

PSSDC Strategic Direction

September 24, 2020

Purpose

- Define what PSSDC means by client-centric services
- Identify areas of focus for the PSSDC forward agenda

Key Takeaways - PSSDC Strategic Direction

At the PSSDC strategic discussion on September 3, 2020, members agreed to:

Continue to:

- ▶ Champion the voice of the client and serve as an incubator of ideas to improve integrated and holistic service delivery to citizens and businesses
- ▶ Be a catalyst for sharing information, identifying common challenges, initiating research and gaining insight into client needs, developing practical solutions, and linking government services wherever possible

Become more strategic in understanding where clients are going, not where they have been

- ▶ Develop PSSDC's strategic intelligence, e.g., better leverage the Research Committee and ICCS strategic analyst, as well as external experts

Strengthen linkages with the FPT DMs' Table

- ▶ Leverage alignment of Secretariats to strengthen communication and opportunities for collaboration
- ▶ Make better use of the FPT DMs' Table as a source of leadership and resources, and expand real time, two-way dialogue with FPT DMs on priorities and deliverables ³

Current State - Client-Centric Services

The Joint Councils Client-Centric Services priority has developed an **Inter-governmental Client-Centric Services Maturity Model**.

Principles of client-centric services are embedded in the Joint Councils Logic Model.

Jurisdictions have embraced **client-centric service design practices**. Some have developed playbooks or established design or behavioral insights labs.

The **FPT DMs' Table** is establishing a strategic forward agenda and may choose to explore a number of areas related to client-centric services

Intergovernmental Client-Centric Services Maturity Model (Annex A)



Continuum of Maturity



Current State - COVID-19 and a New Normal

COVID-19 has:

- Highlighted service delivery gaps and opportunities for improvement
- Been transformational in terms of the way we deliver services and work

Jurisdictions are now also looking beyond COVID-19 and the implications for long term service delivery as a **new normal emerges**

At the FPT DMs' Table July 15 teleconference the following common priority areas with PSSDC and Joint Councils were highlighted:

- Supporting populations with distinct needs
- Accelerating Identity Management/Digital Identity
- Accelerating digital services/digital transformation
- Managing digital risks (protecting privacy and data, enhancing cybersecurity)
- Improving data management, sharing and data driven intelligence
- Contact centres
- Artificial intelligence in service delivery

The Table also expressed interest in expanding intergovernmental and intersectoral partnerships, a previous interest of PSSDC (Service Network Collaboration priority)

PSSDC Info Sharing - Common Themes

PSSDC members identified specific areas where interjurisdictional collaboration would be beneficial; many of these support improvements from a client-centric service perspective. The predominant areas mentioned by jurisdictions have been grouped into the following themes:

- PSSDC members are interested in learning more about how multi-level governance and collaboration took place across jurisdictions to find solutions during the COVID-19 pandemic.

Public Sector Collaboration



- There is emphasis on omni-channel service experience. What have been the experience, methods used, and lessons learned to enable citizens & businesses to find/access services through their channel of choice.

Omni-Channel Service Experience



- Strengthening privacy protections of personal data during the COVID-19 outbreak.
- How are organizations safeguarding data by building privacy & security by design, approach and compliance to privacy legislation, best practices when engaging the public in service design, increasing transparency.

Privacy



- The impact and management of COVID-19 pandemic across levels of government is of interest to members of the PSSDC.
- Jurisdictions are interested in identifying if service delivery priorities have been adjusted, service standard adherence, client satisfaction, how impact has been accounted.

COVID-19 Response Efforts



PSSDC Info Sharing - Common Themes (Cont'd)

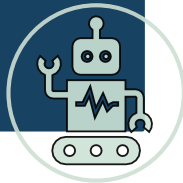
- Many Canadians are relying more on digital platforms to carry out day-to-day tasks. What methods are jurisdictions using to reduce wait-times for critical applications (i.e. benefit applications) for citizens and businesses?
- To increase transparency, how is wait-time information presented to the public?

Reducing Wait-times



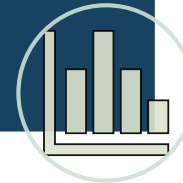
- Chatbot technology is a strategic initiative across several jurisdictions to enable the digital transformation of services.
- What has been the experience implementing chatbot to generate a positive return on investment?

Chatbot Technology Enablement



- Open government and data is a key area for jurisdictions. PSSDC members are interested in learning more about how Data Management Frameworks have been established (specifically, roles & responsibilities, metadata standards, publishing guidelines to support an open data portal).

Data Management Framework



- Frontline virtual agents are being used by organizations in their customer service functions to answer routine customer queries, fulfill standard requests, etc.
- How are jurisdictions utilizing virtual agent technology to enhance front-line citizen and business support?

Virtual Agent Technology



Where to next? PSSDC & Client-Centric Services

A **Client-Centric Design Community of Practice** could be established to facilitate interjurisdictional leveraging of client-centric design resources and expertise:

- Inclusive of the service lifecycle: conception, consultation, design, development, testing, implementation, running the service, sunseting and/or transitioning to a new service
- Diverse and open membership to add depth and breadth from within jurisdictions (e.g., MS-Teams platform to support collaboration through chat feature for inquiry)
- Potential initial topics for discussion: advancements in digital tools like WebEx to support client engagement on policy development and user testing; “centralized” design lab accessible by all jurisdictions

PSSDC would focus on **intergovernmental client-centric services and challenges**, and serve as an incubator of ideas for potential solutions.

- Jurisdictions have identified priority areas to look at as a new normal is established

Leverage the Research Committee and ICCS research analyst, as well as external speakers/experts, to provide **strategic intelligence** on where the client is going.

Sunset the Client-Centric Services Working Group once its remaining activity is completed, i.e., creating a **digital, more user-friendly maturity model and user guide**.

Building a Forward Agenda

Leverage common areas of interest with the FPT DMs' Table by **doing a deeper dive** in these areas:

- Supporting populations with distinct needs
- Expanding intergovernmental and intersectoral partnerships
- Accelerating digital services/transformation (chat bot, virtual agent) - with Joint Councils

Revisit the scope or efforts of **existing JC/PSSDC/PSCIOC working groups or communities of practice** on common areas of interest, and leverage these to better understand clients' needs and expectations, and bring a focus to client-centric approaches:

- Identity management/digital identity
- Data management framework (open government), data sharing and data driven intelligence
- Artificial intelligence in service delivery
- Contact centres
- Managing digital risks (data privacy, cybersecurity)

Explore **additional info-sharing topics** highlighted by PSSDC to advance client-centric opportunities:

- Multi-level public sector collaboration contributing to COVID-19 solutions
- Omni-channel service delivery experiences to find/access services for clients and businesses
- COVID-19 response impacts on service standards, client satisfaction

Discussion

Do members agree with the proposed approach for client-centric services?

- Form a Client-Centred Design Community of Practice: Do we have a federal and provincial/municipal volunteer to lead the community of practice?
- Increase strategic intelligence on what clients (individuals and businesses) want by leveraging the Research Committee, Research Analyst, and external experts.
- Sunset the Client-Centric Services Working Group once a digital, user-friendly maturity model and user guide have been developed.

Do members agree on the proposed PSSDC forward agenda?

- That PSSDC focus on increased understanding of client issues, experiences and outcomes that may inform collaborative initiatives, targeting areas aligned with the FPT DMs' Table or highlighted in the info sharing:
 - Supporting populations with distinct needs
 - Expanding intergovernmental and intersectoral partnerships
 - Multi-level public sector collaboration contributing to COVID-19 solutions
 - Omni-channel service delivery experiences to find/access services for clients and businesses
 - COVID-19 response impacts on service standards, client satisfaction
- That Joint Councils revisit the scope or efforts of existing JC/PSSDC/PSCIOC working groups or communities of practice, and leverage these to better understand clients' needs and expectations, and bring a focus to client-centric approaches.

Next Steps

- Share client-centric service recommendations with Joint Councils
- Engage with the Research Committee and the ICCS Research Analyst to strengthen strategic intelligence around client-centric service (individuals and businesses)
- Draft the PSSDC strategic forward agenda (next 6 months) based on discussions today
- Share with Joint Councils common areas of interest with a view to including on JC forward agenda items for discussion to advance understanding of client needs and to expand client centric approaches, and to inform the potential scope/activities of existing working groups or communities of practice
- Explore strengthening linkages with the FPT DMs' Table (decision from Sept 3 PSSDC discussion) to better leverage their leadership and resources
- Establish a Client-Centric Design Community of Practice to share jurisdictions' knowledge, tools and resources

Annex A - Maturity Model

Intergovernmental Client-Centric Services Maturity Model

ALIGNMENT WITH JOINT COUNCILS' LONG TERM GOALS:
Enabling Government Without Borders: *Providing simple, seamless and convenient access to government information and services to Canadians regardless of where someone lives or does business.*
Enabling a Modern and Innovative Government: *Leveraging data and research to inform policy development, service design and service delivery while being open, transparent and efficient.*




NOTE: The intent of this aspirational model is to provide a reference point for assessing:

- the current state of the client (i.e. citizen) service experience for services involving more than one jurisdiction (e.g. the federal government and a provincial government, between two provincial governments, or between a provincial government and a municipality). It can also be used within a jurisdiction.
- opportunities for, and challenges with, organizations working together to continuously improve intergovernmental service experiences.
- specific enablers (e.g. people/skills, processes, data/information, tools/technology, policy) that can be leveraged to push the modernization of an intergovernmental service forward.

It is anticipated the model will be refined and improved as it is applied to intergovernmental client service improvement projects.

As you work through applying the Maturity Model and identifying what you can do to improve service delivery, consider current state pain points, the root cause of the pain point and desired future state enablers. This information can be recorded in the "Comments" field for each attribute.

Name of Service: _____

ATTRIBUTES	SERVICES ARE MEETING SOME OF MY EXPECTATIONS	SERVICES ARE MEETING MANY OF MY EXPECTATIONS	I AM IMPRESSED BY THE QUALITY OF SERVICE I AM RECEIVING
 SIMPLE	<div><input type="checkbox"/> What I need to do to get a service is clear and easy to understand.</div> <div><input type="checkbox"/> My services are easy to use and processes are easy to determine or follow.</div>	<div><input type="checkbox"/> My services are streamlined.</div> <div><input type="checkbox"/> Information I provide is pro-actively used to complete a service or for my related services where appropriate (e.g. data entry fields are pre-populated with that information).</div>	<div><input type="checkbox"/> My service experience is intuitive and seamless.</div> <div><input type="checkbox"/> My service experience is personalized and can adapt to my changing needs and situation.</div>
COMMENTS			
 EASY ACCESS AND ACCESSIBLE	<div><input type="checkbox"/> My services are conveniently located and easy to find (e.g. in the same location).</div> <div><input type="checkbox"/> I can access the service in the way that suits me best (e.g. online/digital, in-person, over the phone).</div> <div><input type="checkbox"/> I can get assistance with accessing services when I ask for it (e.g. teletyping (TTY) technology).</div> <div><input type="checkbox"/> My services are available in my preferred official language.</div> <div><input type="checkbox"/> I can easily get the information, forms and applications I need to complete my service request.</div>	<div><input type="checkbox"/> My services are grouped together in a way that makes sense to me (e.g. newcomer services, retirement services).</div> <div><input type="checkbox"/> I can start a service one-way (e.g. in-person), and complete it another way (e.g., online) in the way the works best for me.</div> <div><input type="checkbox"/> Assistance with accessing a service is readily available before I ask (e.g. teletyping (TTY) technology).</div> <div><input type="checkbox"/> The information, forms and applications I need to complete my service request are easy to understand and use.</div>	<div><input type="checkbox"/> I can find everything I need to complete the service wherever I first access it (e.g. online/digital, in-person, over the phone).</div> <div><input type="checkbox"/> I can access services anywhere, anytime, on any device.</div> <div><input type="checkbox"/> The assistance I receive with accessing services meets the highest standards (e.g. universally recognized).</div>
COMMENTS			
 CONSISTENT	<div><input type="checkbox"/> Changes I make to my information (e.g., address) are captured by all the organizations involved in that service, e.g. setting up a small business, within the same jurisdiction so that I don't have to provide it more than once.</div> <div><input type="checkbox"/> I receive accurate information about the service I need from all the organizations involved in providing that service within the same jurisdiction.</div>	<div><input type="checkbox"/> Changes I make within one department, ministry or agency (e.g., address change) are reflected across all departments, ministries or agencies within the same jurisdiction (e.g. federal).</div> <div><input type="checkbox"/> I receive accurate information about the service I need from all the organizations providing that service across jurisdictions (e.g. federal, provincial and municipal).</div>	<div><input type="checkbox"/> Changes I make within one department, ministry or agency (e.g., address change) are reflected across all departments, ministries or agencies across jurisdictions.</div> <div><input type="checkbox"/> I receive accurate information about related services I need across jurisdictions</div>
COMMENTS			

Annex A - Maturity Model (Continued)

Intergovernmental Client-Centric Services Maturity Model

	EFFICIENT	<input type="checkbox"/> When I go to get a service, I know how long it will take, what supporting documents I will need, and when I will receive the service. <input type="checkbox"/> I am ok with the time it takes to get the service. <input type="checkbox"/> I can move smoothly through the steps to complete the service (not stuck, bounce around or caught in a loop).	<input type="checkbox"/> My service providers anticipate my needs such as for a life event (e.g. birth of a child) or an unexpected event (e.g. natural disaster evacuation) and suggest related services (e.g. high school graduate informed of the availability of student loans).	<input type="checkbox"/> I am automatically enrolled in services as appropriate e.g., eligibility for certain benefits based on age or income level.
	COMMENTS			
	RESPONSIVE	<input type="checkbox"/> I receive my services in a respectful, helpful and professional manner. <input type="checkbox"/> My unique circumstances are taken into consideration. <input type="checkbox"/> When I have a problem, I am confident it will be directed to the right area to be resolved. <input type="checkbox"/> My feedback is actively sought. <input type="checkbox"/> The information and feedback I give is used to improve the services I receive.	<input type="checkbox"/> When I have an issue, it is resolved in a satisfactory amount of time. <input type="checkbox"/> I am proactively informed on the status of my service request if issues or delays are encountered. <input type="checkbox"/> It is evident that people like me have been engaged to test services before they're launched to ensure they meet our needs. <input type="checkbox"/> I am informed how my feedback is being used to improve services.	<input type="checkbox"/> My service providers use sophisticated methods to continually evaluate and explore better ways of delivering services to me (e.g. advanced data analytics) and to adapt to my changing preferences. <input type="checkbox"/> It is evident my service providers have worked with people like me to design the service.
	COMMENTS			
	INTEGRITY	<input type="checkbox"/> I am somewhat confident that services are delivered while reducing fraud. <input type="checkbox"/> My information is used for the purposes I intended. <input type="checkbox"/> I am treated fairly and ethically.	<input type="checkbox"/> I am receiving the benefits I am entitled too. <input type="checkbox"/> Benefits are targeting only those who need them.	<input type="checkbox"/> I trust that fraudulent use of my information is prevented. <input type="checkbox"/> I trust that the measures in place effectively prevent fraudulent access to benefits
	COMMENTS			
	SECURE AND SAFE	<input type="checkbox"/> My information and privacy is protected. <input type="checkbox"/> I am confident security protocols and tools against new or potential threats (e.g. latest virus, data breach) are quickly implemented. <input type="checkbox"/> I have control over the sharing of my information to further improve my services. <input type="checkbox"/> My safety is a primary consideration during the delivery of services (e.g. set-up of temporary in-person service centre during an evacuation).	<input type="checkbox"/> I have a single self-identification method (e.g. login) to see a subset of my services at once to check the status or update those services.	<input type="checkbox"/> I have a single self-identification method (e.g. my digital identity) to see all my services at once to check the status or update those services.
	COMMENTS			