition of traditional Indigenous and other cultures and languages**. Jurisdictions would like to strengthen collaboration across the country to inform their evidence-based knowledge around the **service barriers** faced by various equity-deserving, marginalized, under-represented, and/or vulnerable groups.



# Service Management Improvement



Jurisdictions continue to demonstrate a keen interest in best practices and lessons learned across levels of government with respect to **their service management practices and procedures**.

Jurisdictions are interested in insights related to guidance, standards, and best practices for **embedding inclusion and accessibility** into digital and non-digital services to ensure an “inclusive and accessible by design” approach.

# Infrastructure maintenance



Jurisdictions indicated that **maintaining and updating** infrastructure (e.g., internal vs. outsourced, PaaS, etc.) has been one of their major post-pandemic priorities.

Jurisdictions are interested in learning best practices on **implementing more client-centric service design programs** to enable a smoother and more accessible citizen service experience.

# Cybersecurity



Considering the increasing shift towards digital services, jurisdictions indicated that there was a significant **need for skilled resources and additional capacity** in cybersecurity, across all sectors of the Canadian economy, including federal, provincial/territorial, and municipal levels.

# Showcase: Jurisdictional Accomplishments

In winter 2023, FPTM organizations showcased current and ongoing initiatives and deliverables within their jurisdictions. The following items are examples of notable accomplishments.

*Please see the notes below each slide for a full list of accomplishments shared by jurisdictions.*

# Federal

- Employment and Social Development Canada
- Canada Revenue Agency
- Treasury Board of Canada Secretariat
- Immigration, Refugees & Citizenship Canada
- Innovation, Science, and Economic Development Canada
- Veterans Affairs Canada
- Indigenous Services Canada

# EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA



## **1) Mapping Seniors Journey**

The mapping of seniors' experiences is complete. This will be used to inform the development of products and services aimed at transforming senior users' access to relevant services.

## **2) Improving Service Delivery**

In 2022, BDM initiated the procurement of a Workforce Management Tool that would provide clear lines of sight to Service Canada's workforce across various channels. Building and configuring the tool will take place during the first phase (tranche) of BDM's implementation, specifically Tranche 1B (T1B) from November 2022.

## **3) Data Strategy: Strengthening our ability to access and use data to better understand and serve our clients**

ESDC is implementing its enterprise data strategy through partnerships and initiatives designed to ensure the responsible management, sharing and use of data assets; standardize business processes and ensure data integrity of client record information, and more.

## **1) Improving Digital Experience**

The Scientific Research & Experimental Development (SR&ED) Program is the largest Government of Canada program supporting research and development in Canada, providing more than \$3 billion annually in tax credits to over 16,000 businesses.

## **2) Robotic Process Automation**

The Robotic Process Automation Section was created in late 2019. Since that time, the Section has launched a total of 20 process automations and currently has an additional 15 process in various phases of development. CRA's mission is to remove the robotic work from the day to day of CRA employees.

## **3) CRA's first Accessibility Plan**

Published on Canada.ca on December 21, 2022, the plan was developed in consultation with the persons with disabilities community. It strengthens the CRA's commitment to delivering upon the Accessible Canada Act and addresses identified barriers that CRA clients and employees with disabilities are experiencing across the seven areas outlined in the Act, including in the design and delivery of programs and services.

# TREASURY BOARD OF CANADA SECRETARIAT



## **1) Digital Platform Services**

In June 2022, Parliament passed legislation that will allow the Treasury Board Secretariat to provide services to provinces, territories, and municipalities. These amendments will allow the Canadian Digital Service to provide digital platform services such as GC Notify to ministries or Crown Corporations belonging to other orders of government.

## **2) ICT Accessibility**

The federal government has developed a draft Standard on Information and Communication Technology (ICT) Accessibility that aligns with the EN 301 549 Harmonized Standard. The scope includes accessibility requirements for all ICT procured, developed and used by the GC, with a focus on foundational elements. Planned date for publishing is spring 2023.

## **3) Cybersecurity**

Demonstration of the GC's Cyber Maturity Self-Assessment initiative which includes both a methodology and tool that enables departments to evaluate progress on their cyber security maturity.



# IMMIGRATION, REFUGEES & CITIZENSHIP CANADA



## **1) Modernization initiatives in Application Intake and Digitization**

The department rolled out mandatory e-application for most permanent resident programs, with 100% digital intake through the PRDI portal; and has made great strides in digitizing its paper application inventories

## **2) Towards Real-Time Surveys of the Client Experience in Service Delivery**

A presentation on how IRCC has developed new and rapid in-house survey capabilities to support decision-making on issues including IRCC's response to the COVID-19 pandemic, the Ukraine crisis and digital transformation more generally.

## **3) Modernization of services at the Ministerial Centre for Members of Parliament and Senators (MCMPS)**

IRCC has been modernizing its services at the MCMPS, co-developing an online appointment-based system with MP and Senator offices. The suite of new Liaison Services, including an online appointment system, were implemented on October 31, 2022, and currently offers 200 hours of available appointments per day.

## **4) Departmental Action Plan for Anti-Racism**

IRCC has been taking action to eradicate systemic racism and racial discrimination by deliberately investing the time, resources and actions needed to create the momentum that will create long-lasting behavioural change

# INNOVATION, SCIENCE, AND ECONOMIC DEVELOPMENT CANADA(ISED)



## **1) Business Number (BN) Adoption**

ISED will initiate the BN engagement plan that was developed to continue promoting the BN to departments and agencies that have not adopted the standard identifier (January – March 2023).

## **2) Digital Identity and Tell-Us-Once for Services to Business**

ISED and CRA continue to advance Digital Identity (ID) and Information Sharing projects supporting tell-us-once. ISED is planning to integrate with the CRA Portageur Service to support the identity verification of individuals acting on behalf of organizations looking to obtain ISED services (October 2023).

## **3) Pan-Canadian Trust Framework Public Sector Profile (PCTF PSP)**

No additional revisions to the PCTF PSP to report at this time, as efforts to complete assessments of two identity verification services against the PCTF PSP conformance workbook are underway (Canada Post and Interact Verification Services). The target date for completion of the assessments is Winter 2023.

## **1) Improving Processing Times**

Making faster disability benefits decisions and making the process easier for Veterans, current and former members of the Canadian Armed Forces and the RCMP and their families.

## **2) Employment Strategy**

VAC is undertaking broad national consultation as it develops and prepares to launch a National Veterans Employment Strategy over the next six months.

## **3) Service Delivery Contract**

New Rehabilitation Services and Vocational Assistance Program (RSVP) Contract: Service to existing participants are progressively migrating to the new rehabilitation model over the next six months.

## **4) Transition Centre Roll Out**

VAC and the CAF are working jointly to implement a new approach to seamless transition. This approach has been trialed at CFB Borden and CFB Petawawa. The new Military to Civilian Transition (MCT) process will provide standardized, personalized, and professional transition support to non-medically releasing members and their families.

## 1) Treaty Annuity Payments

Most treaty payments are made in cash during treaty payment events in First Nation communities and urban centers, on or off reserve. They are coordinated by Treaty First Nations and Indigenous Services Canada (ISC) regional offices.

## 2) **The fulfillment of treaty provisions is a legal obligation of the Government of Canada. Digital Application Services (DAS):**

Demonstration of the Digital Application Services. DAS is a dynamic client-centric solution which encompasses a robust automatic screening of applicants that will reduce the number of incomplete applications, processing time, and decision rendering.

# Provincial / Territorial

- Alberta
- Manitoba
- Ontario
- British Columbia
- New Brunswick
- Nova Scotia
- Quebec
- Yukon
- Saskatchewan
- Newfoundland & Labrador

### **1) Service Alberta implemented the BERNIE system.**

BERNIE (a name, not an acronym) is a group of shared capabilities designed with the user and the government in mind, providing a digital platform for business capabilities to provide quicker, more efficient services at lower cost. Three initial department programs have been implemented to date, Digital Regulatory Assurance System, Modernization of GoA Contact Centers and Enterprise Service Management.

### **2) An Alberta.ca Account (formerly known as MyAlberta Digital ID) is a secure and confidential way to prove your identity online.**

An account provides access to government services online, promoting digital transformation and reducing the need for in-person visits to government offices. There are over 3 million active accounts and over 1 million verified accounts.

### **3) MyAlberta eServices**

MyAlberta eServices provides an easy way to pay for various government services online. The website continues to grow, offering citizens one consistent portal through which to purchase government services, while enabling client Ministries to transition to digital service delivery.

## **1) Data Science Program - Enabling Evidence Based Decision-Making**

Establishing a centralized data science unit that can support government's need for complex data analytics and predictive modelling.

## **2) Service Delivery Innovation Lab**

Predicated on the principles of evidence-based decision-making, behavioural insights and human centered design, the service delivery innovation lab will guide participants through the stages of service delivery innovation.

## **3) Digital Government Initiatives**

Cyber Security Program: Establishing a program to increase Manitoba's resiliency to cyber threats and to ensure government information is secured for continued service delivery.

ERP Modernization: Manitoba is in the initial stages of an ERP Modernization program that will see Manitoba's SAP software upgraded and expanded to support several core government business functions. This program will enable service delivery modernization by expanding Manitoba's ability to offer more digital services.

### **1) Appointment booking system**

ServiceOntario launched an updated enhanced appointment booking service to replace the appointment booking service that was quickly launched during COVID. The new version was built using customer and employee feedback to ensure that the service meets the needs of customers and integrates into existing systems, like the queueing system, used by staff at service centres.

### **2) Virtual Appointments**

ServiceOntario launched virtual appointments for health card renewal using video calls to service centre staff, partially in response to concerns from Ontario's accessibility community about the safety of in-person renewals during the ongoing COVID pandemic. With the launch of the pilot, eligible Ontarians can renew their health card by video and ServiceOntario is actively exploring options to expand services and eligibility.

### **3) Marriage Licence Modernization Pilot**

ServiceOntario is piloting a service which allows couples to apply for a marriage licence online rather than needing to go into city hall or a municipal office. Learning from the new marriage licence system pilot will be used to continue improving and expanding the service in the future.

### **4) Electronic Death Registry Pilot**

Ontario launched a minimum viable product pilot of electronic death registry with a small number of stakeholders. This will speed up registration of deaths in Ontario and continue to align Ontario with other jurisdictions in modernizing death registry.



### **1) Accessibility, Inclusion and Channel Expansion**

Service BC continues to focus on identifying and addressing barriers to service, particularly for the most vulnerable members of the communities we serve. Modernizing and expanding channels of service is helping to drive the shift from accommodating peoples needs to designing, building and delivering services that are inclusive of their needs.

### **2) Insurance Corporation of British Columbia – ICBC User Based Insurance**

This service was added to the existing Insurance renewal process allowing ICBC customers to submit an odometer reading to qualify for a low-kilometre and distance-based discount on auto insurance.

### **3) Ministry of Education – My Education BC**

Secure access to My Education BC services (school registration, access to forms, information, messages etc.). Users include both parents and mature minor students.

### **4) Ministry of Health – Prescription Refill Request (PIpP):**

Pharmacists authenticate to a Health Authority and provide prescription refills to patients that don't have a family doctor.

### **Service Delivery Accomplishments:**

- 1) Change of Address for Motor Vehicle and Medicare went online in July 2022
- 2) Teleservices went live with their first department using the knowledge base management tool in June 2022
- 3) Service Centres went live with first process (Water Treatment Collection) in December 2022 also using the knowledge-based management tool.
- 4) Discovery Phase to support drafting of RFP for Modernizing the Service New Brunswick experience across all digital touchpoints.



### **1) Insurance Validation Program (IVP)**

In partnership with the Insurance Bureau of Canada, launched a digital Insurance Validation Program to improve how the province's Motor Registration Division (MRD) determines whether a vehicle is covered by mandatory insurance.

### **2) Vital Statistics – Electronic Death Notification (EDN)**

GNL successfully implemented an EDN solution partnering with the Vital Statistics Office and their solution vendor, provincial health authorities, NL Center for Health Information (NLCHI) and the Federal Government.

### **3) Online Services Consolidation**

Launched a new centralized online webpage providing citizens with a comprehensive list of all available transactional services currently offered by the Government of Newfoundland and Labrador.

### **1) Workplace arrangements**

Implementing and monitoring a Flexible Work Arrangement department wide. This is hand in hand with focusing on benchmarking and improving employee engagement so that we create a safe, welcoming place that attracts people to join and stay on our team.

### **2) Equity training**

Completed the Global, Diversity, Equity & Inclusion Benchmarks exercise. This will be used to assess the depth, breadth and integrated scope of D&I practices as well as determine strategy and tactics.

### **3) IDEA Action Plan**

Approval of the Inclusion, Diversity, Equity and Accessibility (IDEA) Action Plan for the Department of Service Nova Scotia and Internal Services (SNS-IS). Our goal is to create an environment that is welcoming, culturally competent, and free of discrimination; one that respects and includes the many cultures and communities of this province. In addition, we strive to ensure that our programs and services are inclusive and can be accessed by all communities within Nova Scotia.

**4) Seniors Care Grant (SCG)** - provides a grant to seniors to help them stay in their homes longer.

## 1) Business zone

The Business zone is a secure space where businesses can access online services offered by Government of Québec ministries and agencies, as well as make requests and complete other necessary tasks. They can also securely follow up on their requests and tasks, all in one place.

The Business zone is constantly evolving to meet the expectations of its clients. It is expected to be introduced in June 2023.

### **1) Saskatchewan Data Management**

The Government of Saskatchewan is developing a standard framework for data management to develop common best practices, defining data management strategies and increase collaboration across ministries, as well as address common issues such as data privacy, ethics and sharing.

### **2) Online services**

Improved the Government of Saskatchewan online support for citizens accessing digital services. Streamlined and became first contact resolution public support for government's digital services, leverage a case management tool to triage and resolve citizen issues in a timely matter.

### **3) Virtual Agent Solution**

Focusing on the implementation of a Virtual Agent solution (Chatbot) to improve employee and citizen services. To offer a convenient and cost-effective means to engage with citizens and employees via chat across multiple digital channels.

# Background

- The Public Sector Service Delivery (PSSDC) Council information sharing practice enables member jurisdictions (Federal, Provincial, Territorial, and Municipal) to exchange key information regarding organizational accomplishments, priorities, issues/needs, and topics of interest.
- Information sharing helps stimulate nation-wide networking, innovation and growth across member jurisdictions. This is done by:
  - Providing the opportunity for jurisdictions to showcase current and ongoing work.
  - Documentation of lessons learned that may be of interest.
  - Promoting transparency across various governments.
- The ICCS secretariat coordinates jurisdictional information sharing efforts across the PSSDC Council:
  - Prior to all PSSDC Council in-person meetings, member jurisdictions are provided with an information sharing template.
  - Jurisdictions are required to complete the template and return it to the ICCS secretariat.
  - The ICCS secretariat houses the completed documentation in a central and secure location (the Citizen First members online webpage) to enable easy access to members. **Note:** The Information collected cannot be shared without the approval of the member jurisdiction.

For winter 2023, PSSDC Council meetings, a total of **18** information sharing documents were received from FPTM jurisdictions. Several jurisdictions did not submit an information sharing report.

# Thank you!

For more information regarding the PSSDC information sharing and all other inquiries, please contact:

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