

PSSDC Jurisdictional Information Sharing Analysis

September 2022

Current FPTM Jurisdictional Priorities:

Priority alignment: Most of the service delivery priorities noted in the PSSDC information sharing documents align with the strategic priorities of the PSSDC and the Joint Councils.

- **Citizen-centric services:** Digital, AI-assisted, and post-pandemic in-person citizen-centric services continue to be the most reported service delivery priority across all governments.
- **Updating service delivery models:** 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the need to better understand and improve the experiences of citizens, significant progress has been made on changing outdated service delivery practices in favour of a more modern and online-based approach.
- **Informed outreach:** In addition to enhancing its workforce's competency, jurisdictions have been conducting outreach to other areas of government to gain awareness of the framework and understand employees' perspectives about what client-centricity means to them in their own work contexts.
- **Results matter:** Jurisdictions have placed a strong focus on ensuring robust communications and establishing concrete linkages amongst design/delivery/operations teams and shifting from planning to delivery mode.



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 saw demand for digital solutions remain high with continued adoption of digital apps, services, and programs.

Many jurisdictions conducted internal stakeholder consultations and developed **refreshed data strategies** that reflect business needs (including the operational contexts throughout their departments) and the support required to improve client services, including better understanding the needs and outcomes of racialized, vulnerable, and marginalized clients.

Digital Identity Priority



Influenced by the post-pandemic service improvement efforts, there has been a significant increase in inter-provincial collaboration with respect to **digital identity programs**. The majority of digital identity programs and services revolve around health and personal data.

Jurisdictions continue to evolve their systems of digital credential initiatives to pilot the use of digital credentials across the economy.

Both provinces and federal actors strengthen their digital identity policies and standards, including direction for use of **digital identity services and digital credentials**.

Under the direction of the Office of the Chief Information Officer, Government of Canada, there has been a **national effort** to engage individuals, businesses, academia, civil society, FPT and other key stakeholders to develop a modern and national approach to the use of digital credentials.



Research and Strategic Intelligence Priority

Many jurisdictions highlighted the continued importance of joint cooperation across jurisdictions, required to research evidence to support program development, service design, and client experience management processes, particularly with respect to **IDEA considerations and services for diverse, Indigenous, and/or other underserved communities.**

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

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

Issues and Needs

Interjurisdictional collaboration

The information sharing template offers an opportunity for jurisdictions to document any service delivery issue(s) or need(s) 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).

Specific areas

FPTM organizations identified specific areas where interjurisdictional collaboration would be beneficial.

The predominant areas mentioned by jurisdictions have been grouped into the following themes:

6 main predominant areas



Digital Delivery and Innovation



Jurisdictions are interested in learning more about **how to harmonize digital credentials across various jurisdictions.**

Jurisdictions are also interested in how **shared collaboration could contribute to creating common messaging to dispel misplaced concerns over the misuse of digital identity technology enhancements.**

Digital Transformation



Jurisdictions are interested in learning about each other's plans and priorities for digital transformation.

Jurisdictions at all levels continue to **value information shared** about successful post-pandemic service modernization and digital services, including information about successful **digital adoption strategies and addressing gaps in digital access and digital literacy.**

Service delivery improvement for marginalized and under-served populations



Given the shift to Digital Government, accelerated by the COVID-19 pandemic, jurisdictions are interested in learning **how various clients may face barriers** when trying to access Government's services, including digital services.

Jurisdictions would like to strengthen collaboration across the country to inform their evidence-based knowledge around the **service barriers** faced by various equity-deserving, marginalized, under-represented, and/or vulnerable groups.

Service Management Improvement



Jurisdictions continue to demonstrate a keen interest in best practices and lessons learned across levels of government with respect to **their service management practices and procedures**.

Jurisdictions are interested in insights related to guidance, standards, and best practices for **embedding inclusion and accessibility** into digital and non-digital services to ensure an “inclusive and accessible by design” approach.

HR Management Improvement



Since coming out of the pandemic, jurisdictions indicated that **hiring** staff with the right skillset and **retaining** current staff had been a challenge.

Jurisdictions are interested in learning best practices on hiring approaches to attract diverse talent and candidates.

Cybersecurity



Considering the increasing shift towards digital services, jurisdictions indicated that there was a significant **need for skilled resources and additional capacity** in cybersecurity, across all sectors of the Canadian economy, including federal, provincial/territorial, and municipal levels.

Showcase: Jurisdictional Accomplishments

In the Fall 2022, FPTM organizations showcased current and ongoing initiatives and deliverables within their jurisdictions. The following items are examples of notable accomplishments.

Please see the notes below each slide for a full list of accomplishments shared by jurisdictions.

Federal

- Employment and Social Development Canada
- Canada Revenue Agency
- Treasury Board of Canada Secretariat
- Immigration, Refugees & Citizenship Canada
- Innovation, Science, and Economic Development Canada
- Veterans Affairs Canada
- Indigenous Services Canada

EMPLOYMENT AND SOCIAL DEVELOPMENT CANADA



1) Integrated Transformation Plan (ITP)

In April 2022, ESDC launched a quarterly reporting dashboard to report on progress, risks and overall health of the nine strategic initiatives of the ITP to Service Canada's senior leadership.

2) Data Strategy: Strengthening our ability to access and use data to better understand and serve our clients

ESDC is implementing an enterprise data strategy through partnerships and initiatives designed to achieve several data-oriented goals.

3) Service Delivery Partnerships

In 2020, ESDC shared information on new authorities to enter into service delivery partnerships with this table on a cost-recovery basis.

4) Robotic Process Automations (RPA)

ESDC is committed to increasing efficiency of internal processes and automating repetitive manual tasks that directly affect service delivery using RPA.

1) e-Invoicing

The CRA is continuing work launched under the Sales Tax E-Invoicing Initiative to support broader digital transformation efforts within the Agency.

2) ePayroll

The CRA, in collaboration with ESDC and the Office of the Chief Information Officer (OCIO), is leading the multi-year all-of-government transformation project to implement ePayroll for the Government of Canada.

3) Secure Data Channel (SDC)

The project scope it to provide a secure way of exchanging information with clients, businesses.

TREASURY BOARD OF CANADA SECRETARIAT



1) Open Government

Implement and publicly track Canada's 2022-2024 National Action Plan on Open Government.

2) Digital Identity

Engage individuals, businesses, academia, civil society, Federal-Provincial-Territorial (FPT) and other key stakeholders to develop a modern and national approach to the use of digital credentials.

3) Cybersecurity

Update and publish the GC Cyber Security Event Management Plan based on lessons learned and establish supporting playbooks/tools.

4) Access to Information Policy

Publish updated policy and directive on processing access to information requests to align with updated legislation and codify best practices.

IMMIGRATION, REFUGEES & CITIZENSHIP CANADA



1) Client Experience Framework (CXF)

The Client Experience Framework (CXF), approved by ExCom in April 2021, was developed to create a foundation & approach for placing clients and end-users at the centre of everything that IRCC does.

2) Canada-Ukraine authorization for emergency travel (CUAET) program

A special and unprecedented program mobilized to enable a special pathway to Canada for Ukrainians fleeing war.

3) Special Measures Web Form

Initially driven by COVID-19 and then the situation in Afghanistan, there was a need to have a dedicated web form for crisis situations that would allow IRCC the ability and speed to respond to clients and provide the necessary information.

4) Enhancements made to the Permanent Residence Portal

A great example of how collaborative intradepartmental efforts, innovation and partnership have helped modernize the services delivered by IRCC to clients and Canadians.

INNOVATION, SCIENCE, AND ECONOMIC DEVELOPMENT CANADA(ISED)



1) Digital Credentials and Wallets

Digital credentials and wallets will enable individuals and business to quickly and easily provide service providers and regulatory bodies with the information needed to determine eligibility for services.

2) Business Number Adoption

The federal government continues to use the BN Web Validation service (the Service).

3) Digital Identity and Tell-Us-Once for Services to Business

ISED and CRA continue to advance this initiative. ISED developed a manual (January 2022) and automated information service (May 2022) to support the administration and enforcement of the Canada Digital Adoption Program (CDAP).

4) Pan-Canadian Trust Framework Public Sector Profile (PCTF PSP)

Due to competing priorities and limited capacity, no additional work by ISED has been completed on the PCTF since the achievements shared with PSSDC in Q2.

1) Mental Health Services for Veterans

VAC's new Mental Health Benefits (MHB) were successfully implemented in April 2022 (Budget 2021 commitment).

2) Rehabilitation Services and Vocational Assistance Program (RSVP) Contract

In 2021, a national contract was awarded on behalf of VAC to Partners in Canadian Veterans Rehabilitation Services (PCVRS).

3) Federal Health Claims Processing Services (FHCPS) Contract

The current third-party FHCPS contract, which is shared among VAC, CAF and RCMP, will be expiring and a new contract will need to be in place by August 2026.

4) National Release Notification Web Service

VAC and the CAF have implemented a new web service to share release notifications in real time. This is the first time that we are seeing a “push” notification system from the CAF to VAC.

1) Development funding

An investment of \$15.6 million over two years is being made to support the co-development of distinctions-based health legislation with First Nations, Inuit and the Métis Nation.

2) Infrastructure support

Building reliable and sustainable infrastructure is a critical part of improving quality of life and closing socio-economic gaps for every Indigenous community.

3) Long-term drinking water advisories

One of ISC's key priorities in this area is to eliminate all long-term drinking water advisories (LTDWAs) on reserve, which is part of a broader strategy to help build sustainable foundations for safe water systems. Action plans for each community with a persisting long-term drinking water advisory are in place and targeted action will take place over the next year to resolve these advisories, including acceleration measures in line with community priorities where possible.

4) Supporting wider Indigenous initiatives

The department will support Indigenous-led engagement processes, review safe drinking water legislation, and co-develop long-term strategies for sustainable drinking water and wastewater.

Provincial / Territorial

- Alberta
- Manitoba
- Ontario
- British Columbia
- New Brunswick
- Nova Scotia
- Quebec
- Yukon
- Saskatchewan
- Newfoundland & Labrador

1) BERNIE Platform Implementation

Service Alberta implemented the BERNIE system. BERNIE (a name, not an acronym) is a group of shared capabilities designed with the user and the government in mind, providing a digital platform for business capabilities to provide quicker, more efficient services at lower cost.

2) Digital Regulatory Assurance System (DRAS)

The DRAS program enables Environment and Parks to modernize its regulatory system.

3) GoA Contact Centre Program

Modernizes and digitizes the citizen experience by transforming government contact centres using the BERNIE digital platform.

4) Digital Signatures within GoA

A government-wide electronic signature service is now available to departments.

1) Data Science Program - Enabling Evidence Based Decision-Making

Establishing a centralized data science unit that can support government's need for complex data analytics and predictive modelling.

2) Service Delivery Innovation Lab

Predicated on the principles of evidence-based decision-making, behavioural insights and human centered design, the service delivery innovation lab will guide participants through the stages of service delivery innovation.

3) Digital Government Initiatives

Cyber Security Program: Establishing a program to increase Manitoba's resiliency to cyber threats and to ensure government information is secured for continued service delivery.

ERP Modernization: Manitoba is in the initial stages of an ERP Modernization program that will see Manitoba's SAP software upgraded and expanded to support several core government business functions. This program will enable service delivery modernization by expanding Manitoba's ability to offer more digital services.

1) Improving in-person Service Delivery for Underserved Communities

Over the next 6-12 months, Ontario will be piloting new service delivery models to support underserved communities across Ontario, including remote Indigenous communities and vulnerable populations. Work is being undertaken to improve rates of birth registration, access to birth certificates, expand partnerships with non-profit and governmental partners.

2) Improving Services for Hard-to-Reach Clients

Over the next 6-12 months, Ontario will be expanding digital and remote services by piloting new service delivery channels to support underserved communities across Ontario, including remote Indigenous communities and vulnerable populations.

3) Digital Identity

Ontario continues to collaborate with the provinces of British Columbia and Quebec to develop and prototype common and interoperable components required for the digital trust ecosystem.

4) Service Delivery Focus

Piloting a Video Service for Health Card Renewal for eligible Ontarians to improve accessibility for people who have difficulty transacting in person and provide virtual service delivery to improve convenience, access and an optimal customer experience for vulnerable populations.

1) Service BC's Provincial Contact Centre

Continues to support COVID-19 and other emergency programs including the Vaccine Line, COVID-19 non-health information, COVID19 Treatments, Flood and Wildfire Information, and BC's Welcoming Ukraine line.

2) Digital services

An authentication option for people in B.C. who are not eligible for a BC Services Card but still need to access B.C. government services is scheduled for a beta rollout in September 2022.

3) Software modernization

As part of its ongoing program of modernization, BC Registries launched a new Personal Property Registry in January 2022, replacing a legacy application that is over 30 years old.

4) Modernization of service delivery models

Integrated Response - Immigration and Refugee Support Program: Multiple levels of government have come together to support Ukrainians coming to BC using new omni-channel processes. To be replicated for future crisis.

1) Priorities

Recruitment and retention have become challenging. A private sector firm has been contracted to do a review of our organizational structure and the classifications of managers and customer service representatives.

2) Service delivery

Development of a strategy to enhance and expand digital service delivery. An RFI is planned for the fall in support of this effort.

3) Milestones

- Online change of address for Motor vehicle and Medicare.
- Completion of the scheduling to demand lean six sigma initiative.
- Land registry introduced an online service to allow clients to check on the status of land transactions.
- Upgrades to the residential tenancies Act to increase protections for tenants and to corporate registry legislation to address beneficial ownership.



1) AMANDA Upgrade & Stabilization

The Government of Newfoundland and Labrador uses AMANDA applications to meet various permit and licensing business requirements across client departments.

2) Electronic Death Notifications

The Government of Newfoundland and Labrador is working with the Death Notification Working Group (DNWG) as a pilot group to review and implement electronic death registration and notifications as per the DNWG blueprint.

3) Green House Gas Registry (Phase 3)

The Government of Newfoundland and Labrador's Department of Environment and Climate Change currently has a web-based registry.

1) Workplace arrangements

Implementing and monitoring a Flexible Work Arrangement department wide. This is hand in hand with focusing on benchmarking and improving employee engagement so that we create a safe, welcoming place that attracts people to join and stay on our team.

2) Registry Transformation initiatives

Service Nova Scotia and Internal Services will continue the multi-year Registries Transformation Initiative to improve the way in which services are delivered to Nova Scotians.

3) Digital Identity Platform

Deployed our first LOA 2 (level of assurance 2) digital identity to our test environment in anticipation of the go live of the Department of Health and Wellness project to provide NS citizens access to their immunization records.

4) Supporting the healthcare sector by continually providing operational excellence. Recent accomplishments include Kronos Staff Scheduling upgrade for Nova Scotia Health & IWK, AP Link, C-Cure, Time Capture, PeopleSoft, Emerald, and others.

1) Flexible Public Services:

In the context of the COVID-19 health crisis, client needs are in constant flux. Efforts were made to develop and maintain flexible public services adapted to clients.

Quebec's current priorities are mainly to respond to challenges related to the economic recovery. The government announced various investments, programs and services for citizens and businesses. Information is available on [Québec.ca](https://quebec.ca).

2) Business zone

The Business zone is a secure space where businesses can access online services offered by Government of Québec ministries and agencies, as well as make requests and complete other necessary tasks. They can also securely follow up on their requests and tasks, all in one place.

The zone is constantly changing to adapt to client needs.



- 1) **Priority** – evolving service design process to account for remote workforce.
- 2) **Priority - Digital Identity:** Launching phase one of digital identity service.
 - Engaged with the Joint Councils' Jurisdictional Experts on Digital Identity (JEDI) group.
- 3) **Showcase opportunity:** Public-facing services in Yukon largely run on open-source software.

1) Saskatchewan Digital ID

The Saskatchewan government put on hold plans to develop digital identification. It will review and evaluate the work and implementation of similar programs in progress across other provinces before moving forward. A request for proposals (RFP) for the Saskatchewan Service Connect will not proceed at this time.

2) Online services

Improved the Government of Saskatchewan online support for citizens accessing digital services. Streamlined and became first contact resolution public support for government's digital services, leverage a case management tool to triage and resolve citizen issues in a timely matter.

3) Virtual Agent Solution

Focusing on the implementation of a Virtual Agent solution (Chatbot) to improve employee and citizen services. To offer a convenient and cost-effective means to engage with citizens and employees via chat across multiple digital channels.

Background

- The Public Sector Service Delivery (PSSDC) Council information sharing practice enables member jurisdictions (Federal, Provincial, Territorial, and Municipal) to exchange key information regarding organizational accomplishments, priorities, issues/needs, and topics of interest.
- Information sharing helps stimulate nation-wide networking, innovation and growth across member jurisdictions. This is done by:
 - Providing the opportunity for jurisdictions to showcase current and ongoing work.
 - Documentation of lessons learned that may be of interest.
 - Promoting transparency across various governments.
- The ICCS secretariat coordinates jurisdictional information sharing efforts across the PSSDC Council:
 - Prior to all PSSDC Council in-person meetings, member jurisdictions are provided with an information sharing template.
 - Jurisdictions are required to complete the template and return it to the ICCS secretariat.
 - The ICCS secretariat houses the completed documentation in a central and secure location (the Citizen First members online webpage) to enable easy access to members. **Note:** The Information collected cannot be shared without the approval of the member jurisdiction.

For the Fall 2022 PSSDC Council meetings, a total of **17** information sharing documents were received from FPTM jurisdictions. Several jurisdictions did not submit an information sharing report.

Thank you!

For more information regarding the PSSDC information sharing and all other inquiries, please contact:

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