



ENABLING COLLABORATION  
DRIVING INNOVATION  
ADVANCING EXCELLENCE IN  
CANADIAN PUBLIC SECTOR  
SERVICE DELIVERY



## Who We Are

The ICCS is a not for profit organization focused on promoting citizen-centred service across Canadian jurisdictions, while supporting each in their efforts to improve service delivery to Canadians and businesses.

The ICCS provides a pan-Canadian platform for all three orders of government to pursue partnerships to develop, test, implement and share innovations in public sector service delivery.

## Our Vision and Mission

To be the leading centre of expertise in advancing citizen-centred service delivery in the public sector.

Our mission is to champion public sector service excellence through the promotion and facilitation of inter-jurisdictional collaboration.

## Creating Value for the Canadian Public Sector Service Delivery Community

The ICCS provides a neutral, cost effective platform for pan-Canadian collaboration on service delivery improvement.

By facilitating the formation of the collective service delivery agenda, we support jurisdictions in setting and achieving their joint priorities.

We serve as a resource centre for research publications, best practices and tools that focus on citizen and business expectations, satisfaction, and priorities for service improvement.

We provide training to improve the skills and performance of service professionals, as well as a certification to maintain a best in class standard of professionalism in service delivery.



**7 + 5**

**Publications of  
Citizens First &  
Taking Care of  
Business**



**300+**

**Certified Service  
Professionals &  
Managers**



**100+**

**Canadian  
jurisdictions in  
pursuit of service  
excellence**

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# HIGHLIGHTS

**10+**

**Deliveries of the  
CSP Program**



**CMT & CF**  
license with the  
**Government of  
Singapore**



**National Vision  
& Call to Action**  
endorsed by the Joint  
Councils



**Citizens First 7**  
featured in Canadian  
Government  
Executive (CGE)

**146** CSP  
**Certifications**  
in 2015-16



**4**

**Canadian jurisdictions licensed  
the CMT and benchmarking  
service**

## Message From the ICCS President



"The work of the Joint Councils and the ICCS is the foundation on which innovation and modernization will rest"

**Nancy MacLellan**  
ICCS President

### On the current public sector service delivery environment in Canada

Canada continues to be a leader in public sector service delivery. We are the perfect size to develop and implement innovative approaches to meeting client needs – enough population and diversity to have economies of scale and small enough to pick up the phone and call a counterpart at the municipal, provincial, federal, and territorial levels. We have made great strides in developing innovative on-line solutions, serving the business community, and serving individuals. We are poised to make the next leap into digital government and there is a lot of opportunity for continued collaboration across jurisdictions and across departments within jurisdictions.

### Contributions made by the Joint Councils & the ICCS

The work of the Joint Councils and the ICCS is the foundation on which innovation and modernization will rest. We continue to be contacted by jurisdictions around the world who are interested in our model of collaboration and deliberate design of the service agenda. The work of the Joint Councils and the ICCS, both as a repository of best practices and as an 'incubator' of innovative ideas and expertise, positions Canada as a world thought leader.

### The role of the ICCS and the Joint Councils evolving in the year ahead

Over the last few years, we have done a lot of introspection about the value of our lines of business, our investments and the corresponding outcomes and return on our investment. Overwhelmingly, we affirmed, with a broad base of stakeholders, that our collaboration adds value to advancing Canadian public sector service delivery. With this affirmation, we are now able to explore ways that the ICCS can anticipate and help to solve real issues experienced in jurisdictions across Canada. The ICCS has the ability to advance research, facilitate training and expertise, develop task teams, and work to put the "best brains" together to achieve meaningful and measurable results.



*"We are poised to make the next leap into digital government, and there is a lot of opportunity for continued collaboration across jurisdictions and across departments within jurisdictions"*



### **The changing public sector service delivery landscape and shift towards Digital Government**

The true opportunity here is for the ICCS to anticipate new challenges and support jurisdictions in meeting them. We are a credible and established service delivery organization who can lend strength to innovative ideas and the implementation of modern technologies. Our research and training programs will be foundational to inspiring thought leadership and the next generation of public sector service delivery clients will expect us to be delivering services through more modern channels. They will have an expectation that their information is secure, shared when they authorize it, and that government minimizes the burden for them to comply with requirements.

**In 2015-16, the ICCS marked its 10th anniversary as a federally incorporated not-for-profit organization**

I'm proud to say that I've been around this organization since inception. When we formed, it seems strange now, very few people were talking about public sector service delivery as an expertise. Many believed that investment in service delivery excellence was unnecessary given the lack of competition in the public sector. The ICCS has ensured that the Joint Councils, and more broadly the Canadian public sector, develop and earn a reputation as global thought leaders in service delivery. Our opportunity, over the next ten years, is to ensure that we keep our eye on innovation and modernization to meet and exceed expectations of our clients and stakeholders.

I would like to thank the ICCS Board of Directors for their commitment to the Institute in advancing service excellence across Canada in 2015-16, and to the ICCS team for their ongoing dedication.

**Nancy MacLellan**

ICCS President

**The ICCS has ensured that the Joint Councils, and more broadly the Canadian public sector, develop and earn a reputation as a world thought leader in service delivery**



## Message from the Executive Director



“The future success of the ICCS will be based on enhancing existing partnerships and establishing new relationships that extend the reach and effectiveness of our products and services”

**Dan Batista**  
ICCS Executive Director

## Growth & Success in 2015-16

### Financial stability

The ICCS has returned to a more sustainable position in 2015-16 and I expect this to continue. Our financial performance in 2015-16 was strong and we have now experienced two consecutive revenue positive fiscal years, enhancing confidence in our performance and stability. Most notable in 2015-16 was the balanced revenue across all business lines, and our continued efforts to contain costs and improve operational efficiencies through the use of technologies. Our improved Councils registration system and the use of Vayyoo rooms for virtual collaboration are examples of this. Lastly, the ICCS has benefited from a renewed interest and commitment from the Federal government in parallel to the emergence of new markets internationally.



Photo, Singapore CSC 2015-16

### Growth and increased efficiency in our business lines

Demand for the Common Measurements Tool (CMT) is on the rise domestically and internationally, with new licensees in Malaysia and Singapore. The success of the CMT has committed the ICCS to exploring ways of further enhancing the quality of the user experience. Plans to update the benchmarking service and the launch of a community of practice are examples of such enhancements. Certification and Learning has also expanded over the course of the year and continues to be in strong demand domestically. Northwest Territories, British Columbia, Nova Scotia, Newfoundland and Labrador, the Saskatchewan Workers Compensation Board and Service Canada have championed both the Certified Service Manager (CSM) and Certified Service Professional (CSP) programs. The Institute is keen to reveal the next iteration of the CSM Body of Knowledge in Fall 2016, and is reviewing approaches to improve the online accessibility of the learning to better meet demand.

***Growth and demand of the Common Measurements Tool (CMT) is on the rise domestically and internationally, with new licensees in Malaysia and Singapore.***

# 2015-16 Active Priorities

## Partnership renewal

I believe that the future success of the ICCS will be based on enhancing existing partnerships and establishing new relationships that extend the reach and effectiveness of our products and services. In my first year, I have asked the ICCS team to adopt a more client-centric approach to our partnerships: to view our members, clients and stakeholders as partners who can advance the Institute's mission by strategically raising awareness domestically and internationally. Domestically, I have actively engaged not for-profit organizations that share similar mandates and/or objectives to improve public sector service delivery, with an aim to find opportunities to market and offer ICCS services and products to a wider public sector market.

Internationally, the focus is on:

- Partnering with key private sector vendors engaged in public sector research across the globe, where there may be a 'fit' for ICCS services and expertise.
- Collaborating with major non-governmental

organizations such as the World Bank, the Inter American Development Bank, and the United Nations Development Program to position ICCS as a specialized provider of public sector service delivery expertise and tools for satisfaction measurement and training.

## ICCS corporate advancement & maturity

It is my aim to modernize the ICCS through the introduction of several corporate initiatives. While the ICCS has had great success in supporting the public sector service delivery and public sector chief information officer communities, it must innovate its internal business processes and how it manages its relationships with members, clients and stakeholders. As we move into 2016-17, a comprehensive strategy focused on client relations, the integration of new business processes and technologies, and an investment plan for the renewal and development of ICCS intellectual property will be key features of our efforts to modernize.

## 2016-17 Outlook On Digital Government

As the Joint Councils move towards a shared vision and direction on a pan-Canadian Digital Government strategy, the ICCS must be prepared to provide a neutral, nimble and accessible environment for collaboration. The ICCS will enable and support the Joint Councils to succeed in this work through the provision of modern value-added services and expertise.

## Continued growth of our business lines

The upcoming year will be marked by the continued growth of ICCS products and services.

The Research line of business will see the renewal of the Joint Councils Research Committee and launch of Citizens First 8, while the Certification and Learning program will unveil a new CSM Body of Knowledge, find greater numbers achieving CSM and CSP certifications and even more attending the associated training. The soft launch of the new ICCS website and Councils Intranet site are also expected and will be key advancements in our organizational maturity and digital evolution. 2015-16 has been a year marked by continued fiscal prudence and stability, growth of our lines of business, corporate reflection, and rising awareness and consideration on the evolution of Digital Government. It has been a pleasure being at the helm in my first year as the Institute's Executive Director and I thank the exceptional ICCS staff for their outstanding efforts.

**Dan Batista**  
ICCS Executive Director

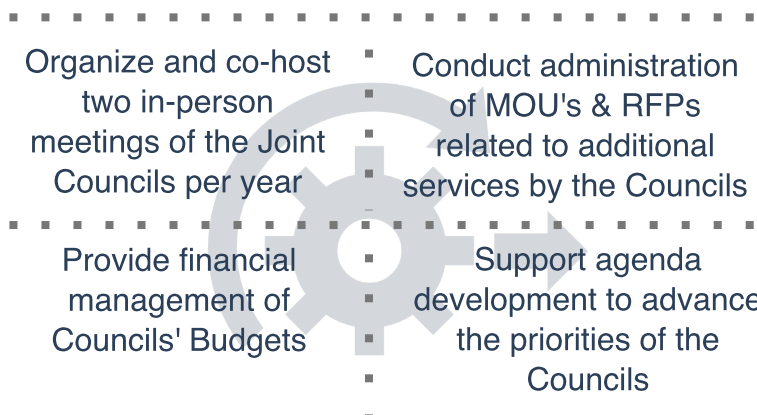


The ICCS provides Secretariat support to two pan-Canadian Councils – the Public Sector Service Delivery Council (PSSDC) and the Public Sector Chief Information Officer Council (PSCIOC). The PSSDC focuses on major public sector service delivery issues confronting all levels of government in Canada and is comprised of senior officials of service delivery organizations at the federal/provincial/territorial levels of government and senior municipal representatives via the Municipal Service Delivery Organization (MSDO).

The PSCIOC focuses on pan-Canadian information technology and information management issues and is comprised of the Chief Information Officers of the federal/provincial/territorial governments and senior municipal IT representatives via the Municipal Information Systems Association (MISA). Both Councils also work together as a single entity, the Joint Councils, to address issues of common concern and interest. There are a number of sub-committees of the Joint Councils, PSSDC and PSCIOC focused on key priority areas.

### Council Priorities 2015-18

Maintain and explore new opportunities to support the PSSDC-PSCIOC, joint Sub-Committees, individual sub-committees and other critical stakeholders as required:



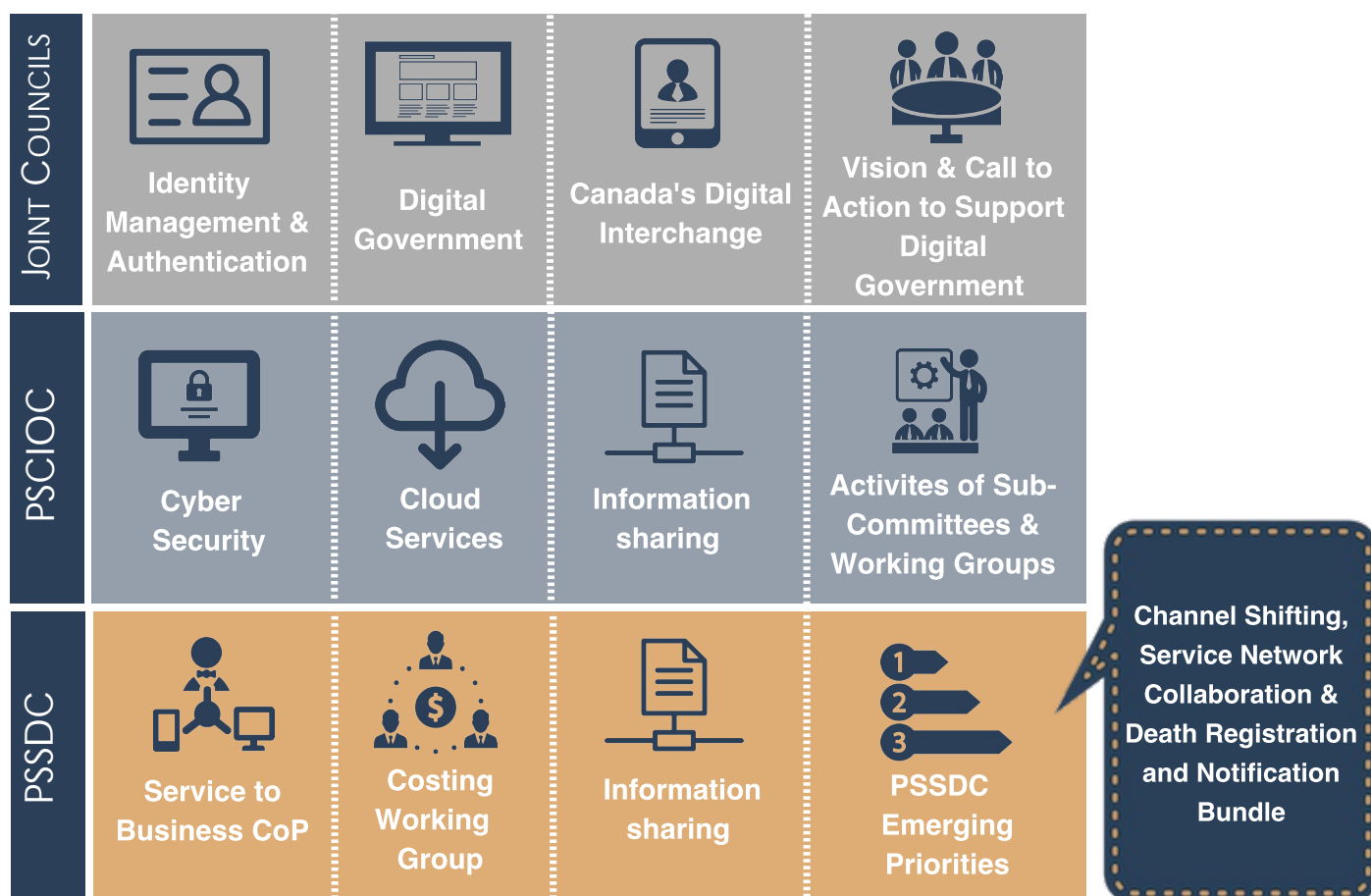
#### Joint Councils 2016 & Beyond

Members are currently working together towards a road map to effectively support Canada's next generation of Digital Government. Other priority areas of the Joint Councils are the renewal of the Joint Councils Research Committee, Identity Management and Open Data.

*The ICCS Secretariat organized the 2015 fall and 2016 winter meetings of the Joint Councils in St. John's, Newfoundland & Labrador and Toronto, Ontario*







## A NEW VISION & CALL TO ACTION

The PSSDC and PSCI OC established the Joint Councils Framework Working Group in 2015; the working group was tasked to develop an overarching framework linking the work and priorities of the Councils (PSSDC, PSCI OC and Joint Councils) as well as the work of its several sub-committees and working groups. In recognition of the global evolution of Digital Government, the Joint Councils developed and endorsed a National Vision (Provide Best in Class Public Services) and Call to Action (Delivering Best in Class Digital Government).

The Framework Working Group is conducting a review and analysis on the current and future

states of the Councils, sub-committees and working groups, as well as the development of a roadmap to advance next steps related to the Call to Action. The outcome of this work and roadmap will lay the groundwork to enable the Joint Councils to effectively support Canada's next generation Digital Government. The Joint Councils have an opportunity to harmonize efforts by leveraging engagement through related work. It is hoped that future discussions of the Joint Councils will result in meaningful action and ignite a renewed sense of purpose, better inter-jurisdictional collaboration and cohesiveness going forward.

## National Vision of the Joint Councils

To provide Best in Class Public Services

## Call to Action

Creating Best in Class Digital Government for Canadians

### Citizens First 7

**The ICCS research line of business comprises the delivery of core research studies - Citizens First and Taking Care of Business - and the production of specific ad hoc research reports on behalf of the PSSDC and PSCIOC.**

In the course of the year, the remaining Citizens First 7 (CF7) deliverables have been completed, including presentations to subscribers from British Columbia, City of Hamilton, and the Northwest Territories.

In May, the ICCS co-organized with Ipsos an Ideation Exchange Session for the subscribers. The feedback obtained during the session has been an important factor in aligning the objectives of future ICCS research with the needs and expectations of the key stakeholders.



The June issue of Canadian Government Executive (CGE) featured an article on CF7, entitled “Online awareness: Key to improving government services”, as the cover story, offering CGE readers an overview of the findings of the study and bringing an additional spotlight to the ICCS’ research.

### Taking Care of Business 5

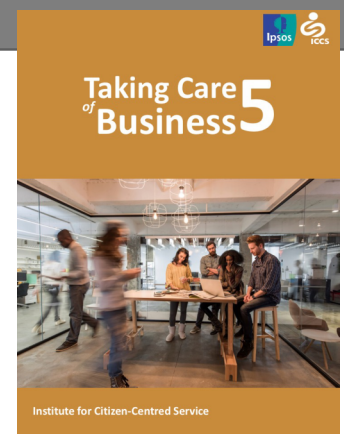
The ICCS secured seven subscriptions to Taking Care of Business 5 (TCOB5). In October, an Ideation Exchange Session was held to obtain feedback from the participating jurisdictions regarding the proposed approach and how it would respond to subscriber needs.

Based on subscriber input, the methodology of the study has been revised to more closely reflect the requirements and expectations of the participating jurisdictions. While certain elements of the research approach were modified, TCOB5 has been designed to continue examination of the client service experience and expectations, identification of service priorities and tracking of results over time.

Similarly to CF7, TCOB5 takes a closer look at the question of getting more public sector clients to use the online channel to access government services. In addition, it continues to explore the issues that are of particular importance to the business community, namely, red tape and regulatory burden.

**National and summary reports will be available September 2016**

TCOB5 takes a closer look at the question of getting more public sector clients to use the online channel to access government services



Since 2005...

8

Iterations of **Citizens First** and **Taking Care of Business**

107

Times **Canadian organizations** participated

28,582

Canadian **service experiences** captured





17,262

**Service to business** experiences captured

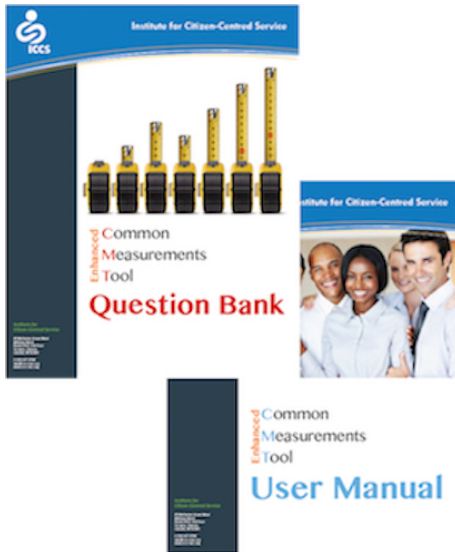
## Research Priorities 2015-2018



Photo: Malaysia, 2015-16

<p><b>Complete</b> Taking Care of Business 5*</p>	
	<p><b>Complete</b> a licensing arrangement with the Government of Singapore for Citizens First and the Common Measurements Tool</p>
<p>Conduct a review of ICCS core research to identify the current needs of the public sector &amp; inform the direction of future projects</p>	
	<p>Identify new opportunities to market ICCS research solutions &amp; explore partnership arrangements with global and regional research firms to enable their effective delivery</p>
<p>Secure subscriptions and launch Citizens First 8</p>	
	<p>Provide support to new and existing users &amp; contributors of ICCS research products</p>

\*Summer 2016



The Enhanced CMT and Municipal CMT are easy-to-use client satisfaction survey tools that facilitate benchmarking across organizations. The CMT is based on the key drivers of client satisfaction identified through the Citizens First and Taking Care of Business research. The CMT allows public sector decision-makers to understand client expectations, assess levels of satisfaction and identify priorities for improvement. Leveraging the ICCS data benchmarking service, users can also compare their results against peer organizations, identify best practices and share lessons learned.

The adoption of the Common Measurements Tool (CMT) has been significantly expanded in the course of the year. In addition to its implementation by a cross-section of Canadian jurisdictions, the instrument continues to be licensed for use internationally in Australia, Belize, the Netherlands, New Zealand, Singapore, and the UAE.

In April, an ICCS delegation visited Malaysia and Singapore where they took part in a series of meetings designed to enhance collaboration with both jurisdictions and assist them with the implementation of ICCS' research solutions.

In Malaysia, the ICCS delivered sessions on the effective use of the CMT to the Malaysia Productivity Corporation and other public sector organizations. The visit marked the completion of a successful project that resulted in six national agencies and three municipalities benefiting from CMT analysis and benchmarking.

In Singapore, the ICCS team met with the Civil Service College (CSC) to discuss the potential application of the CMT and Citizens First. This resulted in the signing of a membership agreement between the CSC and ICCS in December, launching the Citizens First and CMT implementation process.



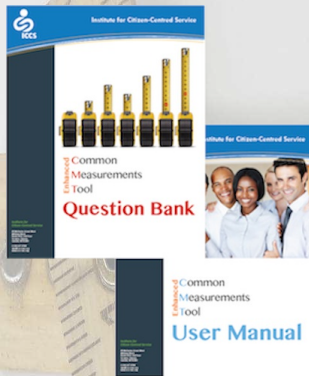
In December, the ICCS and the Civil Service College, Singapore (CSC) signed a membership agreement, launching the Citizens First and CMT implementation process

The CMT has been implemented by over **100** Canadian & International organizations and continues to be licensed for use around the world





### Common Measurements Tool - Suite of Products -



#### Enhanced CMT (E-CMT)



#### Municipal CMT (M-CMT)



#### Benchmarking Services

Photo: Belize Delegation, 2015-16

### CMT Priorities 2015-2018

The members of the PSSDC, PSCIOC and key stakeholders agree that the work of ICCS is valuable at home and abroad. Priorities are clear and the Strategic Plan will guide future development. Our performance in 2015-16 demonstrates a commitment to this.

Secure **new CMT license agreements and renew the existing ones** at home and abroad

Continue to provide ongoing **advisory and other types of support to CMT licensees** in Canada and internationally

Explore ways to **enhance the quality of the CMT user experience** by updating the ICCS Benchmarking service and developing a community of practice

Explore potential opportunities and partnership arrangements with the **Inter-American Development Bank and World Bank**

Identify **new opportunities to market CMT solutions** and explore partnership arrangements with global and regional third party organizations

*The CMT question bank has added simplicity and clarity to our customer satisfaction surveys, and allows us to participate in benchmarking. The ICCS benchmark data is very important to us as it tells us how we are doing relative to other public sector organizations, helps us to identify areas that need attention, and helps ensure we are focusing on what is most important for our customers.*

Leslie Henkel  
Manager, Corporate Learning & Development  
Workers' Compensation Board – Alberta

# Certification & Learning

The ICCS Certification and Learning Program consists of two professional certification programs: the Certified Service Manager (CSM) and the Certified Service Professional (CSP). These programs are supported by two separate Bodies of Knowledge (BoK). A complete series of courses is available for each program - seven separate courses for CSM and one course for the CSP. The ICCS additionally offers a Train the Trainer program for those who wish to license the product.

## CSP Certification & Learning 2015/16

- The ICCS has seen steady growth of the Certified Service Professional Program and CSP Learning -

10+ Deliveries  
of the 2-day CSP  
Certification program

Feedback from CSP  
Learning has been  
positive

Over 175 candidates  
have achieved the CSP  
Certification

Course adjustments and  
improvements will  
continue as required

Interest in the self-  
study Certification  
model continues to  
expand

Ongoing commitment  
to exploring new ways  
of improving delivery

We continue to see a steady  
increase in the total of CSMs,  
with the number now exceeding  
90 candidates



## Partnerships & Licenses

Our licensed partners continue to utilize our training programs with great success. Notable partners include: the Government of British Columbia, the Government of Newfoundland and Labrador, and the Saskatchewan Workers' Compensation Board. All three organizations have expressed interest in renewing their agreements for the upcoming year. We hope to see more growth within this community, and will continue to work in supporting our current partners.

The ICCS has had the good fortune of partnering with a number of organizations, including, but not limited to: Service Canada College, Government of Northwest Territories, Municipal Service Delivery Officials (MSDO) and, General Secretariat Executive Council of Abu Dhabi, UAE. We hope to continue our working relationship with these organizations while adding new members to this growing community of practice.

## Update to the CSM Body of Knowledge

- The ICCS has begun work on the creation of a new CSM Body of Knowledge -

To be presented in  
Fall 2016



A new format and an online-  
friendly document

Updated CSM curriculum



Content that addresses today's  
public sector service delivery  
landscape



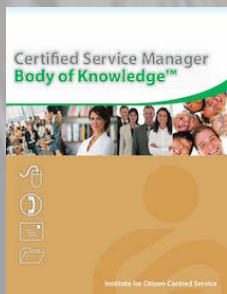
Delivery approaches that support  
the learning needs of today's  
service delivery managers





# Certification & Learning Priorities 2015-2018

The members of the PSSDC, PSCIOC and key stakeholders agree that the work of ICCS is valuable at home and abroad. Priorities are clear and the Strategic Plan will guide future development. Our performance in 2015-16 demonstrates a commitment to this.



**Certified Service Manager (CSM) & Certified Service Professional (CSP) Body's of Knowledge**



Work with sponsor organizations to complete the review and update of the **Certified Service Manager (CSM) Body of Knowledge**

Continue to support new and existing **CSM and CSP licensees**

**Deliver on existing and new contracts** for the CSM and CSP Certification and Learning Programs

Advance our CSP and CSM training presence in the **international service delivery community**

Work with participating jurisdictions to **advance the use of the CSM** to other departments, internal service providers and/or broader public sector

Continue to expand the CSM and CSP programs in **Canadian municipalities**

Launch and continue the development of the **Certified Service Professional (CSP) program**

**5-DAY  
Certified Service  
Manager (CSM)  
Program**

Yellowknife, NWT  
2015/16



*"Every service manager should be required to take this."*

*"Everything was presented in terms that made it personal to our roles, making the content easy to understand."*

# 2015 Heintzman Leadership Award Winner

The Institute for Citizen-Centred Service's (ICCS) Heintzman Leadership Award is a national award presented annually to an individual who has demonstrated outstanding leadership within the Canadian public sector in the promotion of citizen-centred service delivery. In particular, recipients of the Award have demonstrated superior and sustained leadership that has resulted in transformational change to the quality of public sector service delivery, both

within their own jurisdictions and across jurisdictional boundaries. Past winners representing all three orders of government and both the CIO and service delivery communities include: Art Daniels, Dave Millar, Lori MacMullen, Brian Marson, Andrew Mellor, Scott Campbell, Roy Wiseman, Bob Stark, Sue Corke, David Szwarc, Dan Batista and Deborah Lipscombe.

*In recognition of his outstanding and transformational leadership in the promotion of, and commitment to, citizen-centred service delivery in Canada and internationally, the ICCS is proud to award **David Bennett** the 2015 Heintzman Leadership Award*



Photo: David Bennett & ICCS President Nancy MacLellan

## **Throughout his 33-year career with the Canada Revenue Agency, David Bennett has demonstrated outstanding leadership in promoting service excellence within the public sector**

The 2015 Heintzman award winner has held key leadership positions in the delivery of major programs and system transformations that have improved the lives of Canadians as well as the efficiency of government.

As an Assistant Commissioner with the Canada Revenue Agency (CRA), David Bennett's vision supported and advanced the creation and growth of electronic services (e-services) for individuals and businesses, fundamentally changing Canadian interactions with taxpayers. Under his leadership, CRA moved from personalized paper tax returns and related web-access codes to the expansion of e-services for individuals, businesses and their representatives, making it easier to meet tax obligations at a lower cost.

David is also responsible for leading one of the largest IT projects in the history of CRA, the system redesign initiative, which laid the

foundation for the implementation of the latest innovative technologies to enhance service, minimize risk and reduce costs to all Canadians. David's experience, knowledge and desire to improve service to Canadians and Canadian businesses has motivated him to collaborate across all levels of government within the public sector. David was a key contributor to the Assistant Deputy Commissioner Committee on Service and Federating Identity and ensured that CRA was a participant on the PSSDC. Internationally, David has also been able to share his experience and knowledge to improve service to taxpayers.

The ICCS is proud to announce David Bennett as the 2015 Heintzman Leadership Award winner in recognition of his substantial contribution to the promotion of, and commitment to, citizen-centred service delivery in Canada. David is an exceptional leader who has truly demonstrated what can be done to improve the client-centric





# 2015-16 Financials at a Glance

In 2015/16 we continued the revenue positive fiscal trend from the previous year across all business lines, while averaging lower expenditures

Year-to-date excess of revenues over expenses

**\$132,990**



\$44,169 better than what was budgeted

Revenues totalled . . . . .

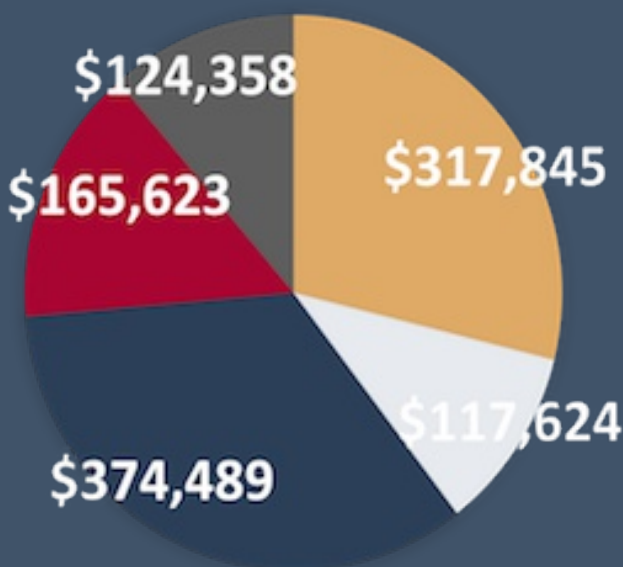
**\$1,099,938**

Expenditures are also less than budgeted by . . . . .

**\$127,231**



## Revenues by Line of Business



-  Certification has tracked close to budget for both revenues and expenditures.
-  CMT revenues exceeded budget by \$5,623 and the expenditures are \$12,631 less than budget.
-  Support to Councils revenues exceeded budget by \$17,845 and expenditures are \$44,130 more than budget due to understated allocation of expenditures in budget.
-  Research revenues are \$97,376 less than budget while expenditures are \$104,537 less than budget.
-  General & Admin revenues are \$8,642 less than budget while expenditures were also less than budget by \$39,420

# Statement of Financial Position March 31, 2016 \*\*

## Consolidated Financial Report

### ASSETS

	2016	2015
<b>CURRENT</b>		
Cash	\$711,473	\$ 123,882
Accounts receivable	49,555	299,747
Government remittances receivable	-	-
Prepaid expenses	3,613	2,093
	<u>764,641</u>	<u>425,722</u>
<b>LONG-TERM</b>		
Certification and Learning Program	84,865	169,729
	<u>\$ 849,506</u>	<u>\$ 595,451</u>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Bank indebtedness	\$ 3,637	\$ -
Accounts payable and accrued liabilities	80,393	187,982
Government remittances payable	5,117	5,139
Deferred revenue	323,153	98,111
	<u>412,300</u>	<u>291,232</u>
<b>NET ASSETS</b>		
Per statement	437,206	304,219
	<u>\$ 849,506</u>	<u>\$ 595,451</u>

## Statement of Operations For the year ended March 31, 2016

	2016 Actual	2015 Actual
<b>PROGRAM REVENUES</b>		
Sales – services	\$ 265,983	\$ 287,878
Sales – products	383,410	120,487
Registration fees	85,045	148,766
Contributions	365,500	817,500
Contributions in kind	-	152,229
Other program revenue	-	(1,863)
	<u>1,099,938</u>	<u>1,524,997</u>
<b>PROGRAM EXPENSES</b>		
Amortization of Certification and Learning Program	84,865	84,866
Meeting Costs	79,576	68,840
Consulting services	190,131	359,652
Miscellaneous	-	3,184
Other direct services	12,426	32,775
Salaries and employees' benefits	389,617	234,307
Subcontractor labour	4,625	325,853
Travel	66,085	63,270
	<u>827,325</u>	<u>1,172,748</u>
<b>PROGRAM SURPLUS</b>	<u>272,613</u>	<u>352,249</u>
<b>OTHER REVENUE</b>	726	1,813
<b>EXPENSES</b>		
Awards	1,083	735
Bank charges (Payroll & Bank)	4,032	1,800
Meeting & Hospitality	14,906	777
Dues and fees	1,975	1,240
IT Services	23,219	9,291
General and office	27,606	(32,063)
Insurance	3,099	1,553
Occupancy cost	30,518	31,038
Professional fees (Audit & Accounting)	33,911	38,427
Travel	-	10,180
	<u>140,349</u>	<u>62,978</u>
<b>EXCESS OF REVENUE OVER EXPENSES</b>	<u>\$ 132,990</u>	<u>\$ 291,084*</u>
<b>(EXPENSES OVER REVENUE)</b>		

\*NOTE: Higher revenues in 2014-2015 were due to an international contract for certification and learning training.

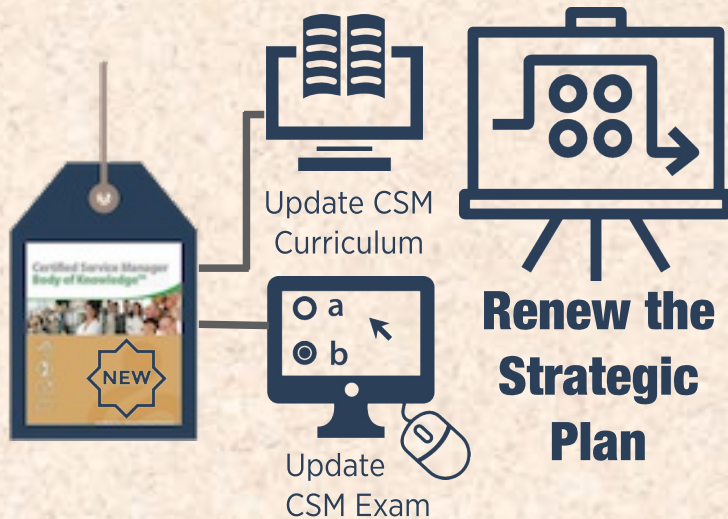
\*\*Unaudited Statement



# Outlook

## 2016-17

### CERTIFICATION & LEARNING



Organize and co-host 2 meetings of the Joint Councils



JOINT COUNCILS



Secure new CMT licenses



Review ICCS core research and identify the current needs of the public sector to inform future projects

### RESEARCH & CMT



RENEW & SUPPORT EXISTING CMT LICENSES



Enhance the quality of the CMT user experience





# 10th Anniversary Feature

## The ICCS is a Perfect Ten

Although 2015 marks the tenth anniversary of the incorporation of the Institute for Citizen Centred Service, the ICCS can trace its origins back to at least 1997, when Jocelyne Bourgon, Clerk of the Privy Council, invited 35 senior service champions from all three levels of government in Canada to consider the following questions:

- From a citizen perspective, how well is Canada's public sector performing on service delivery?
- What research could provide an empirical foundation for public sector service improvement?
- How can governments work together to implement a research-based service improvement strategy?

This initial meeting evolved into an expanded group of over 200 service champions, the Citizen Centred Service Network (CCSN) – and ultimately led to the creation of both the Public Sector Service Delivery Council (PSSDC) and the ICCS. For both organizations, the three questions posed by Jocelyne Bourgon remain central to their core mission. The ICCS was, in fact, created on the premise that governments can and, indeed, must provide a level of service as good as the private sector – and that this requires being citizen-centred, designing services around citizen needs and expectations.

The first Citizens First survey (CF1), commissioned in 1998, provided a baseline for how Canadian governments were currently performing on service delivery (Ms. Bourgon's first question). By the time of ICCS formal incorporation in 2005, the national surveys (Citizens First and Taking Care of Business) were well established and the key drivers for satisfaction had been identified, both overall and by service channel. A key finding of CF1 was that making it easier to find and access a service could significantly improve service satisfaction. This finding spurred the Government of Canada and many provincial governments to create integrated service delivery organizations (Service Canada, etc.), based on the pioneering model established by Service New Brunswick in 1992. In parallel, Canadian municipalities received CRTC approval for 3-1-1 telephone access, providing the foundation for integrated service delivery at the municipal level.

As Canadian governments were applying the learnings from these studies, the value of an “empirical foundation for public sector service improvement” was confirmed. Each national survey from CF1 to CF4 showed steady improvement in citizen service satisfaction with all three levels of government, with a cumulative 12% improvement over eight years.

**In its 2005 International ranking of governments' service leadership, Accenture noted: "The ICCS works with governments across Canada and around the world to improve citizen satisfaction with public sector service delivery... Canada's focus on self-examination and its relentless pursuit of user feedback have allowed it to build ...one of the world-leading customer-focused government programs."**

**Nine years later in 2014, Accenture again reported: "For years, Canada has been recognized as a global leader in public service delivery ...and Canadians continue to express higher than average satisfaction with public services". Much of this success is undoubtedly attributable to the work of the ICCS and the vision of its founders in creating such a unique institution, created by and serving all three orders of Canadian governments.**



*The Government of New Zealand licensed the Citizen's First methodology for its Kiwis Count survey, starting in 2007 and continuing to today. Helene Quilter, Deputy Commissioner, State Services Commission noted: "Our connection with the ICCS has allowed us to adapt Canada's world-leading, all-of-government approach to driving performance improvements in the New Zealand context...with our first public survey, Kiwis Count."*

While the national surveys provide, perhaps the best known of the ICCS suite of services, they reflect just one line of business of this remarkable organization:

- Complementing the national surveys, the Common Measurements Tool (CMT) allows individual jurisdictions to carry out their own more detailed surveys in a standard way – and to compare results. In 2013, the Municipal CMT was developed, customizing the CMT to the needs of municipalities.
- In 2012, the Certification and Learning program was launched, incorporating the survey findings and shared experiences of Canadian governments in a comprehensive Body of Knowledge (BOK) for training future generations of government service delivery agents and managers. This training, developed specifically by and for government service providers, is unique in the world and provides a foundation for government service professionalization.
- Based on its work within Canada, the ICCS has been promoting Canadian governments' success and licensing Canadian developed products internationally – as well as bringing back international best practices for adoption within Canada.

The ICCS was created with a mandate to advance joint initiatives that will improve Canadian governments' services to Canadians. The PSCIOC (Public Sector Chief Information Officer Council), PSSDC and ICCS exemplify a unique pan-Canadian model of inter-jurisdictional cooperation and collaboration, with benefits that include:

- Reducing duplication of effort and encouraging development of consistent standards/approaches across Canada
- Using limited public resources more efficiently through the pooling of funds for initiatives;
- Allowing smaller jurisdictions to benefit from the expertise and resources of the federal government and larger provinces;
- Allowing governments a unique window to address pan-Canadian issues within a consensus-oriented framework; and,
- Providing singular information-sharing and networking opportunities across jurisdictions.

As a service to the Joint Councils the ICCS has played a key role in supporting shared initiatives such as:

- Developing a common or shared Identity Management and Authentication Framework;
- Streamlining services to business, including adoption of a common Business Number, and;
- Defining and implementing cross-jurisdictional "service bundles" built around specific life events (e.g. birth).

Each of these initiatives, and many others, addresses a key priority for government service delivery leaders and involves all three orders of government in Canada working together on a basic building block for improving government service. The role of the ICCS in supporting such initiatives has been and will continue to be crucial in providing "neutral" co-ordination, acting as the custodian of accumulated knowledge, and providing continuity as representatives from individual governments change. As a number of government stakeholders have noted, "if the ICCS didn't



*Roy Wiseman retired from the Region of Peel in 2011, after a long career as Director, Information Technology and Services and as the Region's first Chief Information Officer (CIO). Roy is a former PSCIOC Member, ICCS President, and recipient of the Heintzman Leadership Award.*

# 2016 & Beyond

“The ICCS has ensured that the Joint Councils, and more broadly the Canadian public sector, develop and earn a reputation as a world thought leader in service delivery. Our opportunity, over the next ten years, is to ensure that we keep our eye on innovation and modernization to meet and exceed expectations of our clients and stakeholders.”

Nancy MacLellan – Current ICCS President

## The future is now and it is digital: ICCS Executive Director

We believe that the ICCS must be well prepared and positioned to enable the Joint Councils to advance the Digital Government evolution that will demand the rethink and redesign of public sector programs and services. No longer is it simply about digitizing government services; digital government is government services reinvented.

- We must support and enable the Joint Councils to set the overall pan-Canadian vision and direction as it relates to Digital Government.
- The ICCS needs to be prepared and have the capabilities to support the Joint Councils and broader service delivery community in advancing and succeeding within this new environment.
- We need to help governments understand and meet the digital expectations of citizens and businesses interacting with governments in this environment.
- In response, the ICCS must position itself as a centre of excellence and provide continued leadership support for citizen and business service satisfaction research, as well as design-user experience and behavioural insights research.

As we move into 2016-17 and beyond, the ICCS will continue to support the public sector service delivery and CIO communities in their quest for service excellence.

The nature of that support will focus more on enabling active collaboration and driving pan-Canadian innovation. In this way, our contribution as an organization will surpass the simple facilitation and capturing of the service delivery agenda.

The future value of the ICCS will be founded upon our ability to support the actual testing and implementation of service improvements between all three orders of government. Our future success will be determined by how well we facilitate the departure from the drawing board to the service excellence proving ground.



## With Thanks...

We would like to extend thanks to our founders, former Presidents and staff who have committed their time and energy to the ICCS:

Ralph Heintzman  
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Lois Bain  
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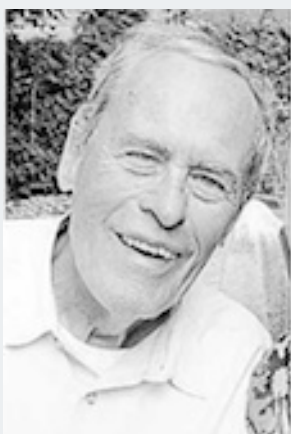
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Karen Prokopec  
Bernadette de Souza  
Cody Dodd  
Ashley Walker  
Cathy Ancheta  
Trevor Craig  
Vivian Mikhelson  
Michelle Johnston  
Ryan Nagelmakers  
Anna Shaula

### Dedicated to the late Art Stevenson: ICCS Founding Executive Director



Art Stevenson was the founding Executive Director of the ICCS and began his four-year tenure in 2005. With his long experience in public administration, Art was the ideal person to establish a solid administrative and financial base for the ICCS to build upon. Art's dignified but genial, positive, and outgoing personality, and his wide acquaintance in the Canadian public administration community, were important assets in building an initial community of support for the ICCS. He had the gravitas to build credibility and confidence, and the warmth to win friends. We thank Art for his commitment to the Institute's success, and his many contributions to the Canadian Public Sector Service Delivery Community. He leaves us too soon and will be missed by his family, friends and colleagues in Canada and abroad.



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The ICCS would also like to  
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2015-16 PSSDC and PSCIOC Co-  
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