

Building a Strategic and Impactful PSSDC Forward Agenda

October 28, 2021

Purpose

- ▶ Identify areas of focus for the PSSDC forward agenda to better position PSSDC as key pan-Canadian and jurisdictional thought leaders in government service
- ▶ Discuss the mechanics of future meetings and PSSDC processes to better foster member engagement and support, and drive results

The Raison D'être of PSSDC

At the PSSDC strategic discussions in September 2020, members agreed to:

Continue to:

- ▶ Champion the voice of the client and serve as an incubator of ideas to improve integrated and holistic service delivery to citizens and businesses
- ▶ Be a catalyst for sharing information, identifying common challenges, initiating research and gaining insight into client needs, developing practical solutions, and linking government services wherever possible

Become more strategic in understanding where clients are going, not where they have been

- ▶ Develop PSSDC's strategic intelligence, e.g., better leverage the Research Committee and ICCS strategic analyst, as well as external experts

Strengthen linkages with the FPT DMs' Table on Service Delivery Collaboration

- ▶ Leverage alignment of Secretariats to strengthen communication and opportunities for collaboration
- ▶ Make better use of the FPT DMs' Table as a source of leadership and resources, and expand real time, two-way dialogue with FPT DMs on priorities and deliverables

Focus Areas in the Last 12 months

Since September 2020, PSSDC discussions have focused on the following areas in alignment and support of the three key Joint Councils priorities:

Client-Centric Services

- ▶ **Service Delivery Channels**
 - ❖ Contact Centres (BC, ESDC)
 - ❖ Online Appointment Booking Systems (NS, BC)
 - ❖ Eva the Chatbot (ON)
 - ❖ Results of Jurisdictional Scan on Reducing Wait Times (ICCS)
- ▶ **Digital Services**
 - ❖ Demonstration of Alberta's Online Birth Registry (AB)
- ▶ **Data Intelligence**
 - ❖ Open Government Working Group Discussion on Open Data in a Service Delivery Context
- ▶ **Citizen Service Design**
 - ❖ Client Journey Mapping of the COVID-19 Pandemic (MSDO)
 - ❖ Framework on the Journey to Accessibility, Quality and Timeliness of PSPC Services (PSPC)
- ▶ **Underserved and Marginalized Populations**
 - ❖ Marginalized and Underserved Populations in a Digital Service Context (ESDC)

Digital Identity

- ▶ **Update on Digital ID and Work Related to Proof of Vaccination (ICCS/ Digital ID Program Executive)**

Strategic Intelligence and Research

- ❖ Leveraging ICCS Research Analyst/Research Committee for Intelligence on Citizen's needs/Expectations (ICCS, Research Committee)
- ❖ Importance of Citizen Satisfaction Research (ICCS, Research Committee)
- ❖ PSSDC Information Sharing New Format and Analysis (ICCS)
- ❖ Research Executive Report - Digital vs Human Experience (ICCS, Research Committee)
- ❖ Research Executive Report - Data Management in a Digital World (ICCS, Research Committee)
- ❖ Research Executive Report - Usability Testing in Government (ICCS, Research Committee)
- ❖ Importance of Citizen Satisfaction Research to Improve Service Delivery in the Public Sector (ICCS, Research Committee)

Lessons Learned from COVID-19

The pandemic highlighted service delivery **gaps** and **opportunities**, including:

- the ability of PSSDC to rapidly mobilize on emerging and time-sensitive needs at the pan-Canadian level, which could be leverage for other issues
- the critical need to adopt a data-driven strategy that enables real-time insights and recommendations resulting in new, better, and more effective services to citizens
- Build on momentum by leveraging digital technologies to enhance service delivery

Looking Ahead - Opportunities for PSSDC

Looking beyond COVID-19 and the implications for long term service delivery in the new normal, there are opportunities to increase the value proposition of PSSDC by:

▶ **Building a forward agenda that:**

- Enables the Council to be at the forefront of the strategic evolution of service by talking about issues and emerging trends that are or soon will be pre-occupying service leaders
- Optimizes opportunities of using the key takeaways from strategic discussions to proactively engage others and inform jurisdictional efforts and results

▶ **Reflecting on the approach and format of PSSDC meetings to:**

- Better tap into the brain trust of members and subject matter experts to allow PSSDC to be that pathfinder to innovation that will improve the client experience of government services
- Facilitate more interactive forums (e.g., panel discussion) that brings together subject matter experts within jurisdictions and from other sectors

▶ **Building a closer relationship with the FPT DMs' Table to:**

- Develop a symbiotic relationship that empowers PSSDC and the FPT DMs' Table to shape and bring leadership to the service delivery landscape of the future

Building a Forward Agenda

- ▶ The following are potential topics for PSSDC to focus on for the next 6 to 9 months. (See Annex A for descriptions)

Client Experience Management	Modernization of service delivery models	Data Strategy
Artificial Intelligence and Robotic Process Automation	Serving Marginalized and Underserved Populations	Accessibility for Persons with Disabilities
Integrated Channel Management	Policy and Service Integrated and Agile Design	Digital Tools for Employee Enablement

- ▶ Please vote on key priority areas in your jurisdiction among the ones above

Discussion Questions

- ▶ Do members agree that the top priorities identified through the member vote are what PSSDC should tackle over the next 6 to 9 months?
 - What other areas are key issues to advance in your jurisdiction?
 - What are the emerging topics in your jurisdiction that are expected to inform existing priorities or become new focus areas?
 - What are there topics that were discussed in the last 12 months that should be brought back for further discussion or action?
- ▶ In terms of mechanics and process:
 - Do members agree there is a need to prepare, stage and format these agenda items bringing in the right subject matter experts to produce meaningful outcomes - “the so what for service” - and position PSSDC as pan-Canadian and jurisdictional thought-leaders?
 - Are members able to lead or co-lead forward agenda items in collaboration with ICCS, the PSSDC Co-Chairs, and related working groups/communities of practice to make this happen?
- ▶ Do members see value in building a stronger symbiotic relationship with the FPT DMs’ Table to influence the delivery of better services for Canadians?
 - Could inviting the FPT DMs’ Table Co-Chairs to a discussion with PSSDC be helpful?

Next Steps

- ▶ Draft the PSSDC strategic forward agenda for the next 6-9 months based on the discussions today
- ▶ Implement the decisions and action items around PSSDC meeting planning, and leveraging FPT DMs' Table efforts/discussion

Annex A (Page 1)

▶ Client Experience Management

- ❖ Objective: Making client/recipient experience core to the services we deliver.
- ❖ Outcomes: Reduction of service barriers by addressing client "pain points"; Employees empowered to apply client experience (CX) insights and tools; Systematic application of a CX lens to decision-making on strategic priorities and investments

▶ Modernization of Service Delivery Models

- ❖ Objective: Deliver improved client experience for benefits delivery through modern technology platforms, new digital services, and enhanced service management capabilities.
- ❖ Outcomes: Service Excellence

▶ Data Strategy

- ❖ Objective : Strengthening our organisations' ability to position ourselves for data maturity (i.e. how to build a successful data strategy)
- ❖ Outcomes: Enable horizontal insights, evidence-based decisions and proactive improvements across the policy to service continuum

▶ Artificial Intelligence Robotic Process Automation

- ❖ Objective: Automating internal processes and best use of artificial intelligence, where it makes sense
- Outcomes: Decreased Manual Processing Errors and increased processing speed; increased capacity to manage workload during peaks; increased productivity and quality; reduction in processing times

▶ Serving Marginalized and Underserved Populations

- ❖ Objective: Optimizing access for the marginalized and underserved populations through service design
- ❖ Outcomes: Improved access to government benefits programs by all Canadians, including most marginalized segments of the population resulting in increased uptake of benefit programs by marginalized population

Annex A (Page 2)

▶ **Creating Accessible Services for Persons with Disabilities**

- ❖ Objective: Improve service access for all clients and recipients; develop partnerships and proactively include all communities
- ❖ Outcomes: Developing new relationships with communities and partners to support persons with disabilities / Expanding service delivery partnerships with other jurisdictions

▶ **Integrated Channel Management**

- ❖ Objective: Building a seamless and integrated experience for Canadians
- ❖ Outcomes: Deliver an efficient, personalized and connected client experience across all channels

▶ **Policy and Service Integrated and Agile Design**

- ❖ Objective: Responsive and adaptive policy and service design processes.
- ❖ Outcomes: Identify issues, challenges, and potential opportunities to strengthen service design and delivery and increase capacity for agility and responsiveness to change

▶ **Digital Tools for Employee Enablement**

- ❖ Objective: Re-thinking our culture, processes and tools for employee enablement (e.g. remote/hybrid workplace) with the goal of improving end-user experience
- ❖ Outcomes: Enabled and inclusive workforce in a new digital culture; and improved processes and workflows