

Draft – v.2

PUBLIC SECTOR SERVICE DELIVERY COUNCIL (PSSDC) MEETING

September 27, 2018

Whitehorse, Yukon

RECORD OF DECISION

Attendance

PSSDC CO-CHAIRS

Natasha Clarke	Nova Scotia
Heather Sheehy	ESDC/Service Canada

PSSDC MEMBERS

Kim Andrews	Veterans Affairs Canada (for Libby Douglas)
Deb Bergey	MSDO (Region of Waterloo)
Mark Burns	Yukon
Beverly Dicks	British Columbia
Alan Doody	Newfoundland and Labrador
Guy Gordon	Manitoba
Karla Hale	MSDO (Region of Peel)
Ron Hinshaw	British Columbia
Gillian Latham	Nova Scotia
Christian Laverdure	Immigration and Refugee Board
Anne Matthews	Ontario
Sonya Read	Treasury Board Secretariat of Canada (CIO Office)
Dipty Saini	Immigration, Refugees and Citizenship Canada (for Michelle Lattimore)
Jackie Stankey	Alberta
Hilary Thatcher	Indigenous Services Canada
Silvano Tocchi	Canada Revenue Agency
Susan Wilkins	Newfoundland and Labrador

OBSERVERS / SUB-COMMITTEE CO-CHAIRS

Catherine Bennett	ESDC/Service Canada
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Anik Dupont
Jaouad Haqhaqi
Cheryl Meek
Carol Prest
Chantel Ritcey

ESDC/Service Canada, Death Notification WG Co-Chair
ESDC/Service Canada
ESDC/Service Canada
British Columbia/Presenter, Verifiable Organizations Network
Alberta/Digital Identity Priority Stream Co-Lead

INSTITUTE FOR CITIZEN-CENTRED SERVICE

Dan Batista
Maria Luisa Willan
Linda Robins
Michal Dziong

Item	Topic / Discussion	Decision/Action
1.	<p><u>ADMINISTRATIVE MATTERS:</u></p> <p>A) <u>Approval of Record of Decision from February 22nd, 2018 in-person PSSDC meeting in Toronto.</u> (TAB 1A) The Members approved the Record of Decision without changes.</p> <p>B) <u>Acceptance of September 27th, 2018 PSSDC Meeting Agenda</u> (TAB 1B) Members approved the September 27th, 2018 PSSDC agenda. Agenda item #7 moved to the morning to allow Brian MacDonald, ADM, and Aboriginal Relations Division of the Executive Council to speak to this item.</p> <p>C) <u>PSSDC Treasurer's Report</u> (TAB 1C) Deb Bergey, PSSDC Treasurer, provided a brief overview of the PSSDC financial statement. She brought the members attention to the new document included in the package, which included estimates from the Working Groups for work they will be carrying out.</p> <p>D) <u>Review of PSSDC Action Items from Previous Meetings</u> (TAB 1E) No comments or questions raised.</p> <p>E) <u>PSSDC Bring Forward Agenda</u> (TAB 1F) No comments or questions raised.</p>	<p><u>Decision #1:</u> The Record of Decision from February 22nd, 2018 PSSDC meeting in Toronto was approved without changes.</p> <p><u>Decision #2:</u> The September 27th, 2018 PSSDC agenda approved with a change in the order of items.</p>

2.	<p><u>FPT DMs ' Table (TAB 2)</u></p> <p>Heather Sheehy reported on the FPT DMs' Table update to Clerks and Cabinet Secretaries in July. They were pleased with the progress of the Table and endorsed its priorities. They recognized that identity management is a top priority and an enabler of digital government. The Clerks and Cabinet Secretaries requested an in-depth update on all items related to identity management at their next meeting. Heather Sheehy acknowledged that the work undertaken in identity management varies across the country and noted that not all jurisdictions can participate at the same level but continued collaboration is key to move this forward.</p> <p>The next teleconference of the FPT Deputy Ministers is on October 25th and an update on the work of the Service to Business and Death Notification Working Group are on the agenda. Their next in-person meeting will take place in Spring 2019.</p>	
3.	<p><u>Service to Business Community of Practice (S2B)</u></p> <p><u>A. Progress report on the work of the S2B Community of Practice (TAB 3A)</u></p> <p>Vidya ShankarNarayan and Anne Matthews provided an update. The Community of Practice is represented by a number of jurisdictions who recognize that identity management, digital identity and the business number are all connected. Vidya ShankarNarayan linked the ongoing work by ISED on digital business initiatives to the Pan-Canadian Trust Framework and offered to work with PTs on projects to streamline business bundling. A lot of progress has been made in providing businesses with more information and the next step is getting to "ask me once" and the open sharing of information.</p> <p><u>B. Presentation of the Business Number (BN) Playbook & Q&A (TAB 3B)</u></p> <p>James Brown of Davis Pier provided an overview of the work undertaken in developing the Business Number (BN) Playbook. The BN Playbook was developed for two audiences: senior level managers and practitioners. Anne Matthews noted that they want to share the Playbook widely, within and outside of Canada. She encouraged members to share the Playbook in their jurisdictions. Vidya ShankarNarayan noted that federal business number adoption will be monitored through publishing results in the Management Accountability Framework.</p> <p>Anne Matthews asked members to provide feedback on what should be the next steps for the community of practice related to the Business Number Playbook.</p>	<p><u>Action Item #1:</u></p> <p>Service to Business Community of Practice to work on a communications toolkit and engagement strategy on BN adoption and to report to PSSDC at an upcoming teleconference/meeting.</p>

Comments:

- Guy Gordon commented that the Business Number is hard to explain to most audiences. Examples, messaging and graphical representations would be powerful in explaining the BN. He also noted that the message should include the aggregated benefits of implementing the BN. Information on the data capabilities of the BN would also be useful, particularly when there is a change in government.
- Vidya ShankarNarayan commented that the next step is to align the information across the provinces and territories, so we can track the life of a business.
- Jackie Stanley suggested that a video be made for the business number similar to the animated one presented by Imraan Bashir (TBS) on digital identity at the Joint Councils meeting.
- Anik Dupont commented that the business number is the SIN for businesses. However, businesses are not lining up to use the BN. We need to emphasize through short snippets on how the BN works and how they can get help through their jurisdictions. The BN is a key for businesses to unlock many benefits.
- Vidya ShankarNarayan noted that the Federal government is working with the provinces and territories on the business registry. Each province/territory maintains their own registry and the Federal government is looking at how to ping them to validate a business.
- Natasha Clarke noted that for Nova Scotia, the BN allows more integrated service delivery. One barrier that Nova Scotia has dealt with property owners and needing to know who the citizen is and who the business is to connect the two. It is important to know who is running the business.
- Heather Sheehy commented the need for clear messages or communication tools to explain the benefits of the BN. The Deputies fully support this project.
- Karla Hale advised that Peel was one of the early adopters of the BN. They hear the question “what are the benefits of adoption” from other municipal jurisdictions. If we can talk money, process and better customer service that would help convince others to adopt the BN.

	<p>There was general agreement for the Service to Business Community of Practice to work on a communications toolkit and engagement strategy on BN adoption and to report to PSSDC at an upcoming teleconference/meeting.</p> <p><u>C. Discussion on ISED's Digital Service Transformation (TAB 3C)</u></p> <p>Aneeta Bains and Vidya ShankarNarayan provided an update on the work of ISED in its digital service transformation through a placemat. ISED's priority is to transform its digital services and programs to make it easier for businesses to access government services. ISED has produced a video to help demonstrate the value of the business number. ISED has also created a Business Number API which can be leveraged from the Government of Canada store. ISED will have to work with some of the jurisdictions on the technical end and are looking for partnerships.</p> <p><u>Comments on the ISED Update:</u></p> <ul style="list-style-type: none"> • Overall, the ISED video was well received by members. • Natasha Clarke suggested possibly using real people rather than the characters to get at the human element, • which can be more impactful. • Heather Sheehy asked if there was more that the PSSDC could do to help; maybe engage key stakeholders like Canadian Federation of Independent Business or Canadian Chamber of Commerce or industry associations. 	
4.	<p><u>Service Network Collaboration (SNC) Working Group (TABS 4A to 4E)</u></p> <p>Cheryl Meek and Rob Horwood (via teleconference) provided an update on the work done on the Points of Service Mapping tool and sought endorsement of the Service Partnership Playbook Engagement Strategy and the SNC Terms of Reference and work plan.</p> <p>Cheryl Meek requested that members take the playbook back to their jurisdictions and put it in the hands of the stakeholders. The working group has developed an email template, key messages and presentation to help the members socialize the playbook. Cheryl Meek noted that an article will be published in the Canadian Government Executive Magazine. At the February meeting, members will have an opportunity to relay how their engagements went.</p>	<p><u>Action Item 2A:</u> Service Network Collaboration to provide an update on the Points of Service Mapping, Service Partnership Playbook engagement strategy and other items as per work plan.</p> <p><u>Action Item 2B:</u></p>

	<p>Rob Horwood noted that they are exploring the piloting of the points of service mapping tool in NB. They are also looking for a second and third jurisdiction to leverage their experience.</p> <p>Cheryl Meek noted that the next stream of work being considered is call centres as per the original scope of work and she asked for a signal check to see if there was still interest in this area of focus. The Working Group has requested a \$50K placeholder to support potential call centre work down the road.</p> <p>Comments:</p> <ul style="list-style-type: none"> • Heather Sheehy commented that she would like to get the Playbook distributed as soon as possible. • With respect to the Point of Service Mapping, Heather Sheehy asked if there were any jurisdictions interested in using this mapping. New Brunswick expressed interest, but it needs to wait until after the election. • Deb Bergey who participates in the working group expressed interest in the mapping. However, for this tool to be useful for municipalities, we would need to figure out how to add municipalities. Deb also expressed interest in the work around call centres. • Silvano Tocchi suggested having a further informed discussion on call centres. • Heather Sheehy noted that that further homework on what the call centre work would look is required before advancing this work. • Several members agreed (Karla Hale, Jackie Stankey, Natasha Clarke and Ron Hinshaw) agreed that it would be good to look at the call centres in support of digital service delivery. 	<p>Service Collaboration Working Group to provide at an upcoming teleconference suggestion on key areas of focus for a discussion on call centres at the February meeting.</p>
5.	<p>Data Driven Intelligence Working Group (TAB 5A & 5B))</p> <p>Guy Gordon welcomed the participation of John Houweling of York Region as co-chair of the Data Driven Intelligence Working Group. He noted that municipal governments are focused on geomatics and are using this data in decision making. Thanks to ESDC, in October 2017, the members were provided with a demonstration of the EVI tool and its potential use for vulnerable clients. The EVI tool is the first DDI tool and resource to be promoted to members for its national implementation and is supported by the Deputy Ministers who would like to see it widely used.</p>	<p>Action Item #3A: Members were asked to look at how the EVI tool could be used in their jurisdictions. Further discussion on the EVI tool to be scheduled at an upcoming teleconference or meeting.</p>

	<p>Ginette Gervais and Firouz Fallahi of ESDC provided a demonstration of the EVI tool for the members. Guy Gordon noted that New Brunswick is looking at opportunities to work with this tool and Manitoba will be next. Members were invited to look at the EVI tool for use in their jurisdiction.</p> <p>Guy Gordon advised the members that the DDI Working Group was interested in developing a DDI playbook similar to the Behavioural Insights playbook. They want to include best practices and sample cases in the playbook. This would be a great way to engage people in a conversation about using data. The initial scope of work is to do an inventory of projects. The playbook would be developed in a digital format. Guy Gordon asked if the jurisdictions were interested in supporting the development of a playbook.</p> <p><u>Members' Feedback:</u></p> <ul style="list-style-type: none"> Catherine Bennett commented that playbooks are helpful tools, but we must be careful about not considering them as results. She asked about what is to be included in the playbook and would there be ways to keep the playbook evergreen. <p>Guy Gordon responded that the playbook would be helpful in determining who is doing well in this area and identify any opportunities to expand. The plan for this playbook is to keep it evergreen until something else grows from it.</p> <ul style="list-style-type: none"> Deb Bergey suggested for the playbook to include challenges of DDI and a strategy on how you can improve the use of DDI in the jurisdictions. Natasha Clarke noted that this is about government in a digital era and really understanding the service experience from the user needs. We need to use techniques to get to a great service experience. <p>In conclusion:</p> <ol style="list-style-type: none"> The Working Group was asked if there were jurisdictions who might be interested in participating in the EVI project. No volunteers identified at the meeting. Members approved the development of the Playbook and funding of \$60K plus HST from PSSDC to do this work. Members approved the DDI Terms of Reference and work plan. 	<p><u>Action Item #3B:</u> Data Driven Intelligence Working Group to provide an update on the development of the DDI Playbook at an upcoming teleconference/meeting.</p> <p><u>Decision #3:</u> Approval of the Terms of Reference – Mark Burns moved the approval of the terms of reference for the Data Driven Intelligence Working Group; Gillian Latham seconded.</p> <p><u>Decision #4:</u> Development of a DDI Playbook – Beverly Dicks moved the approval of development of a Data Driven Intelligence Playbook and funding of \$60K plus HST; Jackie Stankey seconded.</p>
6.	<p><u>Client Centric Services – Presentation by Sightline Innovation</u> (TAB 6)</p> <p>Wallace Trenholm (via teleconference) and Jo Kennelly provided an overview of their work on artificial intelligence. Sightline builds enterprise infrastructure for AI. Sightline's AI platform is an open AI ecosystem, which empowers</p>	

	<p>different industrial, government and academic enterprises to connect, share, collaborate and facilitate AI driven operations across secure and data trusted domains.</p> <p><u>Questions/Comments from the Members:</u></p> <ul style="list-style-type: none"> Guy Gordon noted his interest in the field of AI and the potential of how we can rethink and organize our data. From a service delivery perspective, he noted the importance of use cases as they give a fascinating glimpse into the future. Natasha Clarke found the presentation very interesting particularly around having the power to unlock information to drive smart public policy and the government's role in public policy in this space to protect Canadians. She noted that there is a lot of potential. 	
7.	<p><u>Emerging Client Needs - Indigenous Services</u> (TAB7)</p> <p>Hillary Thatcher gave a presentation on the key priority areas of Indigenous Services Canada (improved health outcomes, quality education, children and families together, reliable infrastructure and economic prosperity) and the current mandate and landscape. She noted that in order to have a meaningful discussion and identify areas of focus around indigenous services to tackle at this table, it was best to hear from PSSDC members around their current challenges related to indigenous populations in their jurisdictions.</p> <p>Brian MacDonald, Assistant Deputy Minister, Aboriginal Relations, Government of Yukon provided an overview of the self-government relationships in the Yukon.</p> <p>Hillary Thatcher asked members to break out into three groups to discuss the following questions and record the information on a flip chart:</p> <ol style="list-style-type: none"> What are some good practices of service delivery to indigenous populations? What are some of the challenges your jurisdictions face? Recommendations for improving service delivery to Indigenous populations including how to measure impact/success. <p>Members regrouped and debriefed following the exercise.</p> <p><u>Comments:</u></p>	<p><u>Action Item #4:</u> Hillary Thatcher, Indigenous Services Canada, to review the feedback provided by members at this meeting and to report on what are the issues across Canada for an upcoming meeting discussion.</p>

	<ul style="list-style-type: none"> • Hillary Thatcher asked members to provide good practices in their jurisdictions for indigenous services. Mark Burns gave an example of their procurement and process imagery for wildlife management and this license extends to them. • Deb Bergey noted that the relationship is the key and that we need to create a relationship. We need an open dialogue before pre-set ideas impact the conversation. • Heather Sheehy spoke about ESDC's experience around the Canada Child Benefit (CCB). ESDC found that the uptake with the Indigenous peoples was lower than in other communities. In order to qualify for the benefit, you need to file your taxes and to do this you need a social insurance number. ESDC has visited a number of communities and have now completed 1,500 applications for a social insurance number. This will allow access to benefits such as employment insurance and the Canada Pension Plan. ESDC is working with communities to understand what is needed so that everyone can access these benefits. • Hillary Thatcher commented that building relationships is central. The person-to-person relationship makes a big difference. The information that might have been provided to the leaders of the communities may not have made its way down. Better ways of communication need to be developed so individuals are aware of what might be available to them. If not targeted from a digital perspective as well, Indigenous communities will fall even further behind. • Heather Sheehy asked what this table can do to help Indigenous services. Is there a role in sharing best practices? What work can be done at this table to improve the uptake of services? • Hillary Thatcher noted that she will review the feedback provided by members at this meeting and she will report on what are the issues across Canada for an upcoming meeting discussion. 	
8.	<p><u>Client Centric Services – In-depth discussion of the Citizens First 8 (TAB 8)</u></p> <p>Marina Gilson (Ipsos Reid), Dan Batista and Michal Dziong facilitated an in-depth discussion into the results of Citizens First 8 around how jurisdictions are using the results and how PSSDC could apply the results to improve the client experience from an inter-jurisdictional perspective. The national results of Citizens 8 were also presented to the Joint Councils at their meeting on September 26th, 2018.</p> <p><u>Comments:</u></p>	<p><u>Action Item #5:</u></p> <p>Members requested the Joint Councils Research Committee to review the national results of CF8 and provide insights or recommendations on areas of focus (unpacking results) for PSSDC to have a</p>

	<ul style="list-style-type: none"> The results show that the citizens' satisfaction with in person experience is higher than online. Is this due to not keeping up with innovation and technology? Citizens' expectations continue to rise and this leads to opportunity for improvement. Are governments willing to invest to move the bar higher when it comes to citizens' satisfaction? It is not just the service organization but needs a broader conversation. What do we do with these results? How to leverage this information to have a broader conversation? Need to hear from subscribers of Citizens First as to how they are using this data, e.g. to make decisions. It was noted that subscribers get both the national report and their own jurisdictional report that contains detailed information. Is there opportunity to ask additional questions to get more insights, e.g. which channel citizens prefer to use or citizens' thoughts on the collection of biometrics? The results need to be unpacked in order to allow for a meaningful discussion on how best to use these results. 	meaningful conversation on this topic.
9.	<p><u>Treasury Board Digital Policy</u> (TAB 9)</p> <p>Sonya Read, TBS, advised that Treasury Board is seeking feedback on the direction for a new Digital Policy. To support the transition into the digital era, integrated policy guidance must enable the Government of Canada:</p> <ol style="list-style-type: none"> 1. To make services available anytime, anywhere, through a multiplatform, multi-channel, multi-device ecosystem 2. To take advantage of and adopt new technologies in the support of operational effectiveness and service delivery 3. To engage with multiple levels of government, business, individuals and others to support the production of and access to quality services, data and content <p>What is the ask of this table:</p> <p>How would you see these proposals improve your life in using Government of Canada services? How would you see these proposals contributing to meaningful improvement in government operations and the delivery of government services? If these proposals were adopted, what are the key considerations and challenges for implementation? Noting that the rules would continue to be developed and evolve over time, are there immediate, critical gaps with these current proposals? Members were encouraged to continue the discussion with the Digital-Numérique group on GCcollab.ca.</p> <p>No comments or questions raised.</p>	

10.	<p>A) <u>Jurisdictional Information Sharing</u> (TABS 10A to 10R)</p> <p>Natasha Clarke advised that the Jurisdictional Information Sharing were included in the meeting e-binder and tabled for information only.</p> <p>B) <u>PSSDC Evaluation Form</u> (TAB 11)</p> <p>Members asked to complete the evaluation form for the meeting.</p> <p>C) <u>Next in-person meeting of the PSSDC: February 29th, 2019, Ottawa, Ontario</u></p> <p>The next PSSDC in person meeting will be held on February 29th, 2019 in Ottawa.</p> <p>D) <u>Fall/Winter PSSDC Teleconferences:</u></p> <ul style="list-style-type: none">• Friday, November 2nd, 2018, 12:00 pm EDT• Monday, December 10th, 2018, 2:00 pm EST• Friday, January 25th, 2019, 1:00 pm EST <p>The Co-chairs thanked all members and observers for their participation and contributions.</p> <p>The meeting adjourned at 4:00 pm PDT.</p>	