

Session 1

Integration of Data and Services with Focus on the Citizen

Inter-American Development Bank

Escola Nacional de Administração Pública (ENAP)

Brasilia, Brazil

June 2017



Institute on
Governance

LEADING EXPERTISE

Institut sur
la gouvernance

EXPERTISE DE POINTE

The Institute on Governance

- **Canadian, Independent, Not-for-profit**
- **Mission: 'Advancing better governance in the public interest'**
- **Explores, develops and promotes good governance in the public sphere, both in Canada and abroad**
- **Collaborates with governments, foreign and domestic, indigenous peoples and organizations, and the non-governmental and volunteer sectors in Canada and internationally**



Expectations

- Think - Pensar
- Pair - Formar Pares
- Share - Compartilhar



TOPIC 1: SERVICE DELIVERY AND INTEGRATION OF CITIZEN INFORMATION



A new type of citizenry...



...for a new type of world



Service Expectations

Citizens and businesses have found government complex, fragmented and frustrating...

- The focus has not been on the citizen
- Clients face complex and redundant reporting and evidentiary requirements
- Citizen satisfaction with public sector services is being assessed against their experience with private sector services
- Business also faces a significant federal compliance burden at great cost to them
- Declining confidence in the accountability and capability of Government

What citizens want...

- Service from government that is **timely, personal**, as **simple** as possible, **fair** and **equitable**, and that keeps information **private**
- Service developed in **partnership** with them and others (co-developed)

What citizens are saying...

- We embrace new services that make it **simpler** or more **convenient**
- We will **consent to sharing information** if it is more convenient to access service and benefits
- Our **trust** in government is influenced by our day-to-day experience in obtaining benefits and service

Some Challenges

Service delivery has not been managed on a government-wide basis...

- Expensive and difficult for the government to move from an aging and siloed service infrastructure
- Difficulties in governance of a one-stop system
- Learning to work with enterprise-wide information flow

The government's regional and community presence was at risk...

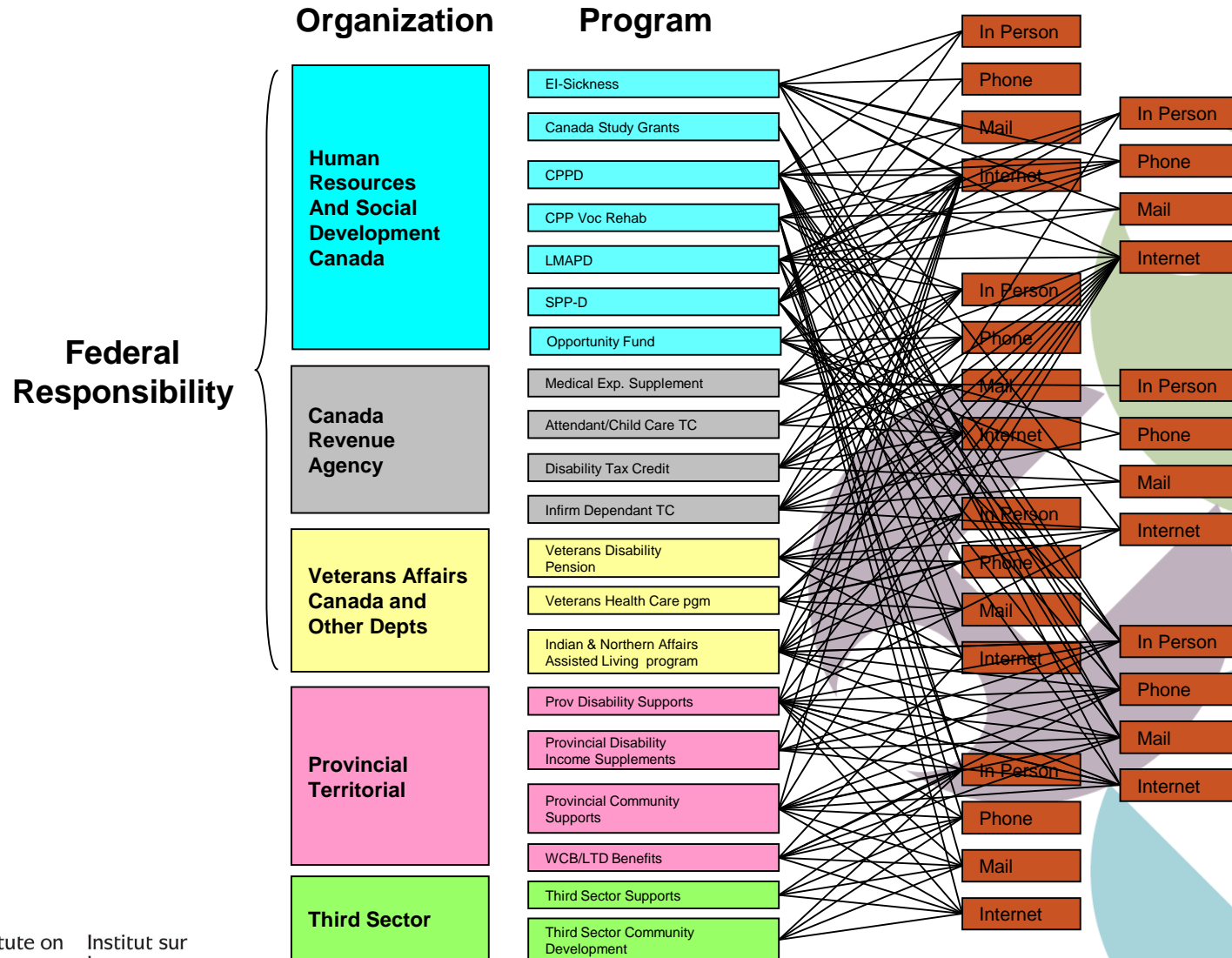
- Investments in automation were beginning to significantly affect regional presence

Shifting digital is not without its challenges

- Policy, legal, authorities and privacy considerations
- Moving from program driven siloes and systems to the notion of common enterprise service delivery is a paradigm shift for the “old guard”
- Redefining how we view the client, manage their information and anticipate their needs
- Managing identity across levels of government



Finding government programs and services for people with disabilities: a nightmare



The Opportunity for Government

- To leverage investments across multiple agencies, levels of government, and non-governmental partners
- To build more collaborative models of governance in keeping with the potential of digital technologies
- To rebuild an implicit trust with a more connected population that can inform policy and delivery for better outcomes



Implementation of a Service Strategy approach requires the support of the entire organization

Political Will	Leadership	Governance	People	Organization
<ul style="list-style-type: none">to support and champion the government desired outcomes	<ul style="list-style-type: none">to drive changeto set standards for qualityto reinforce fact-based decision making	<ul style="list-style-type: none">Processes are required to review and make investment decisions based on business cases, implementation plans, and outcome evaluations	<ul style="list-style-type: none">New competencies may be required such as strategic thinking, customer focus, product management, and project management	<ul style="list-style-type: none">Structure and defined roles are required to fully support a Service Strategy approach such as managers dedicated to the Service Strategy and service offerings



Service Canada

- The “front office” for the Government of Canada
- Provides Canadians with one-stop, easy-to-access, personalized Government services and benefits through a single service delivery network.
 - Over 20,000 staff & 320 centers in communities throughout the country
 - National 1 800 O-Canada call center
 - Online services offered through Canada.ca and outreach and mobile services
 - Web Publisher for the Government of Canada (back office function)
- Handles approx. 1 million transactions every day
 - Employment Insurance, Social Insurance Registry, Passports, Canada Pension Plans & Old Age Security and many more programs and services



Service Canada: 5 goals of the service transformation

**Service
Transformation
Goals**

1.

Deliver seamless citizen-centred service...

...by providing integrated, one-stop service based on citizen needs and helping to deliver better policy outcomes.

2.

Enhance the integrity of programs...

...by building trust and confidence in our programs and by achieving significant savings in program payments.

3.

Work as a collaborative, networked government...

...by building whole-of-government approaches to service that enable information sharing and integrated service delivery for the benefit of Canadians.

4.

Demonstrate accountable and responsive government...

...by delivering results for Canadians and government, savings for taxpayers and transparency in reporting.

5.

Build a culture of service excellence...

...by supporting our people, encouraging innovation, and building the leadership and capacity to provide citizen-centred service.



Service Canada Future State Operating Model Value Proposition

Better

Services are accessible whenever and wherever clients choose to transact.

- **Whenever:**
Services are available 24/7 online, with support available by telephone and virtual/chat agents.
- **Wherever:**
Services are accessible from anywhere with internet access, through various portals and apps. In-Person footprint and mobile outreach supplemented by telephone and virtual/chat to reach clients and reduce their travel requirements.

Cheaper

Integrated streamlined processing decreases transaction costs and creates efficiencies.

- **Integrated:**
Integrated systems reduce duplication by sharing solutions across business lines.
- **Streamlined:**
Streamlined processes eliminate waste and redundancy.

Faster

Automated & online processes shorten processing times.

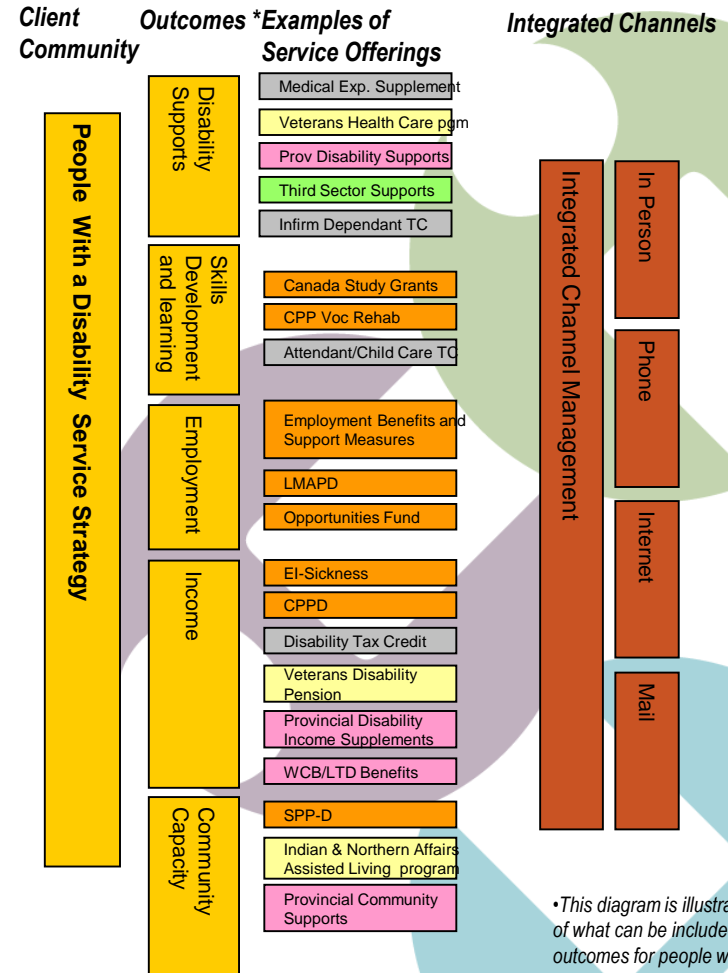
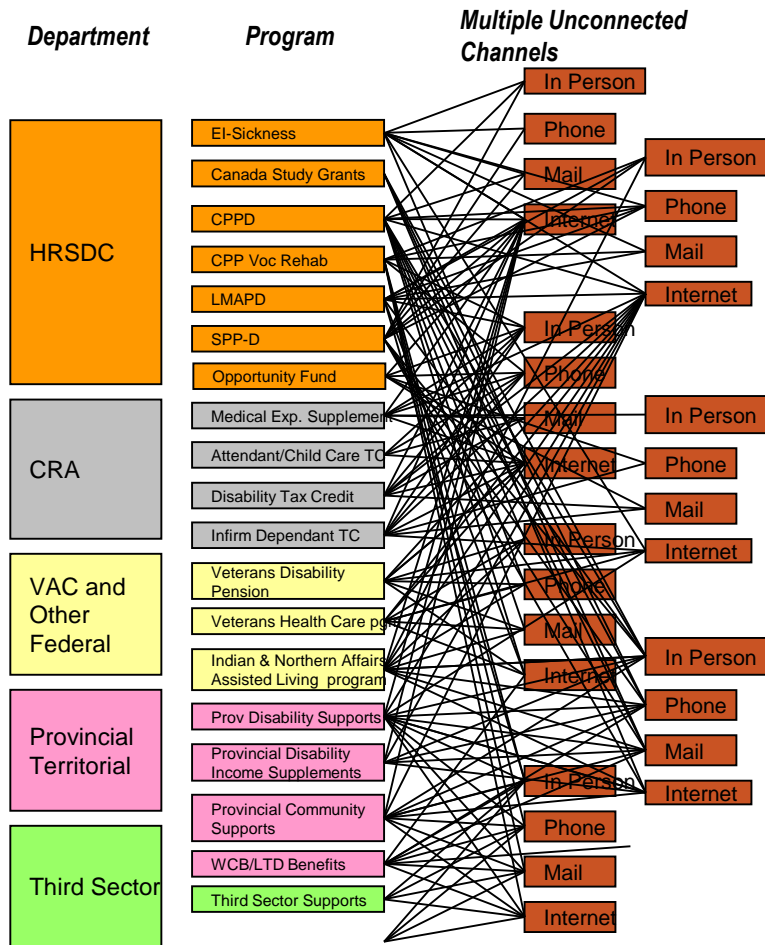
- **Automated & online:**
Automating processes and creating online platforms reduce resources required and increase transaction speed by eliminating data entry and processing bottle-necks.



A Citizen Centered Service Strategy for People with Disabilities

Then

Now

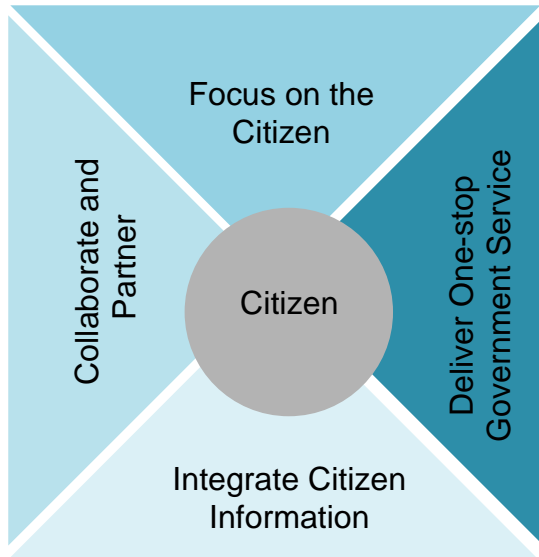


**This diagram is illustrative of what can be included as outcomes for people with disabilities*

TOPIC 2: CITIZEN ENGAGEMENT



Service Canada Business Model



A service integrator – bringing services together to achieve real outcomes

Government that is easy to find, easy to access and easy to deal with

Collect information once, re-use it

Partnership is indispensable for citizen-centred services

- Reduces complexity
- Improves Access
- Meets Needs
- Easier Access and more Choice
- One-stop service
- More efficient delivery
- Enhance Transparency
- Reduce Burden
- Transformed Service
- Integrating Services
- Leveraging the Collective
- Improving Outcomes

Foundational Concept 1 – Focus on the Citizen

A service integrator -- bringing services together to achieve real outcomes

Reduces Complexity

Improves Access

Meets Needs

- Focuses on groups of people (client segments) with a common need
- Builds service offerings to better meet the needs of client segments
- Offers a wide range of services and benefits from across government departments and governments, based on need
- Introduces new services and benefits faster



The screenshot displays the Service Canada website's 'A to Z Services Index' page. The page features the Service Canada logo with a red maple leaf and the tagline 'People serving people'. Below the header, there is a navigation bar with links for 'Français', 'Home', 'Contact Us', 'Help', 'Search', and 'canada.gc.ca'. The main content area is titled 'A to Z Services Index' and includes a brief description: 'The A to Z Services Index is an alphabetical listing of Government of Canada programs and services. You can search for programs and services by name, keyword or department.' A grid of letters from A to Z is provided for navigation. Under the 'A' column, a list of services beginning with 'A' is shown, including 'Aboriginal Banking Unit', 'Aboriginal Peoples', 'Aboriginal Training Program in Museum Practices', 'Accent', 'Access to Information Request', 'Adult Care', 'Advance Payments Program', 'AgExpert', 'Agri-Assurance Products', and 'Agricultural Financing'. A sidebar on the left lists various service categories such as 'Education and Training', 'Employment', 'Health', 'Housing', 'Immigration', 'Income Assistance', and 'Legal Assistance'.



Functional Implications of Foundational Concept 1 *Focus on the Citizen*

Focuses on groups of people (client segments) with a common need	Builds service offerings to better meet the needs of client segments	Offers a wide range of services and benefits from across government departments and governments, based on need	Introduces new services and benefits faster
<ul style="list-style-type: none"> ▪ Formalize accountability for client segments ▪ Client segment teams drive: <ul style="list-style-type: none"> ▪ Integration of service delivery ▪ Partnership requirements ▪ Capacity to provide feedback to policy departments 	<ul style="list-style-type: none"> ▪ Formalize accountability for each service offering ▪ Enhance expertise in service offering management ▪ Ensure alignment of service offerings to client segments 	<ul style="list-style-type: none"> ▪ Organize to deliver services across departmental boundaries ▪ Strengthen delivery capability to provide cross government services 	<ul style="list-style-type: none"> ▪ Standardize and manage the process for introducing new offerings and updating old ones ▪ Re-align channel capacity to focus on service offering introduction ▪ Increase expertise in each channel to manage across service offerings

Foundational Concept 2 – Deliver One-stop Government Service

Government that is easy to find, easy to access and easy to deal with

Easier access and more choice

“One-stop” service

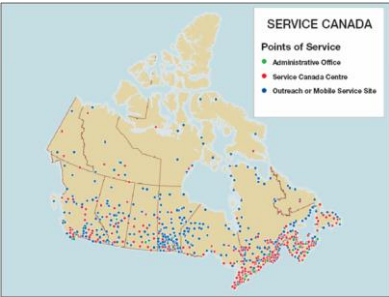

More efficient delivery

- Ensures presence and visibility in communities across the country
- Provides easy access and choice across integrated channels
- Professionalizes the role of service
- Is driven by service standards



1 800 O-Canada

Functional Implications of Foundational Concept 2 *Deliver One-stop Government Service*

Ensures presence and visibility in communities across the country	Provides easy access and choice across channels	Professionalizes the role of service delivery	Is driven by service standards
<ul style="list-style-type: none"> Strategic and enterprise-wide management of points of service 	<ul style="list-style-type: none"> Clear channel accountability and organizational alignment Enhanced expertise in Integrated Channel Management Efficient channel delivery Effective channel capability to support service offering introduction Increase channel service innovation <div style="background-color: #fff9c4; padding: 5px; margin-top: 10px;"> <ul style="list-style-type: none"> • CALL 1 800 O-Canada (1 800 622-6232) • CLICK on servicecanada.gc.ca • VISIT a Service Canada Centre </div>	<ul style="list-style-type: none"> Increase expertise of service professionals Fully incorporate service experience in career advancement Align training and development functions across the organization 	<ul style="list-style-type: none"> Capacity for setting service standards and monitoring achievement Better align performance management across the organization Increase capacity to monitor satisfaction with service and implement improvements

Foundational Concept 3 – Integrate Citizen Information

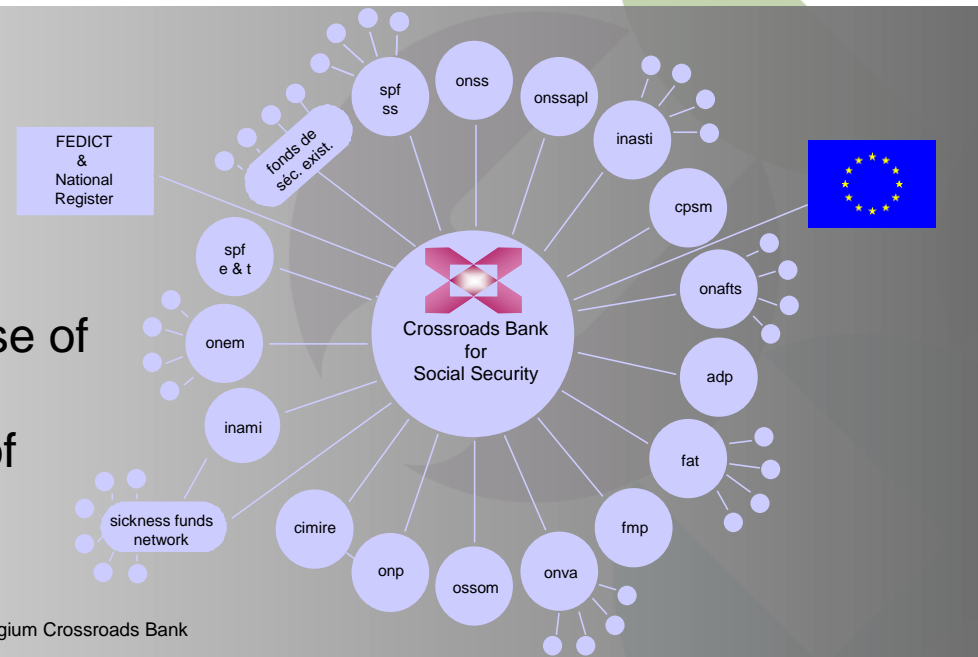
Collect information once, re-use it again

Enhance Transparency

Reduce Burden

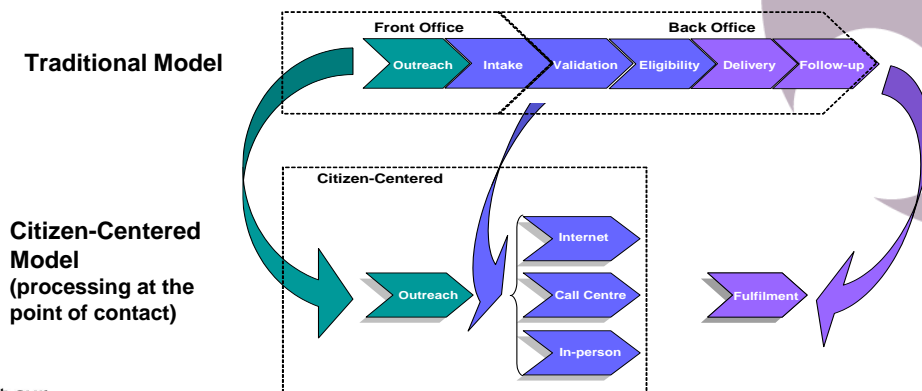
Transformed Service

- Enhances privacy protection, accuracy, and transparency of citizen information
- Improves the collection and use of information
- Provides service at the point of contact



Functional Implications of Foundational Concept 3 *Integrate Citizen Information*

Enhances privacy protection, accuracy, and transparency of citizen info	Improves the collection and use of information	Provides service at the point of contact
<ul style="list-style-type: none"> Establish enterprise standards for access to citizen information Enhance controls and capacity to ensure privacy and security in each channel Expanded privacy management capacity 	<ul style="list-style-type: none"> Provide each channel with the capability to present and update information Invest in capacity to ensure processes and systems re-use existing information Increase governance and stewardship of information Invest in creating a one-client view of citizen information – the capability and capacity to collect, store and re-use citizen information 	<ul style="list-style-type: none"> Invest in moving processing functions to the point of contact Implement service experience functions and capacity in each channel Stronger integration of service experience and processing



Foundational Concept 4 – Collaborate and Partner

Partnership is indispensable for citizen-centered service

Integrating services





Leveraging the collective

Improving outcomes

- Leverages the collaborative potential across government
- Develops partnerships
- Invests in relationship management



Functional Implications of Foundational Concept 4 *Collaborate and Partner*

Leverages the collaborative potential across government	Develops partnerships	Invests in relationship management
<ul style="list-style-type: none"> Continue to pursue collaboration as the basis for citizen-centered services  	<ul style="list-style-type: none"> Use client segment service strategies to drive the approach to partnerships Invests in external partnerships to leverage expertise and support service transformation 	<ul style="list-style-type: none"> Creating capacity and processes to implement relationship management 

Maturity Model: Convenience / One Stop

Category	Capability		
<ul style="list-style-type: none"> Convenience: How easy is it for citizens and businesses to contact government and access the channel? Can citizens initiate and complete the contact through the channel of their choice? 	<ul style="list-style-type: none"> One Stop: “one face to the citizen” – citizens can access services and benefits through the channel selected. 		
	Internet	Phone	In-person
Leading	<ul style="list-style-type: none"> Citizens have one website to access services that is highly optimized for service provision at the point of contact. Best practice example: Amazon 	<ul style="list-style-type: none"> Citizens only need to call one phone number and one person to complete the contact at one time. Best practice example: banking industry 	<ul style="list-style-type: none"> Highly leveraged strategies for locating offices in communities of need using retail strategies. Best practice example: Job Centre Plus (UK)
Optimizing	<ul style="list-style-type: none"> Citizens have one website and email address to access services. Generally citizens can initiate and complete contact through original channel. 	<ul style="list-style-type: none"> Citizens can call one phone number with program routing. Generally citizens can initiate and complete contact through original channel. 	<ul style="list-style-type: none"> Most citizens can access in person services within a stated distance or standard. Citizens can initiate and complete contact through original channel.
Practicing	<ul style="list-style-type: none"> Citizens can access government through one web site. For some services, citizens can initiate and complete contact through original channel. 	<ul style="list-style-type: none"> There is one phone number for government enquiries with multiple phone numbers for program delivery. For some services, citizens can initiate and complete contact through original channel. 	<ul style="list-style-type: none"> There are community “points of presence” in many communities nationwide. For some services, citizens can initiate and complete contact through original channel.
Developing	<ul style="list-style-type: none"> Different websites and email addresses for different services. A one channel strategy plan is being developed. 	<ul style="list-style-type: none"> There are different phone numbers and contact resources for each service. A one channel strategy plan is being developed. 	<ul style="list-style-type: none"> There is a government presence in urban and regional centers. A one channel strategy plan is being developed.



The “7 C” Channel Maturity Framework

The framework defines the capabilities required of channels to effectively deliver one-stop, citizen-centred channel service. It is comprised of 32 capabilities, grouped into seven categories

Category



Convenience - How easy is it for citizens and businesses to contact Service Canada and access the channel? Can citizens initiate and complete the contact through the channel of their choice?



Choice - How many options does a Canadian have when accessing Service Canada? Do the options allow the citizen to interact with the GoC on their own terms?



Competency - How well does a Service Canada representative meet citizen and employer needs? Are citizens treated with courtesy and professionalism?



Commitment - How well does Service Canada tell citizens what it is going to do and the level of service they can expect? How well does Service Canada execute on those expectations?



Consistency - How consistent are citizen interactions with Service Canada, across channels and within specific client segments?



Customization - How personalized is the citizen interaction? Is it tailored to each client's needs? Does the citizen feel comfortable interacting with Service Canada?



Communication - How effective is Service Canada's communication, both within the organization, and externally with Canadians? Do citizens completely understand the options they have from Service Canada?

One Stop Citizen-Centered Capabilities

- Accessibility
- One Stop
- Service at point of contact
- Range of Channels Available
- Service Preference
- First Contact Resolution
- Employee Empowerment
- Client Satisfaction
- Service Standards
- Channel Innovation
- Diversity Consistency
- Channel Consistency
- Navigation
- Client Recognition
- Personalization
- Coordinated Marketing Activities
- Collaboration
- Internal Communication
- Seamless Service
- Proactive Service
- Language
- Range of Services Available
- Professionalism
- Professional Development
- Process Improvement
- Information Transparency
- Work Management
- Information Collection
- Bundling of Service Offerings
- Client Interface
- Performance Management & Reporting
- Citizen Research

One Stop Citizen-Centered Capability

Definitions

Convenience

Accessibility

Citizens are able to access services and benefits in a convenient and timely manner

One Stop

“One face to the citizen” - citizens can access services and benefits through the channel selected

Service at point of contact

Citizens are able to take any transaction from start to finish through any channel provided they meet the necessary requirements

Seamless Service

Citizens experience no disruption of service across offerings when dealing with a service integrator

Proactive Service

Based on existing information, services and benefits are recommended to citizens

Choice

Range of Channels Available

Citizens have a choice of multiple channels through which they can receive the same services/benefits

Service Preference

Citizens can access the same services and benefits through any channel with no degradation of quality of service/information

Language

Citizens are able to access services via all channels in an official language or other preferred language

Range of Services available

A broad array of services are accessible to the citizen through each channel

Competency

First Contact Resolutions

Requests and issues are dealt with by the first point of contact in manner which is satisfactory to the citizen

Employee Empowerment

Employees are authorized and able to deal with all client requests

Professionalism

Citizens and employers are dealt with in a courteous and professional manner through all channels

Professional Development

Service is viewed as a valued profession and employees are supported with career models and leading edge training and development

Commitment

Client Satisfaction

Channels measure client satisfaction and use results to make improvements

Service Standards

Standards exist that define the acceptable level of service, targets are in place and performance is measured

Channel Innovation

Channels continually seek to innovate and implement leading edge practices

Process Improvement

Business processes are continually enhanced across service offerings and channels

Information Transparency

Personalized information is available to citizens and employers and can be changed interactively

Consistency

Client Segment Consistency

Service experience is consistent with client segment needs and cultures

Channel Consistency

The client has a consistent customer experience across channels

Work Management

Management processes adjust for workload peaks and valleys

Information Collection

Information collection is minimized by reuse of data that already exists

Customization

Navigation

Channels are easy to navigate and citizen is routed to most efficient point of contact to meet needs

Client Recognition

Risk-based processes are in place to identify citizen and authenticate for services

Personalization

Service is delivered in a personalized way

Bundling of Service Offerings

Service offerings are bundled based on citizen needs

Client Interface

Citizens can interface through technology customized to their needs

Communication

Citizen Research

Research is undertaken to understand client needs, and used to design new service offerings

Collaboration

Citizens, employers, and other organizations are able to collaborate to improve service delivery and policy outcomes

Internal Communication

Innovative communication tools are used to facilitate seamless service delivery

Performance Management & Reporting

Service performance is regularly tracked, reported and used to make improvements

Coordinated Marketing Activities

Marketing activities are coordinated across service offerings and channels



Capabilities Are Assessed Against Maturity Levels

The framework includes the capabilities that are exhibited at four stages of maturity. A channel's position in each capability can be assessed at one of these four Maturity Levels.



Leading - Leading innovative practices in place, fully integrated across all channels. Consistently superior service being delivered demonstrated by high client satisfaction rates.

Optimizing - Industry best practice capabilities in place, integrated across most channels

Practicing - Industry competitive channel capabilities in place, with some integration of capability across channels

Developing - Basic capabilities in place in the channel



WORKSHOP



Ensuring Client Satisfaction

- Service Charter
 - Commitment to making it easy for citizens to access GoC services, service promise: faire and unbiased; clear explanation of decision; review of any decision and; security of private information
- Creation of an Office for Client Satisfaction
 - Receives, review and acts on suggestions, compliments and complaints regarding the services of Service Canada
 - Both online and in person client satisfaction surveys with results regularly published
 - Mystery Shopper Exercises that measures quality of service, gathers specific information about Service Canada services; and measures service experience
- Service Canada College has a developed a number of programs to promote service excellence



The value proposition is clear...

Moving from...



Toward...

Better Service

- Complexity and fragmentation for citizens and businesses
- Eroding regional presence and service

- Easier, one-stop access for citizens and more choice in how they access service
- Less government with streamlined information requirements and lower cost for business

Improved Outcomes

- A focus on delivering payments and conducting transactions
- Individual departments and programs accountable for policy, programs and service delivery

- Strengthened regional presence and new collaboration with community partners
- Responsive and personalized service that goes the “extra mile”
- A single delivery network with point accountability for service
- Policy departments with more focus on policy
- Better and more consistent feedback for policy

Lower costs

- Escalating costs and inadequate return on investments
- Disjointed information and data across and between jurisdictions

- Lower cost of operations by leveraging one network and its resources
- Greater integrity of information and benefits through collaboration with provinces/territories (program savings) ³¹

For more information:

Sylvain Dubois and Peter Bruce
Institute on Governance

info@iog.ca

Tel. 1-613-562-0090

www.iog.ca



I. Convenience

Accessibility

One Stop

Service at Point of Contact

Proactive Service

Leading

24 / 7 access on phone and internet.
Extended hours and weekend openings for in-person.
All points of service are accessible to PWD

Citizens have one phone number to call with one person to deal with, one email address, one web site to visit, one consistent mailing address for all government services, and all Canadians can access in-person services within 50 km of their residence

Citizens are able to take any transaction from start to finish through any channel provided they meet the necessary requirements. Processing is done at point of contact with validation and fraud checks done in the background.

Citizens are pre-qualified for new services by Service Canada and they are contacted via phone or email to ask them to confirm they would like to receive these services.

Optimizing

24 / 7 access on internet.
Extended hours on phone and in-person.
All points of service are accessible to PWD

Citizens have one phone number to call with program routing, one email address, one web site to visit. Regional mailing addresses for all government services, and most Canadians can access in-person services within 50 km of their residence

A wide variety of applications and services can be completed at the point of contact, with validation and fraud checks done prior to transaction completion

New services are identified by client segment without initial citizen interaction and eligible citizens are contacted through a targeted email and mail campaign

Practicing

24/7 access on internet.
Extended hours on phone.
Standard business hours in-person.
All points of service are accessible to PWD

Citizens have one web site to visit. Regional mailing addresses for all government services, and community points of presence in many communities across Canada. One phone number for government enquiries with multiple numbers for program delivery.

Simple applications and services can be completed at the point of contact, however the moderate to complex processes are done via specialized back-office processing

When asked for information about one program, Service Canada can provide information about other related programs

Developing

24/7 access on internet.
Standard business hours on phone and in-person.
Variable degrees of access across points of service for PWD

Channels exist. One stop channel strategy and implementation plan are developed

Citizens can complete the front end of most processes at the point of contact, but the processing of applications, services, and benefits is done via regional back-office processing

Outreach services exist through in-person channel to reach citizens who required specific services



II. Choice

	Range of channels available	Service Preference	Language of Choice	Range of Products/Services available
Leading	Citizens can personalize and choose the channels they prefer for interaction, receipt and delivery of service. Service Canada and partners know customer preferences and use them at all times Service Canada is an early adopter of new channels (eg Second Life)	All Canadians whether to receive service through self-service or via a service delivery professional, no option is forced upon citizens	Services are offered in client's native or preferred language across all channels and in all locations.	A comprehensive range of leading edge services and benefits from across governments is available.
Optimizing	Citizens can choose the channels they prefer for interaction, receipt and delivery of services. Service Canada knows some citizen preferences from collection and analysis of integrated data and citizens feedback and these are made available across enterprise.	Allow selected Canadians whether to receive service through self-service or via a service delivery professional	Services are offered in both official languages across all channels and in all locations. Some service in multiple languages	A full range of services and benefits from the Government of Canada are available.
Practicing	Citizens have some ability to choose the channels they prefer for interaction, receipt and delivery of service. Some level of customer preferences are known.	Citizen segmentation and service segmentation results in clients being targeted into a specific channel most suited to their needs (eg youth to internet, and PWD via outreach)	Most services can be offered in both official languages.	A comprehensive range of services and benefits are available from the Government of Canada aligned with some provinces
Developing	Citizens have limited ability to choose the channels they prefer. Basic channels of in-person, phone and mail exist	Citizens have no choice (eg citizens can only apply for EI online)	Services offered in both official languages as warranted by demographics.	Offer the services and benefits from departments that are mandated.



III. Competency

Service Delivery Empowerment

Professionalism

Professional Development

Leading

Service delivery professionals are completely empowered to deal with all citizen requests. Management does not get involved and is allowed to spend its time on other issues

Service delivery professionals are courteous and professional in dealing with clients. Canadians are satisfied and voluntarily provide referrals to other Canadians as a result of exemplary service

Training effectiveness monitored through observations with objectives and metrics to ensure material is relevant and aligned with quality targets. Supervisors have few administrative duties and train, coach and support front-line workers. Knowledge sharing is supported by robust infrastructure

Optimizing

Through knowledge based systems, Service delivery professionals are provided with pertinent citizen information and are allowed to service citizens with a large amount of latitude. Service delivery professionals are knowledgeable of all service offerings.

Canadians consistently have courteous and professional experience. Canadians are satisfied and will provide a good reference, if asked

Performance monitoring used to proactively determine training needs. Incentives tied to quality service. Coaching is a part of management's development plan and compensation. Career paths clearly defined to include skill and target performance levels.

Practicing

Service delivery professionals have access to citizen history using interactive tools and work within broad guidelines to adjust citizen accounts and deviate from normal policy

Canadians consistently have courteous and professional experience, however performance deteriorates when service delivery professionals are unable to consistently handle high stress, high volume environment

Training needs assessment used to identify skill gaps and focuses on client needs. Coaching is implemented based on continuous feedback. Support and supervision available with no noticeable delay to the client (e.g. when escalating an event).

Developing

Service delivery professionals have limited flexibility to work within narrow guidelines to adjust client accounts and deviate from normal policy

Service delivery professionals are courteous and professional when they are not under duress, however a bad client contact deteriorates performance. Service delivery professionals are trained to handle difficult calls but monitoring and coaching is not formal

Training needs are identified reactively and assessed without clear understanding of required skills. Client management skills are trained using in classroom or computer self-study. Informal coaching and mentoring.



IV. Commitment

Client Satisfaction

Service Standards

Channel Innovation

Process Improvement

Information Transparency

Leading

The organization focuses collectively on clients and works together to design and execute comprehensive service delivery. Extensive approaches are used to measure client satisfaction, issues are responded to quickly, and results are published.

The organization has set industry leading service standards and targets. Service standards are integrated across channels. Service delivery performance always exceeds the published service standards and clients' expectations.

Research is focused on new and emerging trends in service delivery. Channel design and service delivery is constantly updated and improved to meet changing needs of clients. The organization is an early adopter of leading practices, serving as prototype

Automated business rules easily adjusted and communicated to reflect update policies. Continuous improvement of business processes via process modeling, benchmarking, and innovation.

All information and consent is available to the citizen and can be changed in any channel.

Optimizing

A wide range of sophisticated approaches are in place to measure client satisfaction and are used to improve service delivery. Cross-channels strategies exist to improve client satisfaction.

Service standards and targets are at par or better than private sector. Service delivery performance often exceeds the published service standards.

Investment is made in research and development to identify leading practices in service transformation and new channel offerings. Leading edge practices are implemented at a rate on par with private sector.

High-level uniformity in business processes across channels. Client input is sought for how to improve client facing processes and adjustments are made.

Information is transparent in all channels, and cross-program consents are managed, and can be changed in one or more channels.

Practicing

Client experience guidelines are set across channels and focus on overall client service experience. A range of client feedback mechanisms are in place and feedback is addressed.

Service commitments are communicated to clients at point of contact, and are always adhered to by service delivery employees. Service standards represent a level of service that is acceptable to the client. Targets are available and results are published

Minimal processes are in place to identify leading practices in service transformation. Channels introduce innovation and new capabilities, but in a lagging fashion behind other organizations

Cross-channel business processes have been identified and documented. Processes are accessible across the enterprise. High-level uniformity in processes within channel. Employees are encouraged to provide improvement recommendations.

Information is transparent by in one or more channels and citizens know how to change it.

Developing

Client experience guidelines are set at business unit or channel level, with limited focus on offering complementary services that may meet client needs. Some client feedback mechanisms are in place within channel.

A Service Charter and channel-specific service standards are met in most instances and communicated to clients. Client service expectations are met in most instances.

Channel design innovation is mainly anecdotal, with minimal process in place to identify and implement improvements to service delivery or channel management.

Core business processes within channel are identified, have a single owner and clearly defined boundaries. Processes are documented.

There is an understanding of what information is maintained, where it is located, and for what it can be used.



V. Consistency

Client Segment Consistency

Channel Consistency

Work Management

Information Collection

Leading

Service Canada understands how client segments prefer to be treated in terms of culture and language, based on feedback, data analysis, segmentation and specialized training. Citizens across channels have an experience that is consistent with their own client segment.

The same client has a consistent customer experience when accessing Service Canada, each and every time, regardless of channel, and regardless of the point of service. Service offerings are consistent across channels

Service Canada understands workload peaks and valleys across channels, based on sophisticated volume management systems. There is a consistent level of service and minimal wait time, across all channels at all times.

When accessing any GoC services and benefits, citizens and employers are only required to supply information that the government does not already have, or is out of date. Personal information is shared across all levels of government to meet needs of clients

Optimizing

Efforts are made to train, develop and recruit employees that will serve specific populations. Client experience across channels is usually consistent with own culture and client segment.

All points of service have a common look and feel through adherence to standards for branding, design and service standards, within channels and across channels. Service offerings are consistent across channels

Automated processes in place to adjust for changes in volumes. Ability to quickly adjust back-end processes and resources across all channels to meet demand for services. Ability to influence demand to minimize peaks and valleys

Clients are only required to supply information that the federal government does not already have, or that is out of date. Personal information is shared across government departments to meet needs of clients

Practicing

Citizen preferences and experience standards are defined and executed at each touch point. Client experience within channels is usually consistent with own culture and client segment.

Common look and feel across points of service within each channel, some variances across channels. Service offerings are consistent within each channel

Use of workforce management processes and tools to track workload volumes. Some ability to adjust staffing and processing to maintain a consistent level of service.

Clients are only required to supply information that Service Canada does not already have, or that is out of date. Core information is stored in one logical place and tied to other trusted sources. Personal information is shared within Service Canada to meet needs of clients

Developing

There is understanding of the need for differentiated client treatment in terms of culture and segmentation (e.g. seniors). Client experience is not consistent within own culture and client segment, across channels and touch points.

Each channel has a common look and feel across points of service, but there is no overall consistency of service offerings within channels, or across channels.

Rudimentary mechanisms are in place to adjust for workload peaks and valleys.

There is understanding of the advantage to collecting required client information only once, but there no integrated systems or processes to share information across government.



VI. Customization

Navigation

Client Recognition

Personalization

Bundling of Services

Client Interface

Leading

Using innovative techniques, clients are routed to best and fastest point of contact to meet needs. Clients can reach information required with minimal effort and navigate between channels with ease.

Identity & authentication procedures are embedded into core business processes. Procedures provide highest level of integrity for client information, for the least amount of burden to client.

Clients have a high degree of trust in Service Canada based on personal relationships built with service delivery staff, and/or exceptional personalized service.

A full range of customized services are available to clients, individually or in bundles. Custom-built bundles can be created and pushed to the client based on need.

Canadians and service delivery professionals can interface with the organization through their own personalized and customizable portal. All client information can be integrated and accessed through this means.

Optimizing

Navigation across channels are optimized to support each other. Modern techniques employed to minimize the amount of navigation required (e.g. natural speech recognition, sophisticated search engines).

Identity & authentication procedures are based on risk-based rules and rely on supporting information from other sources to corroborate information. Range of methods used to authorize identity.

Client is able to deal with the same service delivery employee/team for repeat business, and strong relationships develop. Self-service accounts are personalized.

Good understanding of the needs of clients and client groups, and service offerings are tailored to these needs. Tools exist for client and employees to find the best combination of service offerings that meet the needs of the client.

Canadians and service delivery professionals can access and update client information, history and profile.

Practicing

Channel has been designed with minimal physical barriers. Navigational assistance is provided.

Identity & authentication procedures applied consistently within and across channels. Core info is in one logical place and tied to other trusted sources.

Interactions with client are personalized. Complete client profile and history is available to help serve the client, and used to customized the interaction.

Citizens are able to screen themselves for service offerings to find the most relevant ones for them in any channel. Some services are bundled to meet needs of specific client groups.

Complete citizen history and profile is available to service delivery professionals, but not accessible externally to Canadians.

Developing

Client can navigate through channel easily and conveniently, with minimal barriers.

Channel or program specific authentication procedures exists to validate client's identity.

Courtesy and friendliness at point of contact are used as a means to develop client relationships and maintain client satisfaction.

Service offerings are clearly documented and easy to understand. Tools are available to help people determine applicable services. Little segmenting of groups of people with common need.

Citizens information exists on multiple applications. Systems are not integrated.



VII. Communication

Citizen Research

Collaboration

Internal Communication

Performance Management & Reporting

Coordinated Marketing Activities

Leading

New approaches to understanding client needs, segments and behaviours are developed and applied to design new service offerings. Results of research is used across channels to continuously improve client experience.

Citizens, employers and other organizations are able to collaborate with Service Canada using real-time interactive approaches (e.g. Second Life). Service delivery and policy outcomes are continually improved as a result of input from Canadians.

Use of sophisticated collaboration tools and social networking across organization and government. Extensive internal communication allows for seamless service delivery to clients, and ability to resolve client requests at first point of contact.

Service performance regularly meets or exceeds service standards and performance targets. Standards and targets are continually improved.

Marketing activities are coordinated across channels and service offerings and tailored to address both priorities.

Optimizing

Research plans are developed at the enterprise level. Research methods are consistent and seamless across channels, and cross-channel research is conducted by client segment

There is extensive engagement of citizens in policy development and service delivery improvement. Input from Canadians is used regularly to make adjustments to policies and service delivery practices.

Use of Communities of Practice across organization and government to communicate and share information and expertise. Online workspaces exist for planning and sharing client experience information.

A performance management framework exists that integrates performance across channels. Trends in performance are monitored over time. Channel managers use performance results to make regular adjustments to service delivery.

Campaigns are developed and organized around client segments. Service offerings are marketed across channels. Client messages are often consistent across channels.

Practicing

Research is conducted to address citizen-centric topics (client satisfaction, client wants and needs). Field research (e.g. focus groups) is used to better understand the target audience and enhance product and service offerings.

Citizens, employers and other organizations can provide input to policy development and service delivery improvement. Processes are in place to respond to Citizen feedback and comments.

Employees can communicate in real time (e.g. instant messaging, eMeetings, eBroadcasts) to provide seamless service to clients. Intranet is used extensively as a means of communication and information sharing.

Channel service performance is tracked and reported on a regular basis. Channel managers and service delivery professionals review performance results and make adjustments periodically.

Collaboration across channels and service offerings to develop marketing campaigns. Campaign results are captured and analyzed for future campaigns.

Developing

Ad hoc qualitative and quantitative research is conducted to support service offering or channel objectives

Some mechanisms exist for citizens, employers and other organizations to comment and provide feedback to Service Canada on service delivery.

Corporate directory exists and is updated regularly to allow employees to locate colleagues and desired expertise quickly. Employees are able to communicate via tools such as e-mail and telephone.

A Service Charter and channel-specific service standards are in place and communicated to clients.

Marketing campaigns are developed by each channel and program to promote the functionality of the channel to clients.

