



Integrated Service Delivery Putting Citizens First In the Digital Age

Inter-American Development Bank

August 2019

Modernizing Government Context

Environment	Government Response
Fiscal Pressures	Retrenchment
Changing Political Expectations	Institutional Innovation
Digital	Digital Transformation
Changing Societal Expectations	Shared Services
Social Media Revolution	Federated Models
Complexity	Third Sector
Technology Acceleration	Citizen-centered Service Models

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
- In 2008, satisfaction rating for private sector service is 80% compared to approximately 65% for public sector
- 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 **personal**, as **simple** as possible, **fair** and **equitable**, and that keeps information **private**
- Service developed in **partnership** with them and others

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

Problem Definition

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

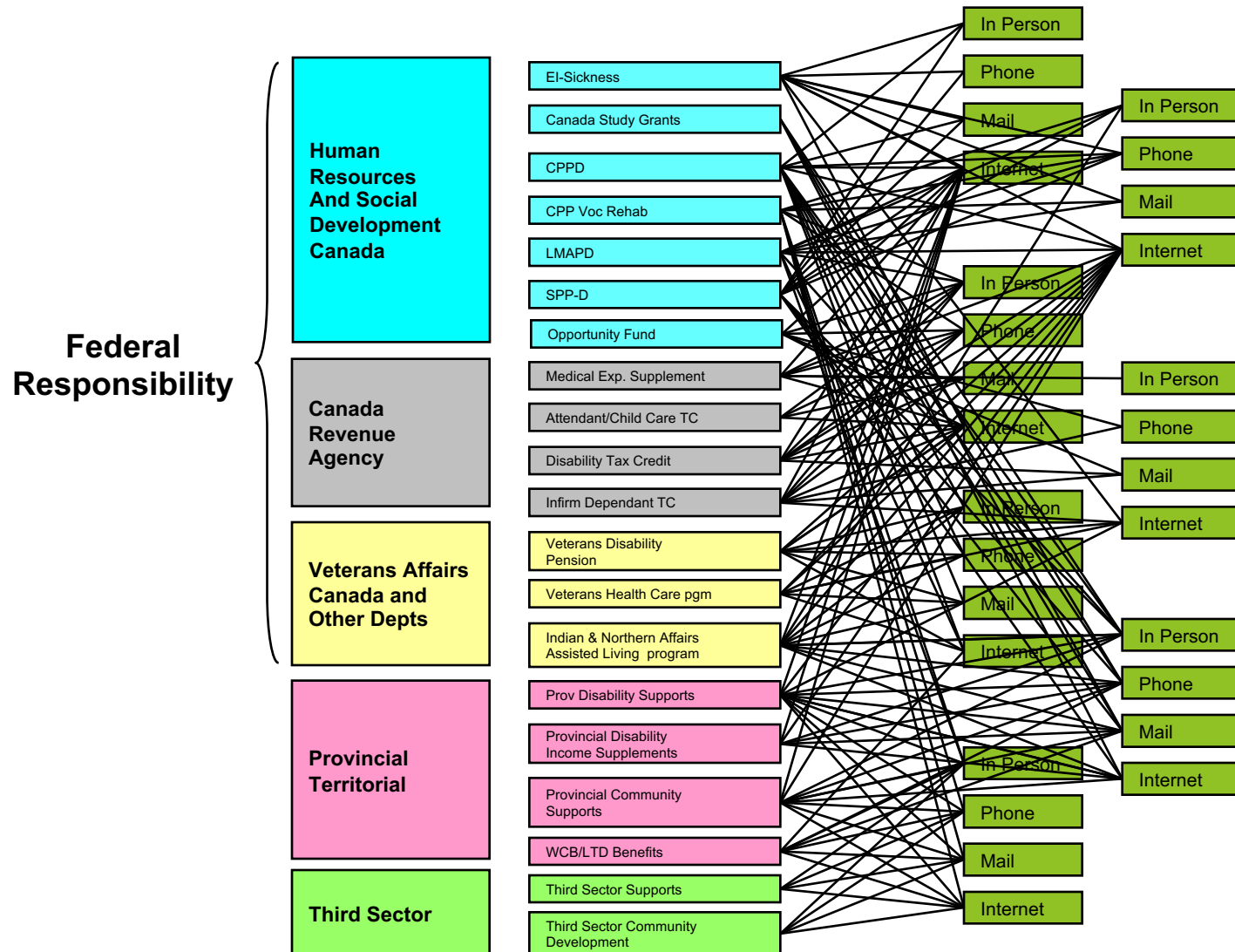
The government's regional and community presence at risk...

- Investments in digital government are to significantly eroding regional presence

Shifting to 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 - the hardest part of the transformation
- Redefining how we view the citizen, 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
- To begin to restructure and reshape government for the digital era in a global economic environment

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 servicecanada.gc.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

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.

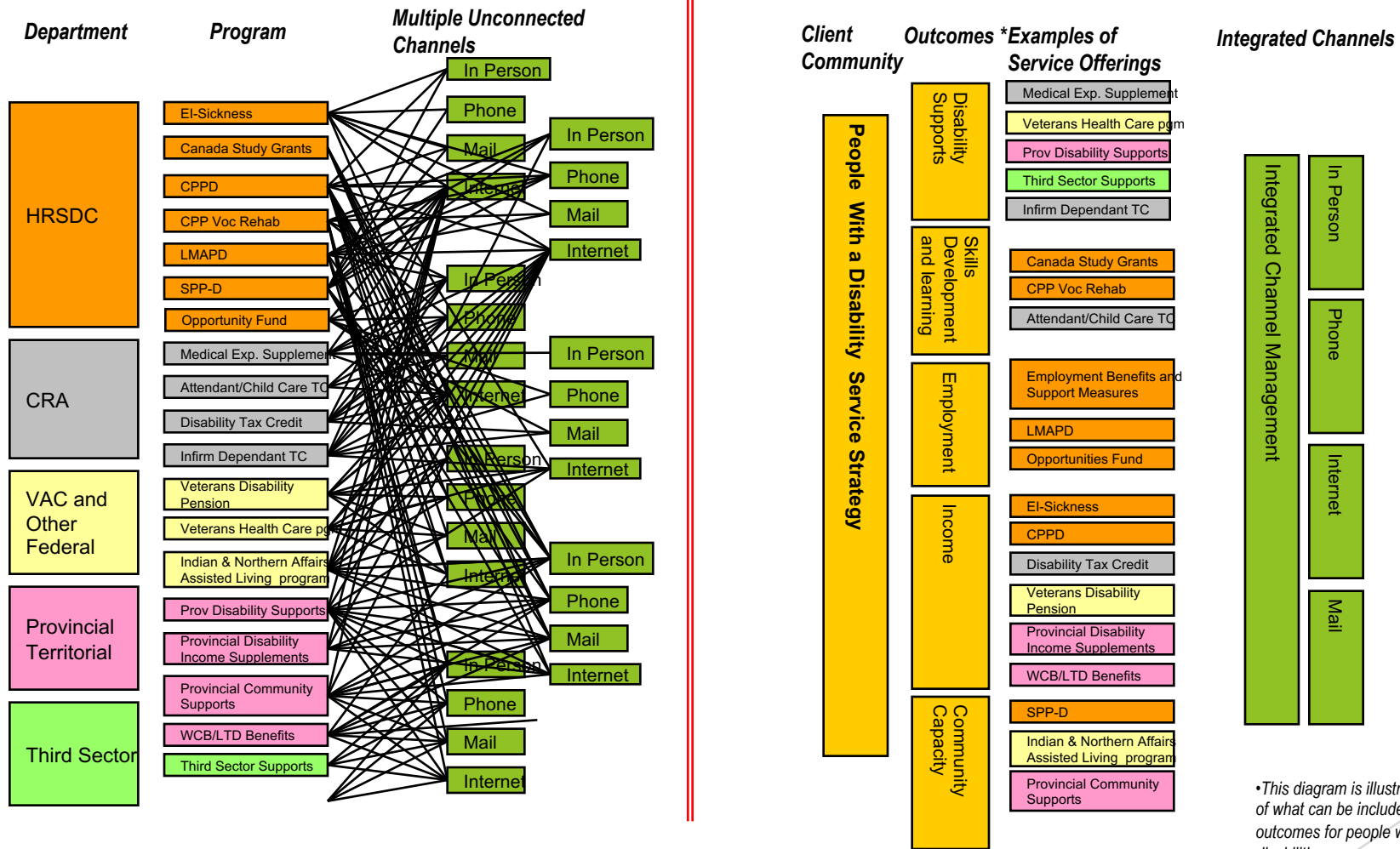
3. Work as a collaborative, networked government...
...by building whole-of-government approaches to service that enable information sharing and integrated service delivery for the benefit of Canadians.

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.

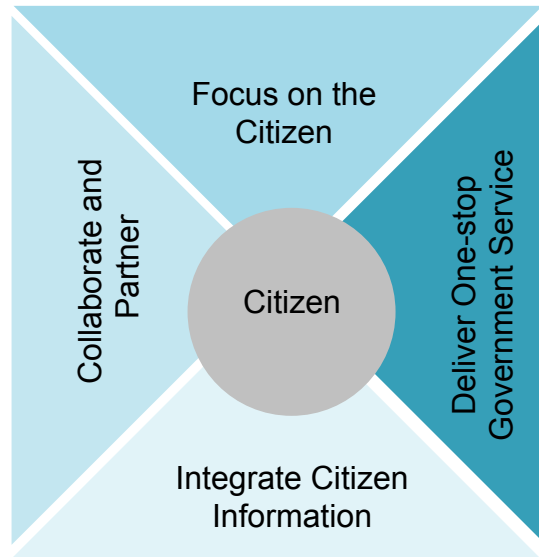
Service
Transformation
Goals

A Citizen Centered Service Strategy for People with Disabilities



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

Service Canada Business Model



A service integrator – bringing services together to achieve real outcomes

Reduces complexity

Improves Access

Meets Needs

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

Collect information once, re-use it

Enhance Transparency

Reduce Burden

Transformed Service

Partnership is indispensable for citizen-centred services

Integrating Services

Leveraging the Collective

Improving Outcomes

Service Canada Future State Operating Model: ROI 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 - - digital.

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

Attracting Citizens

- **Make it convenient and communicating why it is better:**
 - Access through multiple channels;
 - One website, often with self-serve capability, ability to complete transaction;
 - One phone number, with extended hours of operation;
 - Permanent and roving service centres
 - Services offered in both official languages
 - Citizens First Survey - how do citizens experience government service
- Common Measurement Tool
- **Smart use of web:**
 - Publishing wait times
 - Using FAQ effectively
 - Creating MyAccount profile

Convenience: One Stop

	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 nation-wide. 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.

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
 - Whole of government approach
 - Expanded to all levels of government
- Citizens First Survey - benchmark - robust methodology
 - Citizens
 - Business

Shifting Digital - Leveraging Opportunities

- While legacy systems and programs evolve toward enterprise delivery, early traction with the client interaction is key
- High return interim interoperability opportunities between legacy systems and client expectations
 - No more siloes
 - All services digital wherever possible
 - A common view of the client
 - One authentication platform
 - Offset support & enquiry interactions by simplifying the front end and pushing more interaction to the user

Government of Canada IT Landscape

- Traditionally, each Government of Canada department has established its own IT-infrastructure services in order to conduct business. The result is a fragmented infrastructure that is costly to manage and maintain.
 - over 100 different, largely incompatible email systems;
 - over 300 data centers, some functioning below capacity while others struggle to meet demand; and
 - hundreds of overlapping and uncoordinated telecommunications networks.
- The status quo is not sustainable

Shared Services Canada - A Government-wide Approach

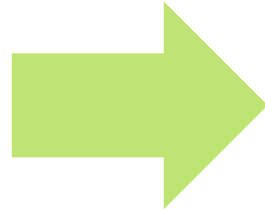
- A strategic and unified government-wide approach to fundamental IT core infrastructure services
- Three objectives:
 - Maintain operations
 - Generate savings
 - Find and implement government-wide solutions to transform IT infrastructure, including:
 - One email system
 - A government-wide footprint of fewer than 20 data centres
 - A single government-wide network and transformed telecommunications services supporting voice, data and video

Shared Services Canada - Progress to Date

- A new federal department created, with its own Act
- Maintaining and improving delivery of IT infrastructure services
- Approximately \$150M of savings has been harvested:
 - Consolidating software contracts
 - Moving from 3,000+ overlapping and uncoordinated telecommunications networks to VoIP
 - One single outsourced email system (\$50M annual savings)
 - Consolidation of 485 data centers to 7
 - Reducing travel by expanding video conferencing capabilities
 - Consolidating procurement of workplace devices
 - Once complete, transformation of the Government of Canada's IT infrastructure will generate about \$400M in ongoing annual savings.

From Industrial Age Government to Digital Government

- Paper
- Silos
- Multi-level
- Few channels
- Passive
- Mass
- Expensive
- Highly Bureaucratic



- Digitized
- Single window
- Integrated
- “Any” channel
- Engaged
- Customized
- Cheaper
- Better focused on citizen

Benefits of Modernizing Service Delivery

- Benefits to Citizens:
 - More effective, efficient and fair program delivery
 - Easier access to services
 - Easier to do business with government
 - Greater government and accountability
- Benefits to Government:
 - Cost reduction through economies of scale
 - Operational improvements
 - Addresses issues created by silos
 - Capacity building for smaller government entities
 - Better engaged with industry
 - Transformation / increased role for the IT community itself

The value proposition is clear...

Moving from...



Toward...

<ul style="list-style-type: none">• Complexity and fragmentation for citizens and businesses	<ul style="list-style-type: none">• 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
<ul style="list-style-type: none">• Eroding regional presence and service	<ul style="list-style-type: none">• Strengthened regional presence and new collaboration with community partners
<ul style="list-style-type: none">• A focus on delivering payments and conducting transactions	<ul style="list-style-type: none">• Responsive and personalized service that goes the “extra mile”
<ul style="list-style-type: none">• Individual departments and programs accountable for policy, programs and service delivery	<ul style="list-style-type: none">• A single delivery network with point accountability for service• Policy departments with more focus on policy• Better and more consistent feedback for policy
<ul style="list-style-type: none">• Escalating costs and inadequate return on investments	<ul style="list-style-type: none">• Lower cost of operations by leveraging one network and its resources
<ul style="list-style-type: none">• Disjointed information and data across and between jurisdictions	<ul style="list-style-type: none">• Greater integrity of information and benefits through collaboration with provinces/territories (program savings)



Citizens First 8

NATIONAL REPORT
2018

Ipsos Public Affairs



Background

The initial Citizens First survey was undertaken in 1998, establishing baseline measures with respect to citizens' satisfaction with and expectations of service from government, at all levels.

This is now the eighth in this series of studies which have been conducted every 2 to 3 years. These extensive and rigorous citizen surveys explore various dimensions of the evolving service environment, tracking perceptions of service quality and performance for a wide range of services offered by federal, provincial/territorial, regional and municipal governments.

Each wave also builds on the learning from previous surveys, providing public sector service managers with new insights and practical recommendations to improve service delivery and continue the drive toward citizen-centred service.

Citizens First 8
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The Citizens First series has gained international attention and recognition and remains the gold standard in research on public sector service delivery. Over the past 20 years, the surveys have plumbed key facets of the citizen-government interface, including:

- **The drivers of satisfaction, by delivery channel,**
- **The challenges associated with creating a seamless, multi-channel experience,**
- **Citizens' expectations in terms of service standards, and**
- **The relationship between service and trust and confidence in government.**

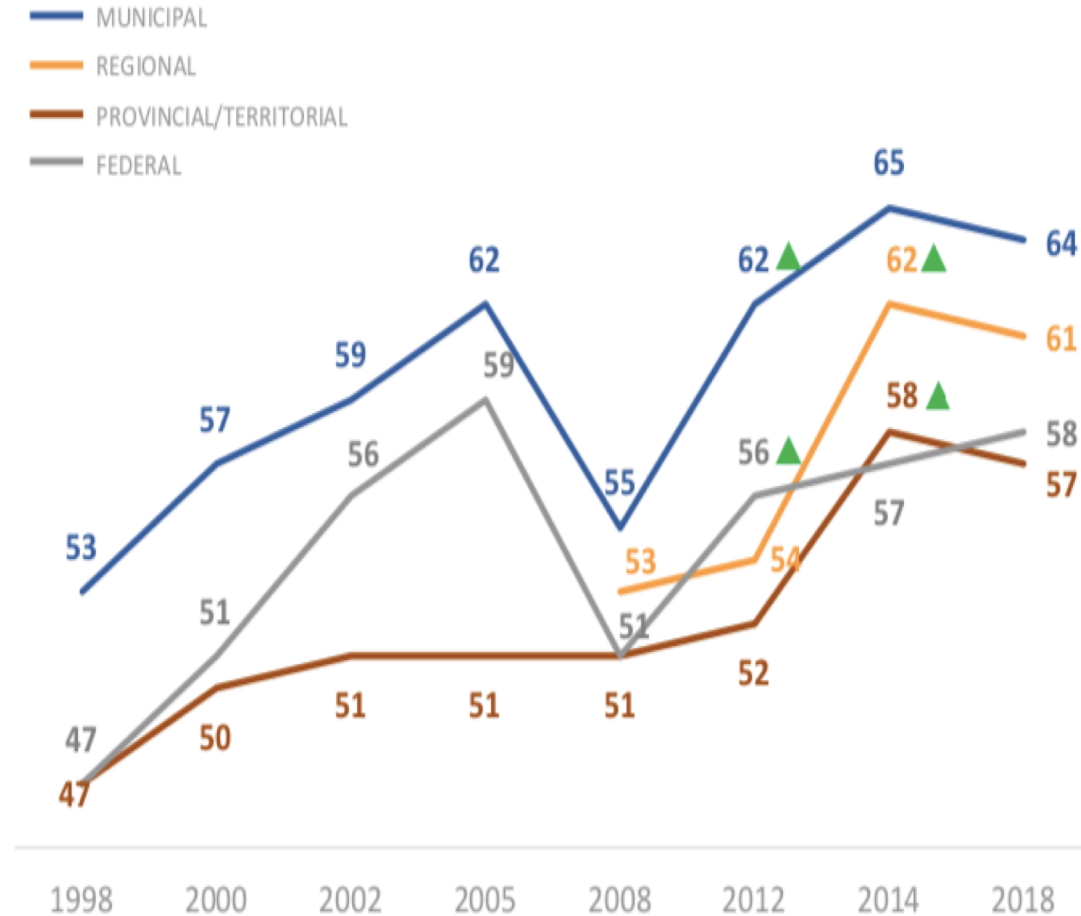
A similar survey has been undertaken across multiple waves with the focus on business representatives' satisfaction with and expectations of service from government, called 'Taking Care of Business'.

Service Reputation has Improved Over the Past 20 Years

Canadians provide positive ratings for the services delivered by all levels of government. The gains in service reputation scores in the past have been maintained or increased over the three most recent measures.

Key Takeaways:

- Governments score in the positive range for service reputation, and at a level that is comparable to or higher than historical highs.
- However, with scores ranging from the high fifties to mid sixties, there is room for improvement.



Canadians are Positive about Recent Service Experiences

The client satisfaction index (CSI) is a measure of client response to a specific recent service experience. It is a composite of overall satisfaction, best service anywhere and exceeding expectations.

The overall Client Satisfaction Index (CSI) stands at 63 points, which is moderately high. In general, citizens agree more strongly that they were satisfied than that it was the best service anywhere or that it exceeded their expectation

Key Takeaways:

- Citizens tend to have a slightly more positive customer experience with services provided in person at a government office than online or over the telephone. In particular, governments should increase efforts to improve satisfaction with the online channel.
- Timeliness and Timely Help are less positively perceived now than they were in 2014, either because service levels have declined or because client expectations have increased, or a combination of the two. Service timeliness should be improved, and more can be done to manage client expectations.
- Future Issues and Issue Resolution are among the service attributes with the lowest scores. This is an important area where governments should strive to improve.



Channel Usage and Satisfaction

The most frequently accessed channels are an in-person visit (used by one-third of those accessing government services), followed by telephone (29%) and website (26%). Small segments of customers use other channels, such as email or regular mail.

Compared to the previous measure in 2014, usage of the in-person channel has declined slightly.

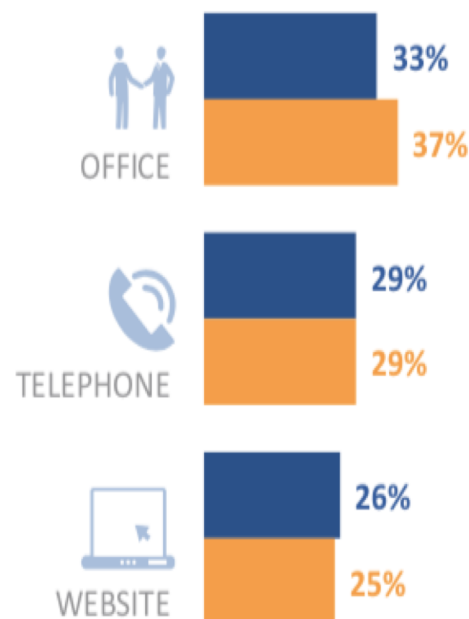
Transactions made using the in-person channel receive the highest Client Satisfaction Index (CSI) score, but all channels are rated positively.

Key Takeaways:

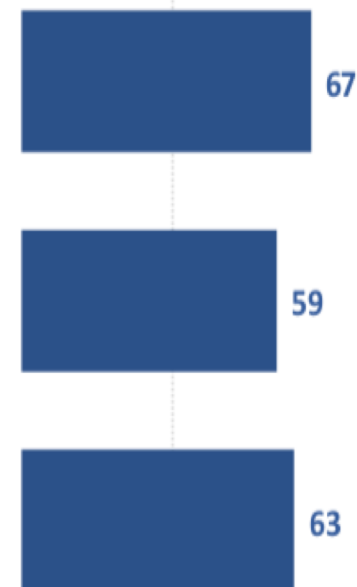
- Usage of the online channel has not increased since CF7. Governments should encourage customers to use this cost-effective means of accessing service. At the same time, it is recognized that not all citizens have the desire or ability to do so, so offering alternative channels is still required for most services. The extent to which online access is encouraged will be, in part, a function of the clientele who use the service, since some groups of customers will have more difficulty accessing services online.

MAIN CHANNELS USED

■ CF8
■ CF7

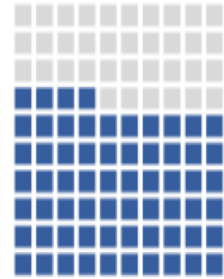


CLIENT SATISFACTION INDEX (CSI)



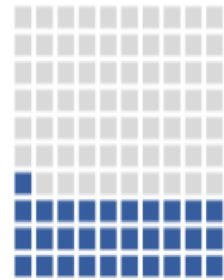
Connecting with Clients

Online and social media provide government and citizens the opportunity to connect in new ways. Governments should take advantage of these opportunities, while still continuing to connect with citizens who have not adopted new technology using more traditional channels.



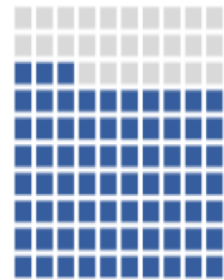
64%

RECEIVED SERVICES OR TRANSACTED WITH
GOVERNMENT ONLINE IN PAST 12 MONTHS



31%

INTERACTED WITH GOVERNMENT
USING SOCIAL MEDIA



73%

INTERESTED IN GETTING EMERGENCY ALERTS
VIA SOCIAL MEDIA

Connecting with Clients *(cont'd)*

SUPPORT FOR ONLINE INTERACTIONS

Providing online chat, telephone support and online support will encourage usage of the online channel, and also give service providers the opportunity to intervene if customers encounter an issue or problem.

Would be more likely to access government services online if....

There is a person you can chat with online if you have any questions



There is a telephone number that you can call if you need help understanding how to use the website



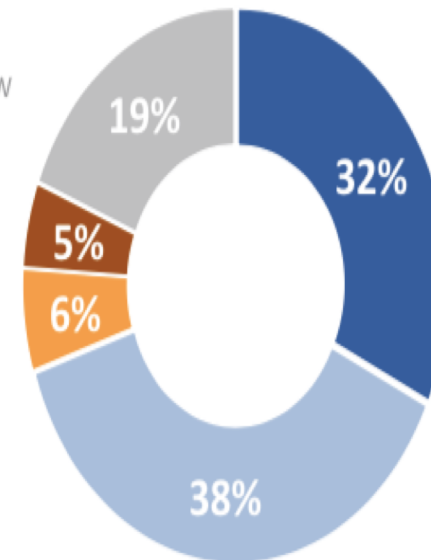
You could leave a question at the website that would be answered by email within 24 hours



COMMON SERVICES CARD

While most citizens think that a common services card is a good idea, there is a minority who will oppose this move.

- VERY GOOD
- GOOD
- BAD
- VERY BAD
- DON'T KNOW



Overcoming Barriers: Key Takeaways

! Key Takeaways:

Leverage Points - Clients will use the online channel to access government service when:

- They perceive that it will be easy, and they feel knowledgeable and experienced, and
- They have confidence in the website or app and in online support.

Interventions - The most effective actions that governments can take to increase the uptake of the online channel are:

- Education and training,
- Persuasion and Incentivization, and
- Enablement.

To operationalize these findings, the recommended approach is for government service providers to consult with internal stakeholders and with end-user clients to explore specific strategies for action that are build on the understanding of the underlying motivations for this behavior.

More details on the findings and examples of specific interventions are provided in Section 10 of this report.

Business
FIRST



Institute for
Citizen-Centred
Service

Annex 2



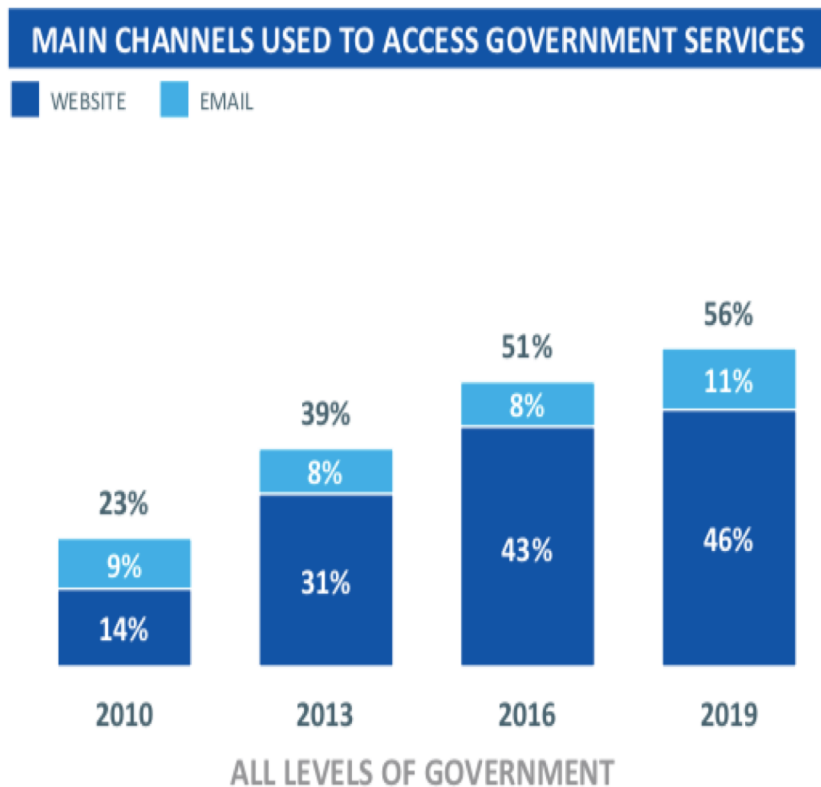
Business First | 2019 National Report



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Digital Usage of Government Services has More Than Doubled since 2010

The proportion of business clients using online channels to access services from all levels of government has more than doubled since 2010, from 23% in 2010 to 56% across all levels of government in Canada.



CALL TO ACTION:

- Continue to increase the availability of cost-effective digital channels. There are many clear indications of dormant demand.
- Enhance the digital channels to provide business clients with the type of service that is important to them by increasing timeliness, findability, ease of use and support for online users. Responsiveness and problem resolution are also imperatives for both website and email users.

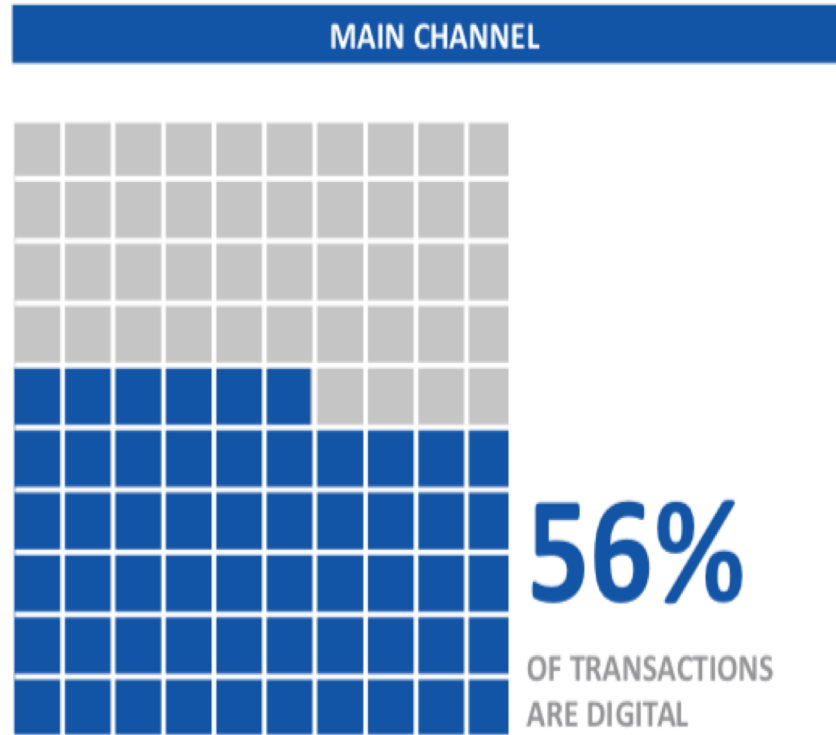
Digital Usage has Potential to Further Expand

Over one-half of recent service transactions that businesses conducted with governments in Canada were digital, with 46% conducted on websites and 11% via email.

Satisfaction with government services provided on a website is similar to that for other main channels. The CSI score appears to be slightly below that for in-person visits to a government office, and is directionally above that for telephone interactions. The CSI for email is on a par with the highest-rated channel, at 66.

Business customers are more likely to prefer to access services online than through any other channel. In fact, 79% agree (4 or 5 on a 5-point scale) that they would prefer to do all routine transactions online.

There is a segment of business customers who would prefer to access government services using smartphones or tablets: 33% strongly agree that their business would like to do so.



Specific Steps Can Be Taken to Increase Online Usage

Despite changes that governments in Canada have made since 2016, the interest in improvements to digital service provision by governments remains almost identical to the previous measure. Echoing the finding of the 2016 report, the key steps for government service providers to take to increase their online penetrations and enhance the customer experience are to:

- Increase awareness of the availability of online services and information among business customers.
- Improve the findability of online services, which will in turn reduce the gap between business customers' expectations and time spent online.
- Implement the enhancements to online service provision to which customers respond positively:
 - Assure customers that they will be able to find the service online with a few mouse clicks and complete the service within 5 minutes, and develop websites that deliver on this promise.
 - Provide customers with the ability to connect with support (either online or by telephone).
 - Focus on service improvements that are suggested by the key driver analysis. In addition to the issues related to timeliness and navigation, this includes providing confidence that clients' issues will be resolved, potentially through offering online support.
- Implement customer suggestions for the online channel, such as making it easier to navigate and more user friendly, and improving responsiveness to emailed communication.
- Increase focus on preventing and resolving issues and problems that arise during service transactions.



CALL TO ACTION:

- It is important to business clients that government service providers offer a variety of ways for customers who are experiencing issues or problems with digital interactions to contact them.
- Service providers should also improve responsiveness to email communication and, potentially, offer online chat or telephone support for users who need personal attention about a complaint or to ask about a problem with a website transaction.

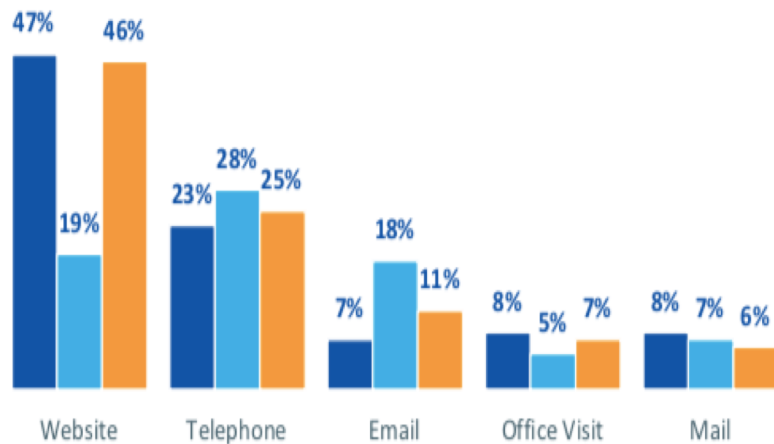
Online Channels are Often Used First

The majority of government service transactions across the country are online: a website was the main channel for 46% of businesses and for 11% it was email. Telephone was the main channel for one-quarter of transactions.

In just under one-half of transactions with all levels of government in Canada, business clients first use a website. They may be seeking information on accessing services that they ultimately obtain using other channels.

CHANNELS USED TO ACCESS GOVERNMENT SERVICES

FIRST CHANNEL OTHER CHANNELS MAIN CHANNEL



Levels of satisfaction are similar among business customers, regardless of the number of channels that they used to access the service.

CLIENT SATISFACTION INDEX (CSI)* For All Levels of Government



One Two Three +
Number of Channels** Used

Key Takeaway:

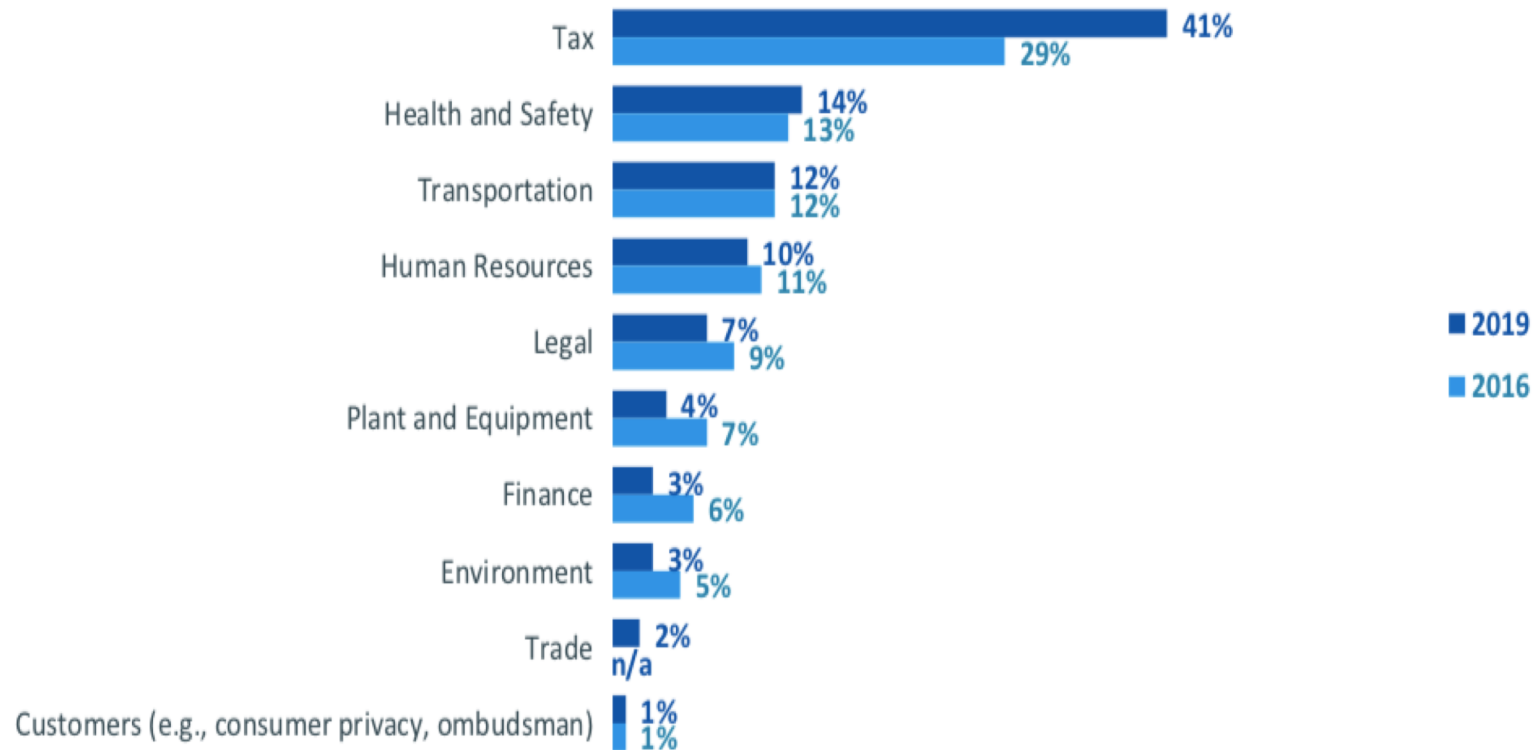
- Government service providers should support the customer journey across more than one channel where appropriate.

* The Client Satisfaction Index is an average 0 to 100 score of the ratings of three attributes: overall satisfaction, the service equaling the best anywhere and exceeding expectations.

** Note: Number of channels is derived from all methods of contact used.

Service Categories

The service category which is used most often, and is most likely to be rated by business representatives in Canada, is tax. The proportion of those who mention this type of service interaction has increased since 2016 to current levels of 41%. It is followed by health and safety, transportation, and human resources. Other services categories are less frequently accessed.



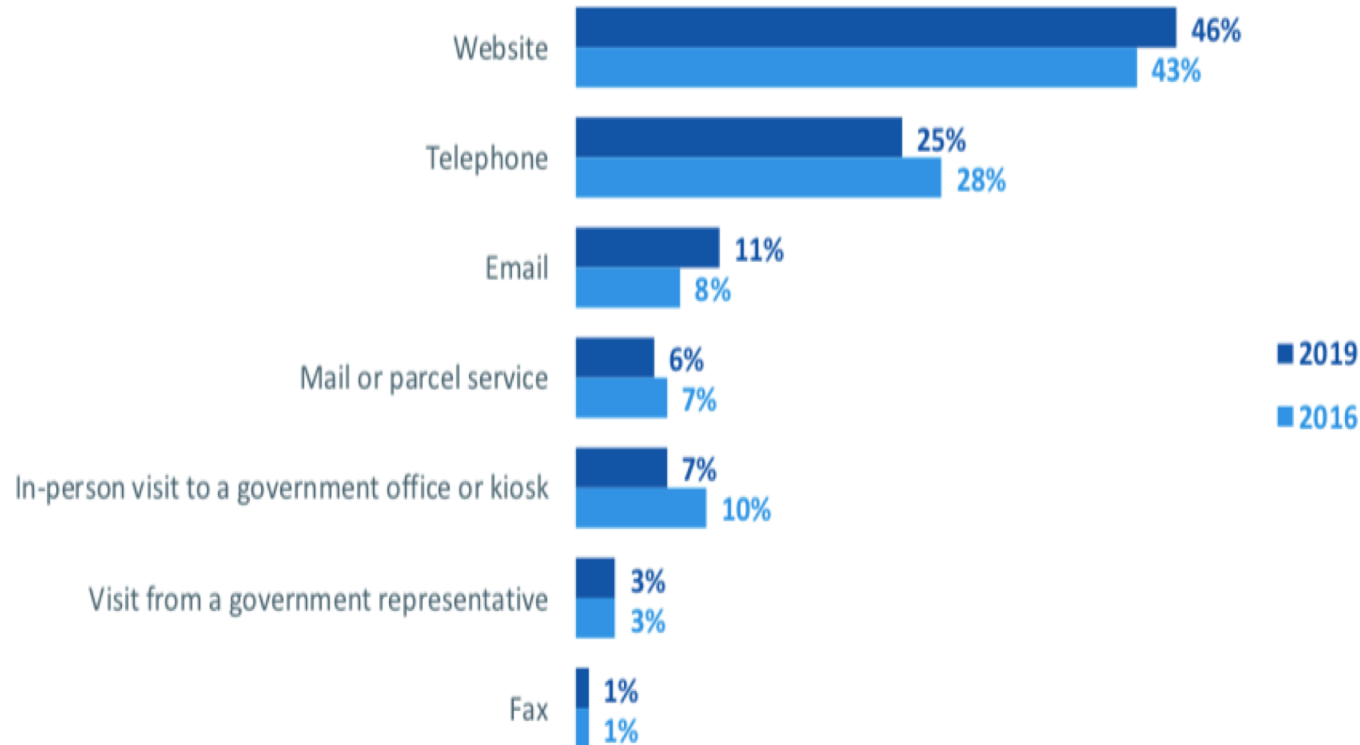
Base: Respondents who evaluated a specific government service.

C1.a Which of the following types of [provincial/territorial] government services have you used in the past six months? (Choose all that apply) If you didn't use any of the services in the past 6 months, think back to within the past year.

C1.b Was the specific nature of your most recent interaction with your [provincial/territorial] government related to [C1.a response]?

Channels Used in Canada

The main channel used for 46% of government service transactions in Canada is websites, while 25% are done by telephone. Usage of email is currently at 11%, while fewer businesses use mail or parcel service, and in-person visits to a government office. Still fewer access services by way of visits from a government representative or by fax.



Base: Respondents who evaluated a specific government service.

C6. Of all these various channels for accessing this service, which was the principal or primary one you used?