



## PUBLIC SECTOR SERVICE DELIVERY COUNCIL (PSSDC) MEETING

February 26<sup>th</sup>, 2020 – Toronto, Ontario

### RECORD OF DECISION v.2

#### Attendance:

##### **PSSDC CO-CHAIRS**

Heather Sheehy	ESDC/Service Canada
Mark Burns	Yukon

##### **PSSDC MEMBERS**

Mark Arsenault	Prince Edward Island
Dennis Batacan	Manitoba
Deb Bergey	MSDO (Region of Waterloo)
Shelley Darlington	MSDO (Norfolk County)
Bev Dicks	British Columbia
Alan Doody	Newfoundland and Labrador
Rob Horwood	New Brunswick
Gillian Latham	Nova Scotia
Christian Laverdure	Immigration and Refugees Board of Canada
Alena Lukes	Vital Statistics, Manitoba
Alanna MacDougall	Immigration, Refugees and Citizenship Canada
Faith McIntyre	Veterans Affairs Canada
Rene Nand	MSDO, Region of Peel
Kim Newman	New Brunswick
Adriana Poveda	British Columbia
Philip Quinlan	Public Services and Procurement Canada
Sonya Read	Treasury Board of Canada Secretariat
Vidya ShankarNarayan	Innovation, Science and Economic Development Canada
Richard Steele	Ontario
Silvano Tocchi	Canada Revenue Agency
Danielle White	Indigenous Services Canada

## OBSERVERS / WORKING GROUP CO-CHAIRS

Anik Dupont	Service Canada
Roy Egbuna	Nunavut
Jaouad Haqhaqi	ESDC/Service Canada
Margo McCarthy	ESDC/Service Canada
Carol Prest	British Columbia
Laura Sinclair-Bevan	Veterans Affairs Canada
Pirhipal Singh	Innovation, Science and Economic Development Canada
Mary Ann Triggs	Service Canada, Ontario Region
Dan Batista	Institute for Citizen-Centred Service

## ICCS SECRETARIAT

Maria Luisa Willan  
Stefania Silisteanu

Item	Topic / Discussion	Decision/Action
1.	<p>Heather Sheehy, PSSDC Co-Chair, welcomed Mark Burns, P/T PSSDC Co-Chair. She also welcomed members and observers and asked them to introduce themselves.</p> <p><b><u>ADMINISTRATIVE MATTERS:</u></b></p> <p><b>A) Approval of the Record of Decision September 26<sup>th</sup>, 2019 in-person PSSDC meeting in Winnipeg.</b> Record of Decision of PSSDC meeting of September 26<sup>th</sup>, 2019 has been adopted without changes.</p> <p><b>B) Acceptance of February 26<sup>th</sup>, 2020 PSSDC Meeting Agenda Toronto</b> PSSDC meeting agenda of February 26<sup>th</sup>, 2020 has been approved, without changes.</p> <p>The members agreed to discuss the issue of the Coronavirus at the end of the meeting.</p> <p><b>C) PSSDC Treasurer's Report</b> Deb Bergey, PSSDC Treasurer, provided an update on the PSSDC's financial status. Deb noted that the Council is in a good financial position and has a healthy reserve for upcoming projects.</p> <ul style="list-style-type: none"> <li>Heather Sheehy, PSSDC Co-Chair inquired if the accounts for PSSDC and PSCIOC are different or the same. Deb Bergey confirmed that each Council has its own account with a different budget. However, in the event of a funding request for a joint project, PSSDC and PSCIOC contribute 50/50. A further discussion on the finances was requested for a future teleconference.</li> </ul> <p><b>D) PSSDC Action Items from Previous Meetings</b> No comments or questions were raised.</p> <p><b>E) PSSDC Bring Forward Agenda</b> No comments or questions were raised.</p>	<p><b><u>Decision #1:</u></b> The Record of Decision from the PSSDC September 26<sup>th</sup>, 2019 meeting has been approved without changes.</p> <p><b><u>Decision #2:</u></b> The PSSDC February 26<sup>th</sup>, 2020 meeting agenda has been approved without changes.</p> <p><b><u>Action Item #1A:</u></b> The topic on Coronavirus to be discussed at the end of the meeting and, if necessary, in a future teleconference.</p> <p><b><u>Action Item #1B:</u></b> A further discussion on the PSSDC finances was requested for a future teleconference.</p>
2.	<b><u>Contact Centres in the Digital Age (TAB 2A and TAB 2B)</u></b>	<i>No action items were identified from this item.</i>

<p><b>A) Region of Waterloo</b></p> <p>Chris Hobden, Analyst Human Resources and Citizen Service, Region of Waterloo, provided an overview of the Contact Centre evolution in the Region of Waterloo. Their objective was to transition to a single source knowledge system to achieve efficiency and to align information to a single data source, providing synchronized workflows for citizen self-service with calls being directed to their Contact Centre. Their next step is to introduce chat to assist the digital channels.</p> <p><b><u>Discussion:</u></b></p> <ul style="list-style-type: none"> <li>Gillian Latham (NS) inquired if they have statistical data on the reduction of call volume since they introduced the self-serve forms.</li> </ul> <p>Chris Hobden responded that they don't have the information yet but will be able to provide the analysis at the end of the year.</p> <ul style="list-style-type: none"> <li>Faith McIntyre (VAC) inquired if they had encountered any challenges in sharing information when creating web forms for clients and how did they work together to overcome that challenge.</li> </ul> <p>Chris Hobden responded that the information obtained by the Customer Service Representative has 2 parts. They would either share or not share the information with the citizens. The CSR's phone builder identifies if the inquiry is from an agent or citizen. They looked at how the form integrated in the active directory groups and how it filtered information. Having open collaboration with the team also helped.</p> <ul style="list-style-type: none"> <li>Mark Burns asked about the skill set of those who created the smart service request forms and if they had been created by internal staff or a contractor.</li> </ul> <p>Chris Hobden responded that he is the main lead for the forms, and he has been allowed to be creative in the development of the forms.</p> <ul style="list-style-type: none"> <li>A question was raised if Smart forms incorporated signatures and what signatures are included. A member asked about the tools to create the smart forms.</li> </ul> <p>Chris Hobden commented that signatures have not been included on the forms yet. Chris mentioned that they had used Variant to create the forms.</p> <p><b>B) Region of Peel</b></p> <p>Andy Saito, Supervisor of Contact Centre, Region of Peel, presented the evolution of the Contact Centre. In 2005, they created the Contact Centre and they continue to evolve including:</p> <ol style="list-style-type: none"> <li>1) Implementing the Cloud Contact Centre software in 2018, moved all Tier 1 phone calls and emails to a new platform, integrating cloud on their system for Tier 2 transfers. The impacts were great, and they integrated the new system with a CRM platform. They moved phone and text into a single queue and improved agent efficiency.</li> <li>2) They enhanced their call routing resulting in increased call deflection. They received positive feedback from callers and agents.</li> <li>3) The evolution in their Web Chat had a positive impact with customers and agents,</li> <li>4) They measured customer satisfaction by agent, program and wait time.</li> </ol>	
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<p>5) They modernized their workspace making it a collaborative and open space which reduced their real estate footprint and allowed for more flexibility, collaboration and improved efficiency.</p> <p><b><u>Discussion:</u></b></p> <ul style="list-style-type: none"> <li>Adriana Poveda (BC) asked about what they do on Twitter.</li> </ul> <p>Andy Saito responded that they have been in discussion with their Communication Department about who can use Twitter and if it can be used for service requests or for monitoring feedback.</p> <ul style="list-style-type: none"> <li>Adriana Poveda (BC) asked why they are using Twitter. She asked if citizens are engaging with them on Twitter?</li> </ul> <p>Andrew Saito responded that they have an agent that checks Twitter every 15 minutes on business days. There are a variety of tweets received on different topics. If the subject is sensitive, they consult with Communications Department to determine an appropriate response.</p> <ul style="list-style-type: none"> <li>Mark Burns, PSSDC Co-Chair, asked if there is a discernable impact on their staff and if there's a change in working tools when people are working from home. He asked what the impact on staff retention with the changing work environment was.</li> </ul> <p>Andrew Saito stated that there is a 20-30% annualized internal attrition rate. He noted that there is a good balance of performance expectations and understanding the work life balance. Their contact centre runs like a private sector contact centre, measuring the same things, however, they don't burn people out.</p> <ul style="list-style-type: none"> <li>Philip Quinlan (PSPC) inquired about how they navigate the change with the call centre agents being able to see their own performance live. Do they receive support if the feedback is not satisfactory?</li> </ul> <p>Andy Saito responded that they started measuring and giving the feedback in real time. The feedback wasn't like a performance measure but was just for their information. It will be different in the future. They have allowed the agents a year to get used to the new system. They have a quality monitoring system which generates reports on the calls. We are focusing on the customer who is frustrated with the system, not with the agent. They have worked with their Business Intelligence colleagues to develop the questions that are aligned with Citizens First. In the future, they may add or tweak the questions. For those with lower customer satisfaction scores, they are focusing on training and improving their soft skills.</p> <ul style="list-style-type: none"> <li>Silvano Tocchi (CRA) asked about the introduction of a chat function and if the agents are able to handle multiple chats.</li> </ul> <p>Andy Saito responded that at that moment there are not many chats. They have 8 chats agents set up for this service. They haven't seen the benefits of chat yet.</p> <ul style="list-style-type: none"> <li>Silvano Tocchi inquired if the requests are account specific or for general information.</li> </ul> <p>Andy Saito responded that most requests are for general information, particularly asking questions about their water bills.</p> <ul style="list-style-type: none"> <li>Alanna MacDougall (IRCC) asked about first contact resolution. In her jurisdiction, the agents are less connected with the operations. The notion of the first contact resolution requires a different philosophy.</li> </ul>	
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	<p>Andy Saito responded that they are looking at processes and information to improve the rate of calls transferred. It is important to have support from the top, with service experience across all areas. They do have the tools and knowledge to improve. The chat should be implemented as it is difficult for the CSR professionals who handle 180 calls a day.</p> <ul style="list-style-type: none"> <li>Alanna MacDougall mentioned that that is an issue in all jurisdictions. Support needs to come from the top. She recommended that the Contact Centre Community of Practice investigate this issue and report to the Council with something tangible.</li> <li>Heather Sheehy (ESDC) had a question about chat versus chatbot. She provided an example from ESDC where they piloted a chatbot to learn about their service results. They wanted feedback from customers who used the chatbot and if they were satisfied, however, citizens did not provide them with feedback. Heather also asked about Peel's remote working environment and consideration of privacy and account management.</li> </ul> <p>Andy Saito responded that they do account management over the phone, not over chat. The agents do take credit card information and are dealing with the regional and provincial governments over the phone. When they move to remote agents, they will work with HR to use the best practices, do assessments, inspect initially and then annually. The privacy team is satisfied that the due diligence is done, and they haven't had any issues. Andy commented that he is able to share documents if members are interested.</p>	
3.	<p><b><u>Service to Business Working Group) (TAB 3)</u></b></p> <p>Pirthipal Singh, Service to Business Working Group Federal Co-Chair, and Carol Prest, Service to Business Working Group Provincial Co-Chair, provided an update on the work of the group. The priorities of the working group for 2020/21 are:</p> <ul style="list-style-type: none"> <li>➤ Digital ID for Business – trusted Digital ID to access government services</li> <li>➤ Name Registration – Limited mechanisms to register a unique business name (across Canada)</li> <li>➤ MRAS (Multi-jurisdictional Registry Access System) being expanded to connect Canada's business registries</li> <li>➤ Beneficial Ownership – F/P/T work ongoing to build greater transparency by requiring the disclosure of the actual person that owns, directs or profits from corporate structures.</li> </ul> <p>The Service to Business Working Group co-chairs asked the PSSDC members for approval of the priorities and they advised that they will be coming forward with a funding request in the near future. They are looking also to reinvigorate their membership and seek members' assistance to broaden the participation in the working group.</p> <p><b><u>Comments:</u></b></p> <ul style="list-style-type: none"> <li>Deb Bergey, MSDO President, noted that the MSDO doesn't have representation on the Service to Business WG.</li> </ul> <p>Pirthipal Singh, S2B WG Co-Chair, responded that he will speak with Deb Bergey on how to include a MSDO rep at the S2B WG table.</p> <ul style="list-style-type: none"> <li>Heather Sheehy asked for more clarification on who is leading the work for the jurisdictions on MRAS and the beneficial ownership.</li> </ul>	<p><b><u>Action Item #2A:</u></b> Service to Business Working Group to develop the work plan and present it to the PSSDC at the next teleconference.</p> <p><b><u>Action Item #2B:</u></b> Service to Business Working Group to send a call for participation to members via ICCS.</p> <p><b><u>Action Item #2C:</u></b> Service to Business Working Group to send the request for funding with the Scope of Work to the PSSDC Co-Chairs for analysis and approval.</p>

	<p>Carol Prest, Service to Business WG Co-chair, responded that Corporations Canada is building the MRAS application and various jurisdictions are engaged. In British Columbia, they engage the Ministry of Finance and Trade organization and involve several other organizations. Other jurisdictions engage their internal trade departments.</p> <ul style="list-style-type: none"> <li>Alanna MacDougall (IRCC) asked what about the role between MRAS and Digital ID. From a FPTM perspective, she asked if there had been any discussion on whether the Council's priorities are aligned with their priorities.</li> </ul> <p>Pirthipal Singh responded that his jurisdiction wanted to learn from the businesses what changes could be made. The three top recommendations that came out of the survey were:</p> <ol style="list-style-type: none"> <li>1. A live representative online,</li> <li>2. Simplify processes,</li> <li>3. Online Digital Identity.</li> </ol> <p>Not everyone feels comfortable with the Digital ID. Businesses advised that they want to go to a single point of service, either a federal, provincial, territorial or municipal service and have simplified processes and websites</p> <ul style="list-style-type: none"> <li>Alanna MacDougall (IRCC) asked if they want a live person to talk them through getting F/P/T/M information.</li> </ul> <p>Pirthipal Singh responded that it wasn't specific. It was more about the online chat mechanism. The clients don't understand the links. They need someone to talk to them through how the government presents the information on the website and about how they are often sent to other areas causing confusion.</p> <ul style="list-style-type: none"> <li>Vidya ShankarNarayan (ISED) added that their jurisdiction does work with Canadians. They did a journey mapping exercise and have done a lot of design work across all jurisdictions to collect information from Canadians and in the NCR. In the journey mapping, they looked at the life cycle and the word identity didn't come up. Citizens want to give their information once and they don't differentiate between the levels of government.</li> <li>Carol Prest stated that, from the government perspective, it is foundational to understand who they are dealing with. The registries have been compromised in the past. The difference between the Business Number and Digital ID is that the Digital ID must be assured in real time. When they have the Business Number, they can say that they have the business incorporation certification. The trusted Digital ID is when someone goes online and whatever way they check, the business is authorized, and that status hasn't been changed. The public and private sectors must work together to have the trusted Digital ID in place, so even the banks won't need the paper incorporation with the signature on it. The foundation needs to be trusted Digital ID that will support all programs and services that all are part of it.</li> <li>Philip Quinlan (PSPC) asked for more clarification on thinking around how they measure when a business ceases to exist?</li> <li>Carol Prest responded that, from the Registry perspective, any activity about a business is in the Corporate Registry: where they file the reports, file the change of directors, and do certain activities to prove that they remain in good standing in the respective province. The Corporate Registry is the source of proof. They have some challenges getting greater assurance. By creating the Digital ID, they will have more assurance who they are dealing with, and that it is a valid organization.</li> <li>Pirthipal Singh noted that verified organization, verified relationship and beneficial ownership is complex. In some jurisdictions, the business can be incorporated without giving a name and money and no one knows if that is real. When</li> </ul>	
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	<p>CRA established the Business Number, they had internal reasons and now all federal departments must adopt the Business Number, which is needed to identify any business. The BN is the foundation to enable the Tell us Once approach.</p> <ul style="list-style-type: none"> <li>Heather Sheehy (ESDC) added that the Co-chairs concur with the Business Number to be adopted by all federal departments.</li> </ul> <p>Heather Sheehy concluded that there is a lot of interest in the work of the Service to Business WG. She noted that the membership needs to be reinvigorated. It has been noted that the Council will receive a request for funding including the work plan and what is to be achieved. This information will be forwarded to the Co-Chairs for their consideration and they will get back to the group with a response.</p>	
4.	<p><b>Services to Indigenous Populations (TAB 4)</b></p> <p>Ash Kayseas, Director Diversity &amp; Inclusion Branch, Public Service Commission, Government of Yukon, presented on the Aboriginal Recruitment and Development Program (ARDP), which is an internal Yukon government initiative to support the hiring and advancement of Aboriginal employees. The program's short-term goal is to help Aboriginal people overcome barriers to employment and build their capacity to compete for government jobs. This is primarily achieved by providing program participants with relevant training and work experience. This program is designed as a cost share initiative between the Public Service Commission and Yukon Government departments. He also talked about the temporary assignments (secondments) between First Nations governments and the Government of Yukon, which is another component of Breaking Trail Together. Temporary assignments foster mutual understanding of the workplace and enhance the capacity of all governments. Furthermore, temporary assignments help to address shortages of qualified personnel, increasing the effectiveness of inter-governmental relationships and provides employees with career advancement opportunities.</p> <p><b><u>Discussion:</u></b></p> <ul style="list-style-type: none"> <li>Mary Ann Triggs, Service Canada, Ontario Region, stated that there are 2 similar initiatives in Ontario for recruitment within the Aboriginal community: The first is a northern strategy in Thunder Bay. It is called NORCA (Northern Outreach Recruitment Community Approach) and the approach is to hire people full time or part time who would represent the federal government within their communities. They engage the workforce and provide the services at the people's choice. For referrals, they work with local communities and chiefs. The second project is a targeted recruitment in Cornwall. They have hired 7 individuals for contact centres and went to local youth employment agencies for referrals. There have been lessons learned: they cannot use traditional hiring processes in recruiting and attracting Indigenous populations. The targeted recruitment involves ongoing support, peer support, and tapping into the Indigenous services.</li> <li>Danielle White (ISC) stated in her organization, they faced the same challenges in attracting Indigenous people. There is a struggle at headquarters. They aim for a 50% target; however, they get to 28-30%. Under the leadership of Gina Wilson, Deputy Minister Champion Indigenous Federal Employees, a study has been developed, co-led by the Canada Public School, and a report has been produced: <i>Many Voices One Mind: A Pathway to Reconciliation</i>: <a href="https://www.canada.ca/en/privy-council/corporate/clerk/publications/many-voices.html">https://www.canada.ca/en/privy-council/corporate/clerk/publications/many-voices.html</a>. It is based on real empirical data and it has been sent to over 300 Indigenous public servants. They have learned about the experiences of the Yukon and are looking at implementing services similar to those in the Yukon. They are all competing for the same talent, the Indigenous populations are in demand. She was asked what the key factors are in building success and in developing a</li> </ul>	<p><b><u>Action Item #3A:</u></b> Further discussion on the Services to Indigenous Populations to be included on the agenda for the next in-person meeting.</p> <p><b><u>Action Item #3B:</u></b> PSSDC Member, representing Indigenous Services Canada, to have a meeting with the PSSDC Co-Chairs to brainstorm ideas for collaboration on Indigenous Services for the next PSSDC teleconference.</p>

	<p>collaborative relationship with the Aboriginal population. What kind of innovation was used in attracting talent and achieving the results?</p> <p>Ash Kayseas responded that the biggest success was the development of a plan, moving from consultative to a collaborative approach. It took time to establish trust with individuals who represent government, especially with those new from the First Nations. There were big conversations about preference, agreement about language, and obligations around service. They also talked about equity and what was the original intent. Not every First Nations government was happy with the approach. They wanted to see their citizens working from the First Nations. The approach was to look at the public service in a broader sense with Yukon Government.</p> <p>Mark Burns noted that a further discussion of this work should be held at a future meeting.</p> <p>Danielle White noted that one of the follow up actions was to come back to the PSSDC with ideas of collaboration in the Indigenous space. This item is on the agenda April 28<sup>th</sup> and she suggested a meeting with a smaller group of PSSDC members to brainstorm on this item.</p>	
5.	<p><b><u>UN Sustainable Development Goals (TAB 5)</u></b></p> <p>Isabelle Laroche provided a presentation on the UN Sustainable Development Goals (SDG). Adopted by Canada and all 193 United Nations Member States in September 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. There are 17 Sustainable Development Goals that cover the environmental, social and economic dimensions of sustainable development.</p> <ul style="list-style-type: none"> <li>At the federal level, the government is pursuing domestic and international policies that align well with the 2030 Agenda: <ul style="list-style-type: none"> <li>eliminating poverty;</li> <li>reconciliation with Indigenous peoples;</li> <li>advancing gender equality and the empowerment of all women and girls;</li> <li>taking action on climate change, clean energy, and oceans;</li> <li>strengthening the middle-class.</li> </ul> </li> <li>All government departments and agencies have a responsibility to advance progress on the SDGs that fall within their area of responsibility, including coordination with the provinces and territories</li> <li>Some of the greatest impacts on the SDGs happen at the provincial/territorial and local levels. Public services such as health, education, social services, housing, transportation, waste management, water access have a huge impact on quality of life and well-being.</li> <li>Timely, accessible and responsive service delivery is critical to achieving the SDGs, building resilience and ensuring no one is left behind. This includes work on ensuring underserved populations have access to services and benefits, such as Indigenous people.</li> <li>Through service delivery innovations and transformations, we can collectively support the advancement of the SDGs in Canada.</li> </ul> <p><b><u>Comments:</u></b></p> <ul style="list-style-type: none"> <li>Heather Sheehy commented that numerous municipalities, provinces and institutions are using the SDG in their agenda to advance their files. She advised members if they are interested in the topic to connect with her or Isabelle Laroche. This is a good framework to use in advancing the work.</li> </ul>	<p><i>No action items have been identified for this topic.</i></p>



	<ul style="list-style-type: none"> <li>Alena Lukes reinforced that everything that is in the Sustainable Development Goals we can embrace and work on a way to contribute. Civil registries provide many of the Vital Statistics that monitor and develop programs to see what progress has been made.</li> <li>Heather Sheehy commented that Statistics Canada has done some great work, developing indicators aligned with the international ones. The National Strategy has identified the SDC in the context of the domestic environment.</li> </ul>	
6.	<p><b><u>Administrative Matters</u></b></p> <p><b><u>Jurisdictional Information Sharing (TAB 6A to 6T)</u></b></p> <p>Mark Burns stated that the jurisdictional information sharing is included in the binder and is tabled for information only.</p> <p><b>Members discussed the Coronavirus:</b></p> <p>Mark Burns opened the floor to hear the members' experiences about what is going on in their jurisdiction related to the Coronavirus pandemic. Mark noted that it may be necessary to have a separate call on this topic.</p> <ul style="list-style-type: none"> <li>Rob Horwood (NB) was interested in what British Columbia, Alberta and Ontario are doing and if precautions are being taken in their service centres and if they are hiring extra staff for support.</li> </ul> <p>Adriana Poveda (BC) responded that there are different situations. In her office and in some communities, they co-located with government groups or organizations. They are ordering masks as they have the responsibility to provide a safe environment for their teams and yet at the same time do not want to create panic. They have followed the guidelines of Public Health and the Ministry of Health. Staff are encouraged to use best practices, washing their face and hands and not to go into the office if they experience any symptoms.</p> <ul style="list-style-type: none"> <li>Bev Dicks (BC) added that their health officer was vocal and gave calm messages. The Head of the Public Health Services provided realistic information and it's been a positive process in British Columbia.</li> <li>Deb Bergey (MSDO) noted that Public Health is embedded in their organization and they have information from the Ministry of Health, with regular updates from the community. Regular updates have been provided to the community. The message has been that it is low risk, however, they have a very an aging population. There have been some episodes of racism towards the Asian population. There is lots of communication with social media and with the Ministry of Health to inform people.</li> <li>Heather Sheehy (ESDC) stated that federally Health Canada and Public Health Agency of Canada work on this file. There was a request to have a discussion on this topic at the next teleconference with the Deputy Ministers.</li> <li>Mary Ann Trigs (Service Canada, Ontario region) added that they are providing support to those who are in quarantine. At Service Canada they have a concierge role, working with the incident commander in Cornwall and Kingston, to find out what Canadians need and if they need help, triaging information to a call centre, and working with people to get the right support if they are infected. The employees at Service Canada are working with BC Health. Communication is the key and pointing to the Public Health documents for better information is important.</li> </ul>	

	<ul style="list-style-type: none"> <li>Alena Lukes mentioned that the messaging has changed lately, and it is more about the preparedness. She was interested to learn more and have further information on how to be better prepared.</li> </ul> <p><b><u>Update Reports from PSSDC Groups (TAB 7)</u></b></p> <p>Mark Burns noted that the updated Terms of Reference for the Contact Centre Community of Practice is in the binder for information only and it will be tabled at the next teleconference for approval.</p> <p><b><u>PSSDC Evaluation Form</u></b></p> <p>Mark Burns encouraged members to complete the meeting evaluation form.</p> <p><b><u>Next in-person meeting of the PSSDC: September 23, 2020, Québec City, QC</u></b></p> <p>The next PSSDC in-person meeting will take place on September 23, 2020 in Québec City, Québec.</p> <p>Heather Sheehy mentioned that the format of the meetings had shifted to a half day for the individual Councils and one and a half day for the Joint Councils as recommended in Winnipeg. The Co-Chairs are looking forward to seeing the members feedback about this new format.</p> <ul style="list-style-type: none"> <li><b><u>Spring/Summer PSSDC Teleconferences:</u></b>  Tuesday, April 28<sup>th</sup>, 12:00 p.m. EDT  Thursday, June 18<sup>th</sup>, 12:00 p.m. EDT  Wednesday, August 12<sup>th</sup>, 12:00 p.m. EDT</li> </ul>	<p><b><u>Action Item #4:</u></b>  Contact Centre Community of Practice to present the Terms of Reference for approval at the next PSSDC teleconference.</p>
	<p><i>The PSSDC meeting adjourned at 12:00 p.m. EST</i></p>	