



Draft – v.3

PUBLIC SECTOR SERVICE DELIVERY COUNCIL (PSSDC) MEETING

February 28th, 2019

Ottawa, Ontario

RECORD OF DECISION

Attendance

PSSDC CO-CHAIRS

Catherine Bennett	ESDC/Service Canada
Natasha Clarke	Nova Scotia

PSSDC MEMBERS

Mark Arsenault	Prince Edward Island
Mark Burns	Yukon
Dawn Curtis	Northwest Territories
Shelley Darlington	MSDO (Norfolk County)
Beverly Dicks	British Columbia
Alan Doody	Newfoundland and Labrador
Lori Doran	Crown Indigenous Relationship and Northern Affairs
Sébastien Fleurant	Immigration, Refugees and Citizenship Canada (on behalf of Jae-Won Chung)
Carroll Francis	MSDO (City of Brantford)
Guy Gordon	Manitoba
Ron Hinshaw	British Columbia
Rob Horwood	New Brunswick
Gillian Latham	Nova Scotia
Anne Matthews	Ontario
Sonya Read	Treasury Board of Canada Secretariat
Vidya ShankarNarayan	Innovation, Science and Economic Development Canada
Jackie Stankey	Alberta
Silvano Tocchi	Canada Revenue Agency
Susan Wilkins	Newfoundland and Labrador
Darrell Williams	Public Services and Procurement Canada

OBSERVERS / SUB-COMMITTEE CO-CHAIRS

Philippe Albert	Service Canada
Dan Batista	Institute for Citizen-Centred Service (ICCS)



Wendy Birkinshaw Malo	Employment and Social Development Canada
Richard Dalpé	Treasury Board of Canada Secretariat
Anik Dupont	Service Canada
Yan Feng	Innovation, Science and Economic Development
Kathleen Fraser	Innovation, Science and Economic Development
Robert Frelich	Service Canada
Jaouad Haqhaqi	Employment and Social Development Canada
Sophia Howse	British Columbia
John Houweling	York Region
Paul Jackson	Innovation, Science and Economic Development
Cathy Kealey	Joint Councils Strategic Policy Analyst
Alanna MacDougall	Employment and Social Development Canada
Margo McCarthy	Employment and Social Development Canada
Kim Newman	New Brunswick
Nataliya Rylska	Innovation, Science and Economic Development
Mélanie Robert	Treasury Board of Canada Secretariat
Pirithipal Singh	Innovation, Science and Economic Development Canada

ICCS SECRETARIAT

Maria Luisa Willan
Stefania Silisteanu

Item	Topic / Discussion	Decision/Action
1.	<p>Catherine Bennett welcomed members and observers followed by introductions.</p> <p>ADMINISTRATIVE MATTERS:</p> <p>A) Approval of the Record of Decision September 27th, 2018 in-person PSSDC meeting in Whitehorse. (TAB 1A) The Members approved the Record of Decision without changes.</p> <p>Acceptance of February 28th, 2019 PSSDC Meeting Agenda (TAB 1B) The Members approved the February 2019 PSSDC meeting agenda without changes.</p> <p>C) PSSDC Treasurer's Report (TAB 1C) Dan Batista, on behalf of Deb Bergey, PSSDC Treasurer, provided an update on the Council's financial status. Dan noted that revenue is stable and there are funds in the PSSDC reserves. <i>(Deb Bergey sent regrets as she was unable to attend meeting due to illness.)</i></p> <p>D) Review of PSSDC Action Items from Previous Meetings (TAB 1E)</p>	<p>Decision #1: The Record of Decision from September 27th, 2018 PSSDC meeting in Whitehorse approved without changes.</p> <p>Decision #2: The February 28th, 2019 PSSDC meeting agenda approved without changes.</p>



	<p>No comments or questions raised.</p> <p>E) PSSDC Bring Forward Agenda (TAB 1F) No comments or questions raised.</p>	
2.	<p><u>Data Driven Intelligence Working Group (TAB 2)</u></p> <p>Guy Gordon and John Houweling, Data-Driven Intelligence (DDI) Working Group Co-Chairs, provided a progress report on the development of the DDI Playbook. Guy noted that the DDI Co-Chairs were seeking input from members and contributions regarding additional use cases needed for the Playbook.</p> <p>Rachel Steger, Project Lead from Optimus SBR, advised the objective of the DDI Playbook is to support, advance and improve the use of DDI across public service organizations, using DDI to improve service delivery. Rachel gave an overview of the proposed playbook structure, methodology, timelines and key success factors. The DDI Playbook aims to:</p> <ul style="list-style-type: none"> ▪ Identify leading best practices and examples in the application of DDI to improve public sector service delivery. ▪ Increase level of engagement from thought leaders, DDI working group members, and other key stakeholders in the selection of content to be shared through the development of a DDI Playbook. ▪ Deliver a highly engaging, interactive and well-designed DDI Playbook used to share information on DDI to a broad range of stakeholders including senior executives, generalists, and DDI specialists. ▪ Generate buy-in and endorsement of the playbook from the PSSDC and the Federal-Provincial/Territorial Deputy Ministers' table. <p>Rachel stated that after consultation with stakeholders the following emerging themes were identified: 1. Transparency and legitimacy of government; 2. Improving service delivery; 3. Greater impact of government programs; 4. Better use of resources; and 5. Service transformation. Rachel noted that while many case studies have been submitted to date, more would be welcome to fill gaps and highlight leading practices. The Playbook content would be developed in March/April. It is expected that the final Playbook would be presented to PSSDC members in May or June. The Playbook would be also presented to the FPT Deputy Ministers' Table at their meeting in June.</p> <p><u>Members' Comments:</u></p> <ul style="list-style-type: none"> • Darrell Williams stated that the power of data (open and available) is that it inspires innovation within private sector and that gives the opportunity to redefine or create new partnerships to draw forward innovations in public service. 	<p><u>Action Item #1A:</u> DDI Working Group Co-Chairs and Rachel Steger, Optimus consultant, to develop DDI Playbook based on the feedback provided by members at the meeting.</p> <p><u>Action Item #1B:</u> PSSDC Members asked to share with DDI Working Group Co-Chairs inter-governmental use cases to be included in the Playbook.</p> <p><u>Action Item #1C:</u> DDI Working Group Co-Chairs to present DDI Playbook at an upcoming teleconference.</p>



- Catherine Bennett stated that investment in data to ensure its availability is a key success factor; data must be seen as a valuable asset.
- Rachel Steger inquired as to how PSSDC members, as leaders in their jurisdictions, are leading, championing and enhancing the use of data analytics; what are you doing within your organizations, how would that help to change the culture and use of data analytics?
- John Houweling stated that in York Region data was well received, they created an initiative called the Data Heroes Initiative, they identified data stewards who were deeply engaged and passionate about data, telling people that data is very important, they recorded the stewards and advertised this initiative. This made a huge difference in the organization.
- Ron Hinshaw suggested that the training aspect and how to develop the working knowledge should be addressed in the success factors included in the playbook.
- Guy Gordon referenced the work of the Digital Academy and wondered what kind of skills does the government need to invest in related to data? This speaks to career management, human resources, helping people to acquire the skill set required, this is something that could be explained more in the Playbook.
- Gillian Latham agreed with the HR component for the Playbook. She also suggested looking at how to solve operational problems using data and analytics. Rachel Steger added that there are multiple situations when organizations need more resources, people have to create compelling stories to demonstrate the needs.
- Sophia Howse inquired if Optimus has any information related to people needing help at different levels of the maturity model, this would be helpful to include in the Playbook.
- John Houweling suggested that this topic along with the use cases and the great work that has been done so far could be part of a course at the Digital Academy.
- Jackie Stankey stated that over the years, Alberta released data sets into a portal to make data useful for Albertans through visualization, whether they are using interactive maps, dynamic charts or infographics. The ability to take lots of data and make it meaningful for other stakeholders is an important piece of work. She acknowledged the AMI (Alberta Machine Institute) within the University of Alberta, she suggested to look at the talent and expertise around



machine learning and AI and tapping this into academia. How can Government look into creative ways to bring that knowledge and innovation and build that through the investments?

- Rachel Steger responded that collaboration is broader as to involving academia, public and the private sectors. They are looking at visualisation; however, analytics by itself is not important, it needs to result in information that helps and form decisions, it could be very important in the jurisdictions to get the info into the hands of the people that make decisions in a way that aligns with how they want to consume that information. There are multiple ways that people are doing that, data being open and accessible.
- Yan Feng (ISED) noted that another key success factor is data availability, one of the priorities in the project done by DDI is e-Vulnerability index, the team developed a very sound methodology to identify vulnerable population in digitalization, however the data was outdated, from 2012. In the 2017 Budget, TBS received money to collect digital technology data and new data will be released in 2020, the team will update that to reflect the current situation. Data analytics will be affected if the right data is not in place, although they are the right people and have sound methodology to do that. Rachel Steger referenced the challenges that affect data and analytics (included in the presentation deck).
- Darrel Williams stated that the challenge that they have encountered in their jurisdiction is data quality, there are issues and data gaps, it is not clear who the authoritative source or owner of data is. Rachel Steger responded for the need to have a solid data foundation; this needs proper standards in governance.
- Anik Dupont noted that a key success factor is related to an enabling legislative framework; there is a big challenge working as a community to share data and there are legislative barriers in different organizations to sharing data. Rachel Steger responded that in case studies that have been submitted for the playbook around open data and data sharing, there is leadership in Alberta on that matter and this will be incorporated into the playbook.
- Natasha Clarke noted that existing legislation is a problem and this issue has been discussed at the IMSC table around identity. It is important to take the legislation as a holistic conversation from the top level down. The legislation was written at a time when nobody thought about the implications of it. Natasha stated that there is an opportunity to do pan-Canadian thinking around legislation.
- Anik Dupont recommended to push the subject matter at the higher level as this also impacts Digital Identity, Death Notification and all other priorities. The Working Groups are not tackling this as part of their scope of work, but we need to look at the impact this has, the legislation and governance issue is a major obstacle in moving forward. The issue is even more complex when you factor in how legislation is interpreted and not just the legislation itself.



- Guy Gordon suggested for members to engage their respective Deputies and Clerks, to think about the future strategically, what kind of framework do we need in 5 or 10 years from now, discussions on legislation are complex but we need to determine an approach to deal with this.
- Natasha Clarke commented that in the Joint Councils Logic Model there is a big space around legislation, that is a note to take away for DDI to recognize this is one of those challenges and try to resolve it.
- Catherine Bennett agreed with members' feedback and suggested that in reporting to the Clerks and Cabinet Secretaries on challenges and barriers, the focus should be kept on improving outcomes for the client – the “So what?”
- Rachel Steger stated that the upfront section of the playbook is dedicated to education and awareness building, how people apply in their organization, where is the highest area around success factors and broader challenges, then it goes into the implementation (using the maturity model), and then it goes into broader policy and enablers, she concluded that the DDI Playbook would speak to both, executives and practitioners.
- Natasha Clarke invited members to respond to “So what?”
- Sophia Howse inquired if the DDI Playbook would be presented to Deputies and then to PSSDC members.
- Guy Gordon responded that the DDI Playbook would be reviewed and approved by PSSDC Members before being presented to the FPT DMs' Table. Rachel Steger added that there will be different iterations and opportunity for members to provide input.
- Gillian Latham had a comment related to “So what?” Looking at the values slide and the question of data sharing, at the end of the day it is the client at the centre and there is one of huge barrier to sharing data, we do not understand the client experience, they are dealing with multiple departments, and it is very powerful to tell the story from the client's perspective. The story cannot be told if the data cannot be shared. There is the power of data sharing. She recommended to the consultant to look at that perspective.
- John Houweling advised that the DDI group is looking for use cases on cross government work and if possible to share these with DDI co-chairs, it would be compelling to include these in the playbook.



	<ul style="list-style-type: none"> • Susan Wilkins suggested that consultants share the use cases related to cross governmental data with tangible examples in the Playbook. • Rachel Steger responded that the DDI playbook will feature many of the case studies, including problems organizations have tried to solve, the approach and resources used. However, they are not able to incorporate all the use cases, they will disseminate the material to be innovative, the DDI Playbook will be a living document that the working group can update and refresh as needed. This is an opportunity for PSSDC Members to be knowledge brokers and to help scale some innovations. • Jackie Stankey stated that one information sharing within their advanced education sector is that they use the AI in post secondary education to estimate the amount of training capacity, to save more, using AI. She offered to connect directly with Rachel Steger on this matter. • Guy Gordon and John Houweling thanked all members for their valuable feedback on the development of the DDI Playbook. Guy noted that the DDI Working Group Co-Chairs will present the DDI Playbook at an upcoming teleconference. 	
3.	<p><u>Service Network Collaboration Working Group (refer to TABS 3A to 3C)</u></p> <p>Rob Horwood and Wendy Birkinshaw Malo, SNC Co-Chairs, provided a progress report on the Service Partnerships Playbook Engagement Strategy, an update on the Points of Service Mapping exercise, and next steps for this working group (proposing sunsetting of the current group and potential work to share innovative approaches in call centre service delivery).</p> <p>Ron Hinshaw gave a presentation on Service BC Contact Centre (TAB 3C). The presentation highlighted the opportunities for change, strategic outcomes, service model, service expansion drivers and lessons learned. Ron stated that the process BC is using is driven by results and it is more cost effective; the service experience is consistent and reliable; the service is called Service with Heart. The agreement is a very effective relationship-based agreement. They met some challenges with risk and legislation, but they have solved that, and it has worked very well.</p> <p>Rob Horwood stated that at Service NB they have implemented a similar approach to BC's Contact Centre and they reduced the number of call centres from 44 to one. He advised that if members of the PSSDC were interested to explore this area, NB and BC are willing to work with jurisdictions.</p> <p>Wendy Birkinshaw Malo reminded members that in September 2018, in Whitehorse, PSSDC members expressed interest in looking into call centres in the era of digital services, and asked members if there an issue in the call centre</p>	<p><u>Decision #3:</u> The Service Network Collaboration Working Group to be sunset.</p> <p><i>An action item related to call centres resulted from a further discussion on this topic under the PSSDC Strategic Priorities discussion (later in the agenda).</i></p>



channel worth exploring by PSSDC. How do challenges identified with respect to call centres rank against other priorities that PSSDC might wish to pursue?

Rob Horwood advised that the SNC Working Group has successfully completed its original mandate to develop tools to leverage each others' in-person and digital service delivery networks to improve the client experience through partnerships: the outcomes were the Service Partnership Playbook and the Point of Service Mapping.

The following recommendations from the Service Network Collaboration Working Group were tabled for members approval:

- The Service Network Collaboration working group to be sunset.
- If members feel that the discussion today has resulted in a clearly defined FPTM issue around call centres, a new working group could be established to address this issue.

Members' Comments:

- Anne Matthews supported to sunset the work of the SNC Working Group, although Service Network Collaboration continues to be an important priority.
- Natasha Clarke expressed agreement to sunset the SNC Working Group, she thanked the co-chairs, past and present, for their leadership and work on this file. This gives PSSDC an opportunity to establish a new group with a new defined mandate and priority for PSSDC.
- Ron Hinshaw stated that the work done on the mapping was good. He noted that contact centres are more than call centres, he suggested more discussion and collaboration in this area.
- Catherine Bennett echoed previous comments made related to the excellent work done by the Service Network Collaboration Working Group Co-Chairs and their team.

Motion to sunset the Service Network Collaboration Working Group: Catherine Bennett

Seconded by: Anne Matthews

All in favour. Decision to sunset the Service Network Collaboration Working Group.



	<ul style="list-style-type: none"> Catherine Bennett asked that a discussion and/or decision on future work related to call centres be moved to the PSSDC Strategic Priorities discussion later today. 	
4.	<p><u>Service to Business Working Group (TABS 4A & 4B)</u></p> <p>Anne Matthews and Pirth Singh, Service to Business (S2B) Working Group Co-Chairs, provided an update on the group's priorities for 2019-20 to obtain feedback from members. Anne advised that further edits have been made to the Business Number (BN) Playbook. A revised version will be circulated to members and posted on GCcollab and ICCS website. She encouraged members to promote the BN Playbook in their jurisdiction; the S2B group will do everything they can to promote it.</p> <p>Pirth Singh stated that regarding next steps the S2B working group has identified the following activities:</p> <ul style="list-style-type: none"> Update the BN playbook and ensure it can be easily adapted to stay relevant for adopters. Continue internal engagement on the BN Playbook. Explore external communications for BN adoption by businesses. Reconsider S2B priorities as digital identity solutions come online. <p>Pirth advised that the S2B working group developed the Digital Identity Initiatives inventory which has been shared with the Digital Identity Priority Co-Leads and TBS (also included in meeting binder). He asked PSSDC members if the S2B Working Group has identified the right priorities for 2019-20 or if there are any additional priorities to consider.</p> <p><u>Members' Comments:</u></p> <ul style="list-style-type: none"> Paul Jackson (ISED) inquired about participation in the working group. Anne Matthews responded that most jurisdictions (FPTM) are represented on the S2B working group; however, she welcomed the idea of adding more members to the group who are passionate about this work in order to have the right people to move the work forward. Paul Jackson (ISED) inquired about how open the process is and if the Service to Business Working Group has people who oversee this work. Natasha Clarke commented that this is a matter of governance. Cathy Kealey, the Joint Councils Strategic Policy Analyst is working on the alignment of the working groups with the PSSDC priorities. 	<p><u>Action Item #2A:</u></p> <p>A copy of the updated BN Playbook to be shared with PSSDC Members via the ICCS Secretariat. Playbook to be available on GCcollab and ICCS website.</p> <p><u>Action Item #2B:</u></p> <p>The Service to Business Working Group Co-Chairs to invite the Director General from Canada Business Registry to be part of the working group.</p> <p><u>Action Item #2C:</u></p> <p>Service to Business Working Group Co-Chairs to collect and reflect on members' feedback and to report back to PSSDC with recommendations on defined future activities.</p>



- Vidya ShankarNarayan mentioned that there is great work happening at the S2B Working Group with focus on the Digital ID priority and dealing with multi-jurisdictional registries, she suggested for the S2B Working Group to invite the Director General of Canada Business Registry to participate in this group as he can help build synergy. The Federal Government has use cases on multi-jurisdictions and it would be beneficial if the S2B Working Group is using these cases as it will help to promote the adoption of BN.
- Jackie Stankey stated that the Digital ID Priority and S2B Working Group teams have connected to align their work plans, they appreciated the inventory work. In terms of governance it would be valuable to look at the engagement of their group to join the IMSC work to help advance the PCTF. In terms of prioritization and planning, looking at the Business Service survey results to help us understand where the drivers are and to focus on what is next, also using GCcollab platform, working in the open. Digital ID is a big component, however it is not the only thing to fix S2B, if any work around streamlining processing times, we can start open to provide process efficiency, there has been work done on the “tell us once” piece, this is bigger around the priorities.
- Anik Dupont noted that there are synergies with Digital ID, jurisdictions need to think in testing Digital ID first, we have the Digital ID and you access it once. The Digital ID comes first and then you access the BN, is it good to test Digital ID on that stream, is it more complex to do it in the provinces? She suggested for the municipalities to test this first.
- Bev Dicks agreed to having Canada Business Registry rep as a regular member on the S2B group.
- Natasha Clarke noted that the S2B Working Group was established a long time ago to improve service to business. Now that the working group has completed the BN Playbook, what is the next deliverable for this group? She asked the S2B Working Group co-chairs to help define the next area of work for the group, what are the tangibles?
- Silvano Tocchi added that the BN playbook is an asset done, it is sharable, there is an opportunity to use it as a platform to collectively engage other parties in conversations. Bring together all jurisdictions to collaborate and solve the issues, identify where there is room to collectively move forward.
- Anne Matthews stated that the audience of the BN Playbook is for people responsible for BN adoption in their jurisdiction, are members considering a broader audience to promote the playbook? Anne will discuss this further with the working group.



	<ul style="list-style-type: none"> Natasha Clarke concluded that there are a few takeaways for the working group based on members' feedback. There are couple of streams of work that members identified, i.e. the piece around Digital Identity and there still needs to be some other work to advance service to business improvements. She requested for the S2B Working Group Co-Chairs to collect and reflect on members' feedback and to report back to PSSDC with recommendations on defined future activities. 	
5.	<p>Indigenous Services (TAB 5)</p> <p>Hillary Thatcher (ISC) and Lori Doran (CIRNAC) gave a presentation on Service Delivery and Indigenous Communities. Hillary reminded members that there was a discussion on Indigenous Services at the September meeting in Yukon, this presentation includes a debrief of that discussion. The discussion in Yukon focused on identifying examples of good practices and challenges in service delivery related to indigenous services across the country. As a result of the discussion, the following were identified for consideration by PSSDC:</p> <ul style="list-style-type: none"> Participation of Indigenous partners at PSSDC Having a deliberate Indigenous lens applied to the work of PSSDC More education opportunities/cultural awareness at PSSDC Pilot an initiative with Indigenous partners Track outcomes – Collect data Keep Indigenous Services at PSSDC! <p>Lori Doran (CIRNAC) described the Case Study: BC First Nation Health Authority (<i>please refer to slide 5 of the presentation</i>).</p> <p><u>Members' Feedback:</u></p> <ul style="list-style-type: none"> Catherine Bennett thanked Hillary Thatcher and Lori Doran. She added that one of the outcomes from the discussion is to bring this item forward at the PSSDC strategic discussion on priorities to determine how we want to move forward on Indigenous Services as a Council. Jackie Stankey noted that this could be a good topic for the Digital Academy, there may be opportunity to build up on that work on different streams and training. She added that in Alberta they have training on Indigenous communities. Ron Hinshaw commented that the BC First Nation Health Authority is an important initiative. In BC they look for ways on how to provide better services in their communities. He inquired about what work has been done in terms of a gap analysis, what are the services provided to Indigenous communities, what are the types of services they can access and where we can help and focus energy to close the gaps? 	<p><i>An action item related to Indigenous Services resulted from the discussion on this topic under the PSSDC Strategic Priorities discussion (later in the agenda).</i></p>



	<ul style="list-style-type: none"> • Hillary Thatcher responded that a gap analysis has not been done, however the Assembly of First Nations provides the priorities, they are addressing these with the Federal government. This is a shared jurisdiction, they both have a role. She gave the example of how the government of Ontario focuses on high school graduation across the province, but not graduation on reserves. We would require partnership between the Indigenous communities, federal, provinces, territories, and combination of all to really move forward. The communities will tell you what their priorities are, we do not have enough data to know where the gaps are. We do data analysis and research on hearing back from our clients as to whether they do not like the service. It is an important point, it could be an exercise and a pilot to start in jurisdictions with willing partners. • Lori Doran stated that for a long time their orientation was program focused but now shifting to service opportunities to look at the issues with a different context, less siloed opportunity to identify the gaps, finding ways of working with multiple partners to address these issues. • Sophia Howse asked how this table could help. One of the things they have done is the formation of working groups to create and deliver, it is about the leadership and approach, who will lead, what the delivery is, what would be the governance, what is the mandate, the table helps to champion and leverage the provinces, territories and municipalities to get to deliverables. • Catherine Bennett concluded that a strategic discussion on priorities will be held in the afternoon, this is the start of a bigger discussion. She thanked Hillary and Lori and encouraged them to stay on and participate in the Council. 	
6.	<p><u>FPT Deputy Ministers' Table</u> (TAB 6)</p> <p>Catherine Bennett (ESDC) stated that the next FPT DMs' Teleconference is scheduled for March 20th, on the agenda is a progress report on the work of the Service Network Collaboration and Death Notification Working Groups. The next in-person meeting is taking place in Halifax June 19-20, 2019. A report to the Clerks and Cabinet Secretaries is anticipated in the summer.</p> <p>Natasha Clarke (NS) stated that the focus is on service, the meeting is hosted in Halifax in June. Thinking about other ways to learn, share and experience. There is more work to be done but there have been good conversations at Joint Councils particularly around Digital Identity. A debrief of the FPT DMs' Table meeting will be provided to PSSDC members.</p>	<p><i>No action item identified from the discussion.</i></p>



7.

Strategic Discussion on PSSDC Priorities (TAB 7)

Catherine Bennett and Natasha Clarke led a discussion on PSSDC priorities. The discussion focused on how the Joint Councils' Logic Model aligns with PSSDC priorities and how the work of the working groups helps to support the call to action on enabling digital government for Canadians. PSSDC Co-Chairs noted that several items have been raised that require further discussion, such as legislative barriers (i.e. work related to Digital ID, Death Notification), Indigenous Services, Call Centres; the objective is to have an open conversation with members on what the Council should focus on for the next 6-12 months to support the overall vision.

Members' Comments:

- Silvano Tocchi highlighted progress made on the Digital Identity front. This piece of work involves policy elements and practical things being done collectively across jurisdictions, a table that brings together people from diverse jurisdictions and all levels of government, this is a useful way to move forward. How can we take that forward? Thinking of the great work done between CIO and service delivery members, the work is not isolated at one table. How can we build on that success to move forward? Need to consider maturity model, better engagement between the two tables and a re-refresh of the Joint Councils agenda.
- Catherine Bennett proposed three main topics for PSSDC to do exploratory work: innovative contact centre models, legislative barriers and Indigenous services. She asked members to provide feedback if these are areas the PSSDC can explore together and what are the kind of deliverables or outcomes expected or would presentations (jurisdictional scan) be enough to meet objectives. The table is also looking for volunteers to scope each topic and report back with recommendations on proposed areas of work.
- Sophia Howse noted that in terms of Logic Model developed three years ago, the Framework Working Group identified three main priorities for Joint Councils, Digital ID was one of them. She asked if the conversation is around the PSSDC priorities or the JC and PSSDC priorities together. There are things proposed here that relate back to the work of the Joint Councils, need to ensure these are joint conversations with PSCIOC (as JC).
- Richard Dalpé noted that service to business is a broad mandate so what does PSSDC want to do in the realm of service? He agreed with doing exploratory work on call centres, CF8 results confirmed that phone service has higher uptake than other channels.

Action Item #3A:

Cathy Kealey, JC Strategic Policy Analyst, to discuss with Natasha Clarke how to best use (surveying) the jurisdictional information sharing to better inform PSSDC on potential areas of work to collaborate on at an FPTM level. Cathy to report back to PSSDC on recommendations.

Action Item #3B:

ESDC and BC to work together to scope out area of focus around a contact centre work for consideration by PSSDC members. Wendy Birkinshaw Malo and Ron Hinshaw to report back to PSSDC on this matter at an upcoming meeting. Request for members participation on this work to be sent out via ICCS.

Action Item #3C:

A call out to be sent to members for input on how to provide an Indigenous lens to the work of PSSDC. This work to be led by ISC



<ul style="list-style-type: none"> • Jackie Stankey noted that working groups and communities of practice of the Councils should anchor their work and outcomes on the JC Logic Model. PSSDC can help by incubating and idea formation, there is an expectation to be more agile. • Ron Hinshaw stressed the need to manage expectations on the work of the working groups. Need to ensure that our expectations of the work and deliverables aligns with what the working group undertakes and delivers. In the case of the Death Notification Working Group, the expectation was higher than what they could deliver or what could be done. Need to be crunchy as to what we expect from these groups and leave time for people to explore and manage expectations. • Natasha Clarke agreed for the need to manage expectations; need to better understand what we are looking for and ensure that the working groups are also clear on deliverables. • Rob Horwood suggested for PSSDC to consider having room on the in-person meeting agenda for members to share best ideas. • Gillian Latham agreed with setting aside time on the agenda for sharing best practices, how to formalize this? • Natasha Clarke advised that in the past this table included in its agenda time for jurisdictional information sharing. However, members' feedback stated that this was not the best used of time on the agenda. The information sharing that members provide twice a year is full of rich information, but this information is not being reviewed with a pan-Canadian lens. These documents are tabled as information only and this is a missed opportunity to do some digging into what are pain points or issues across the country that we as an FPTM table can tackle. How do we leverage the effort made by each member to provide this information and for us to do some analysis, which can result in potential area of work or focus for the Council? • Dan Batista noted that there is an opportunity to review the information sharing, report back on common issues and capture this in a more visual way. He will discuss further with Cathy Kealey on how to improve reporting on this to better inform the agenda. Cathy Kealey can provide recommendations on how to best use (mine) the information found in the Jurisdictional Information Sharing to inform PSSDC on issues/challenges/best and next practices, etc. across the country. 	<p>in collaboration with members.</p> <p><u>Action Item #3D:</u> Confirm approach and next steps to develop a problem statement/case for change to address legislative and data sharing barriers impeding the advancement of some Joint Councils and PSSDC priorities.</p>
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- Guy Gordon agreed with going back to basics, he does see value in the information sharing. There are numerous formats to use to make it formal, quick and engaging. If we have a theme, we can convey lots of information in less time to move forward.
- Catherine Bennett agreed in sharing best practices however there are things at this table, like DDI Playbook, that is more than just sharing information, it is a tool initiated by us to move things forward.
- Rob Horwood suggested creating a type of Dragon's Den presentation: 3-4 minute pitch with a few pictures. You tell a story and you share the best you have, then move to another picture, tell the story and move on. The goal is to showcase the best of the best.
- Jackie Stankey agreed with the showcase ideas and added that this must be visual and interactive and can lead to a dialogue with members. Jackie also suggested publishing these stories so that these can be shared with others.
- Natasha Clarke commented that these are solution-oriented people. The group wants to do something different, there are interesting techniques, like Dragon's Den. The fact is that we are not using the information in the info sharing templates so we need to have a conversation on maturing this and on how we capitalize on and improve the nuggets.
- Catherine Bennett asked for volunteers to continue to work on the contact centre piece. ESDC is willing to do some work on exploring innovative practices and report back at a future meeting but a partner jurisdiction is needed to help move this forward. Also need to see some volunteers to lead the Indigenous service piece.
- Natasha Clarke suggested that for the Indigenous piece a call out be sent after the meeting, to give members time to think about this, this is at an exploratory stage. If there are jurisdictions that have Indigenous services as a priority perhaps they can work with Hillary Thatcher to help shape this.
- Ron Hinshaw noted that regarding Indigenous services, there is potentially good work to do, for example, a proof of concept. BC would be interested in working with ISC.
- Natasha Clarke stated that the work around data sharing and legislation, there are couple of pieces to consider as this is a broad area. We need one or two people to help shape this, do some exploratory work and report back with concept ideas on how we can move forward.



- Sonya Read expressed interest in doing some exploratory work on some of the initiatives around the identity and legislative piece. Digital Identity and Death Notification: things to work our way around and put them in place, so we do not get lost, with tangible specifics in terms of the initiatives that could help, where we, as municipal, provincial and federal levels find ways to align and work together in a better partnership in service delivery.
- Sophia Howse noted that if they have a framework then they could talk to Co-Leads of Identity Management, Death Notification, and Data Driven Intelligence, to start to frame some of these issues in working together.
- Natasha Clarke suggested the need of a problem statement. There was a lot about the trust framework, but it is very technical so how do we start to understand in terms of the problem statement? Shaping the problem statement would help.
- Sonya Read agreed that it would be very useful to start with a problem statement. She added that in a broader context it is hard to identify tangible deliverables. What it is that we are trying to solve, it is not always clear. Numerous issues are around legislation and in the information sharing, in this context we can leverage that, so members start to draw it.
- Sophia Howse noted that in Digital Identity there are some examples of the legislative piece, some other pieces on consent and others around information sharing agreements that Chantal Ritcey is looking into. They were talking about scalability around the country, through IMSC and Digital Identity.
- Natasha Clarke asked who can take on and initiate the piece of the problem statement? What is the problem? Would it be a workshop, how can we move this to a tangible? Need a common understanding of what we need to address.
- Anik Dupont stated that it is worth the time to take a look at the agenda and to go back to the issue. It would be a rich discussion to find out what jurisdictions are struggling with and would help to craft the document, it could be high level, it could be a workshop, they can talk about MADi and issues that they faced, the legislation that caused the issues. When they talked about CDI, numerous info sharing agreements have been brought to their attention. She suggested allocating time on the agenda for a workshop to have this discussion and see how far they can push this, it will be time well spent.
- Jackie Stankey commented that they can get to a more agile approach when Cathy Kealey does the interviews with working groups. The inventory of issues/challenges could be posted on GCcollab.



- Catherine Bennett added that there is a diagnostic phase, there is heavy lifting involved, some members are working from the corners of their desks, she inquired if there were resources to move forward. Is Cathy Kealey someone who can work on this and is this something that Cathy could organize? She mentioned that this is one of the big pieces and it is worth investing in it.
- Natasha Clarke suggested having a facilitator, so they start to formulate something, we need help as we are not at the project charter stage.
- Sonya Read recommended to start surveying the information sharing templates to find where are those bits, where are they seeing issues and identify them, it would be a good start and very useful.
- Natasha Clarke liked the notion of surveying and facilitation. She asked if they were to hire and do facilitating analysis, who will manage that? Cathy Kealey has her own work plan. Some analysis is needed to put together. Would it be Cathy Kealey or someone from the council to manage that resource, how would we make that happen?
- Catherine Bennett suggested giving members time to think about how to frame this and can come to ask for feedback and identify a lead, either someone taking this on from the Council or someone managing a contract. Need to give members time to consider this commitment.
- Ron Hinshaw stated that in going back to basics, they do a lot of work as service people in tackling difficult projects with complicated issues, we should not lose sight of this role at the table, which is to look at ways on how to provide better services to citizens. ICCS has amazing tools to utilize and help organizations to build progress to raise the level of professionalism and skill level of our staff, there is a lot to be done, whether it is the CF8 on what citizens expect or what are those skills and how we deliver on those things. There is a business case to look at this in a different way, and look at it more closely, what is going on in MB, NL and in BC, there is value on how we raise the level of service delivery going back to basics, how we increase the level of service delivery with new technology. Need time to talk about this as a service delivery council.
- Natasha Clarke concluded that there are a couple of takeaways related to scoping on the Indigenous services, call centres and a legislative piece.
- Catherine Bennett noted that ESDC will work with Ron Hinshaw (BC) to scope out what can be done around contact centres.



	<ul style="list-style-type: none"> Natasha Clarke will be working with ICCS around the information sharing piece to leverage that a little differently, and efficiently (going back to basics). 	
8.	<p><u>BC Pilot: Open Source</u> (TAB 8)</p> <p>Ron Hinshaw and Karim Gillian (via teleconference) gave a demo on: The Q, Analytics, Business Intelligence – Enablers for BC, which is a customer flow tool. This tool was developed in response to a need: better analytics to solve business problems and solve the customer flow in BC's service centres. They initially invested in a tool called Kumatic, the license was expensive and way beyond what they can use in their 65 locations in British Columbia, so they needed a business tool to improve citizens' experience by providing results at service level and better manage their resources more effectively.</p> <p>Karim Gillani stated that people need more data, to collect and analyze and make evidence-based decisions. Citizens' expectations have changed and with technology changes, managers need to move faster to collect information and deliver on customers' expectations. The BC CIO office brought their more agile ways to facilitate quick changes including a different procurement model. They hired small local businesses, started with open source, because it was free, they iterated and changed. They reduced the look and feel of the application for CSR to interact with customers. The wait times have been reduced, the optimization is great. It is critical to get great data. All the non-important information is removed, they do not need to store the information; as soon as they finish, the analytics come in, it gives valuable information on how to resolve the number of personnel that they need at certain times. This is a great inexpensive solution when using Internet of Things. This is an example of adapting for the future. Every jurisdiction can use the free software. It is all about analytics, looking at the dashboards helps optimize service operations.</p> <p><u>Members' Comments:</u></p> <ul style="list-style-type: none"> Rob Horwood noted the importance of going back to basics. Many jurisdictions utilize Kumatic and it is frustrating to use. Rob expressed interest in connecting with Karim Gillani. Jackie Stankey inquired if the information related to the code of GIT Hub could be shared so she can share it with her AB technical team. She congratulated BC on this work, this is incredible in terms of data analytics. She asked if they did further analytics of personnel satisfaction or another HR component. This is tied to the service supply chain that Ralph Heintzman referred to in terms of wait times and staff. 	<p><u>Action Item #4A:</u> Ron Hinshaw to share with the PSSDC members the analysis on the HR component via ICCS Secretariat.</p> <p><u>Action Item #4B:</u> Ron Hinshaw to share with the PSSDC members the code of GIT Hub via ICCS Secretariat.</p>



	<ul style="list-style-type: none"> • Ron Hinshaw responded that they have not done the analysis on the HR component, but they are looking into that, they will share that information and the GIT Hub details through the ICCS secretariat. • Guy Gordon stated that this is great use case for Certification and Learning, a way to capture this in their presentations, it is an artifact that people could learn in 20 minutes. 	
9.	<p><u>Future Direction on Service</u> (TAB 9)</p> <p>Sonya Read (TBS) and Alanna MacDougall (ESDC) gave a presentation on Forward Thinking on Service to solicit members' feedback on key considerations for the future of Government of Canada service delivery. Sonya led a discussion around the following key questions:</p> <ol style="list-style-type: none"> 1. Do the themes and challenges miss any major service delivery strategic considerations? 2. What are your jurisdictions setting out as strategic priorities? Are our service agendas aligning? 3. Do you have existing or emerging approaches in your jurisdiction that the Government of Canada should be considering? 4. Are there unexplored areas for federal, provincial/territorial and municipal governments to collaborate more effectively to meet client (individual and business) needs? <p><u>Members' Comments:</u></p> <ul style="list-style-type: none"> • Catherine Bennett expressed interest in cross-jurisdictional information or innovative models that we have not heard so far. • Anne Matthews stated that in Ontario they are thinking about service delivery for the future, in terms of where the interconnections are and how to maintain the ability for citizens to do the transactions online, the balance between digital service delivery and omni-channel delivery, how do we work across jurisdictions. How can we go back to basics? Where are we physically going? Thinking about the traditional way of doing service and how can we start that conversation. • Sophia Howse suggested three points for further discussion: <ol style="list-style-type: none"> 1. How we do consent when we move to digital world, is that under policy? 2. Conversations about foundational documentation, such as birth certificate, VSO, IRCC, etc., how does this look in a National Policy? 	<p><i>No action item identified from the discussion.</i></p>



3. When looking at the 5 pieces appropriate or applicable, they have done a lot of work in Service BC by creating a service framework: *Service with Heart* and taking the service value chain as service at heart. As we move into digital world, is it different from what we have done, how different is the training?

- Natasha Clarke noted that the skills in the workforce, as the future unfolds, would be more critical when recruiting: less about specific skills and more about agility, adaptability, what types of skills do we need to bring into the organization. New policy tools to drive policy in service delivery, opportunity to get more efficiency, human service design, BI, data, the more we scale that it will help us to build assurance in our organization with agility.
- Guy Gordon stated that skill profile is significant, the impact of automation requires a lot of tasks, AI. There is still need for people to exercise judgement as they have a lot of information, such as the question about info sharing arrangements, the business case to access the federal information or information from CRA. In Manitoba, large sums have been invested in different applications, need a little more around tactical, it is more around what the next generation of info sharing looks like, things are stuck in the current configuration, an academic look at data centres, is there too much demand for cost savings, we must think about what is coming next. There are ethical, political and privacy issues; we are moving to a different world.
- Bev Dicks agreed with going back to basics, the partnerships are very important. This requires more work with the community, ensuring we are working with our partners. It is hard to build trust in the community once the community lost trust in government.
- Natasha Clarke added that it is important that in a service strategy for the digital era nobody is left behind. She challenged members on finding ways to leverage other public organizations in the community. Digital does not mean only online, how are we intentional on that thinking that nobody is left behind?
- Silvano Tocchi noted that if trust in an agency continues to decline, their ability to deliver the mandate will affect them, as they rely on compliance. It seems that the framework of the first policy implementation falls in that space, it feels to the extent that we are using this to provide strategic advice and it's worth testing if this moves us ahead and there is greater reassurance to citizens. It is trust, fairness, and increase trust in institutions.
- Sonya Read noted that there are other groups around the table looking at the issues of transparency in terms of service performance and how we report on that. What is the role that we would play?
- Guy Gordon noted that maybe in some of the jurisdictions, the service line works with centralized IT and it is about trust and being transparent, being able to be fair and this is the capacity we have, and we are in control to build trust.



	<p>It took a lot of time to get the organization there, people are not used to that, it is not the culture that we had, for us it is important. Without the trust we go back to the negative way, from internal service, it is a different way of doing business.</p> <ul style="list-style-type: none"> Alana MacDougall noted that there are three big takeaways around: 1. Trust in that the designers of services are stewards of public trust; 2. Impact of future service approaches on the workforce and having the right skills; and 3. Collaboration and the importance of our physical presence and impact our service-related decisions have in communities and on services for citizens. Sonya Read noted additional takeaways: ensure nobody is left behind/in looking at digital services need to ensure that the service is accessible to all, and a broader discussion about information sharing arrangements and how they need to evolve to support service delivery in the future. Natasha Clarke mentioned that in her jurisdiction, one of the most important deliverables as a public servant is trust. Ron Hinshaw stated that when working with policy people to go deep and understand the CF8 and drivers of satisfaction that works for Canadians. Sébastien Fleurant added that it is important to engage Canadian citizens to use the social media platforms. Paul Jackson commented that there is a growing segment of population that do not want to go online (government websites). The service people need to think of different ways and different point of views to tap into divergent models. 	
10.	<p>A) <u>Jurisdictional Information Sharing</u> (TABS 10A to 10R)</p> <p>Natasha Clarke advised that the Jurisdictional Information Sharing were included in the meeting e-binder and tabled for information only.</p> <p>B) <u>PSSDC Evaluation Form</u> (TAB 11)</p> <p>Members were advised to complete the evaluation form for the meeting, the feedback is valuable, and this is incorporated into future meetings.</p>	<p>Action Item #6:</p> <p>A call out for the Provincial / Territorial Co-Chair role to be sent out to members via the ICCS Secretariat.</p>



	<p>C) <u>PSSDC P/T Co-Chair Role</u></p> <p>Natasha Clarke stated that the Provincial / Territorial Co-Chair role ends on September 26th. She stated that it has been a pleasure to serve her colleagues and advance the service priorities at this Table. If there is anyone interested in taking on this role, please advise her or the ICCS Secretariat. The ICCS to send out a call-out for this position following the meeting.</p> <p>D) <u>Next in-person meeting of the PSSDC: September 26th, 2019, Winnipeg, MB</u></p> <p>The next PSSDC in person meeting will take place on September 26, 2019 in Winnipeg, Manitoba.</p> <p>E) <u>Spring/Summer PSSDC Teleconferences:</u></p> <p>The PSSDC Co-Chairs, Natasha Clarke and Catherine Bennett, thanked all members, observers and presenters for their participation and contributions. They thanked the ICCS team for the organization of the meetings and events.</p>	
	<p>The meeting adjourned at 3:50 pm EST.</p>	