

PUBLIC SECTOR SERVICE DELIVERY COUNCIL (PSSDC) MEETING February 17, 2022

Record of Decision v2

Item	Topic / Discussion	Decision / Action
1.	<p>Catherine Bennett, PSSDC Co-Chair, ESDC/Service Canada, provided welcome remarks.</p> <p><u>ADMINISTRATIVE MATTERS:</u></p> <p>A) Approval of the Record of Decision October 28th, 2021, Virtual PSSDC meeting. Record of Decision of PSSDC meeting of October 28th, 2021, has been adopted without changes.</p> <p>B) Acceptance of February 17th, 2022, Virtual PSSDC Meeting Agenda PSSDC meeting agenda of February 17th, 2022, has been approved, without changes.</p> <ul style="list-style-type: none"> Catherine Bennett, PSSDC Co-Chair, ESDC/Service Canada announced that she is retiring from public service on February 25th. She thanked Mark Burns for his support as co-chair of PSSDC. She also thanked the ICCS Secretariat for their support to the Co-Chairs and the Councils especially during the pandemic. She highlighted the value of this FPTM table in advancing digital service delivery with a citizen centric focus. She thanked PSSDC members for their loyalty and support of the Councils from across Canada in working together to improve services to citizens. Mark Burns, PSSDC Co-Chair, YT, on behalf of the Councils, thanked Catherine Bennett for being a role model, for her integrity, support and insights in improving citizens' services and her collaboration to advance the priorities of the PSSDC and Joint Councils. He admired her interest in all learning opportunities, and for always bringing insights to the group. On behalf of the Councils, he offered best wishes on her retirement. 	<p><u>Decision #1:</u> Record of Decision of October 28, 2021, PSSDC meeting approved without changes.</p> <p><u>Decision #2:</u> Agenda of February 17, 2022, PSSDC meeting approved without changes.</p>
2.	<p>2. PUBLIC DIGITAL– DIGITAL LEADERSHIP (Refer to TAB 2)</p> <p>Emma Gawen, Partner at Public Sector provided a presentation on digital leadership.</p> <p>What is digital: “Applying the culture, processes, business models & technologies of the internet era to respond to people’s raised expectations.”</p>	

<p>Principles for leading in a digital age</p> <ol style="list-style-type: none"> 1. Define outcomes, not solutions 2. Start with needs 3. Build teams you trust and trust them 4. Start small, test early, learn fast 5. Work in the open <p>3 Calls to Action:</p> <ol style="list-style-type: none"> 1. Be digitally curious 2. Set up good teams. Ask who is working on the design and development of your services 3. Go to the gemba (the clients using the service to see/understand the service interaction) <p>Best practices:</p> <ul style="list-style-type: none"> • Lead by example. • Talk to product teams. • See what they are working on. • Don't wait 2+ years to see value delivered. • Push for user research in your delivery teams and participate. <p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> • Catherine Bennett, ESDC/Service Canada, commented that one of the discussions at the federal level is about the digital divide related to marginalized and underserved populations because of different circumstances. She inquired on how we ensure that, as we shift to digital, those people are well served? <p>Emma Gawen responded that there are different ways of doing digital: doing digital better and digital right. She recommended doing research with those communities which is beneficial. If more people could go to digital channels, there would be more in-person capacity to serve those people in need.</p> <ul style="list-style-type: none"> • Dan Batista, ICCS, inquired around the common struggle in leading in digital government. Is it because it takes long in the public sector to bring the leadership skills, people working towards transformation? Or is it just the reality that they face with the architecture of government, which is still in silos? <p>Emma Gawen responded that people are often scared about friction, however, the friction created by leaders is important. It is important for leaders to see the opportunities, to be bold, be open, seize the moment. She recommended for leaders to do the things that you need to set up for the future. Someone must run and solve the problems that get you incrementally faster to where you want to be. Also, boldness to seize opportunities as things move very quickly in this space.</p> <ul style="list-style-type: none"> • Mark Burns, YT, inquired about what is best to get traction. The human element is important for success, but sometimes aggressive steps are needed to move forward. 	
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	<p>Emma Gawen responded that it is different between organizations, depending on the culture and other factors. There are different insights into soft vs hard leadership. One-size fits all doesn't work. Causing friction could get things changed but it takes courage to do so, and the benefits of that friction could be seen, but there are other ways to do it.</p> <ul style="list-style-type: none">Catherine Bennett commented on the idea of bringing people along vs forging ahead. We're making progress by bringing people together with a lot of power in the community, but that power is lost if this is not working well or is not seen. <p>Catherine thanked Emma Gawen for her presentation.</p>																								
3.	<p>WORKSHOP ON DIGITAL SKILLS – Going beyond the “tool” view of technology (Refer to TAB 3)</p> <p>Cody Dodd, PhD, Researcher & Innovator on Digitization and Artificial Intelligence led a workshop on a practical introduction to Artificial Intelligence and Digital Skills. The workshop was divided into the following sessions: What is AI, Bias and Ethics, Use Cases and Competencies, and wrap up and key takeaways.</p> <p>A poll was conducted during the meeting on the following questions.</p> <p>Results of the poll: (13 respondents)</p> <p>1. Is there interest to explore the following areas further? What is your priority order?</p> <p>More Details</p> <table><thead><tr><th>Rank</th><th>Options</th><th>First choice</th><th></th><th>Last choice</th></tr></thead><tbody><tr><td>1</td><td>AI Digital Skills</td><td colspan="4"><div></div></td></tr><tr><td>2</td><td>Public Sector Use Cases</td><td colspan="4"><div></div></td></tr><tr><td>3</td><td>Ethics and Transparency</td><td colspan="4"><div></div></td></tr></tbody></table> <p>Question #2: Any other areas you wish to explore further? (5 respondents)</p> <p>Responses</p> <div><div>Customer experience offices for public sector</div><div>No outcomes above questions will set next steps.</div><div>AI Leadership</div><div>is my data safe when I upload it to the CMT tool? Is it stored?</div><div>security</div></div>	Rank	Options	First choice		Last choice	1	AI Digital Skills	<div></div>				2	Public Sector Use Cases	<div></div>				3	Ethics and Transparency	<div></div>				<p>Action Item #1:</p> <p>Members identified the following topics of interest for potential future workshops:</p> <ol style="list-style-type: none">AI Digital SkillsPublic Sector use casesEthics and TransparencyCustomer Experience Offices for public sectorAI Leadership
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1	AI Digital Skills	<div></div>																							
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3	Ethics and Transparency	<div></div>																							

	<p><u>Members' Discussion:</u></p> <ul style="list-style-type: none"> Mark Burns, YT, asked for details on the Citizens First tools, how can members access these tools? <p>Cody Dodd suggested for members to connect with Michal Dziong, Director of Research at the ICCS (Michal.Dziong@iccs-isac.org). On the Citizens First Analytics page: https://citizenfirst.ca/measure-and-benchmark/benchmarking-service there is a link to register and log in: https://analytics.citizenfirst.ca/login</p> <ul style="list-style-type: none"> Catherine Bennett, ESDC/Service Canada, inquired around how much is at risk using new technologies but not achieving tangible or practical uses i.e.; getting the data to try to solve a problem? <p>Cody Dodd responded that it is not difficult to start with very simple questions. Best are those questions or issues that you are passionate about related to citizen experience and service delivery improvements.</p> <ul style="list-style-type: none"> Dan Batista, ICCS, encouraged members to send their ideas or data that they would like to be analyzed to ICCS. The ICCS team would be pleased to work with members on data analysis and reporting. The members participated in the poll related to the themes that were presented in the workshop. A question was raised on the CMT tool as to whether data is safe and where it is stored. <p>Cody Dodd responded that all data is fully encrypted, no Cloud used, the data is on the National Canadian server, it is being used by governments for that reason. It is very safe, no one can see the data that the members upload, not even the ICCS. It is GDPR compliant and if members ask for their data to be deleted, this is also done.</p> <p>Mark Burns thanked Cody Dodd for the very interesting session on AI and Digital Skills.</p>	
4.	<p>FINANCIAL REPORT (Refer to TAB 4)</p> <ul style="list-style-type: none"> Linda Maljan, PSSDC Treasurer, NT, stated that the financial documents are in the package. The PSSDC is in a good financial position. They have sufficient funds for initiatives and projects of the Councils. The membership dues for 2022-23 will remain the same and information is in the binder. The invoices have been sent out to members. Catherine Bennett, ESDC/Service Canada, thanked Linda Maljan for her volunteer work as the PSSDC Treasurer. She advised members that there are funds available for projects led by both PSSDC and Joint Councils. Mark Burns, YT, mentioned that they have funds available and if members would like to collaborate on projects that have a pan-Canadian scope. This would be a great way to advance initiatives. He encouraged members to think about what the best use of the resources is to move priority topics. 	No action item identified.
5.	<p>INFORMATION SHARING ANALYSIS (Refer to TAB 5)</p> <ul style="list-style-type: none"> Maria Luisa Willan, ICCS Secretariat, provided an overview of the PSSDC Information Sharing Analysis. She advised that Pavel Chernousov was awarded the contract as the Research Committee's new Research Analyst. Pavel will be supporting 	No action item identified.

	<p>the deliverables of the Research Committee: daily newsletter, monthly executive research reports, updating and maintaining the public research repository on the ICCS website and other Councils' work or specific research asks of the Councils. Pavel will also support the development of the PSSDC and PSCIOC information sharing analysis.</p> <p>The collection of jurisdictional information sharing offers an opportunity for jurisdictions to document any service delivery issues or needs that are currently being experienced. Sharing this information enables interjurisdictional collaboration amongst the PSSDC to support problem solving and learning to address challenges and advance goals (i.e., the exchange of best practices, lessons learned, and pilots). FPTM organizations identified specific areas where interjurisdictional collaboration would be beneficial. The predominant areas mentioned by jurisdictions were grouped into the following areas: digital transformation, digital enablement, digital ID, omni-channel service delivery experience, business client experience improvement, and service management improvements.</p> <p>Maria Luisa advised that most of the service delivery priorities noted in the PSSDC information sharing documents align with the strategic priorities of the Joint Councils related to Digital Identity, Client Centric Services and Research and Strategic Intelligence. For the PSSDC, digital and AI-assisted citizen-centric services continues to be the most reported service delivery priority across all governments. While the COVID-19 pandemic placed greater emphasis on the need to better understand and improve the experiences of citizens, significant progress has been made on changing outdated service delivery practices in favour of a more modern and online-based approaches. In addition to enhancing its workforce's cultural competency and sensitivity, jurisdictions strive to make public sector services more accessible, easier for clients to deal with, and more responsive to individuals and communities. Significant efforts are made to facilitate service delivery to business entities.</p> <p>FPTM organizations are dealing with the updated cohort of services and programs that had been created during and in the aftermath of the COVID-19 pandemic. Based on ongoing progress of vaccination rates and improvements of key public health and health care indicators, governments continue to maintain their focus on recovery and re-opening measures with a strong attachment to the business considerations. As such, FPTM organizations are focusing on the following service delivery areas in the current recovery and post-recovery phases.</p>	
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Citizen-Centric Service Priority

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

As jurisdictions implemented their recovery strategies, many of them highlighted that digital practices and features introduced during the COVID-19 response have been streamlined and adopted into the cohort of existing services and programs. This approach will ensure citizens and businesses continue to have easy access to online government programs and services.

Several jurisdictions have noted the continued focus on creating digital credentials for financial, social, and regulatory needs. From that standpoint, many entities adopted cross-jurisdictional cooperation to facilitate client experience, streamline regulatory and compliance standards, and develop digital credentials and digital trust services that can be used throughout Canada and, potentially, overseas.

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

Digital Identity Priority

Often influenced by the vaccination and COVID-19 considerations, the development and implementation of a Digital Identity Program in some form is mentioned by the majority of jurisdictions.

FPTM organizations are leveraging the groundwork completed towards advancing digital ID initiatives during the pandemic. Many jurisdictions have highlighted the planned implementation of a digital ID program and the increased priority to ensure positive client experience, virtual usability, digitization of services, and eliminating outdated and paper-based processes.

Efforts towards unified digital identities continue across jurisdictions. They will enable citizens and businesses to use a single login to access services across departments and services. It will also enable safe and secure online transactions.

Research & Strategic Intelligence Priority

Many jurisdictions highlighted the importance of joint cooperation across jurisdictions, required to research evidence to support program development, service design, and client experience management processes.

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

FPTM organizations also highlighted current and ongoing initiatives and deliverables in their jurisdictions. The ICCS Secretariat will work with these jurisdictions for the opportunity to showcase this work at upcoming PSSDC or JC meetings, or learning events. Maria Luisa noted that the PSCIOC information sharing analysis was also shared with PSSDC members in the meeting binder for their information.

6.	PSSDC BRING FORWARD AGENDA (Refer to TAB 6) <ul style="list-style-type: none"> Catherine Bennett, PSSDC Co-Chair, ESDC/Service Canada, stated that the Bring Forward Agenda reflects the priorities of the PSSDC that members identified at the October meeting. The Secretariat made this Bring Forward Agenda as relevant as possible based on PSSDC priorities. She encouraged members to send their feedback on the Bring Forward Agenda to Maria Luisa or the co-chairs. Maria Luisa Willan encouraged members to complete the evaluation form and provide feedback on topics of interest for future meeting agendas. 	No action item identified.
7.	Other Business <ul style="list-style-type: none"> Maria Luisa Willan advised members that there is an update report from the Contact Centre CoP, and she highlighted that the group is seeking representatives from the following jurisdictions: NL, PEI, NU, YT. Members from these jurisdictions are encouraged to identify members for the Contact Centre CoP. She stated that the ICCS continues to work on the Action Item list. Mark Burns, PSSDC Co-chair, YT, concluded that there were fantastic presentations at the meeting. As Canadian leaders in the public sector that are responsible for service delivery, these discussions help us to do a better job and advance our capacity to make good decisions. He thanked the ICCS for organizing the meetings, presenters for their fantastic job and members for their enthusiasm and questions. He also thanked Catherine Bennett as a co-chair for her contributions and ongoing support to the Councils. Maria Luisa Willan noted that Bev Dicks, PSSDC member, BC, is retiring at the end of March, and she thanked Bev for her support and outstanding contribution to the Councils over many years. <p>The meeting adjourned at 2:50 p.m. EST.</p>	No action item identified.

Attendance	
PSSDC Co-Chairs	
Catherine Bennett	ESDC/Service Canada
Mark Burns	Yukon
PSSDC Members	
Mark Arsenault	Prince Edward Island
Gail Boland	Newfoundland and Labrador
Dafna Carr	Ontario
Shelley Darlington	MSDO, Norfolk Region
Bev Dicks	British Columbia
Kathryn Durkin-Chudd	Manitoba
Mark Healy	Newfoundland and Labrador
Roxanne Hersack	Alberta

Gillian Latham	Nova Scotia
Michelle MacFarlane	Nova Scotia
Linda Maljan	Northwest Territories
Rene Nand	MSDO, Peel Region
Michelle Orth	MSDO, Peel Region
Denis Poirier	Indigenous Services Canada
Adriana Poveda	British Columbia
Judy Ross	New Brunswick
Pirthipal Singh	Innovation, Science and Economic Development
Jackie Stankey	Alberta
Silvano Tocchi	Canada Revenue Agency
PSSDC Observers	
Linnea Blum	Yukon
Jamila Bourgeois	ESDC/Service Canada
Alex Coleman	Ontario
Edward Dodd	Ontario
Jason Doiron	Northwest Territories
Cathy Evans	Immigration, Refugees and Citizenship Canada
Robin Flaherty	ESDC/Service Canada
Dawn Foster	Ontario
Tommy Grouev	ESDC/Service Canada
Dawn Lawson	Canada Revenue Agency
Margo McCarthy	ESDC/Service Canada
Trevor Milne	ESDC/Service Canada
Allison Muzyka	ESDC/Service Canada
Kitiya Myles	Immigration, Refugees and Citizenship Canada
Philcy Philip	Ontario
Kristy Ready	Canada Revenue Agency
John Roberts	Ontario
Charles Ruby	Québec
Nataliya Rylska	ESDC/Service Canada
Tracy Scott	Canada Revenue Agency
Louise Simos	Ontario
Anna Slavina	Manitoba
Gabe Talarico	Ontario
Tracy Wood	Prince Edward Island
Dan Batista	Executive Director, ICCS
Michael Dziong	ICCS
Linda Robins	ICCS
ICCS Secretariat	
Maria Luisa	Director, National Councils (PSSDC & PSCIOC)
Stefania Silisteanu	Coordinator, National Councils (PSSDC & PSCIOC)