

## **PSSDC Information-Sharing Template – September 2018**

*Information Sharing was prepared for the PSSDC Meeting of September 2018 and not to be shared outside of the Council*

<b>JURISDICTION: NOVA SCOTIA</b>		<b>Contact</b>
<p><b>1. Accomplishments:</b> Briefly highlight major service delivery accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6-12 months.</p>	<ul style="list-style-type: none"> <li>• In partnership with our Internal Services Department (ISD), Service Nova Scotia (SNS) is continuing to advance work related to the development of a Digital Program for NS. <ul style="list-style-type: none"> <li>◦ SNS partnered with Public.Digital to help develop a <b>Digital Strategy</b> for Nova Scotia, and develop requirements for a digital program to support the delivery of the strategy.</li> </ul> </li> <li>• Partnered with the Department of Labour and Advanced Education to provide service design expertise and guidance on the development of a virtual career service – <b>NS Works Digital Service</b>.</li> <li>• Implemented an alpha version of a <b>Service Measurement Dashboard</b> that tracks the progress of key departmental metrics outlined in our Business Plan.</li> <li>• The <b>Identity Management team</b> from the ISD have co-located with the Digital Services Team at SNS. This move creates ‘one front door’ for departments to access supports for digital transformation. This move is an effort to bring the business and IT closer together to deliver on what users need.</li> <li>• Participated on <b>Financial Management</b> sub-committee of Housing and Homelessness Partnership to identify and resolve issues in obtaining identification required for cashing cheques.</li> <li>• Developed a Privacy Impact Assessment (PIA) outlining the conceptual requirements and design of new <b>online driver abstract service</b>.</li> <li>• SNS has partnered with Enterprise Registry Solutions to modernize the <b>Registry of Joint Stocks Companies</b> IT system.</li> <li>• Implemented a new central issuance <b>Registry of Motor Vehicles (RMV) photo license</b> system that will transition the issuance of photo identification cards and driver’s licenses from over the counter to central issuance.</li> <li>• Implemented a <b>Greeter Desk Pilot</b> project in our Access Centres to operationalize the role our Welcome Desk plays at these locations. The goal of this project is to properly triage clients prior to getting to the front counter and to provide them with a warm welcome as part of achieving Customer Service Excellence.</li> <li>• Implemented changes to our <b>Qmatic numbering system</b> in our Access NS Centres to include enhancements such as the use of more plain language, addition of an accessibility option, and presentation in both French and English.</li> <li>• Piloting an initiative for our In-Person Channel that is aimed at <b>hiring the “right fit”</b> for positions. This initiative is utilizing new tools to assess candidates for various skills and</li> </ul>	

	<p>traits as part of the initial screening process - key factors in the role of a front-line customer service representative.</p> <ul style="list-style-type: none"> <li>• To continue our efforts to deliver accessible and easy to use services, iPads now exist in all In-Person Access NS Centres to facilitate ‘<b>translation services</b>’ when language barriers are an issue, as well as promoting the use of our online services.</li> <li>• Continued to advance our strategy to elevate our <b>Client Experience</b> by launching ‘name badges’ in all In-Person Access NS Centres.</li> <li>• Implemented Skillsoft to enable e-learning of <b>customer service skills</b>.</li> <li>• Implemented Gaelic and Mi’kmaq <b>speciality licence plates</b>.</li> <li>• Continue to consistently meet service level targets in our <b>In-Person Channel</b> of serving 80% of our clients within 20 minutes or less.</li> </ul> <p>Engagement/Consultation</p> <ul style="list-style-type: none"> <li>• Continue to focus efforts on raising internal awareness about the importance of human-centered service design. Planning and executing research at an early stage in any project will contribute to understanding user behaviours, discovering (not just validating) user needs and uncovering insights that can be used to inform the end solution design.</li> <li>• As a follow-up to the <b>Ask the User</b> project, SNS completed qualitative discovery research, with parents and students, on the Program Planning Process, identifying ways to streamline the process. The findings were reported to The Commission on Inclusive Education.</li> <li>• Launched a <b>Usability Lab</b> in the fall of 2016 and in recent months have executed the following usability testing: <ul style="list-style-type: none"> <li>○ Partnered with the Department of Information, Communications and Technology Services (ICTS) to conduct usability testing on their <b>help desk ticketing</b> system as well as their <b>Emergency App</b>.</li> <li>○ Assisted with advancing the province’s innovation agenda by conducting usability testing on a draft <b>Innovation Policy</b> with civil servants.</li> <li>○ SNS partnered with the Public Service Commission (PSC), to conduct usability testing of an alpha prototype for an internally facing service known as “<b>The Hub</b>” as well as their <b>Learning Management System</b>.</li> <li>○ SNS partnered with the Department of Natural Resources to conduct usability testing on their <b>Wildlife and Hunting e-licensing system</b>.</li> <li>○ SNS partnered with SNS’s Alcohol and Gaming Division to conduct usability on our new <b>Ticket Lottery Permit</b> (\$under \$4,000).</li> <li>○ Partnered with the Department of Justice to conduct usability on a <b>Victim Services Portal</b>.</li> </ul> </li> </ul>	
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## 2. Priorities:

Briefly describe what your organization sees as its **top service delivery priorities/initiatives over the next 12 to 36 months.**

- **Governance and mandate** as it relates to a Nova Scotia Digital Program.
- Development of a **Digital Strategy** for Nova Scotia.
- Establishment of a **Digital Program** for Nova Scotia.
- Advancement of **key enabling common platforms** for Nova Scotia (e.g. Identity, Notification and Payment)
  - Investigating LOA 2 / 3 for citizen identity
  - Streamlining ease of use and integration for the digital identity platform
  - Engagement / consultation re: notification and payment
- Continue to advance the **Registry Transformation** initiatives (Joint Stocks, Vital, Motor Vehicles, and Land).
- Implement an **online motor vehicle dealer service** that will enable electronic exchange of information for some common vehicle requests and incorporates electronic funds transfer as the payment option.
- Implement the ability to capture and display **French characters** within given and surname of driver licences and photo identification cards.
- Implement the ability to capture and display **longer given names and surnames** (40 to 96 characters) on RMV documents including photo cards.
- Investigate potential **mobile photo capture solutions** for driver licences and photo identification cards.
- Complete a **Green Belt project** to improve efficiencies related to issuance of 30-day temporary vehicle registrations.
- Amend the RMV program requirements to support legislative changes for **drug-impaired driving** offences.
- SNS will continue to advance our **Voice of the Customer** work, which is a critical part of Our Excellence Journey to actively engage with our customers.
- Design a '**becoming a newly licensed driver**' service that will deliver a modern solution to a younger demographic who are used to accessing simple, streamlined digital services.
- Working with the Department of Justice to include **Restitution Payments**, and the ability to pay via NS's payment platform, to our online service.
- Applying behavioural insights to improve the design and delivery of our current **Online Vehicle Permit Renewal** service to continue to increase digital uptake.
- Partner with the Department of Natural Resources and the Department of Fisheries and Aquaculture in the delivery of digital **Wildlife and Fishing e-licenses**.

	<ul style="list-style-type: none"> <li>• Develop and deliver <b>customer service soft skills</b> training.</li> <li>• Continue to support the Department of Community Services <b>social program transformation</b>.</li> <li>• Implement a digital solution that will enable Nova Scotian's to easily apply for <b>ticket lottery permit</b> with a prize value of less than \$4,000.</li> <li>• Implement a digital offering to provide the ability for clients to see online the In-Person Access NS Centre <b>wait times</b>.</li> <li>• SNS, as members of Nova Scotia Government Senior Officials' Table on <b>Service Excellence</b>, will help create and deliver a shared vision of service excellence and an improved citizen experience for Nova Scotians interacting with the Province.</li> </ul>	
<p><b>3. <u>Showcase/Sharing:</u></b> Are there <b>any resources in your jurisdiction such as applications, processes etc. that other jurisdictions may have an interest in applying or implementing</b> in their own jurisdiction? <i>(This information will help in agenda planning for future meetings.)</i></p>	<p><b>Government in a Digital Era</b></p> <p>SNS, in collaboration with ISD, has received approval from government to:</p> <ul style="list-style-type: none"> <li>• Create a <b>digital strategy</b> for government;</li> <li>• Determine high-level requirements for common foundational "<b>platforms</b>" such as payment, identity, and notification.</li> <li>• Develop the requirements of a <b>digital "program"</b> to support the delivery of the digital strategy.</li> </ul> <p>The goal is to create a consistent client experience, where Nova Scotians, businesses, and individuals can access simpler, faster and better end-to-end services.</p> <p>SNS has contracted Public.Digital, a UK-based company that helps governments, organizations, and senior executives and elected officials on how to deliver digital transformation at scale. The company is comprised of the co-founders and key players who led the UK's digital government transformation.</p> <p>Specifically, Public.Digital will:</p> <ul style="list-style-type: none"> <li>• support the development of a Digital Strategy for government.</li> <li>• Develop the requirements of a digital "program" to support the delivery of the digital strategy.</li> </ul> <p><b>Excellence Journey</b></p> <ul style="list-style-type: none"> <li>• SNS will continue to advance our <b>Voice of the Customer</b> work, which is a critical part of Journey to actively engage with our customers. SNS is about to roll out a Citizen and Business Feedback Survey plan which will undertake transactional and reputational research with all four client segments on a planned basis.</li> </ul>	

	<ul style="list-style-type: none"> <li>• SNS is currently developing a policy and framework for systematic management of its client feedback. In addition, we are preparing to complete its second annual Employee Insight survey, which provides Voice of the Employee on Client Experience and service issues.</li> <li>• The culture of continuous improvement is becoming embedded within SNS, through the deployment of the <b>Continuous Improvement Framework</b>. An emphasis in training, project execution and engagement of front line staff in Awareness, White Belt, 5S + S, Process Management and Yellow Belt training is impacting the culture.</li> <li>• Successful projects were showcased at SNS' inaugural Innovation Day in the fall of 2017. SNS has nine qualified LSS Green Belts working on program and process efficiencies and eight Green Belt projects underway. Projects are focused on enhancing the client experience and red tape reduction. A Community of Practice is being developed to assist in promoting the culture and to share best practice.</li> <li>• Investment in continuous improvement courses and Lean Six Sigma has led to increased employee engagement and improved client satisfaction.</li> </ul>	
<p><b>4. Issues and Needs:</b> Briefly describe <b>any service delivery issues you would like to share</b> with the Council and what assistance you might be seeking from PSSDC.</p>	<ul style="list-style-type: none"> <li>• Operationalizing the responsibility for corporate digital government (e.g. clarity on mandate and authority, and roles and responsibilities).</li> <li>• Digital service delivery privacy concerns, including: <ul style="list-style-type: none"> <li>○ Clarity on what information qualifies as personal information, and the management of personal information and use of third party service providers. Nova Scotia has leveraged Google Analytics for analytics and service measurement, the use of the IP Address and management within Google continues to be raised as a risk. A collaborative Canadian approach to mitigating this risk could benefit all jurisdictions.</li> <li>○ Approach and compliance to privacy legislation and best practices when engaging the public during service design (e.g. insights research and usability testing) to ensure services are built to meet the needs of users.</li> </ul> </li> <li>• Recruitment and/or contracting of service designers and product managers – limited resources in the marketplace.</li> </ul>	