

2011-2012 ANNUAL REPORT



www.iccs-isac.org

A Year of Growth



99 Wellesley Street West
Whitney Block
Room 3310, 3rd Floor
Toronto, Ontario, Canada
M7A 1W4

Vision and Mission

The Institute for Citizen-Centred Service (ICCS), an innovative not-for-profit organization built by and for the broader public sector, continues to be recognized as the leading centre of expertise in citizen-centred service delivery. Formed and funded by all orders of government across Canada, its mission is to support public-sector organizations in achieving high levels of citizen and business satisfaction.

The ICCS provides a neutral place through which inter-jurisdictional collaboration takes place, sharing research, tools, resources and knowledge with jurisdictions to increase their understanding of citizen-centred service.

Mandate and Activities

The ICCS facilitates collaborative, interactive research which measures citizen and business expectations, satisfaction and priorities for service improvement. Citizens First and Taking Care of Business (widely cited) are examples of major research carried out by the Institute which have assisted governments in accelerating their service improvement agenda.

The ICCS supplements this valuable research with its Common Measurements Tool (CMT). This tool helps managers measure and monitor their own client's satisfaction with service delivery in a way that matches their particular analytical needs, and their particular service environments. In utilizing standardized drivers of satisfaction, the CMT and the ICCS also enables peer-to-peer benchmarking.

In order to assist public-sector organizations to grow their organizational capacity, the Institute has also designed a Certified Service Manager Program. The program is the first national service certification program for the public service.

Additionally, the ICCS provides secretariat and other support services to the Public Sector Service Delivery Council (PSSDC) and Public Sector Chief Information Officer Council (PSCIOC). These Councils include representatives from across Canada in the service delivery and information technology fields.

All of this helps the ICCS in being the resource centre for best practices, publications and tools that promote management improvement of cost effective public sector service delivery, including electronic service delivery.

The ICCS is a unique global centre of expertise and is a dedicated champion of citizen-centred service across service channels and throughout the public service.





A Message from the President

Growing a Citizen-Centred Culture



Since its inception, the Institute for Citizen-Centred Service has worked to support the growth of a strong, citizen-centred, service delivery culture in organizations across Canada. In support of this culture change, the ICCS has worked with several members of the service delivery community to develop a learning tool to support the development of service delivery managers. After many years of dedicated effort, the Institute was proud to launch the Certified Service Manager Program (CSM) in February 2012.

The CSM Program is just the latest of the Institute's accomplishments that have contributed enormously to the public service community. Direct key stakeholders, such as the Public Sector Service Delivery Council and Public Sector Chief Information Officer Council and the jurisdictions they represent, have the ability to disseminate information from the ICCS into their organizations, which help them reinforce and champion citizen-centred service delivery and other transformation initiatives.

Over the past decade, I have found the ICCS body of research very beneficial in providing valuable insights about how citizens want to interact with their governments. Whether presenting to colleagues, staff, executive, or ministers, our national research provides powerful evidence to support the continued development of citizen-centred service delivery. Our ongoing research has been the basis of a culture change across government.

I no longer have to explain the idea of citizen-centred service to organizations – this has become a fundamental principle held by front line staff right up to our elected members.

As we take time to celebrate the achievements of the ICCS over the past year, we need to continue to assess the value proposition of the organization to ensure our ongoing success. It's a bit like finishing a 10K race only to realize you had signed up for a marathon. We need to continue to improve on the products and services delivered by the Institute. Similar to our message of the importance of listening to citizens in order to improve government services, the Institute needs to listen to our clients to be successful. We need to understand the needs of the jurisdictions across Canada and beyond, and provide valuable and relevant support to them in meeting their business objectives.

Most importantly, we need to continue developing our collaborative networks. The sharing of information within the service delivery community across jurisdictions in Canada is unique, and the ICCS is the foundation that supports our collaboration. As Council representatives and service champions come and go, the ICCS is the repository of our collective knowledge and will ensure the ongoing support of service delivery transformation.

The success of the Institute is a result of the people and the organizations that contribute to our collective achievements. I would like to thank the staff, the members of the Board, our clients and stakeholders for their continued belief in the ICCS.

Bette-Jo Hughes
President, Board of Directors

A Message from the Executive Director



From coast to coast to coast governments of all orders (federal, provincial, territorial and municipal) are faced with the challenge of reconciling increased expectations from citizens and business with increasingly limited fiscal resources. Meeting this challenge for improvement and innovation head on are the two national councils the ICCS supports, the

Public Sector Chief Information Officer Council and Public Sector Service Delivery Council. Collectively these councils have been striving to develop critical enablers, tools and supports to assist their governments move forward on the service delivery agenda. 2011-2012 has truly been a significant year of growth and development as the staff of the ICCS have been working diligently to deliver and develop services in keeping with the priorities set out by the ICCS Board of Directors in its three year strategic plan.

The launch of the ICCS Certification and Learning program and specifically the Certified Service Manager Certification (CSM Basic) represents the culmination of five years effort of many partners. Not only is the launch the first step on the journey of professionalizing public sector service delivery management, it represents a major new resource by which organizations can build the service transformation capacity of their organizations. What makes this program unique is that it has been built and supported by the Canadian service delivery community for the service delivery community.

Enhancing the ICCS's research capabilities was a key priority over the last 12 months. Improvements to Citizens First study will be evident as results are released in the summer of 2012. Guided by independent experts and drawing on feedback from the user community ICCS staff completed the upgrade and redevelopment of the Common Measurements Tool (CMT). In addition staff completely re-engineered and re-built the CMT benchmarking data base in order to meet increasingly sophisticated demands from domestic and international clients. Together these efforts, along with the on-going project to develop a "Municipal CMT", position the ICCS among the leading providers of public sector citizen satisfaction and benchmarking services.

2011-2012

A Year of Growth

The redevelopment of the ICCS website is a further accomplishment worthy of note. The new platform represents a major leap forward in technology and sophistication. The platform now allows the ICCS staff and the service delivery community to collaborate, share, and publish information cheaper, faster, better.

In these and numerous other ways the staff of the ICCS and its partners in the service delivery community are striving to support each other in the face of current and future challenges to deliver citizen-centred services.

Thank you!

Guy Gordon
Executive Director

ICCS Strategic Plan 2011-2012

In the 2011-2012 Strategic Plan, the ICCS identified four core lines of business:

- Certification and Learning
- Action Research
- Support to the National Councils
- Resource Centre

The administrative services and functions that support these four core lines of business are highlighted in the following descriptions.

Certification and Learning

Certified Service Manager™ Program - Special Profile

In 2006, Canadian federal, provincial and territorial Deputy Ministers responsible for service delivery identified common service training as a key priority to enhancing citizen-centred service delivery. In February 2012, the ICCS was proud to officially launch the first national service certification program for the public service – the Certified Service Manager™ (CSM) Program. The CSM Program is aimed at building organizational capacity, as well as enabling and supporting a culture of service excellence across all orders of government.

The program was designed and developed by drawing upon the broad expertise, knowledge and experience of senior public service leaders. It is a program that has been truly built by the public service for the public service and serves as a vehicle through which public sector service managers and supervisors can be professionally recognized. By establishing a consistent professional standard for public sector service delivery and management, the CSM Program will contribute to improving the quality of services to our citizens.

“ I truly believe service is a profession and training on citizen-centred service is a key factor in the professionalization of public sector managers...the [CSM] program will not only provide a common foundation for a service excellence culture, it will create a community of managers across the country able to deliver on the promise. ”

— **Richard Rochefort**

Former VP Canada School of Public Service & Former Director General Service Canada College

Certification and Learning Accomplishments

Certified Service Manager™/Basic Certification

The CSM Program was launched in February 2012 and the CSM/Basic certification is the first national service certification for the public service. The program provides certification and/or professional development for public sector service managers and supervisors and contributes to a shared culture of service excellence across all orders of government. The CSM/Basic curriculum provides learners with the basic and foundational knowledge in public sector service management.

Certified Service Manager Body of Knowledge™

The Certified Service Manager Body of Knowledge™ (CSMBoK) is a comprehensive reference source that contains the key knowledge areas in public sector service management. The CSMBoK is now available in a published version. The CSMBoK contains best practices, case studies and innovative trends from Canadian and international organizations and leverages citizen-centred research (i.e. Citizens First and Taking Care of Business studies). The CSM Program and CSM certification is founded on the information in the CSMBoK.

CSM/Basic Certification Exam

In order to achieve the CSM/Basic certification, CSM candidates must demonstrate their knowledge and understanding of public sector service management by successfully 'passing' the CSM/Basic exam. The first certification candidate has completed the CSM/Basic exam and the Service Certification Board will be awarding certification.

Learning Management System

The ICCS Learning Management System (LMS) serves as a tool for collaboration and learning and supports the CSM Program candidates and learners. The LMS also hosts the Citizen-Centred Service Delivery course, a short e-learning course that introduces some basic concepts in service management.

Certification and Learning Business Plan (2012 – 2015)

A three year strategy outlining the critical marketing activities and product development was developed to identify the efforts and resources required to ensure the success of the Certification and Learning Program and achievement of desired outcomes.

“The ICCS training and certification programs will help us build a shared understanding of how to design and deliver services that meet the needs of those customers.”

— **Bob Stark**

Deputy Minister — Ministry of Government Services, Province of Ontario

Action Research

ICCS undertakes collaborative research with interested Canadian partners from all orders of government, including collaborative annual survey and focus groups. ICCS research seeks to ensure that service needs and expectations for citizens and businesses are the basis for service improvement strategies.

Citizens First 6

Citizens First 6 is the latest in a series of world-class research initiatives focused on offering Canadian public sector managers insight into citizens' views of government services, and providing trends and suggestions on where to focus service quality improvements for greatest results. Results from Citizens First 6 will be published in summer 2012.

Common Measurements Tool - Upgrade

The Common Measurements Tool - Upgrade (CMT-U) was developed for the public sector to help managers engage clients, measure the right things, and improve services to citizens based on best practices. The upgrade brought together insights and issues from internal and external reports, extensive validation sessions and the broader research community. Additionally, the CMT benchmarking services have been overhauled to better provide jurisdictions with robust, actionable reports that link outcomes to strategies.

Municipal Common Measurements Tool

Municipal CMT is a joint project of the Institute for Citizen-Centred Service (ICCS) and the Ontario Municipal CAOs Benchmarking Initiative (OMBI). The project aims to equip service managers with a state-of-the-art, accessible, and highly effective tool for measuring client satisfaction with local government services across a broad range of service areas.

Research Community

In line with our theme of a 'year of growth', the ICCS has made great progress in reaching out and facilitating ongoing dialogue, knowledge-sharing, and best-practice mapping which has led to an active research community consortium. The successes in the Canadian model have been generating a buzz internationally. For example, ICCS have worked with New Zealand State Services Commission on defining and refining research standards and methods based on our collective experiences. In addition, the United Arab Emirates and ICCS have been working closely on incorporating benchmarking and data standardization innovations.

— Richard Rochefort

Support to National Councils

The ICCS provides Secretariat services to two pan-Canadian Councils – the Public Sector Service Delivery Council (PSSDC) and the Public Sector Chief Information Officer Council (PSCIOC). The Secretariat facilitates inter-jurisdictional dialogue, including acting as a central repository of collaborative inter-government initiatives and facilitating on-going communication between the three orders of government on service delivery, information technology/information management issues.

“Great meetings as always, so much learning and networking. I love the extended sessions, usually I feel overwhelmed with a little bit of knowledge on many topics and no time to discuss, but this time I had the opportunity to learn about a topic or learn about what a jurisdiction is doing in depth and ask questions. Very valuable!”

– 2011 Council Member

The Secretariat has had a very busy year which has included organizing monthly teleconferences of each of the Councils as well as organizing two in-person meetings of PSCIOC, PSSDC and the Joint Councils (i.e. both Councils meeting together). The two-day in-person meetings took place in Quebec City in September 2011 and in Ottawa in late February and early March 2012. The Secretariat has worked closely with the co-chairs of the Councils and its members in the development of meaningful agendas for these teleconferences and meetings and has strived to ensure that all presentations, speakers and logistics are well-organized and well-managed. Evaluation results from Council members indicate a high level of satisfaction with these meetings.

An important objective of the Secretariat is to ensure that key issues and action items that have been identified by the Councils are followed up on expeditiously by the appropriate parties in order to ensure that the momentum of the Councils' work is maintained and continuously moving forward. This year, a significant area of interest to both Councils has been identity management and authentication which resulted in the creation of a new Joint Councils' Identity Management Sub-Committee. Each Council has also had specific themes that it has focused on. For example, at the Quebec City meeting, the PSCIOC focused, not only on identity management in general but, more specifically, on identity management in the health domain.

The PSSDC focused on priorities of the Deputies Table Responsible for Service Delivery including service bundling relating to death notification, service bundling for business and services for vulnerable seniors.

Significant behind the scenes activities that the Secretariat continues to be involved with on behalf of the Councils include: managing the finances of both PSCIOC and PSSDC; continuous updating and improvement of the ICCS members' website including providing content for the new ICCS public and members' websites; and, maintaining up-to-date information on all PSCIOC, PSSDC and Joint Councils sub-committees, including membership lists, terms of reference and latest update reports. Through specific Memoranda of Understanding, the Secretariat has also provided services for the PSSDC's 2012 Excellence in Service Delivery Award program and to the Service Mapping Sub-Committee.

Resource Centre

The ICCS is home to a wealth of information on citizen-centred service. The ICCS website contains videos, webinars, news, events, publications, research, related sites and links to assist government in Canada and around the world, and to anyone interested in public service delivery.

“ ICCS has helped us in many ways. The CMT is a great way of getting valid feedback from our clients, and the data allows us to do value-added analysis for our business areas when they have particular insights they need. Taking Care of Business is great information, as it is benchmarking data that allows us to put our situation into context and make better plans. We are now in the process of developing a new, company wide service improvement training initiative and we are using ICCS' service improvement methodology to help us plan and structure the entire project.

All and all, ICCS has been a very useful resource for WCB Saskatchewan over the years - and we see this long term relationship only getting stronger.”

— **Graham Topp**

Vice-President, Workers' Compensation Board Saskatchewan

Additional Activities

There are a wide variety of activities that support the ICCS lines of business and mandate. Outlined below is a sample of some of the activities.

Certification & Learning

Certified Service Manager (CSM) Program

Courses now available:

100 Level

Public Sector Service Fundamentals
Advanced Public Sector Service Fundamentals

200 Level

Effective Service Management
Human Aspects of Service Management
Service Improvements
Understanding & Enhancing Citizen Access
Effective Service Standards

Certification & Learning

- Marketing materials now available in English and French and include a description of the CSM, an outline of the basic curriculum and an overview of the CSM/Basic Course Offerings
- Registered Intellectual Property for CSM
- Marketing and Champion Plans completed
- Licensing and pricing model is now available
- Ongoing partnerships with Service Canada, Service Ontario, Service NL, Service BC and Region of Peel
- Development of a Road Map for Learning and Supporting Culture Transformation at Agriculture and Agri-Food Canada
- Courses offered in Toronto, Edmonton and Victoria

Research

Citizens First 6	Citizens First 6 prospectus developed, contract awarded and survey fielded by The Strategic Counsel
Taking Care of Business	Taking Care of Business 3 report available for sale and Taking Care of Business 4 prospectus developed
Common Measurements Tool (CMT)	Municipal CMT Development – contract awarded and work underway to be completed by early 2013
Support International Memberships	Community of Practice set up with Australia, Ontario and other Canadian jurisdictions regarding single-window service delivery Provided ongoing support and assistance to international jurisdictions implementing ICCS research tools Study Tours arranged for senior officials from the Abu Dhabi Municipality and the United Arab Emirates, Ministry of Interior Signed Common Measurements Tool International License with Department of Business and Innovation, New Zealand

Support to National Councils

- Planning underway for in-person meeting in Regina, Saskatchewan in September 2012 and Halifax, Nova Scotia in February 2013
- Completed Service Culture & Learning Hub project on behalf of PSSDC which was launched at February 2012 PSSDC meeting

Resource Centre

- New ICCS website developed and launched on April 1st, 2012
- Presentations were made at several events:
 - Canada School of Public Service Armchair Series
 - Interactive session with senior staff from across Canada entitled the Future of Service Delivery
 - Understanding Citizen-Centred Service Research at the Service Canada College
 - Forum of Federations Roundtable on Joint Service Delivery
 - Institute on Governance Executive Learning Program in Ottawa
 - Annual Australia and New Zealand School of Government (ANZOG) Conference Putting Citizens First
 - Innovation Value Institute (IVI) Summer Summit in Maynooth, Ireland

ICCS Heintzman Leadership Award



The Heintzman Leadership Award is presented annually by the Institute for Citizen-Centred Service (ICCS) to an individual that has demonstrated outstanding leadership within the Canadian public sector in promoting citizen-centred service. This award is named in honour of Ralph Heintzman, the founding co-chair of the Public Sector Service Delivery Council (PSSDC). In particular, recipients of the award have demonstrated superior and sustained leadership that has resulted in transformational change to the quality of public sector service delivery both within their own jurisdiction, and across jurisdictional boundaries.

In May 2011, Sue Corke was recognized for her unremitting commitment to putting the needs of customers and users first in public service delivery. Her list of accomplishments is long but of particular interest is her career with the City of Toronto. As Deputy Manager at the City of Toronto, Sue Corke was instrumental in the introduction of the city's 311 service, which provides easy access to many routine services, 24 hours a day, 7 days a week. She also oversaw the application of BizPal, which streamlines business permit and licensing experiences online. Sue Corke led a tri-level joint services project to coordinate integrated service delivery across the three levels of government for Toronto's priority neighbourhoods. Her championship of cross-department, cross-agency and customer-centred dialogue contributed to the creation of the Toronto Office of Partnership.

Prior to her work with the City of Toronto, Sue Corke served as Deputy Minister of Consumer Business Services, Government of Ontario and is currently Registrar and Chief Executive Officer of the College of Early Child Educators where she continues her work in the promotion of customer service as a core value.

“You should be partnering with everyone who has a role in a service delivery system. It's not enough to just talk to part of the system.”

— Sue Corke

Events and Webinars

PSSDC/PSCIOC Meetings

The Public Sector Service Delivery Council (PSSDC) and the Public Sector Chief Information Officer Council (PSCIOC) held monthly teleconferences and met in-person in Quebec City in September 2011 and in Ottawa in late February and early March 2012.

List of Webinars

April 19, 2011

Innovations in External Public Service Delivery: A Study of Practices in Canada's Provinces and Territories

Dr. Faye Schmidt presented the key findings of a study she prepared on behalf of the Government of Canada which examined services that are breaking new ground and applying new and innovative approaches to maximize opportunities associated with the next generation of external service delivery.

September 15, 2011

The Relationship between Employee Engagement and Client Satisfaction

Nicholas Prychodko from the Province of Ontario and Martin Monkman from the Province of British Columbia presented the research that their organizations have undertaken that establishes an empirical link between employee engagement and client satisfaction.

October 27, 2011

Overview of the City of Toronto Core Service Review by KPMG LLP

ICCS in collaboration with the Joint Councils' Service Mapping Sub-Committee held a webinar to discuss the City of Toronto's Core Service Review. The webinar addressed how KPMG approached this assignment, including how they were able to complete it in such a short period of time; the process KPMG used to evaluate Toronto services and service levels; and the key findings and lessons learned that may be applicable to other jurisdictions.

December 5, 2011

Ten Questions that helped shape Farm Credit Canada's Customer Feedback Model

Fred Wall of Farm Credit Canada provided webinar participants with a discussion of the road they took towards developing their current customer feedback model. The webinar covered the topics of concept, design and execution of their plan. Fred highlighted the critical questions that came up during the development of their customer feedback model. His presentation was very insightful and highlighted the interesting things are going on at Farm Credit Canada.

January 18, 2012

City of Toronto Business Architecture Framework

Huw Morgan, Chief Architect, City of Toronto – ICCS in collaboration with the Service Mapping Sub-Committee held a webinar which covered the topics including enterprise architecture program; enterprise architecture governance; business architecture; applying business architecture in the City of Toronto; defining the scope of agencies' business enterprise context model; defining business programs and service; defining the details of business rules, processes & information; and aligning to the Business Capability Model .

January 25, 2012

Voice of the Customer (VOC) – Voice of the Citizen

Dave Capuano, Vice-President, Solutions Marketing, Voice of Customer Analytics of Verint Systems lead the discussion on The "Voice of the Customer" (VoC) – Voice of the Citizen. The webinar included a discussion of how citizens are empowered to influence organizations, the business challenges organizations face today, the value of initiating a Voice of the Citizen program and the variety of ad-hoc customer feedback technology available.

ICCS Board of Directors

Executive

Bette-Jo Hughes, President
Assistant Deputy Minister
Service BC
Ministry of Labour, Citizens' Services and
Open Government

Donna Kelland
Assistant Deputy Minister
Service NL
Government of Newfoundland and Labrador

Richard Steele, Vice-President and Treasurer
Assistant Deputy Minister
Service Delivery Strategy Division
ServiceOntario

Per Kristensen
Director IT and MISA West Representative
City of Nanaimo

Kate Johnston, Secretary
Manager, Service Delivery Improvement
Office of the Chief Administrative Officer
Halton Region

Laurie LeBlanc
Assistant Deputy Minister
Ministry of Training, Colleges & Universities
Employment and Training
Government of Ontario

Kevin Malloy, Past President
Deputy Minister
Service Nova Scotia and Municipal Relations
Government of Nova Scotia

Sharon Medak
Director, Customer Experience
Information Services Corporation of Saskatchewan (ISC)

Siegfried Fuchsichler, Past President
Assistant Deputy Minister/ Chief Information Officer
Government of Yukon

Danielle Morin
Assistant Commissioner
Taxpayer Services and Debt Management Branch
Canada Revenue Agency

Members

Sharon Squire
Executive Director, Service Policy and Oversight Division
Chief Information Officer Branch
Treasury Board of Canada Secretariat

Holly Fancy
Assistant Deputy Minister/Chief Information Officer
Government of Nova Scotia

Carolina Giliberti
Senior Assistant Deputy Minister
Service Canada

Honourary Directors

Richard Clarke
Formerly Director, Modernization Division,
Ministry of Government Services, Government of Ontario

Roy Wiseman
Formerly Chief Information Officer, Region of Peel
Executive Director, MISA/ASIM Canada

France Haché
Executive Director, Customer Care
Service New Brunswick

Janine Halliday
Manager, Citizens Services and MSDO East Representative
City of St. John's

2012 Financials

INCOME AND EXPENSES – Fiscal 2012	
Sales of products and services	\$ 160,426
Registration and membership fees collected	161,046
Contributions recognized in year	774,659
Other revenues	38,500
Total revenues	\$ 1,134,631
Human resources expense	\$ 483,070
Other program expense	481,874
General and administrative expense	163,503
Total expenses	\$ 1,128,447
Net surplus (deficit)	\$ 6,184

Note: The above figures do not include the value of “contributions in-kind” received from several jurisdictions, which have an estimated value of \$246,472.

FINANCIAL POSITION - as of March 31, 2012	
Cash and investments	\$ 431,257
Other current assets	110,545
Long-term investment in Certification Program	390,323
Total assets	\$ 932,125
Current liabilities	818,401
Net surplus (deficit)	\$ 113,724

NOTES

In fiscal 2012, the Institute for Citizen-Centred Service (ICCS) generated a modest surplus of just over six thousand dollars on recognized revenues of almost \$1,134,631.

A key initiative was major development of the certification program, which has now gone live. This is seen as a long-term investment by ICCS, with the development costs capitalized. These will be amortized over five years, starting in fiscal 2013.

Other major initiatives included work on Citizens First 6 (CF6), and securing of sponsorship for Taking Care of Business 4 (TCOB4). For CF6, management costs were covered from contributions, but the consultant fees are still pending, so that most of the contributions received still constitute deferred revenue, as do all the contributions received for TCOB4. Such deferred revenues constitute over 90% of the current liabilities shown.

Contributions provide some 60% of the Institute’s funding, with the sales of goods and services (e.g. publications and benchmarking reports) and registration fees for meetings and courses and membership fees providing the bulk of the balance. Other revenue includes reimbursement of costs incurred on behalf of clients, and interest earned on the GICs held by the Institute, which are currently worth \$160K.

Lastly, ICCS has receivables of \$93.6K as of the end of the year, and there have been no bad debt(s) in fiscal 2012.



Our 2011-2012 Team

Guy Gordon	Executive Director
Cathy Ancheta	Program Manager, Service Certification & Learning
Roda Contractor	Program Manager, National Councils
Bernadette De Souza	Program Manager, Research, Marketing & International Initiatives
Cody Dodd	Research Analyst, Common Measurements Tool
Michal Dziong	Research Analyst, Common Measurements Tool
Robert Ha	IT Consultant
Kevin La	Junior IT/Web Developer
Ryan Nagelmakers	Program Coordinator, Service Certification & Learning
Linda Robins	Administrative Assistant
Maria Luisa Willan	Program Coordinator, National Councils