



Employment and
Social Development Canada

ServiceOntario - Service Canada: An Innovative Partnership

February 21, 2016
Joint Councils Learning Event

Overview

- Platform for Collaboration & Partnership History
- Collaboration Continuum
- Service Network Collaboration
- Digital Collaboration
- Pathways and Bundles
- Business Intelligence
- Shared Principles and Values
- Challenges and Lessons Learned
- Partnership Successes
- Questions

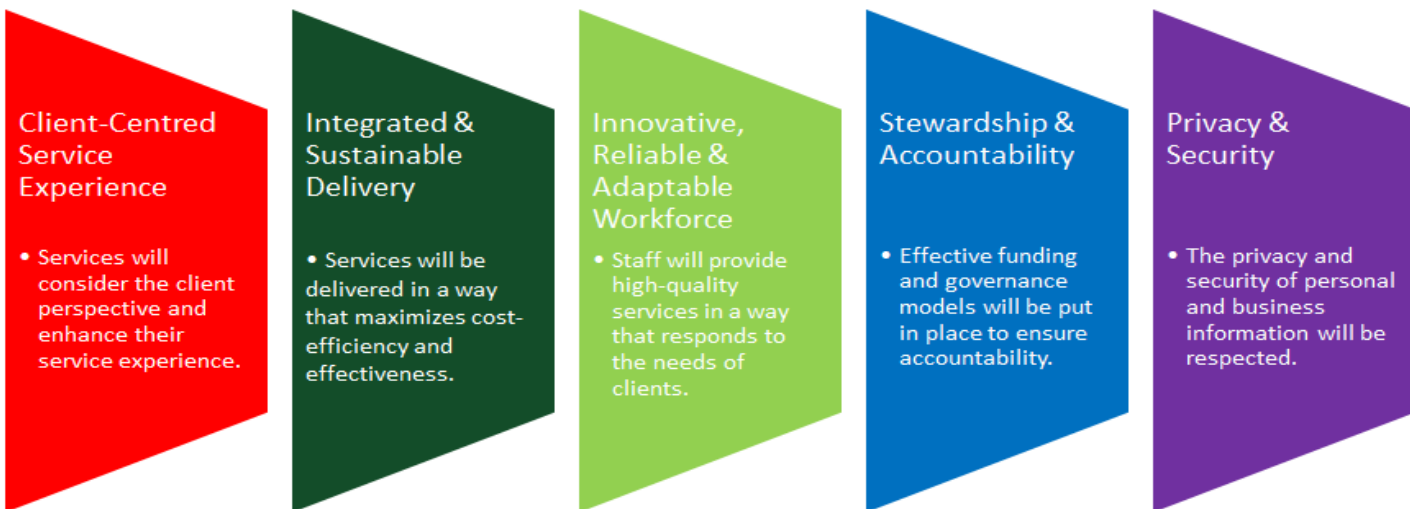
Platform for Collaboration

- Alignment of Federal and Provincial/Territorial Ministerial Mandates:
 - Federal: Improved partnerships - collaboration with federal, provincial/territorial and municipal governments.
 - Provincial/Territorial: Work collaboratively across every sector of government to ensure programs and services are effective, efficient and sustainable.
- Alignment in Service Strategies:
 - ServiceOntario 2.0 goals include Digital First, Customer-Centric Design and Delivery, Effective Partnerships, Sustainable Network, and Organizational Excellence.
 - Employment and Social Development Canada (ESDC) Service Strategy principles include: Digital First, Client-Centric, Collaborative, Efficiency & Effectiveness, and Service Excellence.

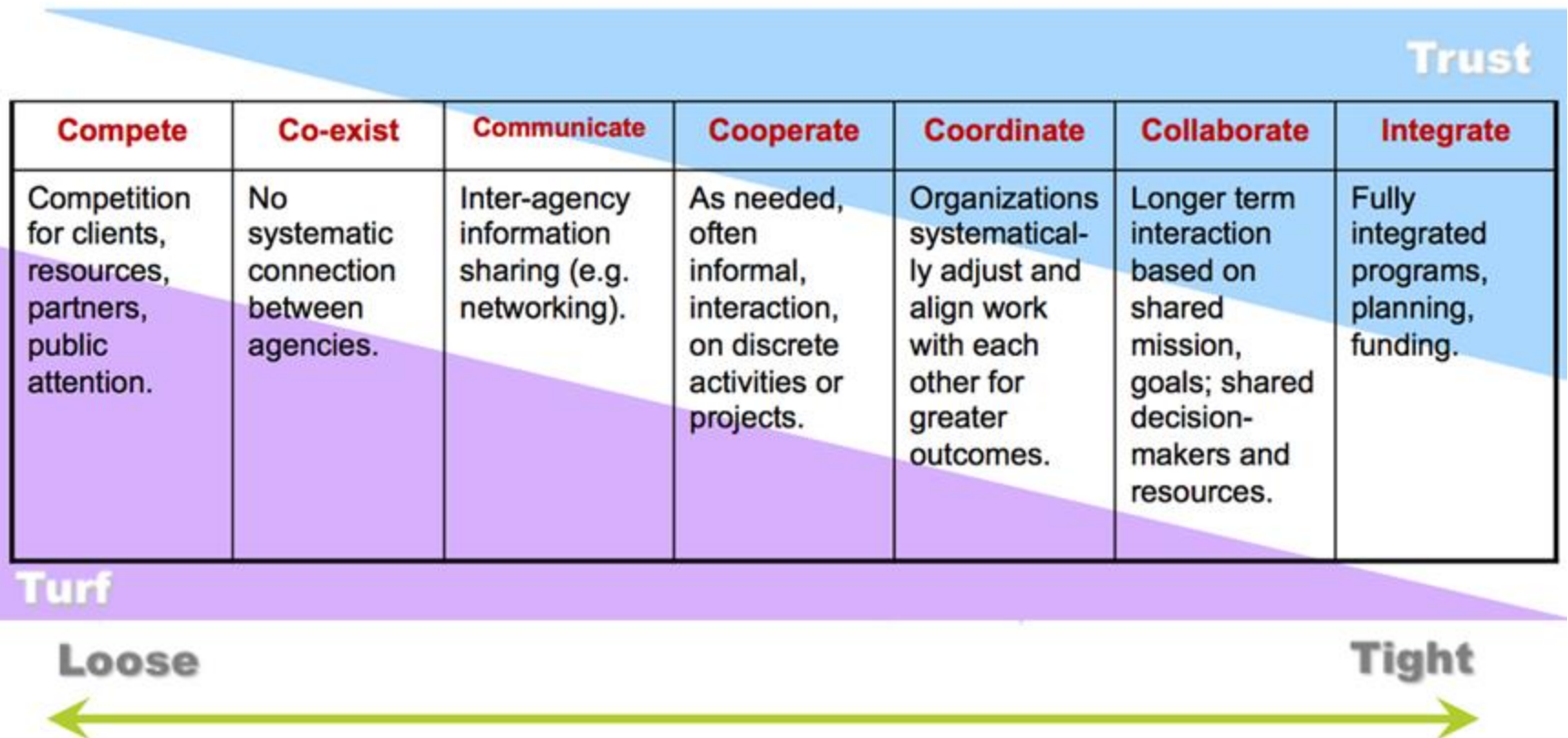


Service Canada – Service Ontario Principles for Collaboration

Guided by past experience, the Kernaghan Report's recommendations and changes in the service delivery environment, five principles for collaboration have been developed to guide collaboration.



The Collaboration Continuum



Moving from Bilateral to Multi-lateral Relationships

Regional Executive Board

OFPCC(ADM)

Ontario Federal Council

Indigenous

ServiceOntario

MAESD

MCSS

CRA

IRCC

Indigenous Partners

Municipal

Youth

Newcomers

Digital Inclusion

Seniors

* Additional departments, agencies and ministries to be included based on client segment

Partnership Overview

- Collaboration has been supported by the 2010 Memorandum of Understanding for Collaborative Service Delivery (MOU), which was recently further extended to June, 2018.
- The MOU identifies priorities for collaboration, including:
 - Continuously improving the quality and seamlessness of services
 - Improving citizens' access to the services they need
 - Sustainable and efficient delivery of public services
 - Enhancing services to citizens, customers and clients by leveraging each others' networks and channels
 - Aligning complementary programs and services, and creating new opportunities for innovation in service delivery

SC-SO Themes of Collaboration

- Service Networks
- Digital Inclusion
- Pathways and Bundles
- Business Intelligence & Data Sharing

Service Network Collaboration

Existing Collaboration

- Colocated offices in communities across Ontario
- Service Canada outreach services are hosted in 10 ServiceOntario sites
- Provide assistance and answer inquiries, refer clients to partner organization
- Aboriginal Birth Registration
- Drivers' Licence Testing
- Emergency Response Collaboration
- Hosted Outreach provides a cost-effective measure to provide access to services for clients and the ability to focus on smaller offices in rural or remote areas

Potential Future Collaboration

- Co-location: Picton (September 2017)
- Proactively share and align lease-end dates to allow for co-location
- Share wait-time information at the local level to enhance client referrals
- Direct clients to partner's online services instead of in-person visits
- Joint outreach or clinics (through digital mediums such as videoconference, Web-Ex, or teleconference)

Digital Collaboration

ServiceOntario and Service Canada are currently exploring digital options for cross promotion:

- As the services of both organizations' move increasingly towards digital or online channels, directing clients to the appropriate location or level of government becomes a greater priority
- Both organizations recently began work on a joint social media strategy to leverage partner networks to cross-promote information on programs and services. Security, privacy, language and accessibility considerations will be addressed via this strategy.

Current

- Service Canada and ServiceOntario websites provide links to partner organization
- Service Canada Benefits Finder includes provincial programs and services

Future

- Co-ordinated Social Media Campaigns: Expansion of audience through leveraging and re-promoting partner's campaigns
- Priority Service alignment
- Support Canada Digital Interchange: enable all levels of government to securely confirm an individual's identity information
- Connect e-accounts to facilitate greater collaboration (similar to connection between CRA and MSCA)
- Digital Inclusion: collaborate to increase access to digital services for clients who face barriers to accessing government services online.
- Northern Ontario Remote Community Access (NORCA) Initiative (NORCA – see Annex)

Pathways & Bundles Collaboration

Current

- Newborn bundle includes birth registration, birth certificate, Social Insurance Number, and Canada Child Benefits

Future

- Identity management pathway and bundle:
 - Streamline and facilitate the client experience for citizens who require or have lost their identity documents

Business Intelligence Collaboration

Current

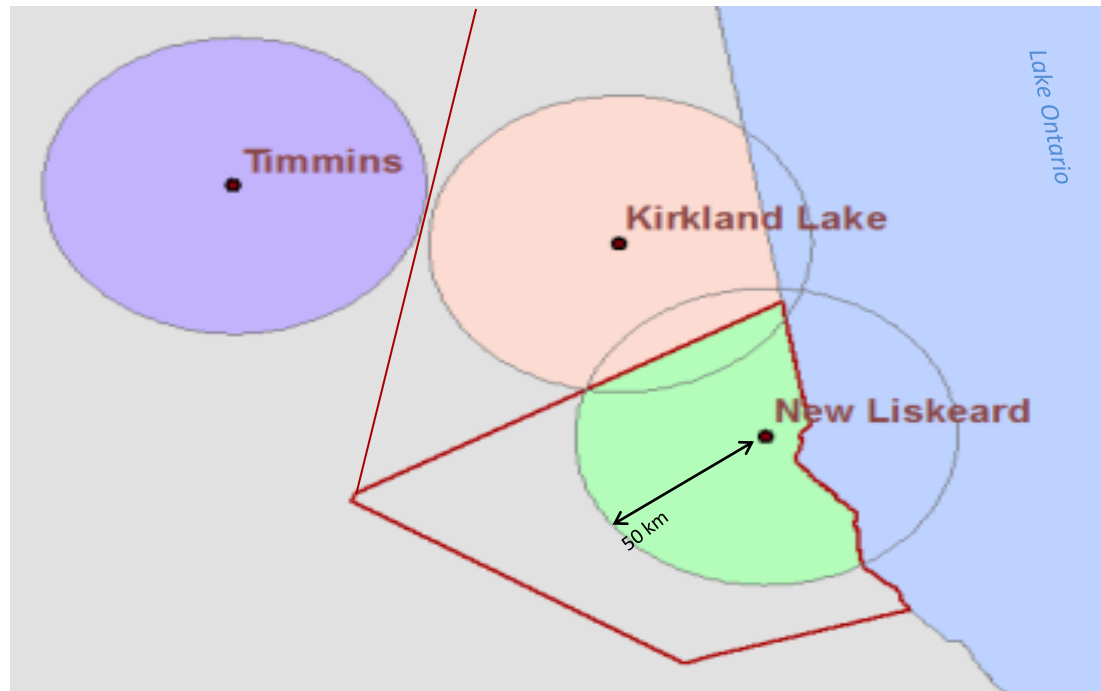
- Basic referrals via service delivery channels
- Leveraging business intelligence from partner

Future

- Enhanced Information Sharing
- Warm Transfer (long-term)
- Sharing analysis and intelligence from geospatial mapping
- Sharing data across organizations to improve business processes, benchmarking and showing value for partnership activities

Business Intelligence: Geo-spatial Analysis

- Regional need to understand clients and digest local-level data to support strategic planning, service delivery, client outreach
- Maps are an accessible way to present data, highlight relationships, overlay and link different data
- Enable complex spatial analysis



Challenges and Lessons Learned from Joint Planning

- **Legal:** Statutes or regulations prevent one jurisdiction from collaborating with another.
- **Operational and Management:** With cross-delivery, operational and managerial issues can arise (e.g. labour relations, human resource issues, financial matters, etc.).
- **Structural:** With integrated service delivery, issues to do with each jurisdictions' own organizational structure may arise, such as accountability concerns, ability to have collaborative initiatives that extend across jurisdictional boundaries, etc.
- **Cultural:** Inter-jurisdictional integrated service delivery may result in sensitivities over ownership of work, influencing decision making, limited ability or willingness to exchange information, and challenges in shifting towards horizontal collaboration, rather than vertical accountability.
- **Early Engagement:** Early and pro-active engagement has been a critical indicator of success for collaboration.
- **Privacy and Security:** Privacy, security, and confidentiality issues deserve special consideration in light of their importance for integrated service delivery in general.
- **Performance Measurement:** Data-driven, evidence based approach needed to properly gauge the effectiveness of current collaborative efforts.
- **Financial accountability:** Determination of costs per jurisdiction as a result of collaboration on both sides.

Partnership Successes

Examples of successful collaboration between Service Canada and ServiceOntario include:

- Establishment of five co-located sites and ten outreach sites hosted by Service Ontario
- Worked with provincial colleagues including ServiceOntario to ensure Syrian newcomers have enhanced access to government services by developing an information kit that contains inter-jurisdictional information, distributed at point of landing
- Promotion and active engagement of Aboriginal Birth and SIN registration in remote Indigenous fly-in communities
- Exploration of Canada's Digital Interchange
- Sharing business intelligence and best practices around Digital First, Identity, Urban and Rural strategies and Service Excellence

Questions & Closing



Annex - NORTHERN ONTARIO REMOTE COMMUNITY ACCESS (NORCA)

- NORCA is a Service Canada, Ontario Region multi-year initiative that will employ casual PM2 Citizen Services Specialists in 28 remote First Nations Scheduled Outreach sites. Through a phased in approach beginning on April 1, 2017
- Recognizes that “buy-in” from key partners is the largest predictor of success in remote service.
- Engages communities by including local members and supports service in traditional languages.
- Leverages local employees’ cultural competencies, local knowledge and trusting relationships within the community.
- Develops true partnerships with local communities, including in-kind contributions (i.e. office space).
- Takes advantage of available staffing flexibilities and the ‘as needed’ nature of casual contracts.
- Fosters collaboration with provincial and federal partners to provide access to services of all levels of government.