

Client-Centric Services Working Group

Joint Councils
September 26,
2018

Objectives

Client-Centric Services Working Group (CCSWG) is seeking Joint Council's approval of:

- ✓ **Working Group's Terms of Reference**
- ✓ **Intergovernmental Client-Centric Services Maturity Model**
- ✓ **Proposed project to test the Maturity Model**

Who We Are- Membership

Client-Centric Services Working Group (CCSWG) includes representatives of:

- **Federal Government: Service Canada (Co-Chair); Indigenous Services Canada; Client Experience Branch - Immigration, Refugees and Citizenship Canada**
- **Provincial/Territorial Governments: Service BC (Co-Chair); Service Alberta; Newfoundland and Labrador; Service Nova Scotia; Nunavut; Yukon**

Who We Are - Mandate

Client-Centric Services Working Group established to:

- **Define what it means to be client-centric from an intergovernmental perspective.**
- **Build capacity for driving innovation and continuous improvement of public sector service delivery at all levels of government across Canada.**
- **Establish a model for assessing: current state; opportunities and challenges; enablers for modernizing intergovernmental services.**
- **Test the model against service or bundle of services to champion and facilitate collaboration across jurisdictions.**

✓ Terms of Reference Ready for Final Approval

Progress to Date – Maturity Model

Developed *Intergovernmental Client-Centric Services Model* that provides reference point for assessing:

- The current state of the client (i.e. citizen) service experience for services involving multiple jurisdictions and/or levels of government (i.e. intergovernmental services).
- Opportunities for, and challenges with, organizations working together to continuously improve intergovernmental service experiences.
- Specific enablers that can be leveraged to push the modernization of an intergovernmental service forward (e.g. people/skills, processes, data/information, tools/technology, policy).

✓ **Model Ready for Final Approval**

Progress to Date – Testing the Model

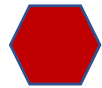
- Planning underway to explore *the service experiences citizens have during natural and manmade disasters/states of emergency* (e.g. wildfires, floods, ice storms).
- CCSWG selected this focus as providing services to citizens during natural and manmade disasters/states of emergency involves all levels of government and multiple jurisdictions.
- Intent of the project is to map where intergovernmental service experiences currently land on the continuum and understand the enablers that can be leveraged to push the modernization of those service experiences forward (e.g. people/skills, processes, data/information, tools/technology, policy).

Progress to Date – Testing the Model

Research question: *How can we work together to ensure that the service citizens experience during natural and manmade disasters/states of emergency has the following attributes:*



EASY ACCESS AND ACCESSIBLE



CONSISTENT



EFFICIENT



RESPONSIVE



INTEGRITY

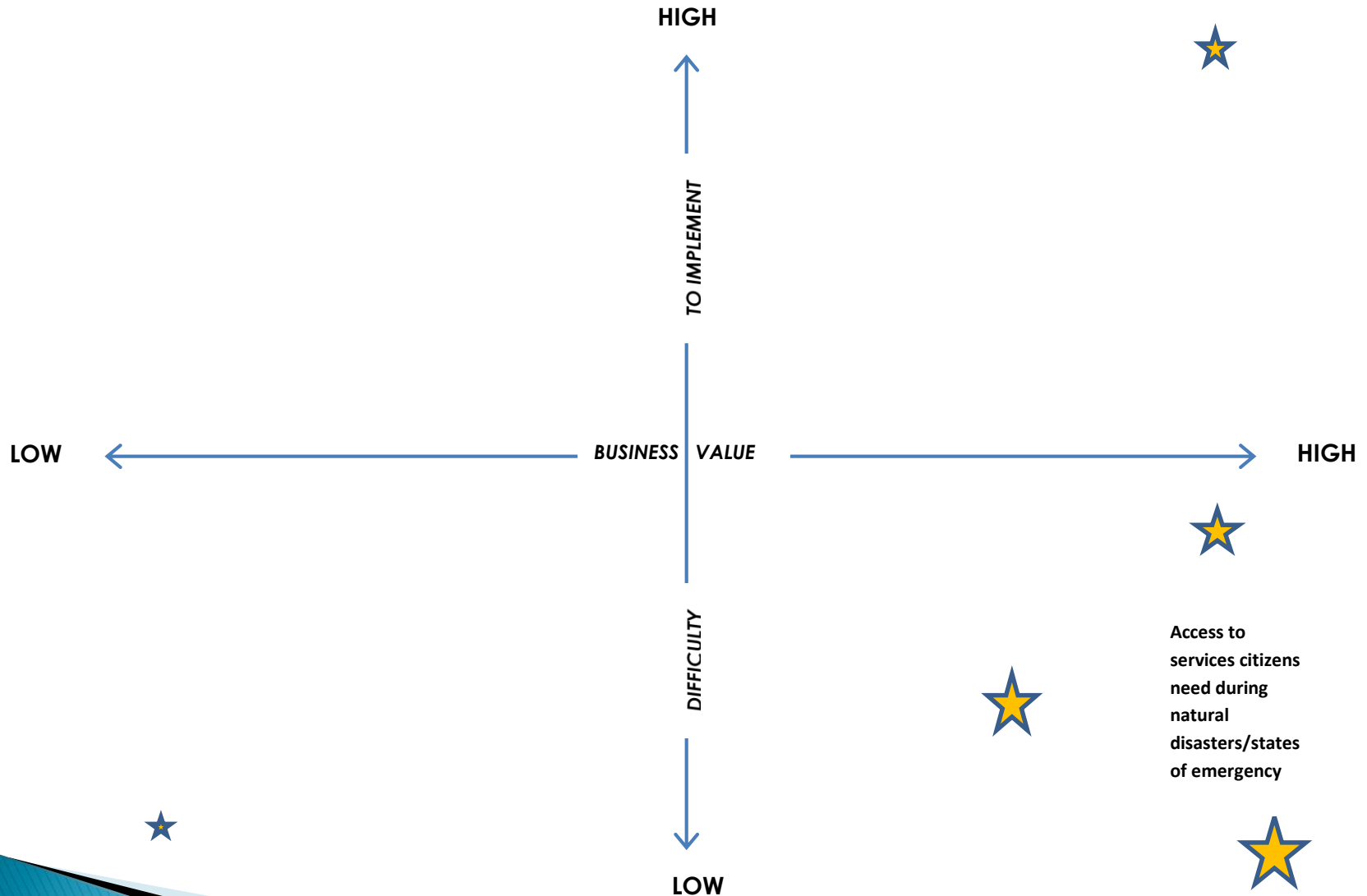


SECURE



SIMPLE

Identifying Specific Problems Worth Solving



Identifying Enablers Required to Solve Intergovernmental Service Experience Problems

PEOPLE/SKILLS	PROCESSES	DATA/INFORMATION	TOOLS/TECHNOLOGY	POLICY
<ul style="list-style-type: none">• Competencies and skills exist to collaborate across jurisdictions• Front line staff are empowered to work across jurisdictions• Customer focused leadership	<ul style="list-style-type: none">• Access to processes is extended to partners• Business processes are standardized	<ul style="list-style-type: none">• Data is linked and accessible between jurisdictions	<ul style="list-style-type: none">• Tools exist to enable staff to work across jurisdictions	<ul style="list-style-type: none">• Trusted public service• Trained professionals<ul style="list-style-type: none">◦ Privacy/security• Legislative requirements• Information sharing agreements• Funding agreements

Next Steps

CCSWG would like to confirm Joint Councils' approval of:

- ✓ **Working Group's Terms of Reference**
- ✓ **Intergovernmental Client-Centric Services Maturity Model**
- ✓ **Working Group's focus on *the service experiences citizens have during natural and manmade disasters/states of emergency* to test the Maturity Model**

Next Steps

With Joint Council's approval CCSWG will:

- **Review the current state of citizens' experiences when accessing government services during natural disasters and manmade /states of emergency.**
- **Identify pain points in citizens' service experiences.**
- **Identify opportunities for inter-governmental collaboration to improve service experiences.**
- **Identify specific enablers that can be leveraged to push the modernization of services.**
- **Select 1-2 specific “problems worth solving”.**

Appendix A

CCSWG Terms of Reference

Background	Across Canada government leaders at all levels recognize the importance of continuously improving quality of the services they provide. Evolving public expectations for seamless services that transcend program, organizational and jurisdictional boundaries and highlight the need for intergovernmental solutions. In recognition of the importance of federal, provincial, territorial and municipal (FPTM) governments working together to modernize public sector service delivery, the <i>Client-Centric Service Working Group (CCSWG)</i> was established in February, 2018 by the Joint Councils for Public Sector Service Delivery (PSSD) and Public Sector Chief Information Officers (PSCIO).
Mandate	<ul style="list-style-type: none"> • Define what it means to be client centric from an intergovernmental perspective. • Build capacity for driving innovation and continuous improvement of public sector service delivery all levels of government across Canada. • Establish a model for assessing: <ul style="list-style-type: none"> ◦ the current state of the client service experience for services involving multiple jurisdictions and/or levels of government; ◦ opportunities for, and challenges with, organizations working together to continuously improve intergovernmental service experiences ◦ specific enablers that can be leveraged to push the modernization of an intergovernmental service forward (e.g. people/skills; processes, data/information, tools/technology, policy) • Test the model against a selected service or bundle of services, to champion and facilitate project based collaboration with interested jurisdictions to provide more seamless and integrated service across levels of government.
Responsibilities	<ul style="list-style-type: none"> • Identify project deliverables • Develop measurement framework to assess impact of projects • Support effective collaboration across and within participating jurisdictions and the Councils • Capture findings and make them accessible to all jurisdictions • Develop and maintain work plan for Joint Councils and associated project funding proposals. • Provide regular updates to the Joint Councils
Membership	<ul style="list-style-type: none"> • Federal: ESDC/Service Canada; Immigration, Refugees and Citizenship Canada; Indigenous Services Canada • Provincial/Territorial: Service BC, Service Alberta, Service Newfoundland, Service Nova Scotia • Municipal: Municipal Service Delivery Officials
Co-Chairs	<ul style="list-style-type: none"> • The Working Group will be co-chaired by Service BC and ESDC/Service Canada. The Co-Chairs responsible for: <ul style="list-style-type: none"> ◦ providing strategic leadership for the Client-Centric Services priority, ensuring linkages to the Joint Councils agenda and logic model ◦ ensuring balanced FPTM representation on the working group ◦ setting meeting agendas and materials, and chairing meetings. ◦ reporting regularly to Joint Councils.
Reporting	<ul style="list-style-type: none"> • The <i>Client Centered Services Working Group</i> reports to the <i>Joint Councils</i>
Decision Making	<ul style="list-style-type: none"> • CCSWG makes recommendations to the <i>Joint Councils</i> who in turn will make final decisions on activities/work plan. • Decisions of the CCSWG will be based on a principled, collaborative approach to advance initiatives
Frequency of Meetings	<ul style="list-style-type: none"> • Meetings will be held monthly via teleconferencing, or as required, at the request of the Co-Chair
Funding	<ul style="list-style-type: none"> • Funding for CCSWG activities fall under the Joint Councils current funding arrangements and approvals. A funding form must be filled out and submitted to the Councils (via the ICCS Secretariat) along with a Scope of Work. Members of the Councils must review and approve funding requests • Members are responsible for the costs of travel, meals and accommodations incurred in relation to CCSWG activities unless funding for this has been approved by the Joint Councils.

Appendix B







Intergovernmental Client-Centric Services Maturity Model

ALIGNMENT WITH JOINT COUNCIL'S LONG TERM GOALS:

Enabling Government Without Borders: *Providing simple, seamless and convenient access to government information and services to Canadians regardless of where someone lives or does business.*
 Enabling a Modern and Innovative Government: *Leveraging data and research to inform policy development, service design and service delivery while being open, transparent and efficient.*

NOTE: The intent of this model is to provide a reference point for assessing:

- the current state of the client (i.e. citizen) service experience for services involving multiple jurisdictions and/or levels of government (i.e. intergovernmental services);
 - opportunities for, and challenges with, organizations working together to continuously improve intergovernmental service experiences;
 - specific enablers that can be leveraged to push the modernization of an intergovernmental service forward (e.g. people/skills, processes, data/information, tools/technology, policy)
- It is anticipated the model will be refined and improved as it is applied to intergovernmental client service improvement projects.

ATTRIBUTES	SERVICES ARE MEETING SOME OF MY EXPECTATIONS	I AM SATISFIED	I AM IMPRESSED BY THE QUALITY OF SERVICE I AM RECEIVING
 EASY ACCESS AND ACCESSIBLE	<ul style="list-style-type: none"> • My in-person services are conveniently located in one location where possible. • I can choose the channel that suits me the best (e.g. online, in-person, over the phone). • I can receive accessible services when I ask for them. • I have all the tools I need to complete the tasks. 	<ul style="list-style-type: none"> • My services are bundled and connected across departments and jurisdictions (e.g. birth bundle, death bundle). • I can access a service via one channel and seamlessly finish it via another. • Accessible services are readily available before I ask. • The tools to complete my tasks are easy to understand and use. 	<ul style="list-style-type: none"> • My service needs are met at the first point of contact, no matter what levels of government are involved. • I can access services seamlessly across jurisdictions and channels, anywhere, anytime, on any device. • I receive accessible services following universal design standards from all the jurisdictions and channels. • The tools provided not only assist me with one task but can be applied to other tasks in an easy and efficient way.
 CONSISTENT	<ul style="list-style-type: none"> • My services are reliable across channels. • My services adequately meet my expectations regardless of channels. 	<ul style="list-style-type: none"> • I receive consistent information about the services I need across governments and jurisdictions. • Changes I make at one level of government are reflected across levels of government (e.g. address change). 	<ul style="list-style-type: none"> • I receive the same high level of service across jurisdictions. • The quality of service consistently exceeds my expectations, my needs are always met.
 EFFICIENT	<ul style="list-style-type: none"> • My information is used within a jurisdiction to make it easier for me to receive related services. • When I engage in a service, I know how long it will take, what documents I will need, and when I will receive a service. • My services are timely and affordable. 	<ul style="list-style-type: none"> • My service providers anticipate my needs based on my life events and suggest appropriate interjurisdictional services (e.g. high school graduate nudged to access student loans, bursaries). • My information is shared as appropriate between different levels of government to reduce the need for me to provide it more than once. 	<ul style="list-style-type: none"> • My needs are anticipated across levels of government. • Related services that will improve my life are recommended. • Governments access a single source of information about me as appropriate so that I never have to provide it more than once.
 RESPONSIVE	<ul style="list-style-type: none"> • My feedback is actively sought. • The information and feedback I give is used to improve the services I receive. 	<ul style="list-style-type: none"> • My expectations on how I access services across governments are considered, people like me are engaged to test services before they're launched to ensure they meet our needs. • My governments inform me how my feedback improved services. 	<ul style="list-style-type: none"> • My service providers use sophisticated methods to continually evaluate and explore better ways of delivering services to me (e.g. advanced data analytics) and adapt to my changing preferences. • My service providers invite people like me to co-design services.
 INTEGRITY	<ul style="list-style-type: none"> • I am somewhat confident that my governments are delivering services that Canadians need while reducing fraud. 	<ul style="list-style-type: none"> • My taxes are well spent, governments work together to ensure benefits are targeting only those who need them. • My governments are ensuring everyone who should be receiving benefits is targeted. Everyone is treated equally. 	<ul style="list-style-type: none"> • I trust that my governments are working together to ensure my information is protected and its fraudulent use is prevented • My governments effectively prevent fraudulent access to benefits, ensuring they are available for people entitled to them.
 SECURE	<ul style="list-style-type: none"> • Governments consistently save and protect my information in all channels. 	<ul style="list-style-type: none"> • I can give my consent to allow governments to share my information to further improve my services. • Governments are using a secure, systematic approach to enable me to access services across channels and jurisdictions. 	<ul style="list-style-type: none"> • I have access to secure and seamless online service across service organizations. • I have a single secure login for all of my online services and am able to check the status of all services online.