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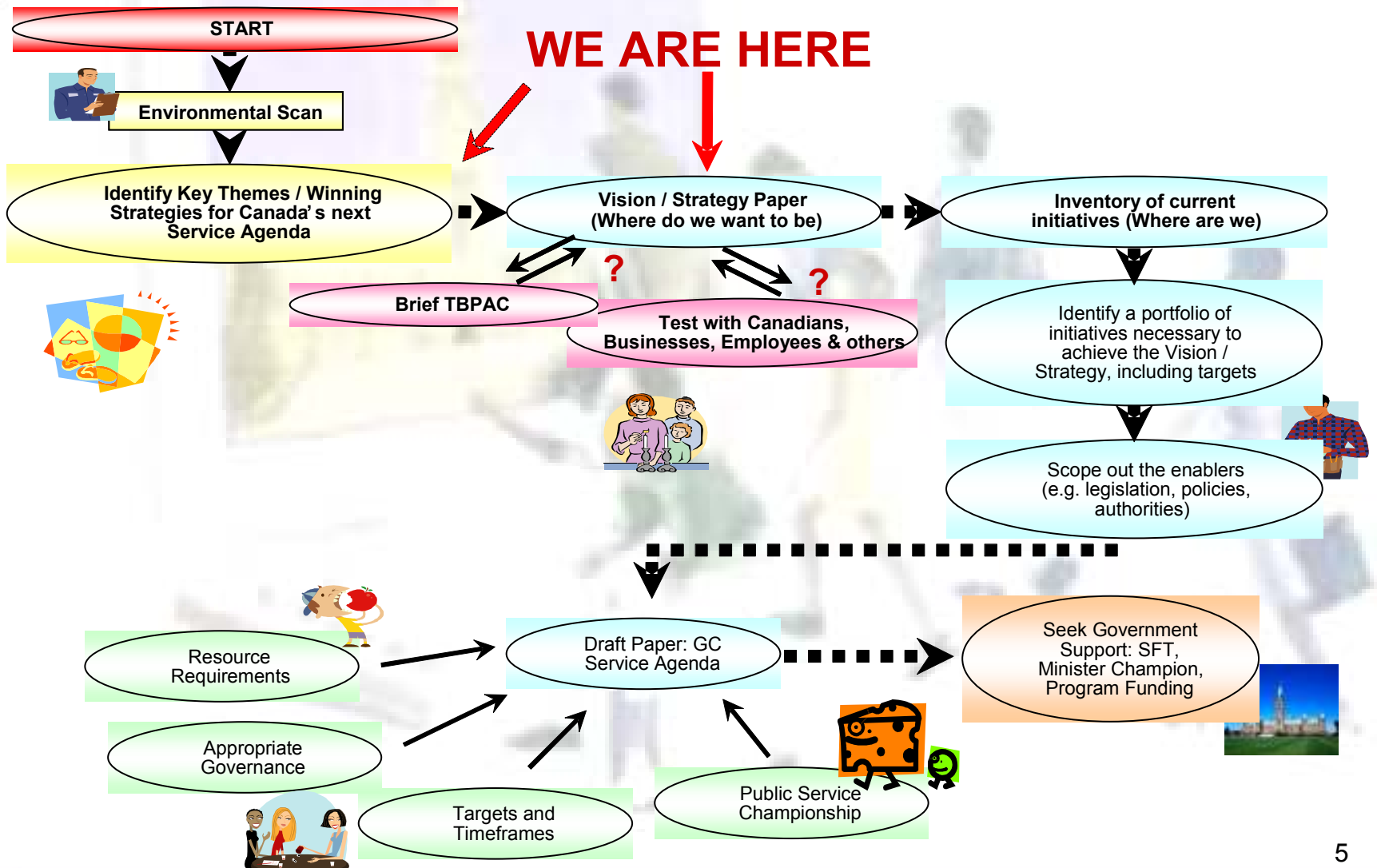
Secrétariat du Conseil du Trésor  
du Canada

# Developing Canada's Next Service Strategy

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Canada 

# Roadmap to Canada's Next Service Strategy

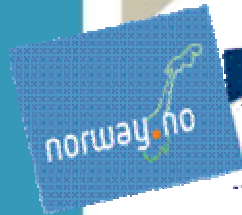




## From Environmental Scan to Strategy

- Environmental scan undertaken to review trends and activities on a global scale
- A summary of the scan identifies 12 categories
  - Improving Access to Services
  - Segmenting Clients
  - Personalizing Service
  - Integrating Service Delivery
  - Collaborating and Partnering
  - Integrating Client Information
  - Accountability
  - Internal and External Alignment
  - Utilizing New Technology
  - High Performing Workforce
  - Responsive Government
  - Efficient and Effective Government
- ADM Task Force reviewing the environmental scan and discussing implications for the next service agenda

# Improving Access To Services



Crossroads Bank for Social Security



Your Gateway to All Government Services



burger & overheid

- Broadening access to all clients
- Enhancing accessibility of services to disabled, remote communities, Aboriginal peoples and minority language communities
- Clients know where to start, information easy to find
- Offering choice of channels/multi channel
- Increasing convenience and access through proactive service
- Belgium label for government websites which ensures accessibility for persons with disabilities
- Drought buses (Australia): provide mobile service access to remote farmers
- Multilingual Services in the New York City provides immediate access to translation services in over 170 languages
- Centralized web portals and single phone lines
- e-Citizen Charter (Netherlands): gives the right to choose in which way to interact with government
- Crossroads Bank (Belgium): Automatic granting of benefits based on existing information



## IBM Virtual Sign Language Avatar

computer program can translate the spoken word into sign language and sign it out using an animated digital figure

## Personalizing Service

- Focusing on individual client needs
- Providing one personal account across all levels of government
- Supporting proactive services

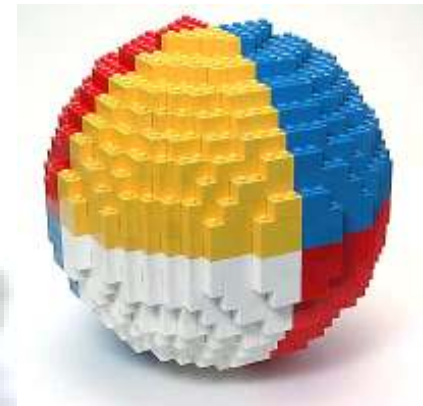


- E-Charter (Netherlands)  
“Government supplies appropriate information tailored to my needs.”
- Mypage (Norway) customized public service web portal and virtual service office
- My eCitizen (Singapore) customized home pages and alerts allow access to government and private sector services
- Canada - MyAccounts, BizPal



## Segmenting Clients

- Focusing on client groups with common needs (segmentation)
- Building service offerings to better meet the needs of clients (bundling of services)
- Varney Report (UK) key recommendation is to group service delivery around common themes meaningful to clients and businesses
- Service Canada service offerings based around client segments (e.g. youth, seniors, workers)
- Centrelink (Australia) and Singapore organizing around life events and client groups
- Most banks offer accounts for segment groups (i.e., youth, student, infrequent users, savers)



# Integrating Service Delivery

- Providing integrated one Stop Service across organization, jurisdictions and channels
- Providing service at the point of contact - giving clients as complete a service as possible at the first point of contact
- Establishing service integrators to enhance the service experience
  - Canadians are provided with a SIN number in 15 minutes
  - Amazon and other private sector companies have moved service to the point of contact
  - Service New Brunswick and N11s developing service inventories, enabling clients to get answers in seconds. BC, Peel, Manitoba are following suit
  - Creation of autonomous/ separate service integrators (Centrelink, Service Quebec, Service Alberta)



## Collaborating and Partnering



- Leveraging new technologies and social networking phenomenon to engage stakeholders in service innovation
- Having in place the collaborative technologies and supporting policies
- Increasingly governments are partnering across departments, jurisdictions and sectors
- Collaborating with non-government and private sectors to share ownership and outcomes
- “Today I shall decide” (Estonia): national portal allows citizens to propose changes to national legislation
- Kafka (Belgium): engages citizens, businesses, and civil servants to suggest projects and ideas for cutting governmental administrative burdens
- E-Citizen charter (Netherlands): “As a citizen, I am invited to participate in decision-making.”
- British Columbia alternative procurement system to support partnerships
- Irish Public Service Broker model of the Reach Agency was developed in partnership with private sector
- San Diego County (USA) agreement with industry to refurbish the County’s technology and service architecture



## Integrating Client Information

- Collecting information once, sharing and re-using it across government and jurisdictions
  - Enhancing accuracy and transparency of client information
  - Ensuring privacy and security of personal information and integrity of services through single common identity and verification procedures
  - Valuing internal knowledge management practices
- Belgium's Crossroads Bank manages data transformation among 2000 social security institutions
  - EU Directive on Data Protection harmonizes national data sharing/protection provisions
  - Canada Vital Events Agreements with some provinces allow for the sharing of births and death information
  - Australian Access Card will integrate 17 existing cards and be used to access health and social benefits
  - PayPal, eBay: 3rd party verification of identity



# Accountability



- Measuring results and reporting
- Establishing Citizen Rights
  - Clearly articulating service levels and standards
  - Providing feedback and redress mechanisms
  - Improving citizen engagement
  - Citizens obtaining greater ownership and control over personal information
- Clarifying governance arrangements for service delivery
- Recognizing service delivery as an integral part of the government agenda
- Canada MAF: results information (internal, service and program) is gathered and publicly reported
- U.S. Government agencies are mandated to report on their service delivery performance annually
- Service Charters, Guarantees, Ombudsman in several jurisdictions
- Italian *eGovernment Code* outlines citizen rights
- Creation of the Department of Human Services (Australia) to provide direct ministerial oversight and greater accountability for service network
- Whole of government transformation strategies: European Union - *i2010 eGovernment Action Plan* and United Kingdom – *Transformational Government*



## Internal and External Alignment

- Ensuring alignment between front and back office operations
- Moving towards shared services for the delivery of finance, materiel, human resource and other administrative services
- Adopting interoperable systems
- Employing Service Oriented Architectures
- Using new ways to filter, store and retrieve unstructured data



- Ontario Ministry of Government Services integrating external and internal services into one entity
- New South Wales Government Shared Corporate Services Initiative
- Ireland's Public Services Broker is an integration framework and shared services platform
- Philips Electronics – shared service centre for Asia and Pacific
- Municipality of Muscat (Oman), single sign-on employee portal



## Utilizing New Technology



- Improving access and quality of services through technological innovation (e.g. mobile, Internet)
- Recognizing the collaborative potential of Web 2.0
- Providing service in virtual space
- Securing technological infrastructure
- Exploring the possibilities offered by Geospatial technologies
- vGOV (USA): provides broadband video conferencing technology to citizens to communicate with the Social Security Administration in areas where there are no offices
- M-Government (Singapore): delivery of services through the mobile channel
- Centrelink (Australia): provides personalized reminder text messages to a mobile phones
- Use of SecondLife, virtual museums, classrooms and libraries
- Australia, US and the Netherlands are developing Geospatial applications





## High Performing Workforce

- Professionalizing the service delivery role
- Building learning cultures - knowledge management and innovation
- Enhancing customer experience through engaged and satisfied employees (i.e. Public Service Value Chain)
- Integrating and improving human resources and business planning
- Engaging front line knowledge workers in service improvement and policy solutions
- Leveraging new technologies and social networking phenomenon to support high performing workforce
- Centrelink (Australia): Virtual College provides accredited training to customer service officers
- Singapore: customer service representatives sent for work placements at private sector “best-in-class” call centres
- Public Service Renewal (Canada)
- BC - Employee engagement systematically measured and the results acted upon
- “eRoom” software brings together stakeholders, documents, discussion threads and plans in a virtual workspace



## Responsive Government

- Demographic, social, cultural and economic trends reshaping private sector service delivery
- Need to prepare for the service implications of an increasingly aging, Aboriginal and multi-ethnic population
- Ensuring government services are environmentally friendly
- Establishing a world-class regulatory environment for business



- All Our Futures: Planning for a Scotland with an Ageing Population
- Irish and Australian service visions include environmental considerations
- Australia and NYC offering multi-lingual services
- New Zealand, Australia and Norway offer services in Aboriginal languages
- Canadian Smart Regulation Initiative



## Efficient and Effective Government

- Reducing administrative burden in response to citizen and business concerns
    - Using pre-filled forms, re-using information, simplifying procedures
  - Reducing overlap, duplication, and service gaps through collaboration and integration
  - Focusing on cost savings and results
- Scotland: efforts to tackle waste, bureaucracy and duplication
  - Belgium: Kafka Program to reduce administrative burden
  - Italy: modernizing back office processes
  - United States: Paperwork Elimination Act





## Feedback from Audience

- Which of these themes are key for informing Canada's next service strategy?
- Are there any themes, trends or best practices missing?
- What can we learn from initiatives in other jurisdictions?





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