

PUBLIC SECTOR SERVICE DELIVERY COUNCIL (PSSDC) MEETING

February 25, 2021

Record of Decision v1

Attendance

PSSDC Co-Chairs

Mark Burns	Yukon
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PSSDC Members

Wendy Birkinshaw-Malo	ESDC/Service Canada
Mark Arsenault	Prince Edward Island
Dennis Batacan	Manitoba
Gail Boland	Newfoundland and Labrador
Natasha Clarke	Nova Scotia
Shelley Darlington	MSDO, Norfolk Region
Shifra Desjardins-Arsenault	Québec
Bev Dicks	British Columbia
Susan Erwin	Ontario
Mitch Freeman	Veterans Affairs Canada
Mark Healy	Newfoundland and Labrador
Gillian Latham	Nova Scotia
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
Michelle Orth	MSDO, Region of Peel
Adriana Poveda	British Columbia
Lisa Raddysh	Saskatchewan
Sonya Read	Treasury Board of Canada Secretariat
Chantal Ritcey	Alberta
Judy Ross	New Brunswick
Pirthipal Singh	Innovation, Science and Economic Development

Jackie Stankey Silvano Tocchi Danielle White	Alberta Canada Revenue Agency Indigenous Services Canada
PSSDC Observers	
Tareq Al-Shumari Guillaume Charest Martin Charron James Clarkson Jason Doiron Chris Durham-Valentino Nina Dyer Michal Dziong Jeannette Eason Cathy Evans Michelle Herder Christine Lau Natalie Martel Trevor Milne Aeda Naami Pauline Nadeau Kristy Ready Olivier Samson Louis Simos Erin Taylor Dan Batista Sophia Jesow	Ontario Public Services and Procurement Canada ESDC/Service Canada ESDC/Service Canada Northwest Territories ESDC/Service Canada Canada Revenue Agency Research Manager, ICCS British Columbia Immigration, Refugees and Citizenship Canada MSDO, York Region ESDC/Service Canada Public Services and Procurement Canada ESDC/Service Canada Ontario Québec Canada Revenue Agency Québec Ontario Indigenous Services Canada Executive Director, ICCS JC Research Analyst
ICCS Secretariat	
Maria Luisa Stefania Silisteanu	Director, National Councils (PSSDC & PSCIOC) Coordinator, National Councils (PSSDC & PSCIOC)

Item	Topic / Discussion	Decision / Action
1.	<p>Mark Burns, PSSDC Co-Chair, provided welcome remarks. He noted that Catherine Bennett has sent her regrets as she was unable to co-chair the meeting.</p> <p><u>ADMINISTRATIVE MATTERS:</u></p> <p>A) Approval of the Record of Decision September 24th, 2020 Virtual PSSDC meeting. Record of Decision of PSSDC meeting of September 24th, 2020 has been adopted without changes.</p> <p>B) Acceptance of February 25th, 2021 Virtual PSSDC Meeting Agenda PSSDC meeting agenda of February 25th, 2021 has been approved, without changes.</p>	<p><u>Decision #1:</u> Record of Decision of September 24, 2020 PSSDC meeting approved without changes.</p> <p><u>Decision #2:</u> Agenda of February 25, 2021 PSSDC meeting approved.</p>

C) PSSDC Treasurer's Report

Linda Maljan (PSSDC Treasurer, NWT) advised members that PSSDC is in a good financial position. The financial statement was included in the meeting binder. The unallocated surplus amount for PSSDC is healthy and the council has funds available for future PSSDC or Joint Councils projects.

Maria Luisa Willan (Director of National Councils, ICCS) advised members that the annual member contribution invoices for next fiscal 2021-2022 were sent out in January.

Maria Luisa Willan advised that the Action Items and Bring Forward Agenda are in the meeting package and the ICCS Secretariat continues the list as required. She advised that the secretariat needs members feedback around future items for discussion as this helps with agenda planning for the next few months.

Mark Burns (PSSDC Co-Chair, YT) suggested for PSSDC members to help identify topics for future discussion. The PSSDC's focus should be on how to best understand and serve citizens and business needs. Several items that started at PSSDC have been identified as priorities for the Joint Councils for pan-Canadian collaboration. This table could serve as a forum to understanding emerging citizens' needs, issues and expectations and also identifying possible pan-Canadian solutions to common citizens' pain points. There are common issues and this table can try to address these by leveraging research, best practices, or inter-jurisdictional collaboration. There are efficiencies to be gained by taking an issue and moving outside of the typical government bureaucracy to get it addressed. He advised that if PSSDC isn't pro-active in doing the path-finding and understanding what are these items that are critical in importance in terms of service delivery and trying to address these, the PSSDC runs the risk of ending up as a community of practice and less as a table that sets the agenda on national priorities in respect to public sector service delivery. There is an opportunity to ensure that the time spent together at PSSDC, is spent on resolving these issues and turning these into meaningful results for Canadians. This FPTM forum is unique and can tackle these challenges. The PSSDC over the years have been more action and deliverable oriented. It's important to note that most of the PSSDC priorities have now moved as Joint Councils priorities so are now discussed with both Councils. The PSSDC is the table that needs to focus on omnichannel as digital is not the only service channel it supports.

Members' Discussion:

- Alanna MacDougall (IRCC) required clarification as the PSSDC is seen as a counterbalance or a public organization that has a structure. She inquired to what the conversations at the CIOs side are related to that, she doesn't think that the PSSDC divert from what their partners at the Joint Councils are doing.

Mark Burns responded that the PSCIOC tends to focus on more practical implementation issues that are technology related. The dynamic developed over the years is often the business problem. The citizens service problem is framed at the PSSDC table and then articulated up to the Joint Councils as an issue to collaborate with CIOs. They respond, see their role, hear the business problem and service problem, and address what are the technical options for solving it. The PSSDC tends to focus more on understanding the root problem or cause so they could articulate it in a way that then the technical side starts generating options and pros and cons of various approaches to tackling the issues.

- Linda Maljan (NWT) stated that the PSSDC is a great forum to table those business problems and also can serve as an incubator space around what are the things that they need to work on further. It is a very valuable forum and the

	<p>deliverables that have come from the work that started with the PSSDC and then with the PSCIOC are very good, practical, and helpful. The role of the PSSDC is to help frame the problem statement.</p>	
2.	<p>2A. MSDO – Client Journey and Service Design (TAB 2A)</p> <p>Michelle Herder, Program Manager, Corporate Customer Service Strategy, Corporate Continuous Improvement, Office of the CAO, York Region) provided an overview of York Region Customer Journey Mapping, their methodology, how they used the Customer Journey mapping to support COVID-19 assessment centres, how they used to plan it for mass immunizations and some of the lessons learned. <i>(Please refer to the TAB 2A in the meeting package)</i></p> <p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> Mark Burns (PSSDC Co-Chair, YT) thanked Michelle for this impressive presentation and was particularly impressed with some of the philosophical underpinnings of this effort. He highlighted: 1) Not getting caught up in the dogma of CX too much, saying that progress is better than perfection. There is a lot of power in having that attitude, it gets you into the game and into moving forward, and elevates the best practice of theoretical “right thing to do” versus “the good things to do” to create value and move things forward. 2) He was interested in hearing about the CX team as an ally. He asked Michelle around public health authority buying into doing the CX. He is aware of how quickly the CX team gets involved and has a lot to do with the attitude of the providing organization. If you were not part of that same organization, coming in to facilitate a lot of how quickly people get in there and what their role is has a lot to do with how your client sees that role. He asked Michelle to share what went well and whether it was challenging in getting traction. <p>Michelle Herder (Program Manager, Corporate Customer Service Strategy, York Region) responded that there is an expression that <i>Customer Service is like Motherhood and Apple Pie</i>. People are saying that it is the most important thing but when the decision comes down, it doesn't reflect that, whether is funding or trying a new project. Her team was fortunate because the Medical Officer from Health had the Health departments to go to Excellence Canada which requires huge Customer Service component. They were already on board from the CX perspective to some degree and they were happy to have some help, someone with a different viewpoint to help guide conversations into the heavy lifting. When they saw the results, they realized that it is achievable, and they pursued with hospitals as partners. They used information from the CX centres and put that into planning of their clinics. They are covering small sites and they put in a variety of things that they might haven't done without doing the work initially with the assessment centres. It is a trusted partner situation. If somebody brought something up that they supposed to link to CX, they are waiting for somebody else to step up as an ally for Customer Service and help them.</p> <ul style="list-style-type: none"> Jackie Stankey (AB) commented that in her jurisdiction, they launched the vaccines program for 75+ a day before and as a lesson learned, it was a bit challenging at the beginning. Their sites crashed because they had a quarter of million seniors in that age category to apply and the technology couldn't handle the load. She recommended, as a solution, potential staggering by birth year or last name, as is currently done for driver's license. Michelle Herder stated that there is so much focus on the clinical response that the non-clinical response doesn't always get the same attention. She thought that their system will handle all of that when they went live. It is the perception that just people over 80+ will be calling and they know that those people will be calling. However, there may be others who 	<p><u>Action Item #1:</u> Michelle Herder to share the CJM Express guide with the PSSDC members via ICCS after the meeting.</p> <p><i>(Action Item complete, the guide has been shared with members on February 26th)</i></p>

<p>might think that they have an exception. Some of them have a great reason, but they cannot get the vaccine as they are not within their province prioritization plan. They will have 10K vaccination per day and there is the assumption that there will be 10K calls, when in fact there will be between 15K to 20K per day. They take pride in York Region as they try to do a really good job but if there are certain circumstances or challenges beyond their control it's always good practice to be upfront with people.</p> <ul style="list-style-type: none"> • Mark Burns stated that he will mention to his colleagues because when they launched the COVID vaccination appointment online service they had similar challenges with the technology. He encouraged members who haven't yet launched their online vaccination programs to have that media discussion ready to go. • Linda Maljan (NWT) had a question about the CJM Express, if that came from the pandemic and they had to adjust it for various scenarios? <p>Michelle Herder responded that the CJM Express was developed by one of their departments who didn't like the full length. Michelle was a promoter of the full length. She wasn't supportive of the express until she started using it and she realized that is effective.</p> <ul style="list-style-type: none"> • Susan Erwin (ON), in the MS Teams chat, inquired if the guide could be shared with PSSDC members. • Michelle Herder responded that the guide will be sent to the ICCS Secretariat to be shared with PSSDC members and members could use it in their jurisdiction. • Mark Burns thanked Michelle Herder for a great presentation. <p>2B. PSPC – The OnePSPC Service Model (TAB 2B)</p> <p>Raymond Martin, Senior Executive Director, Service and Digital Partnerships, and Natalie Martel, Director General, Information Management, Cyber Security and Innovation Services, PSPC, provided a presentation on the framework developed to guide discussion on their service journey related to improving accessibility, quality, and timeliness of its services (<i>Please refer to TAB 2B in the meeting package</i>)</p> <p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> • Mark Burns (PSSDC Co-Chair, YT) inquired of what are the Key Performance Indicators or key metrics that PSPC was monitoring on the journey, to measure their progress. He noted that the transformation of PSPC is been ongoing for a long time, their latest generation plan is very impressive. <p>Raymond Martin (Senior Director, Service and Digital Partnerships, PSPC) responded that they are still in early days, but they are looking at things like easy access to their services, whether they are providing the right services and engaging the customer enough. Are their services clear? Can the customer get to the PSPC services easily? These are the basic Key Performance Indicators that PSPC has, but there is a lot more work to do on that front. In a big department like PSPC, they have various groups that are doing their own service survey or performance indicators,</p>	
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	<p>they want to have a cohesive approach from a departmental perspective, instead of having scattered information. They are looking of having all those technicalities so they, as a department, benefit from the client perspective.</p> <p>Mark Burns thanked Raymond Martin and Natalie Martel for their presentation. He added that PSSDC members are looking for this kind of presentation at these meetings.</p>	
3	<p>The Importance of Citizen Satisfaction Research (Refer to TAB 3)</p> <p>Tareq Al-Shumari (Research Committee Co-Chair, ON) and Sophia Jesow, (JC Research Analyst), gave a presentation on the Research Committee mandate to support the PSSDC, a review of the Joint Councils' January Monthly Executive Report related to the Importance of Client Satisfaction Research.</p> <p>Michal Dziong (Research Manager, ICCS) provided an overview of the ICCS Citizens First (2020) Research: Wave 1 and 2 results only. <i>The final CF 2020 report will be available in April/May 2021.</i></p> <p>Why is Client Satisfaction Research Important?</p> <ul style="list-style-type: none"> • Helps service providers gain a deeper understanding of how clients experience government programs and services. • Enables service providers to improve services based on the perspective of clients and empirical evidence. • Due to the COVID-19 pandemic, governments across the country have introduced new service delivery options to meet the needs of clients. It is important to understand the effectiveness of these pandemic related response efforts. <p><u>Discussion Questions:</u></p> <ol style="list-style-type: none"> 1. Do members have feedback and/or recommendations on the next five topics? 2. Would members be interested in a follow-up JC monthly report covering the final results of CF2020? 3. What area(s) and/or topic(s) should the Research Committee explore more? <p>The Research Committee is seeking feedback and recommendations from members on topics for future research monthly executive reports. The 2021 calendar includes topics that have been identified by the Research Committee but would like to get members feedback on these and other potential topics. The Research Committee is seeking to add more value to PSSDC discussions by making these research reports a tool to help facilitate discussions at PSSDC on priority issues or topics of interest.</p> <p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> • Tareq Al-Shumari (Research Committee Co-Chair, ON) asked Michal to explain why the Client Satisfaction Index (CSI) has held steady over the 6 years at 65%. <p>Michal Dziong (Research Manager, ICCS) responded that while the CSI has held steady for the last six years, these results are only based on the first two waves. The rating may change toward the end of the study, in waves 3 and 4. The expectations are lowered, people are cognisant of the fact that there are challenges being faced by governments in providing services given the current circumstances. They are still analyzing the data from all four waves, that is one of the reasons that they don't provide specific recommendations or interpretations based on single waves.</p>	<p><u>Action Item #2:</u></p> <p>The following areas of focus were identified by members for future Research Committee Monthly Executive reports. Research Committee Co-Chairs and Analyst to review and consider these topics for upcoming research reports:</p> <ul style="list-style-type: none"> • Drivers behind the Client Satisfaction Index (CSI) and keep making it more responsive. • Omnichannel experience - moving between channels as a service delivery capability. • Investigate how COVID has affected various populations with distinct needs in different ways during and beyond COVID. • The impact of longer term, virtual work force and workplace as it relates to service delivery. • Research on client expectations around personalized client support (the balance of digital services and human interactions); What do

<ul style="list-style-type: none"> • Tareq Al-Shumari noted that the use of online channel dropped during the pandemic and the use of telephone channel rose which is interesting. Citizens likely preferred to call and speak to someone rather than use the website that is static. Citizens wanted to interact and ask questions. <p>Michal Dziong agreed and added that in their more recent studies, they focused on online service delivery, because the focus was on that, due to current circumstances. They looked at solutions to increase online usage, they have taken that approach in their past studies, asking about those specific solutions and the results have been very consistent. The online chat, the availability of the phone number to call if there was an issue and to be able to reach someone in 24 hours. Key factor is the interactivity aspect which goes a long way and further increases online usage.</p> <ul style="list-style-type: none"> • Mark Burns was interested to learn more about the drivers behind the Client Satisfaction Index (CSI) and how to make it a bit more responsive or it would likely stay at the same level. We tend to focus heavily on digital because it is an important and evolving tool, but digital is not the only service delivery channel to focus on. Moving between channels became recently important to citizens as a service delivery capability. The whole idea of privacy and knowing who citizens are, where they come from, what their background is so we can serve them better is one viewpoint but the other viewpoint is that citizens are worry of sharing too much information with government and how this data is collected, used and stored. Where are citizens on the spectrum of <i>know me very well</i> versus <i>respect my privacy</i>? Citizens want government to serve them better but to respect their privacy. So where do we go from here? • Dan Batista (Executive Director, ICCS) commented that regarding CSI they talked about the index and some of the challenges around the score flatlining over the last few years. Having that level of sensitivity requires more than just a single metric. It shows that it has flatlined for some time, which suggests that governments have done as much as they can do. There are some enablers, for example Digital ID initiatives that would move the needle considerably. Regarding the sensitivity, the ICCS is working with a firm called Pathos AI, specialized in AI which dives into emotional intelligence when it comes to the service experience. It could be observed that there are limitations to traditional forms of CX type research but using more advanced AI approaches, we will learn what is going on at the emotional level. We continue to refine Citizens First and Business First and to fine tune these instruments, but we are going to start looking at how we can leverage more advanced analytics to get at those issues. The ICCS is proud to have 20 years of insight and great amount of data, but we are discovering that we can go back and mine that data. The work of Pathos AI started to shed new insights into the work that the ICCS has done in the past on CF and starts to look on how to apply it in moving forward and have greater precision of what Canadians are feeling, what are their experiences. We could get to the point of having more dashboard type metrics and indicators almost in real time. • Wendy Birkinshaw-Malo (Client Centric Services WG Co-Chair, ESDC/Service Canada) noted that some of the insights around omnichannel, digital platform and understanding the citizens' pain points are areas worth exploring further by PSSDC. This table talked several times about the alignment with the FPT DMs' Table and how this group could support the DMs. Some of the DMs are interested in supporting population with distinct needs. COVID has affected various populations in different ways and we try to gain more insights about this both during and beyond COVID. Also, the impact of longer term, virtual workforce and workplace as it relates to service delivery. Some of these questions are new, some of them speak to digital, some of them speak to how government could better serve clients in the future. She recommended to have some of these topics captured in the research monthly reports. Regarding upcoming research reports, she hasn't seen as much priority on the quantic computing element and suggested to switch to populations with distinct needs. She mentioned that the research committee identifies relevant topics and brings forward very useful research reports. She commended the research committee for the work they are doing. 	<p>clients expect from contact centres in a time of chatbots and online accounts?</p> <ul style="list-style-type: none"> • Usability testing with clients in the public sector: what are public sector organizations doing to test products when creating citizen services. • Digital ID and authoritative credentials related to e-signatures for clients (under COVID many organizations have figured out how to enable e-signatures for internal purposes, but what they are doing about enabling e-signatures for citizens facing forms for services that are still using pdf forms?). <p>***</p> <ul style="list-style-type: none"> • Digital ID and issuing authoritative credentials: research to investigate citizens' views on privacy vs how much information are citizens willing to share with government. Where are citizens on the spectrum of <i>know me very well</i> versus <i>respect my privacy</i>? <p>Secretariat note: The DDI Working Group is currently undertaking an RFP process for research services around:</p>
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	<p>Tareq Al-Shumari responded that they've seen in past years in service delivery that citizens are looking at an integrated delivery approach across governments. The traceability of approvals when something goes from one ministry to another. From a citizen standpoint it is not a window to the ministry, it is a window to a government, whether is municipal, provincial, or federal, where that stands now? That is what should be expected: how can government knows the citizens in terms of the service they are asking for and how government, as a service provider can map that in a best, simple way so the government provides citizens with that service. We need to move beyond providing a service, as a product that interact with other products. Need focus on the overall customer journey and service journey.</p> <ul style="list-style-type: none"> Cathy Evans (IRCC) commented that at IRCC they share all the research decks that are produced by the ICCS (CF) and the Joint Councils across their department because it is very informative and they use some of the data and confirm some of their own findings when they conduct client satisfaction for their Citizenship and Immigration Program. They use it as a benchmark overall for how government services are. There is one interesting point around the balance between digital services and human interactions. No matter how much we advance in the digital age, there are still clients who prefer the human interaction. She had three suggestions for the Research Committee to investigate further in the future: <ol style="list-style-type: none"> 1) Research on client expectations around personalized client support (the balance of digital services and human interactions); What do clients expect from contact centres in a time of chatbots and online accounts? 2) Usability testing with clients in the public sector: what are public sector organizations are doing to test products when create services (at the IRCC they are doing for some of their products - that information is invaluable in the design of the programs and services that they do, they use that feedback for iterative purposes). 3) Digital ID and authoritative credentials related to e-signatures for clients (under COVID many organizations have figured out how to enable e-signatures for internal purposes, but what they are doing about enabling e-signatures for citizens facing forms for services that are still using pdf forms?) Mark Burns thanked the presenters and members for their contributions. 	<p>“Insight into the public’s acceptance of government use of data”. The DDI Working Group has been tasked with gathering a comprehensive understanding of the current context of public acceptance for the use and sharing of data to improve services within and across levels of government.</p>
4.	<p>PSSDC Information Sharing New Format and Analysis (Refer to TABs 4A and 4B)</p> <p>Sophia Jesow, Joint Council's Research Analyst, presented the new format of the PSSDC information sharing that was developed. She advised that the excel format was chosen from several options considering that members had requested for the format to be user friendly, easy to access and read, searchable document and ability to filter by jurisdiction. She advised that the information is the same as was provided by the jurisdictions, no editing was done. Sophia Jesow gave an overview of the analysis of the PSSDC information sharing.</p> <p>Maria Luisa Willan, Director of National Councils, noted that the information sharing is collected from members twice a year, in January for the February meeting and in August for the September meeting however given the additional work to gather all information into one document and also for Sophia to do information analysis for both PSSDC and PSCIOC, the information will be collected sooner, in July for September meeting and in December for February meeting to allow time to complete this work. Maria Luisa recommended making the document password protected as some of the information sharing content may be sensitive and it is not intended for distribution outside of the Councils. She also suggested that both PSSDC and PSCIOC information sharing analysis be presented at the Joint Councils so both Councils can review common areas of focus and collaboration in the future. This discussion also helps the secretariat to build meeting agendas for the Councils.</p>	<p><u>Decision #3:</u> PSSDC Members approved the new information sharing format.</p> <p><u>Action Item #3:</u> Sophia Jesow to make necessary adjustments to the new PSSDC information sharing format based on members’ feedback.</p>

	<p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> Gillian Latham (NS) was pleased with the categorization and the layout of the new information sharing format which provides the value that members are looking for. She thanked Sophia for her work to develop the information sharing format and for the jurisdictional information analysis. Mark Burns (PSSDC Co-Chair, YT) commented that the information sharing templates evolved over the years, however, currently, with the new format, they get the information in one document, easy to access this creates value. The goal was on how to share information in a meaningful way, so it creates value and it doesn't take great time for members in preparing and sharing. The analysis highlights the common themes of what are the top items that are happening across the country. <p><u>MS Teams comments in the chat:</u></p> <ul style="list-style-type: none"> Michelle Orth (MSDO, Region of Peel) - <i>Seems to be on the right track.</i> Raymond Martin (PSPC) - <i>Very informative. Yes, indeed good work!</i> Judy Ross (NB) - <i>The format and categorizations are great</i> Susan Erwin (ON) - <i>Completely agree we are on the right track and agree that keeping aligned with CIO forum is important</i> <p>Overall, members agreed with the new format of the information sharing and approved it for using it in the future. Sophia Jesow to make necessary adjustments to the new PSSDC information sharing format based on members' feedback.</p>	
5.	<p>Other Business</p> <p>Mark Burns (PSSDC Co-Chair, YT) advised that the PSSDC Action Items and PSSDC Bring Forward Agenda are in the meeting binder for information. The next PSSDC meeting is on April 19th.</p> <p>Maria Luisa Willan noted that the ICCS will continue to update the action item list as necessary. She added that the Bring Forward Agenda would be updated based on the topics of interest that members have raised at this meeting and also the secretariat will review the PSSDC information sharing and pull out those topics of common interest for discussion and jurisdictional showcase items based on PSSDC priorities.</p> <p>Mark Burns encouraged members to fill out the evaluation survey; this feedback is valuable and helps the co-chairs and secretariat plan for future meetings. He thanked the ICCS secretariat for the organization of the meeting and the PSSDC membership and presenters for their participation.</p> <p><i>The PSSDC meeting adjourned at 2:55 p.m. EST.</i></p>	