



Serving Customers More Effectively

November 14, 2007



School of Public Administration



Canada Revenue Agency

Agence du revenu du Canada



Introduction

- 3 agencies wanted to client improve service
- 3 different types of Government structures—
but all affecting the same client - business
- combined resources, adjusted regulatory controls (Internal & External) & created a service improvement success story

Road to success can be complicated

- Major issues can present at 4 main stages:
 - Conceptualizing /Planning - testing the waters
 - Approval - selling it up the line
 - Building the solution - detail system development
 - Operations - making it work for staff & clients

Lessons from 10 years of experience

- Was there measurable service improvement?
- Was there a return on the investment?
- What made it work at the 4 different stages?
- What surprises & how were they managed?
- What was the most difficult aspect of partnering?

Agenda

- Setting the context
 - Stuart MacLean WCB of NS
- Client solution
 - Greg Keefe SNS & MR
- Lessons learned
 - Leslie Ann Scott CRA

Canada Revenue Agency



Canada Revenue
Agency

Agence du revenu
du Canada

- CRA is responsible for Taxation
- Issues a unique Business Number to all Canadian businesses for identity and recording purposes
- Used as an identifier for payroll and business taxes which CCRA collects
- Represented today by Leslie-Ann Scott

Service Nova Scotia & Municipal Relations



- Handles initial business registration of company name, legal identity, incorporations, partnerships etc.
- Issues over 200 types of licenses and permits to businesses in the Province
- Collects about \$0.5bn fuel & tobacco taxes
- Represented today by Greg Keefe

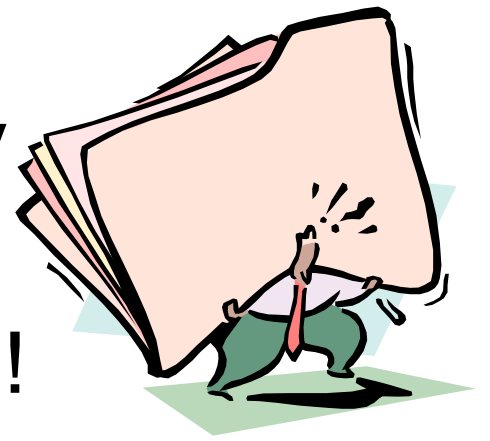
Workers Compensation Board of N.S.



- Administers the Workers' Compensation Act
- Prevention and Return to Work
- Registers and collects premiums from Employers
- Compensates injured workers
- Represented today by Stuart MacLean

The Problem

- CCRA, SNSMR, WCB, dealt with the same businesses, collected similar data from them, registered them and took payments
- We all did it differently, used different channels and very few of them
- We weren't leveraging technology or friendly access methods
- Not making it easy to do business!

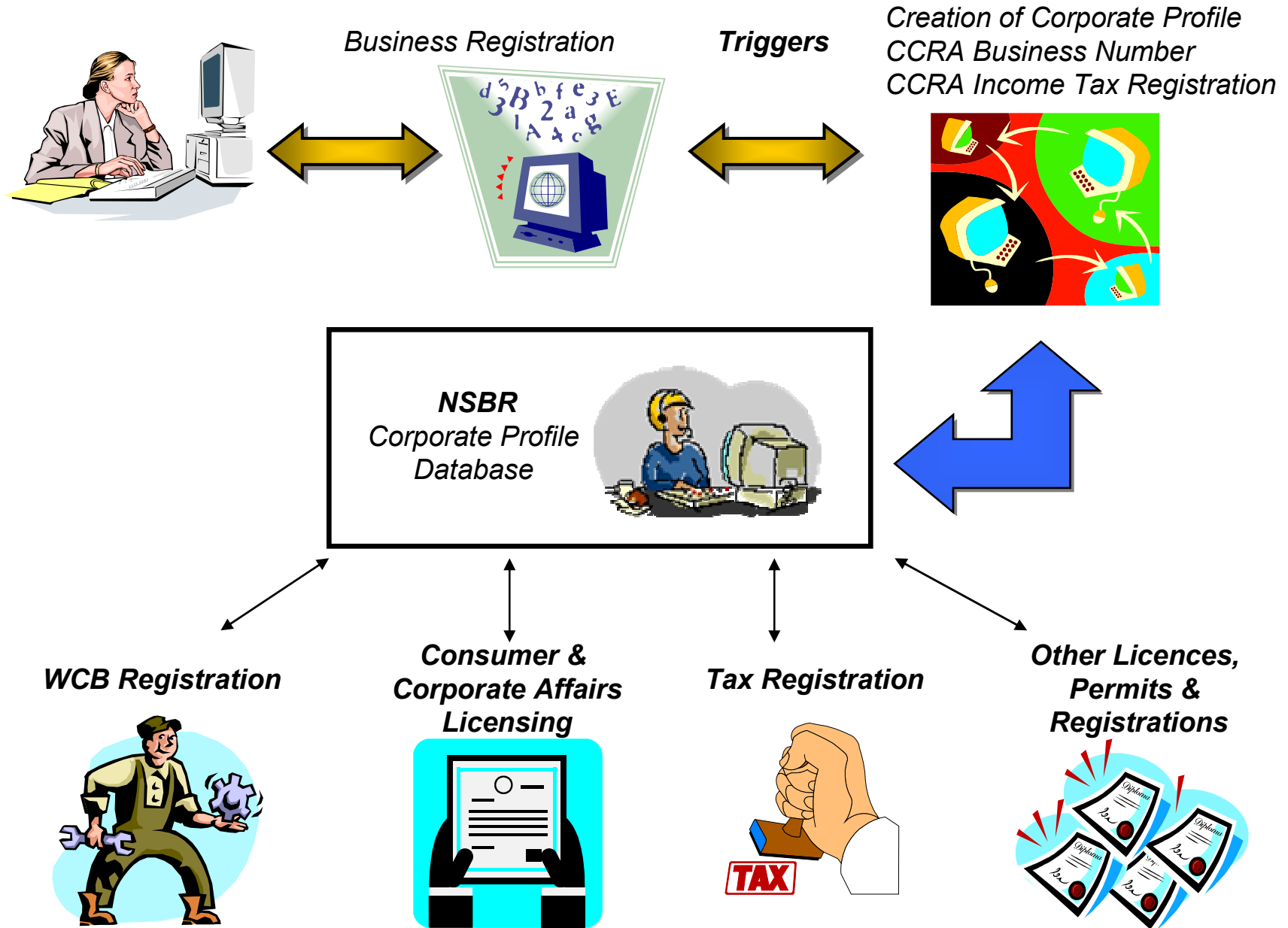


What we make them do

	CCRA	SNSMR	WCB
Company Name	✓	✓	✓
Business Address	✓	✓	✓
Employee Data	✓		✓
License Info		✓	
Payments	✓	✓	✓
Renewals		✓	✓
Changes	✓	✓	✓
Audit Reports	✓	✓	✓

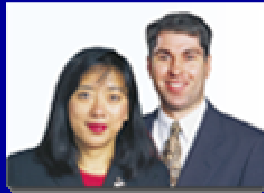


Typical Business Registration

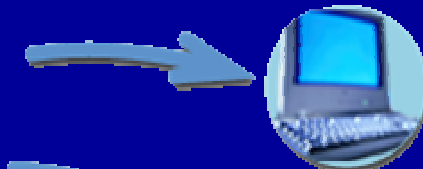


What we did about it

- We got together and agreed that we want to give clients better service
- Collect standard information once, then share it
- Build common access channels and align services wherever possible
- Use convenient commercial offerings where appropriate
- Eliminate the red tape and duplication



Client Selects Service Channel



CCRA BRO



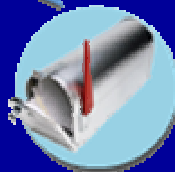
Web Site



Telephone



Counters



Mail

 Canada Revenue Agency

Messages

Get BN in Real Time



Building the Vision

CRA

- National Registry

WCB

- improve service
- periodic payment & payroll reporting
- compliance

SNSMR

- improve service
- reduce red tape

Building the Vision

CRA

- National Registry

WCB

- improve service
- periodic payment & payroll reporting
- compliance

SNSMR

- improve service
- **NSBR**

Building the Vision

CRA

- National Registry
- Business Number

WCB

- improve service
- periodic payment & payroll reporting
- data sharing

SNSMR

- improve service
- NSBR

Building the Vision

CRA

- National Registry
- Business Number

ACOL

Electronic
Commerce
Engine

WCB

- Use NSBR/ACOL
- periodic payment & payroll reporting

SNSMR

- E-Gov't thru ACOL
- NSBR
 - Corporate profile
 - Licensing Engine

Building the Vision

CRA

- National Registry
- Business Number
- Payroll Reporting System

ACOL

Electronic
Commerce
Engine

WCB

- Use NSBR/ACOL
- Use CCRA Payroll reporting system

SNSMR

- E-Gov't thru ACOL
- NSBR
 - Corporate profile
 - Licensing Engine

Methodology / Decisions

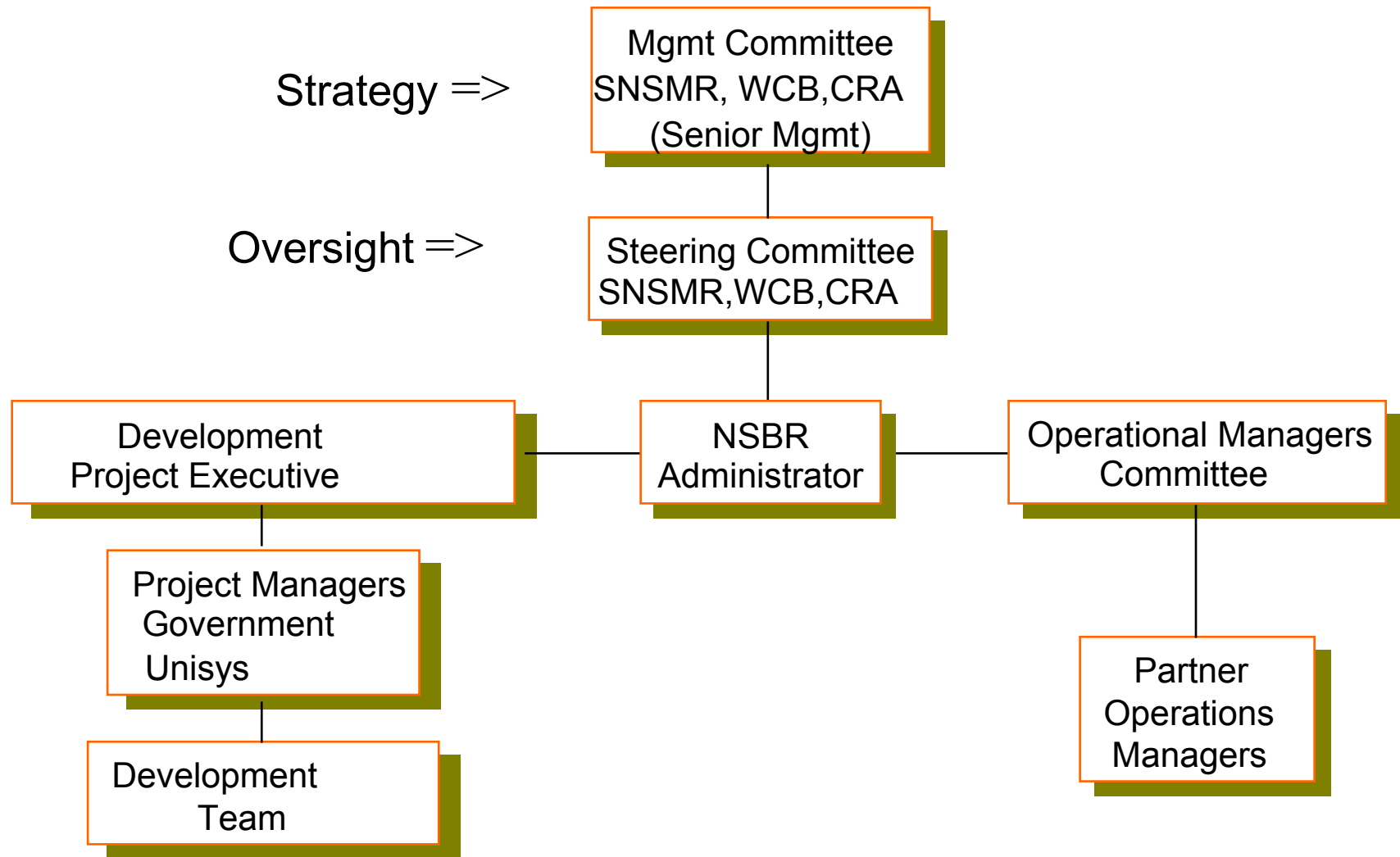
Unisys helped us with methodology:

- Subproject definition documentation
- Deliverables register
- Change requests
- Decision requests
- Risks register
- Design review board
- Standardized reports

Budget

	SNSMR	WCB	CRA
Internal Systems	Each covered their own costs		
Project Management	Shared – with SNSMR responsible for cost over-runs		
NSBR Core Functions	Covered cost	Investment to be repaid	

Governance/Operational Responsibility



Policy Issues (Legislation)

CRA:

- Agency Legislation
 - Creation of CRA, allows the provision of services to non-tax jurisdictions, i.e. WCB
- Income Tax Act amendment
 - allows sharing of information with WCBs
- Operational Issues
- Opportunities Created

Policy Issues (Legislation)

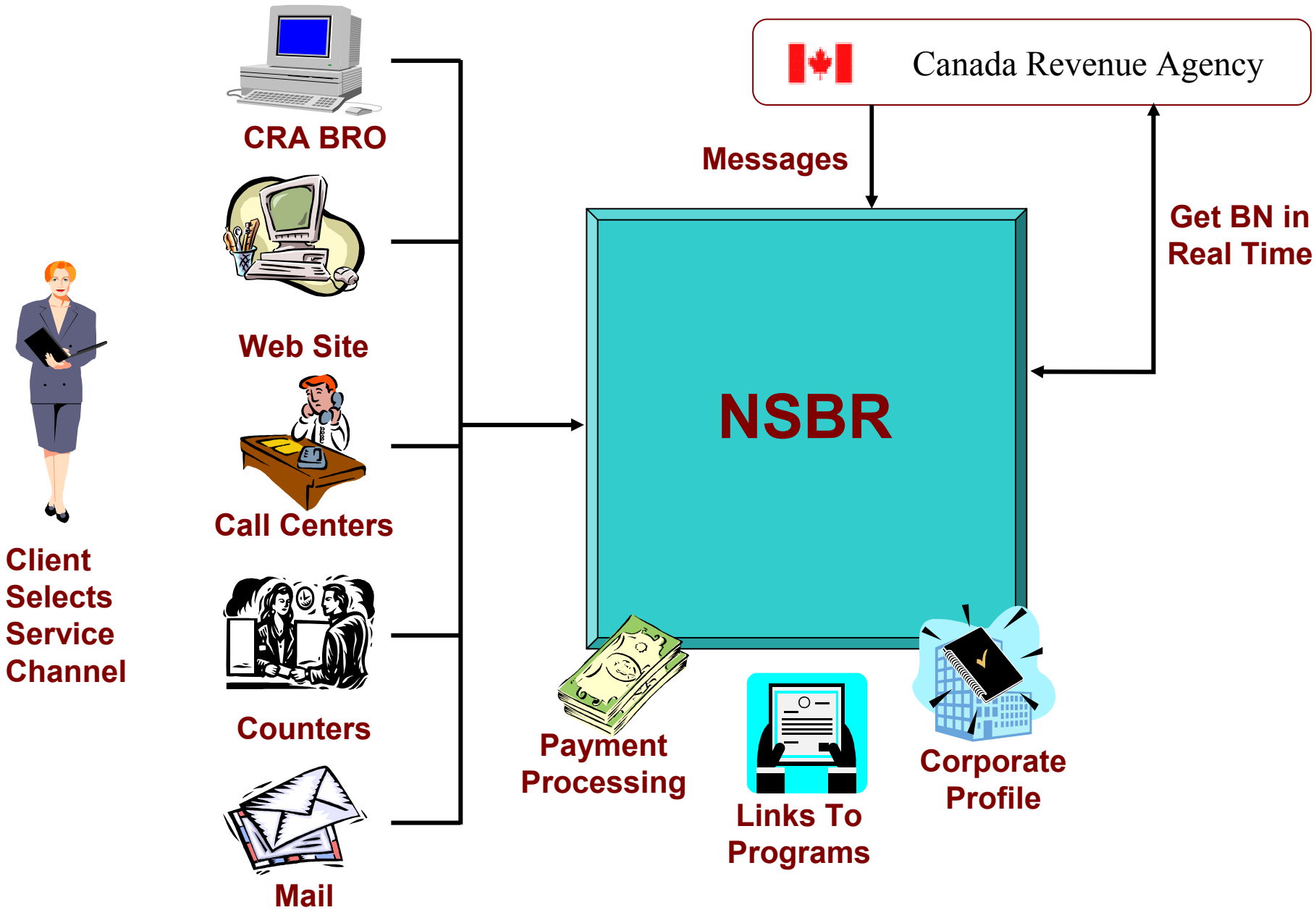
CRA:

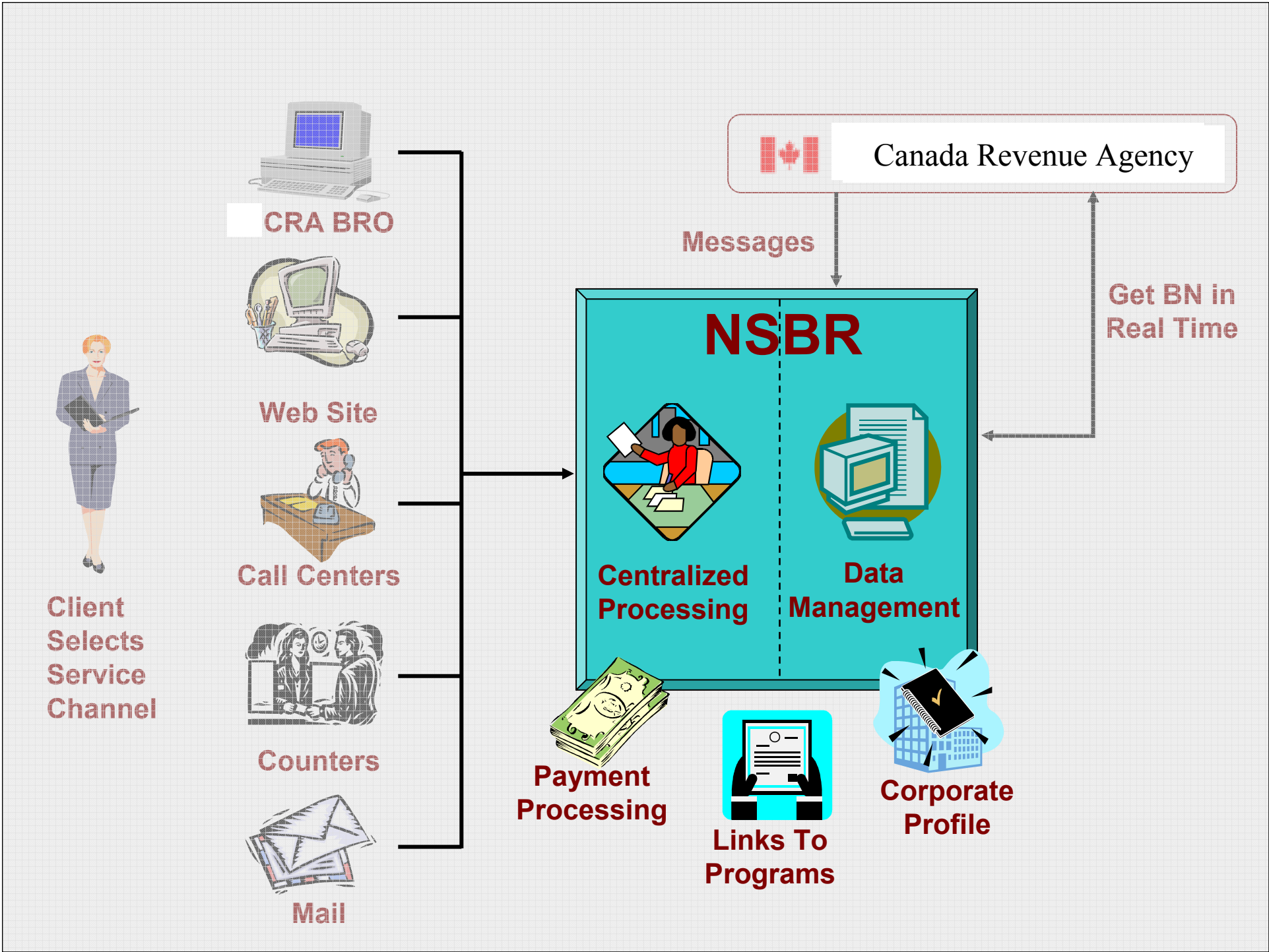
- Operational Issues
- Opportunities Created

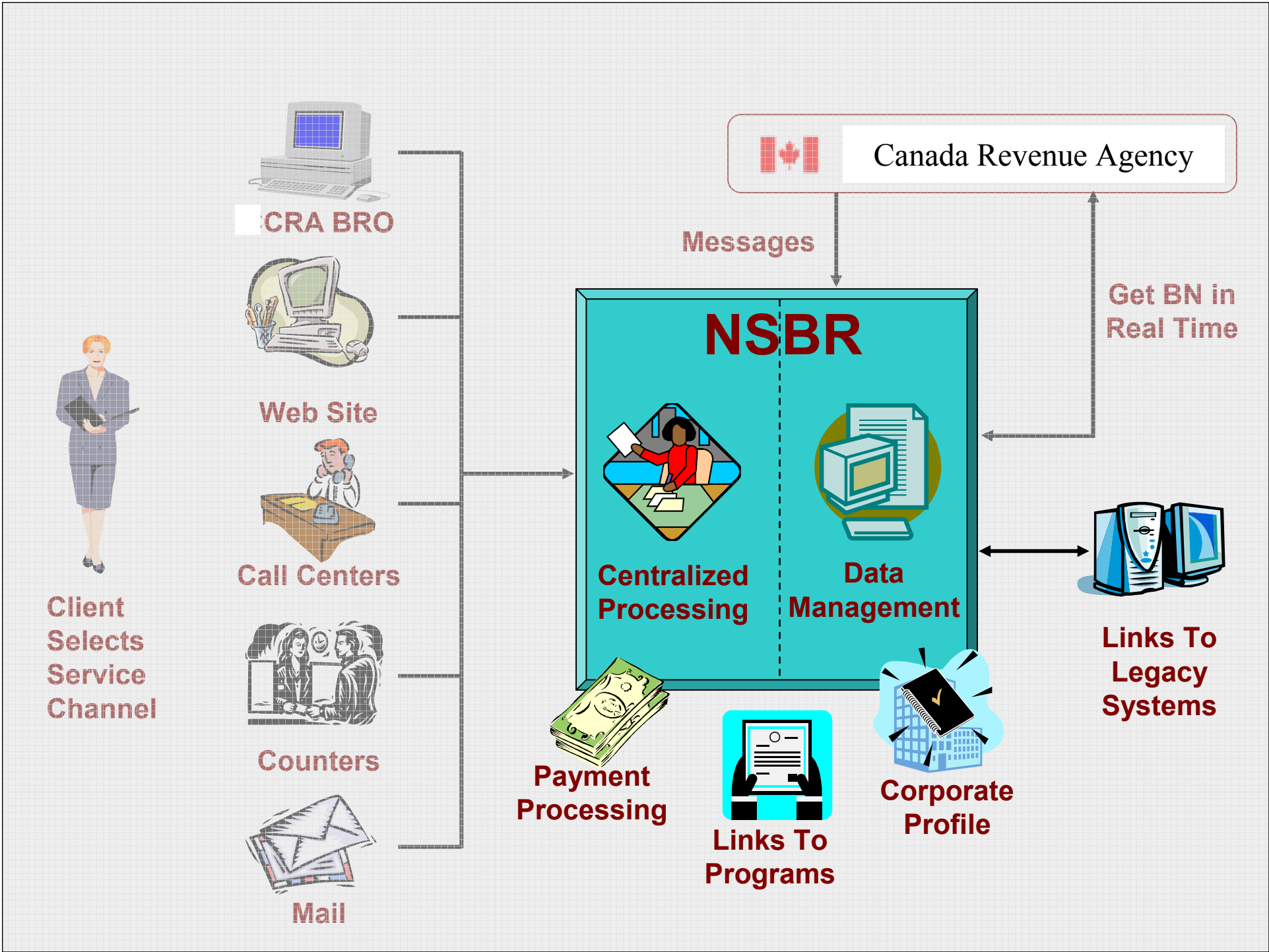
Policy Issues (Legislation)

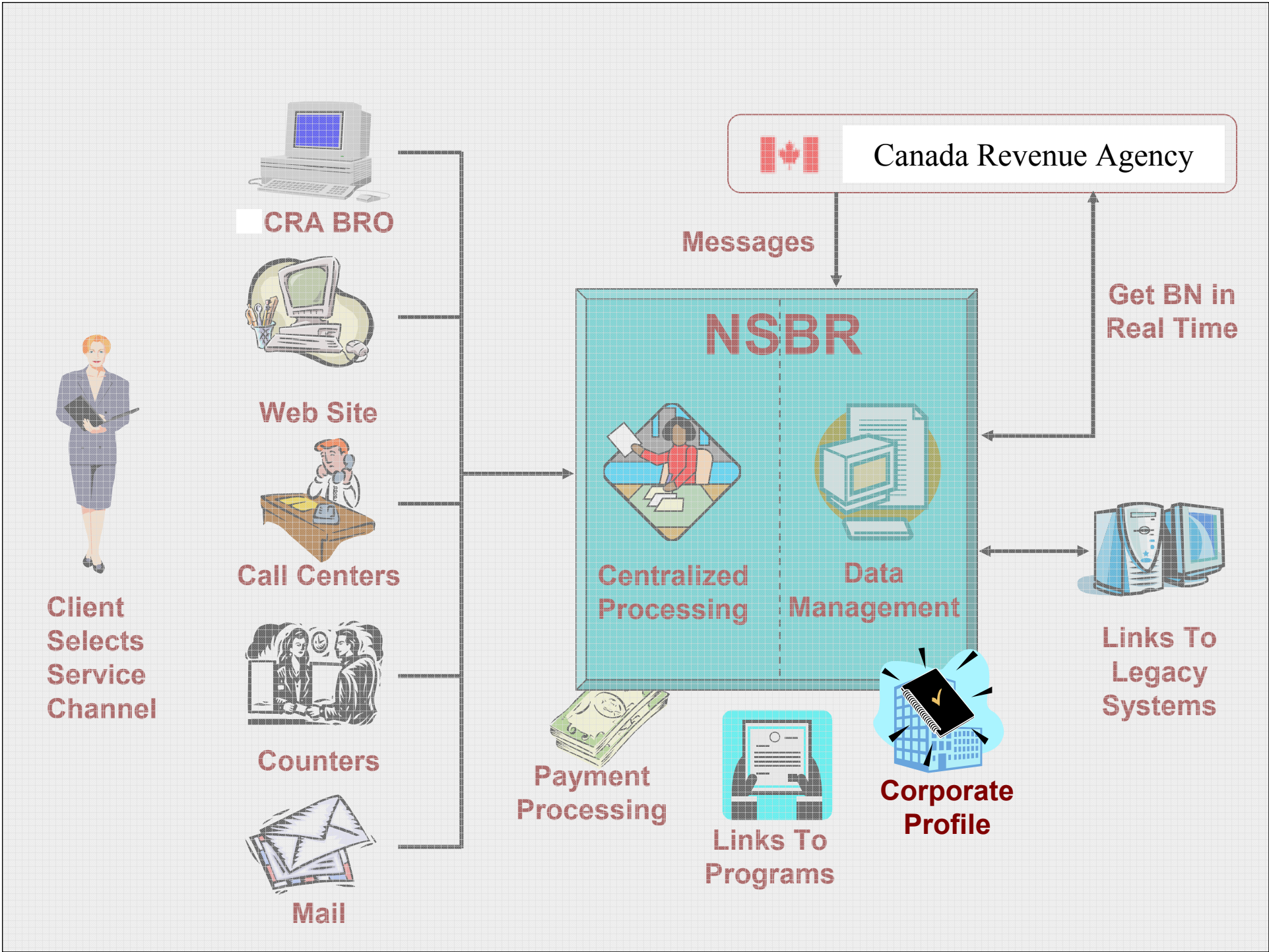
Nova Scotia:

- **N.S. Business Electronic Filing Act**
 - Enables electronic filing, defines the centralized database of businesses (NSBR)
- **Electronic Commerce Act**
 - Rules for collection, storage and retention of electronic data
- **WCB Legislation Bill 90**
 - Allows information sharing with CRA, CRA identified as an agent for WCB
 - Changes to regulations

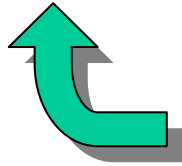










**CRA &
RJSC**



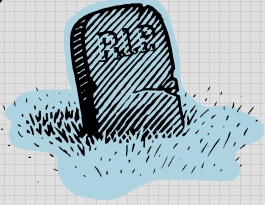
Legal Entity




Business Identity



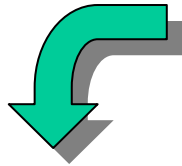
Tombstone Data




Activity Summary



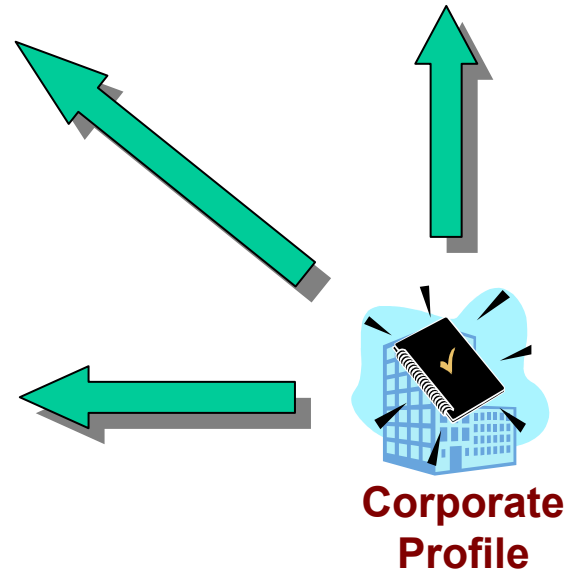

**Program
Owners**



Program Links

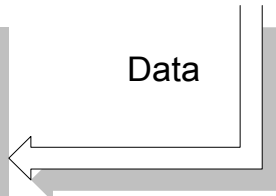
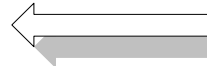
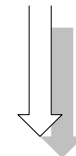
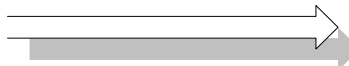
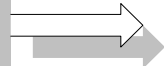
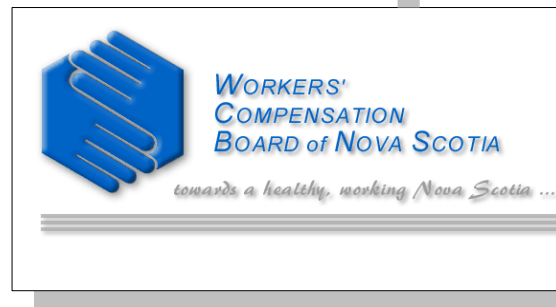
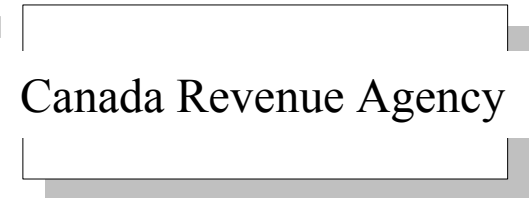
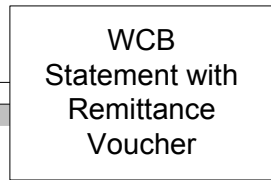
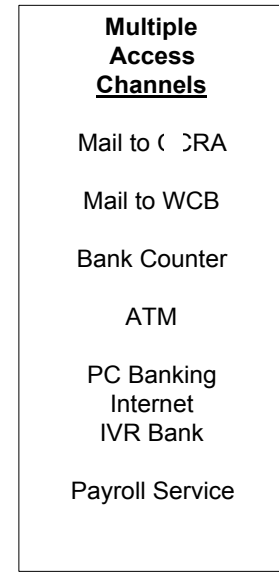
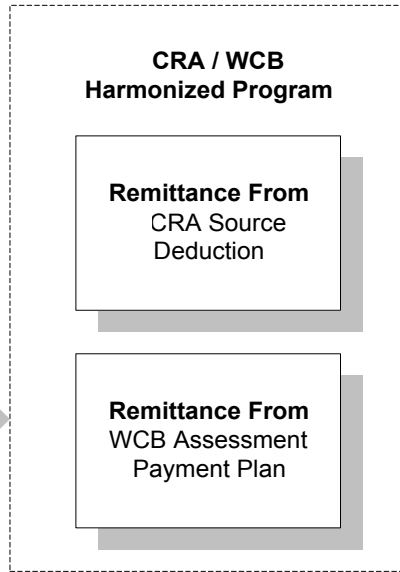


Licenses & Permits





**Nova Scotia
Business**



Communications



One Audience



One Message



Established Principles

What We Learned



Acceptance of each other's processes

What We Learned



Canada Revenue
Agency

Agence du revenu
du Canada



**WORKERS'
COMPENSATION
BOARD OF NOVA SCOTIA**

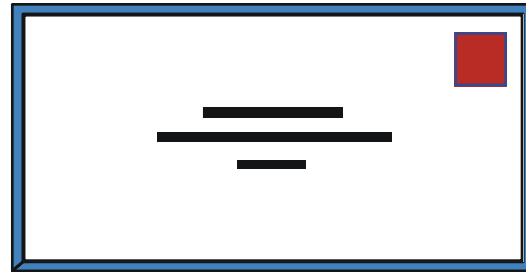
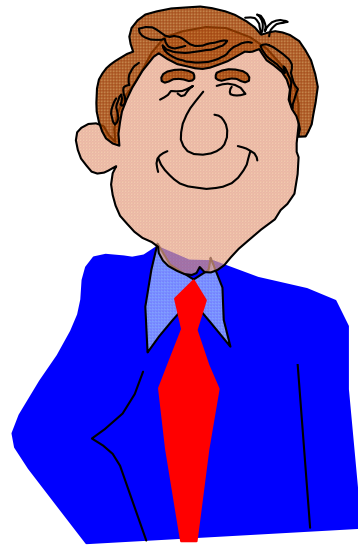


NOVA SCOTIA

Service Nova Scotia
and Municipal Relations

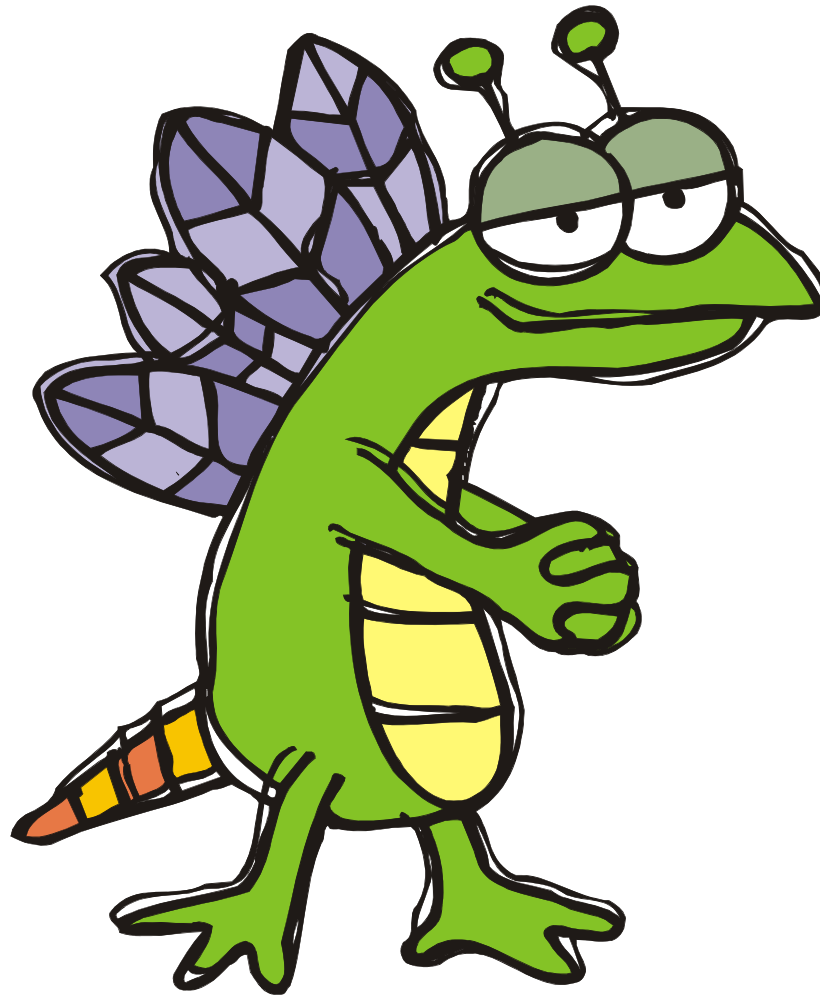
Adaptation of policies

What We Learned



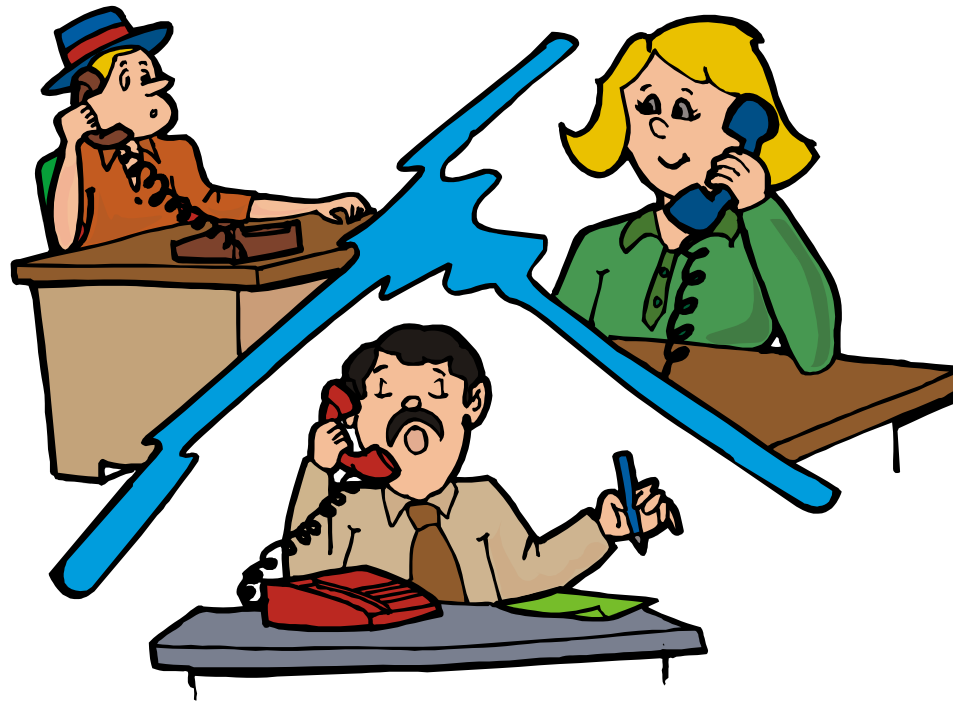
One audience: one message

What We Learned



Partnership is a new animal

What We Learned



All issues are our issues

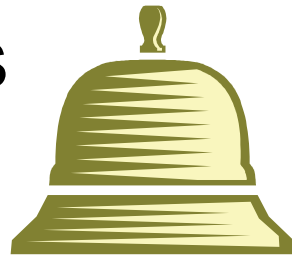
What We Learned



Customer led solutions

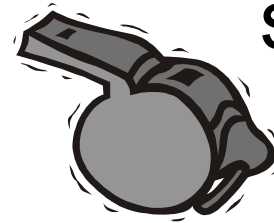
Future Directions

New payment options

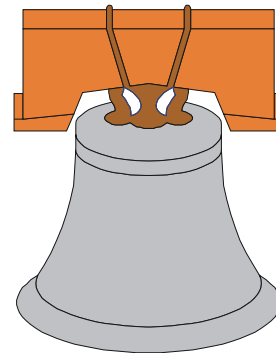


Enhanced functionality

More programs

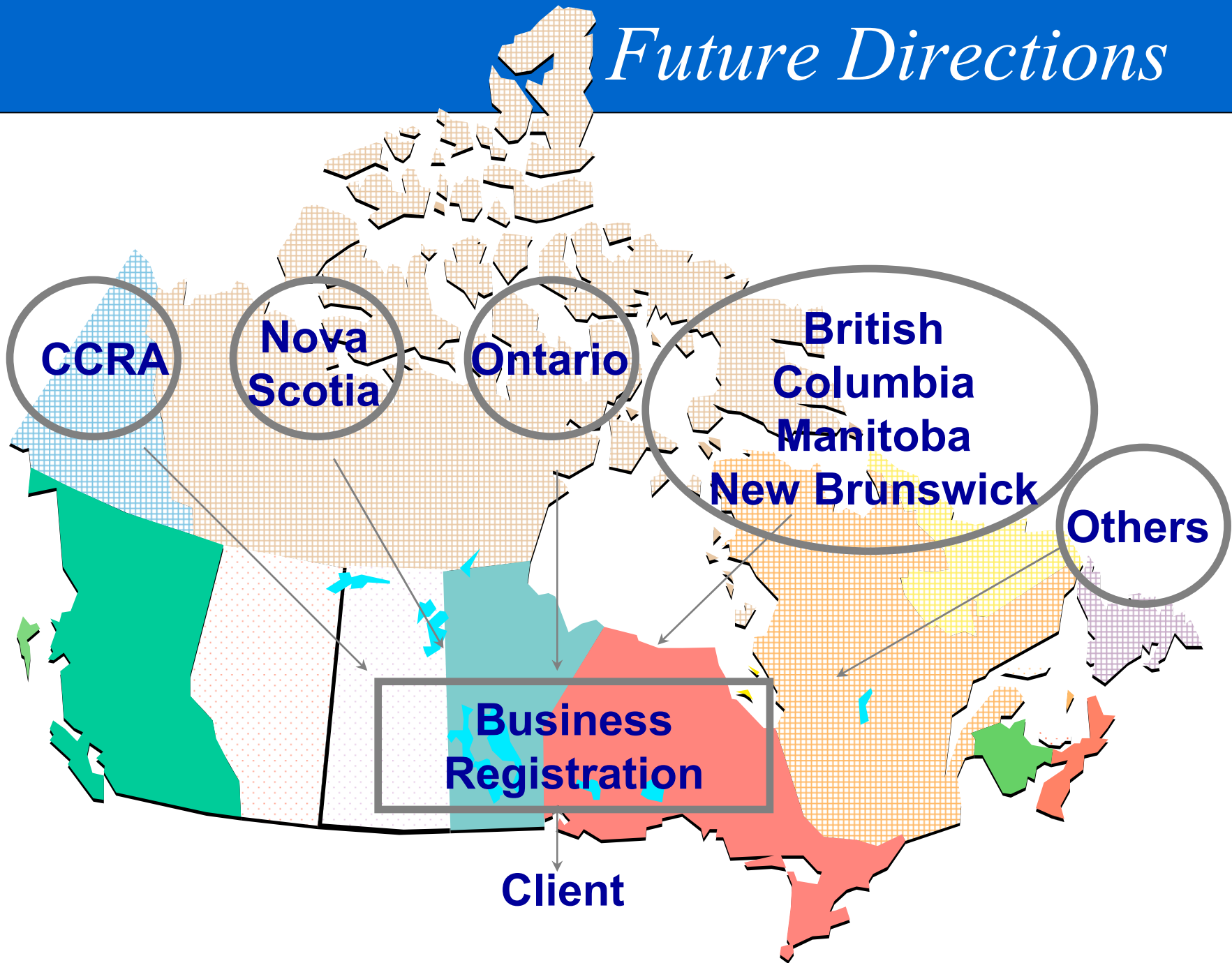


Access to statements



More licenses and permits

Future Directions



4 Main Stages:

Conceptualizing /Planning - testing the waters

Seeking formal Approval - selling it up the line

Building the solution - detail system development

Operations - making it work for staff & clients

Lessons Learned

- Easier if all parties are public sector agencies
- Understanding partners issues (short & long term)
- Avoid “my side” maximization negotiations- win-win
- Do your home work & deliver or serve notice of issues
- Consistently reinforce positive leadership at all levels & secure appropriate task specific leadership

A photograph of a white lighthouse with a red lantern room, situated on a rocky cliff overlooking the ocean. The sky is a clear, deep blue. The lighthouse is positioned on the left side of the frame, and the ocean extends to the horizon on the right. The foreground is dominated by large, light-colored rocks.

Questions?