

PSSDC Information-Sharing Template – September 2019

Information Sharing was prepared for the PSSDC Meeting of September 2019 and not to be shared outside of the Council

JURISDICTION: Employment and Social Development Canada (ESDC)/Service Canada	
Accomplishments and Priorities <i>Progress, and/or significant milestones achieved in your jurisdiction over the past 6-12 months and top service delivery priorities/initiatives over the next 12 to 36 months.</i>	Contact
<u>PARTNERSHIPS</u>	
<p><u>Canada Education Savings Program (CESP): Education Savings Referral (ESR) Service</u> The ESR Service was launched on March 25, 2018. This is a partnership between ESDC and ServiceOntario's Newborn Registration Service. The ESR Service enables parents registering the birth of a newborn child in Ontario to learn about and begin the process of opening a Registered Education Savings Plan (RESP) and requesting the education savings incentives by facilitating an online or telephone referral to an RESP promoter of their choice.</p> <p>As of June 2019, approximately 75,000 families used the ESR Service, of which roughly 18,700, or 25%, opened an RESP. ESDC has engaged with officials from the governments of Quebec, British Columbia, and Prince Edward Island to discuss their interest in establishing a similar ESR Service.</p>	Aileen Pangilinan; Director, Program Design, CESP, Learning Branch
<p><u>Labrador Indigenous Outreach Strategy</u> Expansion of the Indigenous Outreach Strategy to provide access to Service Canada's programs and services, with a partnership with the Nunatsiavut Government to co-develop and implement a service model for the communities of Nain, Rigolet, Makkovik, Postville and Hopedale. These are all fly-in and fly out Indigenous communities in Labrador.</p>	Christine McDowell, Director General, Citizen Services and Program Delivery Branch, Atlantic Region
<p><u>Community Outreach and Liaison Service</u> Under the Community Outreach and Liaison Service, a partnership with Canada Revenue Agency was established to provide collective services to Indigenous communities across Labrador:</p> <p>Outreach:</p> <ul style="list-style-type: none"> Relationship building with 44 rural Indigenous communities in the Atlantic region. Specific initiatives – partnerships in Newfoundland and Labrador to facilitate the receipt of birth certificates and social insurance number. 	Christine McDowell, Director General, Citizen Services and Program Delivery Branch, Atlantic Region

<p>Urban Outreach:</p> <ul style="list-style-type: none"> Identifying and bridging gaps in service to the Newfoundland & Labrador urban Indigenous population by partnering with First Light St. John's Native Friendship Centre. <p>Outreach in vulnerable communities:</p> <ul style="list-style-type: none"> Services for low income and homeless populations, seniors, newcomers, higher service needs youth and people with disabilities. <p>Super Clinics in vulnerable communities:</p> <ul style="list-style-type: none"> Providing SIN and Tax clinics to allow citizens access to benefits and services. 	
<p><u>New Service Delivery Authorities</u></p> <p>In June 2018, the <i>Department of Employment and Social Development Act</i> was amended to provide authorities to deliver services to the public for partners (including federal institutions, provinces, territories, municipalities and public bodies performing functions for these entities) on a cost recovery basis.</p> <p>Since then, the Department has developed an enterprise-wide approach to service delivery partnerships to support these new authorities. New partners will benefit from this approach as their requested partnerships will undergo a consistent process, clear timelines for decision and implementation will be available, partnership costs will be identified more accurately and in a more timely fashion, and as the approach matures, new efficiencies will be identified in the process to improve response time.</p> <p>Clients will also benefit from this internal process, as it will allow the Department to better assess how to strategically leverage its capabilities and capacity to better serve clients. The approach includes key components (financial, privacy, performance measurement, and monitoring and reporting) and will be fully implemented by 2022.</p>	<p>Julie Lalonde Goldenberg, Director General, Partnership Development and Management Directorate, Citizen Service Branch</p>
<p><u>OUTREACH</u></p>	
<p><u>Western Canada and Territories (W-T) Region Expanded Outreach Strategy</u></p> <p>The W-T Region's Transformation, Rural and Remote Services and Partnerships directorate developed the Expanded Outreach Strategy, a comprehensive plan that doubled Service Canada's reach into the W-T Region's most remote and isolated communities. In collaboration with Area Directors, Labour Market Information and Indigenous governments, the Strategy led to the establishment of 126 new outreach locations covering 300,000 clients within 50 km of their homes, leading to 9,000 interactions with vulnerable clients.</p>	<p>Jonathan Andrews Executive Director Transformation, Rural and Remote Services, Partnerships, Citizen Services Branch W-T Region</p>

Information on partnerships and pilots, now collected in a central location, will be used to determine portability across provincial and territorial boundaries.	
<u>DEVELOPMENT</u>	
<p><u>Canada Student Loans Program (CSLP): Enhanced Delivery of Student Loans and Grants</u> Since April 2018, new full-time students can have their identity validated and submit their loan agreements online rather than visit designated Canada Post Outlets. On June 10, 2019, further enhancements were made to extend this service to part-time students, make the website mobile-friendly, and provide online identity validation and new electronic services to approximately 1.6 million students/borrowers who currently have a loan account, such as updating profile and banking information as well as linking to their financial institution's website to make a payment. Work is underway to launch additional online services this fall, including more information and tools related to repayment.</p> <p>Early planning work is also underway to prepare the integration of Manitoba's student financial aid program's back-end administration (disbursement, account management and repayment) with CSLP.</p>	<p>Gerd Reicker; Director, CSLP, Learning Branch</p> <p>Dominic Demers; Director, Program Delivery, Learning Branch</p>
<p><u>Service Transformation Plan</u> In 2017-18, ESDC started to implement the Service Transformation Plan, a roadmap for the transformation and modernization of ESDC's services. Advances have been made in the following:</p> <ul style="list-style-type: none"> • A pilot project for the Community Outreach and Liaison Services was successfully completed in December 2018, on the use of satellite technology in communities with limited access to services due to connectivity issues. These tools will help to improve the delivery of services by outreach officers in northern and remote areas. • The use of video chat technology to connect clients with front end client facing staff in other offices in an effort to reduce wait times in busy centres and promote the use of technology to enhance the client experience. As of June 2019, over 3,636 clients were served virtually from ten host offices. • A new mobile channel and app for Job Bank job search was officially released in November 2018. As of July 31, 2019, there have been over 223,000 downloads combined on iOS and Android devices (560 new installs per day average). Work is underway to finalize the alignment of the mobile app with the web app. This includes: in-app browsing, a map, job search filters, synchronization, and allowing users to set notification frequency. In 	<p>Tammy Bélanger, Director General, Transformation Planning, Design and Oversight, Transformation and Integrated Service Management Branch</p>

<p>spring 2020, positions for youth, which have been funded through the Canada Summer Jobs program, are planned to be displayed on the Job Bank website and mobile app.</p> <ul style="list-style-type: none"> • Since April 2018, ESDC has engaged over 16,950 persons (1,200 employees and 15,750 clients/external) through online surveys and panels, focus groups and interviews to seek feedback on design and prototypes, ease and effectiveness of interactions and emotional response to service delivery. • ESDC released a Client Centric Policy Playbook in June 2019, which compiled learnings from in person consultations, along with best practices, tools and resources obtained through extensive engagement both within ESDC and with other departments. This guide will strengthen the ability to engage clients in the design of program and service policies and will enhance the client engagement experience. <p>Efforts are underway to develop ESDC's Service Target Operating Model to define its future state to help guide the transformation journey. This work has included defining its clients, partners, channels and services as well as the business functions required to deliver in the future, and conducting gap assessments of the current state against the future state to identify recommendations on how to begin transition to the future state. Current areas of focus have included client experience management, transformation management, channel management and data and analytics management.</p>	
<p><u>Benefits Delivery Modernization (BDM)</u></p> <p>Over the past year, ESDC made significant progress in advancing BDM Programme Definition while laying the foundation for a successful transition to implementation (planned for fall 2020).</p> <p>Service Canada is implementing a non-traditional procurement approach, where instead of working with a single vendor, a vendor ecosystem called the Qualified Supplier Working Group was created. Informed by industry best practice and endorsed by Treasury Board Secretariat, Public Services and Procurement Canada, and Shared Services Canada, this approach aims to:</p> <ul style="list-style-type: none"> • provide richer information upon which to base the selection of the core technology, thereby reducing selection risk; • remove reliance on a single implementation vendor and mitigate the risk of vendor non-performance; • position the department to work collaboratively with multiple vendors in the selection, design, prototyping and testing of solution options prior to locking in/awarding implementation work packages; and • allow Canada to retain control over technology decisions. 	<p>John Tadman, Acting Programme Manager, Enterprise Major Project Execution, Transformation and Integrated Service Management Branch</p>

<p>Key accomplishments include:</p> <ul style="list-style-type: none"> • Robust market participation that resulted in more than a dozen bids leading to the qualification of seven suppliers to form the Qualified Supplier Working Group – three Core Technology Vendors and four System Integrators. • Active and positive collaboration among the suppliers in the Qualified Supplier Working Group is leading to more refined business and technological requirements and a stronger request for proposal (targeted for release in early fall 2019). ESDC is benefiting from their expertise and international experience. • Broad engagement across all levels of ESDC and stakeholders from partner departments. For example, over 130 senior leaders and staff participated in supplier showcases and demos held in May and July 2019 to demonstrate in real and tangible terms how the Core Technology solutions under consideration could modernize benefit delivery as well as enhance the client and employee experience. <p>Key priorities include:</p> <ul style="list-style-type: none"> • Selecting the preferred Core Technology Vendor in fall 2019, followed by prototyping by qualified system integrators. This prototyping will reduce risk significantly by validating the capabilities of the Core Technology and the BDM target state architecture. • Completing the programme blueprint that will provide a model for the future of benefits delivery as well as the capabilities to be delivered by the BDM programme over its multi-year lifecycle. 	
<p><u>Hosted Contact Centre Solution</u></p> <p>ESDC is implementing a Hosted Contact Centre Solution, a modern and supported contact centre technology that will provide enhanced functionalities to support the Department's business requirements.</p> <p>To date, ESDC has migrated three call centres onto the Hosted Contact Centre Solution platform:</p> <ul style="list-style-type: none"> • The ESDC Pilot site for HCCS, the National Service Desk on August 17, 2018; • The Employer Contact Centre on October 28, 2018; and, • The Canada Pension Plan and Old Age Security Call Centre on May 11, 2019. <p>ESDC is working closely with Shared Services Canada and IBM to continue the ESDC call centre migrations through 2019-20. ESDC is completing design and build activities for the future migration of the Employment Insurance (EI) Call Centres.</p>	<p>Trevor Milne, Director General, Call Centre Directorate, Transformation and Integrated Service Management Branch</p>
<p><u>Canada Pension Plan (CPP) and Service Improvement Strategy</u></p>	<p>Megan Kennedy,</p>

<p>ESDC is implementing a series of improvements to the delivery of the CPP, including the Canada Pension Plan Disability (CPPD) benefit, by streamlining and automating processes, improving workload management, enhancing electronic services and improving quality assurance.</p> <p>Collaboration within the Department continues for design, development and implementation of new and enhanced CPP e-Services and online applications, promoting current e-Services to improve client service, and implementing an online application process for the CPPD benefit.</p> <p>ESDC has continued to advance partnerships to facilitate advancement of integrated service delivery:</p> <ul style="list-style-type: none"> • Implementing an online CPP-D Toolkit on March 29, 2019 so that clients, third party organizations, and medical health professionals have easy access to an overview of the CPP-D benefit, the steps required to complete an application, an interactive flow chart that can be used to determine eligibility, and information about related benefits. • Launching an enhanced CPP Disability Decision Summary template in electronic format in June 2019, in support of the Disability processing network. This initiative focuses on streamlining the documentation supporting CPP-D decisions. Future interactive features are expected to introduce further processing efficiencies and reduce manual data entry. • Testing and readiness activities are underway for a fall 2019 launch of an online CPP-D application. 	<p>Director General, Major Project Execution, Transformation and Integrated Service Management Branch</p>
<p><u>Old Age Security (OAS) Service Improvement Strategy</u></p> <p>ESDC is modernizing the delivery of the OAS program by improving services to eligible Canadian seniors, including low-income individuals, while also increasing efficiency in OAS processing. Testing and readiness activities are underway for a fall 2019 launch of an online OAS/Guaranteed Income Supplement integrated application.</p>	<p>Megan Kennedy, Director General, Major Project Execution, Transformation and Integrated Service Management Branch</p>
<p><u>Integrated Service Management</u></p> <p>An integral part of the ESDC transformation journey, Integrated Service Management has aligned its framework with the new Service Target Operating Model and its business functions:</p> <ol style="list-style-type: none"> 1. Channel Management; 2. Network Capability and Capacity Management; 3. Quality and Performance; and 4. Content Management. <p>In the last 18 months, Integrated Service Management has advanced the maturation of integrated functions in key areas, through co-leadership with branches and regions:</p>	<p>Russell Egan, Director General, Integrated Service Management, Transformation and Integrated Service Management Branch</p>

<ul style="list-style-type: none"> • Developed, and commenced implementation of, a departmental Integrated Channel Management Strategy - a strategy that describes the future evolution of how Canadians can contact the department to obtain services (e.g., in-person, online, telephone). • Defined a new integrated performance measurement framework for ESDC, using the Balanced Scorecard framework - a methodology with the core notion of balanced reporting and targeted monitoring of key indicators that reflect ESDC's internal and external complexity. • Defined a new Integrated ESDC Quality Framework which presents what needs to be done to ensure a consistent approach to ensuring and continuously improving quality using a best practice process recommended by the International Social Security Association. • Outlined a future for Workload Management in the Department and developed a proposal to pilot integrated workload in 'Service Delivery Hubs' which seek to integrate benefits delivery through one agent initially working on both call and processing workloads. • Implemented small scale pilot workload management initiatives across business lines, e.g. Seasonal Peaks, Workload Arrangements in Small Service Canada Centers. • Assumed responsibility for Enterprise Content Management, a single source that provides clear and standardized business information for clients, stakeholders and employees. <p>This work will continue through the 2019-20 fiscal year and beyond.</p>	
<p style="text-align: center;">Showcase/Sharing</p> <p><i>Any resources in your jurisdiction that others jurisdictions may have an interest in applying or implementing.</i></p>	<p style="text-align: center;">Contact</p>
<p><u>Social Insurance Numbers for Children-in-Care</u></p> <p>ESDC/Service Canada has developed a unique service delivery model to support the efficient processing and issuance of Social Insurance Numbers for children in care. This process was designed to give children in care in the Province of Alberta access to a number of federal and provincial benefits, notably Registered Education Savings Plans, the Canada Learning Bond and Canada Education Savings Grant. While this approach was initially developed and piloted with the Province of Alberta, there is potential to emulate the model in other jurisdictions for children in care. Talks are now underway between Service Canada's Western Canada and Territories Region and the Governments of British Columbia, Saskatchewan and Manitoba to determine if they have similar needs to ensure the best possible outcomes for children in care.</p>	<p>Jonathan Andrews Executive Director Transformation, Rural and Remote Services, Partnerships, Citizen Services Branch W-T Region</p> <p>Aileen Pangilinan, Director, Program Design, Canada Education Savings Program, Learning Branch</p>
<p><u>Innovation and Collaboration</u></p> <p>Service Canada, Atlantic Region has been supporting and participating in a collaborative, grassroots intergovernmental case competition whereby federal, provincial, and municipal</p>	<p>Ian James Executive Director</p>

<p>employees come together to create innovative solutions to complex policy issues impacting Nova Scotians. The Policy Hack initiative offers a unique professional development experience where public servants gain networking experience and make connections with employees and senior leaders through collaboration. The competition also gives government departments an opportunity to have a group of ambitious, diverse and neutral individuals develop a policy analysis and propose a solution for their challenge.</p> <p>GoverNEXT, Future Leaders Network of Nova Scotia and the Institute of Public Administration Canada (Nova Scotia) were partners in the delivery of Policy Hack 2019 entitled Imagine, Innovate, Impact. Cases in the competition this year included: Increasing student recruitment in the federal public service; Affordable child care; Public servants in defence beyond one career choice; Regulatory modernization; Elevating safety; Communicating engagement opportunities; Serving children with disabilities at home; Community wellbeing; Virtual networking; and Alternative options for financial services.</p>	<p>Strategic Services Branch, Atlantic Region</p>
<p><u>Research and Collaboration</u></p> <p>Following the meeting of the Federal, Provincial and Territorial (FPT) Ministers Responsible for Social Services held on April 23-24, 2019, it was agreed to task the FPT Social Development Research and Information Committee to: a) discuss the FPT need for data, research available data, and develop scenarios for possible use of data; b) examine current data sharing processes and identify potential areas for improvement; and c) report back to FPT Ministers on the development of this work.</p> <p>Work has commenced on this tasking with the establishment of an FPT working group to look at three issues: the current situation, data sharing needs over the next 5 years; and best practices and innovation. It is expected that a draft work-plan will be developed for the early fall 2019, with the draft response ready to share towards the end of the calendar year.</p>	<p>Patrick Bussière, Director, Social Research Division, Social Policy Directorate, Strategic and Service Policy Branch</p>
<p><u>External Joint Outreach</u></p> <p>The Western Canada and Territories Region's outreach personnel are always seeking opportunities to improve their clients' experiences, especially in remote and isolated communities. One such opportunity is joint outreach. The partnerships struck with other federal departments and other levels of government have proven highly successful.</p> <p>As of 2019-2020, Canada Revenue Agency and Service Canada are now co-located in the three territorial capitals, and planning for joint visits with StatCan in Norman Wells (NT), Fort Good Hope (NT), Mayo (YT) and Carmacks (YT) is currently underway.</p>	<p>Jonathan Andrews Executive Director Transformation, Rural and Remote Services, Partnerships, Citizen Services Branch, W-T Region</p>

Issues and Needs <i>Any service delivery issues you would like to share and assistance you might be seeking from PSSDC.</i>	Contact
<u>Service Delivery Partnership</u> The Western Canada and Territories Region is interested in working with provincial and territorial partners to better understand their service delivery infrastructures and priorities, and explore service delivery options including co-delivery, cost-recovery and enhanced program complementarity with an aim at greater service for common clients and achieving efficiency through pooled resources.	Jonathan Andrews Executive Director Transformation, Rural and Remote Services, Partnerships, Citizen Services Branch, W-T Region
<u>Canada Education Savings Program (CESP) – Promoting the Canada Learning Bond in Rural and Remote Communities</u> Currently, the CESP works in consultation and collaboration with the various regions of Service Canada, including through the Community Outreach Liaison and Support to engage rural and remote clients. CESP also works with the Canada Revenue Agency's Community Volunteer Income Tax Preparation Clinics and other community-based organizations as a means of better reaching and supporting those under-served by financial institutions. The CESP is looking for opportunities to partner with and leverage other related programs and services to reach low-income families, Indigenous Peoples, newcomers to Canada, and those living in rural and isolated communities.	Aileen Pangilinan; Director, Program Design, CESP, Learning Branch