

PSSDC Information-Sharing Template – February 2018

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

| JURISDICTION: Immigration, Refugees and Citizenship Canada | | Contact |
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| <p>1. Accomplishments: Briefly highlight major service delivery accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6-12 months.</p> | <p>IRCC completed the following initiatives:</p> <ul style="list-style-type: none"> • Client Support Centre (CSC) Phone Hug <ul style="list-style-type: none"> ○ Driven by insights gathered through human-centred design, IRCC made small changes at its call centre in January 2017 that reduced same day repeat calls by 30%, proving that clearer, more positive language, more detailed case status updates, and keeping better track of client contacts makes sense for business as well as clients. • Improvements to application processes for Family Class (FC) spousal clients <ul style="list-style-type: none"> ○ The FC Tiger Team worked horizontally within the Department to review forms, guides, websites, tools and processes in order to improve the client experience and achieve faster processing times for most applicants. Changes came into effect in December 2016 and January 2017. Following a review of client and stakeholder feedback, additional updates were made to the application forms and kits in June 2017 to further increase usability and improve client service. • Text message pilot <ul style="list-style-type: none"> ○ Pilot implemented to have clients enrol to receive a text message as soon as their application package arrived in the IRCC mailroom. The mobile solution was sole sourced through the third party provider Ulula. The service is scalable to any paper-based process in IRCC and across the GoC. The pilot was launched January 2017 and as of September 30, 2017 service is no longer available for new subscribers. A subscriber survey was conducted and preliminary results show the pilot was a success: 97% of users found the text service helpful. IRCC is exploring next steps for this initiative. • Plain Language Letters Project <ul style="list-style-type: none"> ○ The objective of the project is to review IRCC template letters sent to clients, editing for content, accuracy, consistency, tone and plain language. Spousal sponsorship under family class immigration, and temporary residents' letters were completed. • Electronic Travel Authorization (eTA) Expansion <ul style="list-style-type: none"> ○ eTA Expansion officially launched on May 1st to allow nationals of Brazil, Romania and Bulgaria who have held a Canadian visa in the past 10 years or who currently hold a valid United States visa to apply for an eTA. Most eTA applications are finalized within minutes of receipt through the electronic processing system. For applicants that require manual processing, an email with instructions will be sent within 72 hours of submitting an application. • Travel Journal <ul style="list-style-type: none"> ○ Giving permanent residents a travel-tracking tool that they can insert in their passport to help them eventually complete their citizenship application. This will help to result in fewer refusals for not meeting the physical presence requirement for citizenship. • Establishment of the Client Experience Branch <ul style="list-style-type: none"> ○ The Branch was created in January 2017 as part of our commitment to continuously improve our services to clients and to provide them with a positive client experience. | <p>Michelle Lattimore Director General, Client Experience Immigration, Refugees and Citizenship Canada / Government of Canada Michelle.Lattimore@cic.gc.ca Tel: 613-437-9389</p> |

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| | <ul style="list-style-type: none"> ○ On April 2017, the Service Insights and Experimentation Division was created within the Client Experience Branch to support service delivery innovation by helping IRCC's external service delivery areas apply user-centered design methodology, principles, techniques and processes as part of the re-design of services. | |
| <p>2. Priorities: Briefly describe what your organization sees as its top service delivery priorities/initiatives over the next 12 to 36 months.</p> | <p>Our client service priorities for 2017-18 include:</p> <ol style="list-style-type: none"> 1. Improving Existing Services <i>Initiatives designed to improve existing services by making them faster and easier:</i> <ol style="list-style-type: none"> a) Clarifying processing times and application status information for <u>resettled refugees and sponsors</u> by streamlining forms, guides and website content b) Improving <u>spousal sponsorship</u> service delivery by updating application tools and adhering to the 12-month service standard c) Improving <u>live-in caregiver</u> service delivery by implementing a backlog reduction plan and providing better clarity on processing times 2. Testing New and Innovative Approaches <i>Testing new and innovative approaches to build the Canadian economy through immigration:</i> <ol style="list-style-type: none"> a) Implementing the Global Skills Strategy by launching a dedicated service channel and implementing two-week processing b) Implementing the Atlantic Immigration Pilot by launching intermediate-skilled, high-skilled and international graduate programs 3. Better Engagement with Clients <i>Acknowledging that the services we provide touch on some of the most important decisions and milestones in the lives of our clients, and engaging with them to improve the client experience</i> <ol style="list-style-type: none"> a) Identifying client pain points in order to develop insights by launching a Settlement Design Challenge, new Client Experience Advisory Committee, and (pending internal funding decision) a public-facing website to engage clients in tool development b) Prototyping and experimenting to test new ways of doing business by piloting Citizenship Design Challenge ideas, expanding the 'text from the mailroom' pilot, and testing new interventions in settlement programming c) Delivering personalized and meaningful support to clients by improving website readability and online payment functionality, improving online case status information in My Account, making it easier for clients to access call centre agents, and developing a transformational vision for the front-end service experience. <p>Priorities for 2018-19 are in the process of being identified. In addition, IRCC is developing a 2018-2021 Service Strategy to replace the previous one (2015-2018).</p> | <p>Michelle Lattimore Director General, Client Experience Immigration, Refugees and Citizenship Canada / Government of Canada Michelle.Lattimore@cic.gc.ca Tel: 613-437-9389</p> |

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| <p>3. <u>Showcase/Sharing:</u> Are there any resources in your jurisdiction such as applications, processes etc. that other jurisdictions may have an interest in applying or implementing in their own jurisdiction? <i>(This information will help in agenda planning for future meetings.)</i></p> | <p>IRCC launched a working group, the e-Tool Advisory Panel, with immigration consultants and lawyers to discuss issues and challenges with our electronic services. These individuals are paid representatives that our clients can use to apply for immigration services. The working group acts as a sounding board to test alpha and beta versions for new platforms and improvements to existing ones. They can also collect examples when tools are not working and specific examples are required to identify the solution. Although still at its infancy stage, IRCC believes this working group to be of great value to ensure high quality online services.</p> <p>IRCC is continuing to review programs and services using human-centered design principles as well as taking a behavioural lens when looking for solutions to existing problems. This increasingly means interacting directly with clients when looking for and testing solutions to existing problems. It requires a shift in perspective and looking at our processes from an external perspective. While still at a developmental stage, we are increasingly hopeful that this will lead to concrete improvements for perennial issues.</p> | <p>Michelle Lattimore Director General, Client Experience Immigration, Refugees and Citizenship Canada / Government of Canada Michelle.Lattimore@cic.gc.ca Tel: 613-437-9389</p> |
| <p>4. <u>Issues and Needs:</u> Briefly describe any service delivery issues you would like to share with the Council and what assistance you might be seeking from PSSDC.</p> | <p>IRCC is exploring how to measure service quality. Historically we have focussed on efficiency and productivity measures (processing times, call answer rate, etc.). More recently we have adopted usability measures (is it fast, clear, functional, error free). We are now exploring other metrics related to client experience such as welcoming, assurance, trust, memorable, dignity, and empathy. Sharing of similar work and any lessons learned would be greatly appreciated.</p> | <p>Michelle Lattimore Director General, Client Experience Immigration, Refugees and Citizenship Canada / Government of Canada Michelle.Lattimore@cic.gc.ca Tel: 613-437-9389</p> |