

# **SERVICE PARTNERSHIPS PLAYBOOK**

Jurisdictional Collaboration to Improve the Client Experience

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Jurisdictional Collaboration to Improve the Client Experience

Implement Partnerships

## IDENTIFY NEEDS

Partnering for the win-win-win:

- Clients
- Partner
- Employees

## SUCCESSFUL PARTNERSHIPS

- Committed Leadership
- Clear Governance and Accountability
- Relationship Management
- Shared Purpose and Culture
- Integrated Planning

## RIGHT PARTNER

- Organizational Objectives
- Strengths and Weaknesses
- Service Areas Conducive to Collaboration
- Service Gaps that a Partner Could Fill
- Goals and Expected Outcomes

## EXPLORE MODELS

Different models for diverse needs:

- Cross Promotion
- Outreach
- Co-Location
- Integrated Partnerships

## IMPLEMENT

- Develop Business Case
- Design the Partnership
- Finalize the Service Partnership Agreement
- Operationalize the Model

## MEASURE SUCCESS

- Measure Performance
- Report Internally and Externally
- Evaluate the Partnership
- Learn and Continue Experimenting
- Share the Results

Improve Client Experience

Showcase, Replicate, Scale-up

Continuous Integration

## WHY SERVICE DELIVERY PARTNERSHIPS?

Increasingly, governments are under pressure to deliver more and better service in a cost-effective manner. Successful partnerships between governments provide a win-win-win value proposition for partners, clients and employees. Depending on the nature of the partnership you can achieve many of the following benefits:



For this Playbook, service partnerships refers to collaboration between multiple service partners, for example, federal, provincial, territorial and municipalities.

### **PARTNERS:**

- Leverage opportunities to explore creative solutions to improve the client experience.
- Expand service reach by obtaining access to existing service delivery networks.
- Attain cost-efficiencies and economies of scale.

### **CLIENTS:**

- Provide more convenient access to services.
- Provide access to more services and more seamless services.
- Improve responsiveness.
- Sustain an in-person presence in lower transaction volume communities.
- Simplify the take-up of benefits for vulnerable populations.
- Reduce potential stigma (in-person visits) by having a range of services offered.

### **EMPLOYEES:**

- Improve personal safety (in-person and outreach), particularly in rural and remote areas.
- Increase in-person collaboration through shared space and common areas to improve service delivery.
- Broaden the employee's network to learn and make linkages to their work.

## GOOD RELATIONSHIPS MAKE A SUCCESSFUL PARTNERSHIP

There are some key elements that contribute to building a successful partnership<sup>1</sup>.

### COMMITTED LEADERSHIP

- Champion the transformation and evolution of the organizational culture that may be required.
- Collaborate to deliver the results that will lead to a successful partnership.
- Ensure sponsors are senior enough to span the scope of work.
- Expect sponsors to be actively engaged to resolve issues, provide direction and foster leadership and support within their own organization.

### SHARED PURPOSE AND CULTURE

- Spend time understanding the needs of the partner and their operational and policy environment.
- Work closely to identify the purpose, vision, objectives, and performance measurements for the partnership.
- Agree on the elements of an integrated culture that will co-exist with the vertical culture of each partner. For example, shared language and terminology.

### CLEAR GOVERNANCE AND ACCOUNTABILITY

- Confirm shared interest and create synergies within the leadership team.
- Develop a framework with principles that will enable partners to engage and align.
- Define horizontal accountabilities around roles, responsibilities, policy and service delivery ownership.
- Monitor performance and adjust as required.

### INTEGRATED PLANNING AND IMPLEMENTATION

- Confirm what is to be implemented and in what timeframe.
- Commit to regular face-to-face meetings and joint planning sessions.
- Commit to effective and timely communications.
- Ensure activities that could affect the other partner are coordinated e.g. external and employee communications.

### ONGOING RELATIONSHIP MANAGEMENT

- Gain trust through transparency and credibility.
- Foster a relationship outside the context of the partnership.
- Check-in regularly to make sure that everyone continues to share the same vision for the partnership.



Establishing trusting relationships with other service providers in the community is key to strong partnerships.



<sup>1</sup>Partnership Strategy for Horizontal Initiatives Partner Workbook (Available on GCcollab, under [Tools and Templates](#))

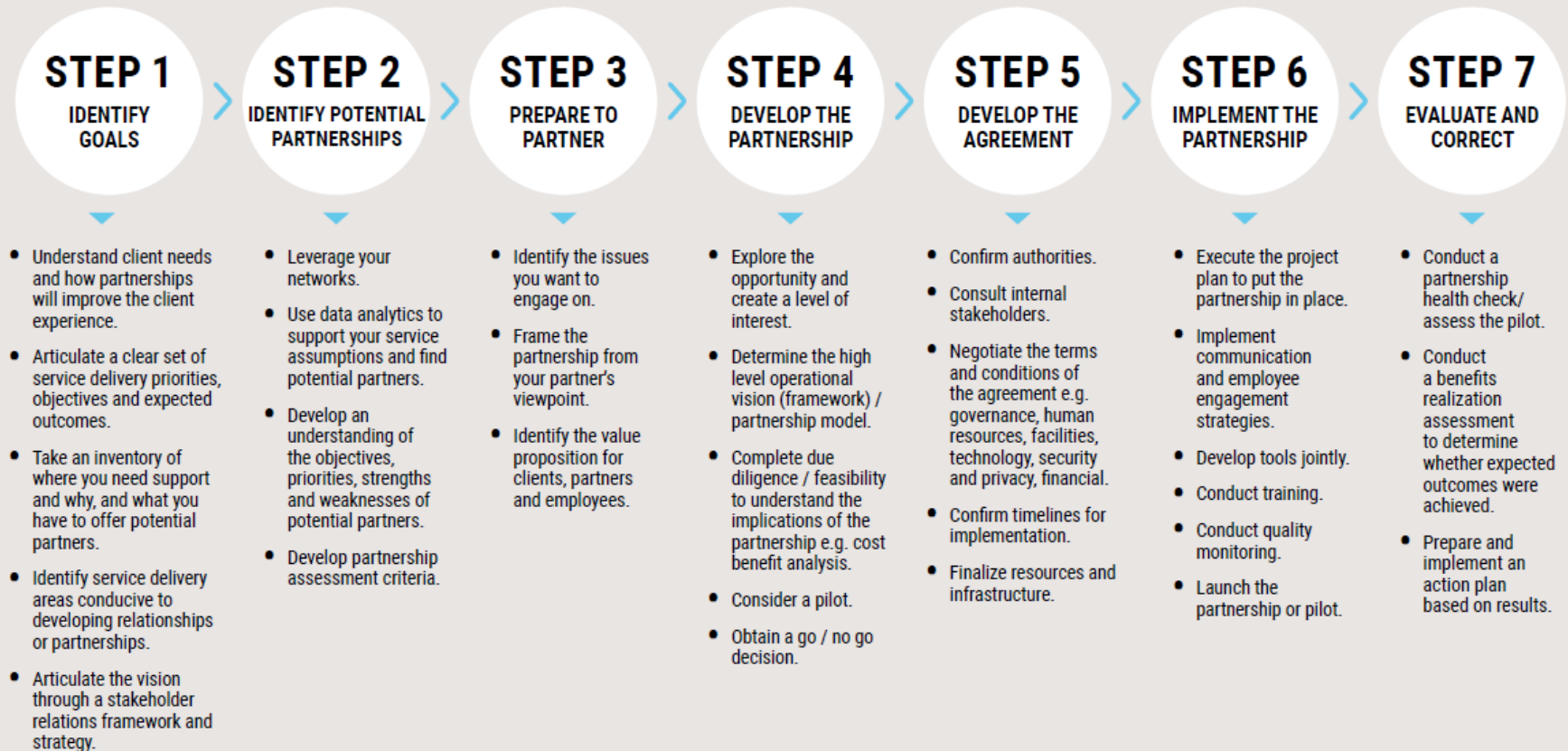


# THE PARTNERING PROCESS

The following chart outlines steps to consider when implementing a service delivery partnership<sup>2</sup>. As service delivery partnerships differ in complexity not all steps may apply. Consider them as a guide to achieve optimal results in your partnership development.



For new more complex partnerships, a pilot provides the means to test logistics, prove value and reveal deficiencies before making a large investment in time or money.



<sup>2</sup>Partnership Strategy for Horizontal Initiatives Partner Workbook (Available on GCcollab, under [Tools and Templates](#))

## THE PARTNERING PROCESS – BEST PRACTICES

This section puts a spotlight on some of the considerations outlined in the Partnering Process and provides supporting tools.

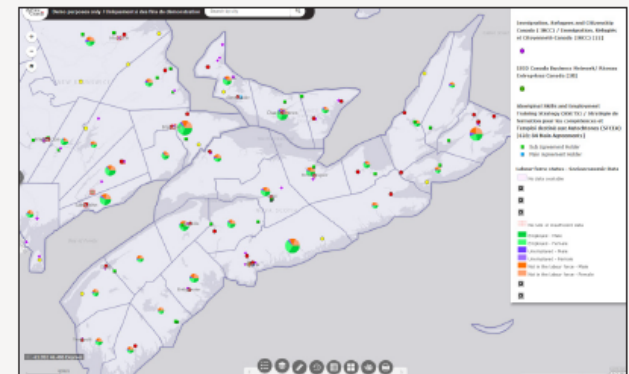
Consider developing a **Stakeholder Relations Framework** to provide a vision on the types of relationships you want to foster (Step 1).

- Principles
- Objectives
- Time Horizon
- Stakeholder Relations Tools, Templates and Intelligence-gathering Systems
- Key Partnerships and Engagement Interests: For example,
  - Other governments
  - Other departments
- Non-governmental organizations
- Roles and Responsibilities
- Key Deliverables
- Evaluation and Reporting

Consider developing a **Stakeholder Relations Strategy** to articulate how you will build those relationships (Step 1).

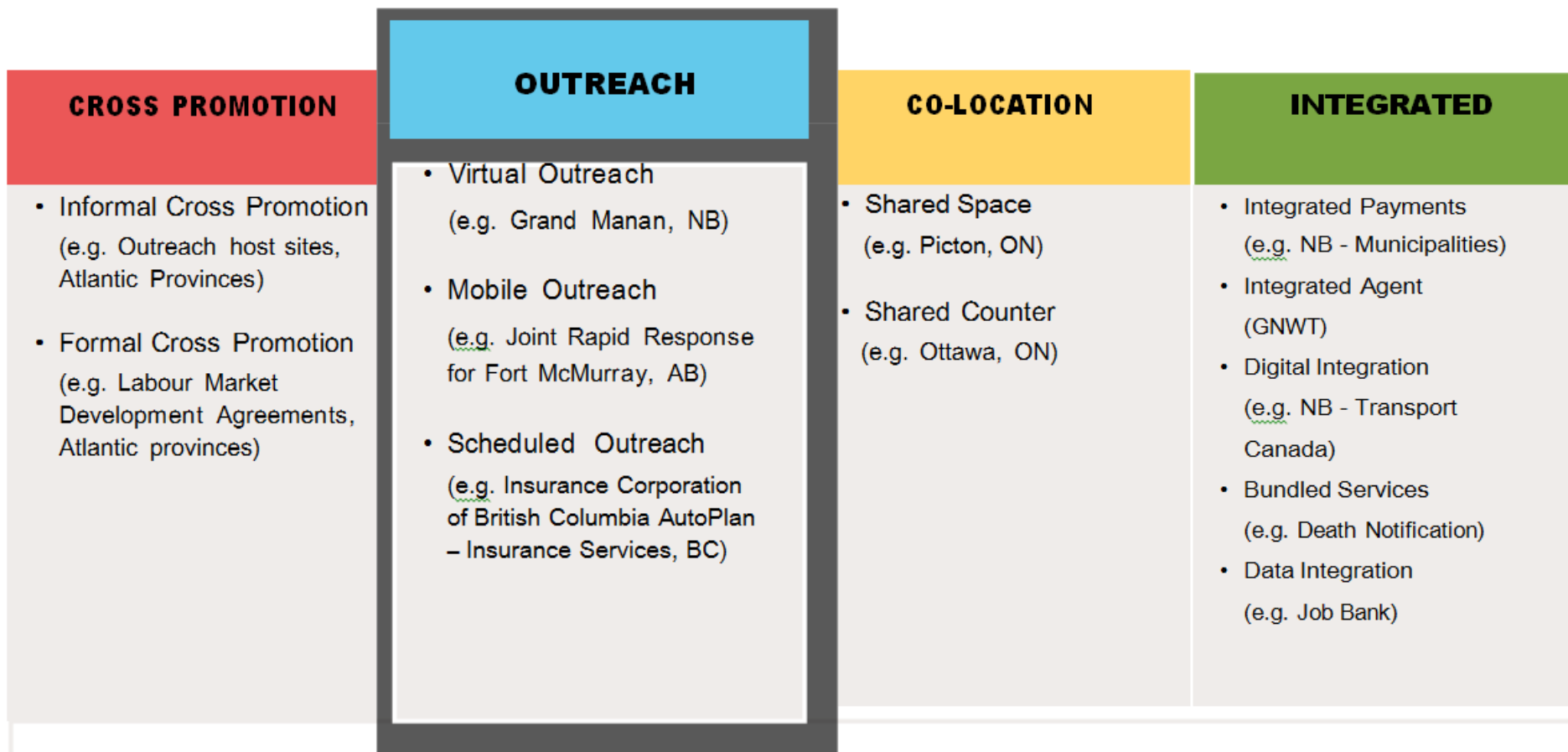
- Strategic Objectives
- Strategic Outcomes
- Time Horizon
- Stakeholder Relations Tools, Templates and Intelligence-gathering Supports
- Internal Partners and Governance
- Key Partnerships
  - For each relationship identify strategic direction and key client segments
- Stakeholder Engagement
  - Principles
  - Roles and Responsibilities
- Evaluation and Reporting

Use **data and location analytics** to identify partnership opportunities. Consider socio-demographic economic characteristics to identify the type of partnership and optimize service offerings (Step 2).



# SERVICE DELIVERY PARTNERSHIP CONTINUUM AND PARTNERSHIP MODELS

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**Definition & Subtypes:** Creates a common nomenclature and helps identify subtypes for collaboration

**Best Practices:** Shares lessons learned

**Examples:** Provides snapshots of existing partnerships to bring to life the concepts explained

**Tools and Resources:** Saves time and energy when implementing partnerships

**Case Studies:** Showcases successful partnerships in more depth

**Personas:** Provides fictional stories designed to showcase potential client experience

## Definitions & Subtypes

### WHAT IS AN OUTREACH PARTNERSHIP?

A service outreach partnership can take more than one form. For example, two or more governments (could also include community partners and stakeholders) reach out to clients together to provide one access point for services or information. In another example, one government uses their network to enable clients to access services of another organization (could be same or a different government).

### WHY PARTICIPATE IN AN OUTREACH PARTNERSHIP?

These partnerships help to ensure that Canadians receive the necessary services regardless of their primary residential area, their mobility or means, by working jointly with different service providers.

### WHO ARE THE CLIENTELE FOR AN OUTREACH PARTNERSHIP?

All types of clients depending on the need. Outreach partnerships may reach out to clients who have limited access to other service delivery channels such as in-person service centres or digital access. It is used during emergency situations for affected clients and communities. In other cases, services are joined up spanning different socio-economic/disaster service organizations.

### WHERE AND WHEN IS AN OUTREACH PARTNERSHIP MOST SUITABLE?

Works best whenever a community or client group experiences barriers such as geography, language, trust and technology in accessing services. This is often serving rural, remote and isolated communities and where client volumes do not support an in-person presence. Typically conducted on a regular basis, during emergencies, and for targeted promotion or for holistic and wrap around community support i.e. Northern Indigenous Reserves/Communities. This leverages opportunities for joint “holistic” funding (grants and contributions).

There are three common types of Outreach Partnerships

#### SCHEDULED OUTREACH PARTNERSHIP

One service partner provides outreach services from an existing location of the other service partner e.g. hosted outreach. Typically outreach services are part-time and can range from weekly, monthly, quarterly to annual visits.

#### VIRTUAL OUTREACH PARTNERSHIP

Outreach services are provided through digital mediums such as a self-service workstation, videoconference, WebEx, or teleconference.

#### MOBILE OUTREACH PARTNERSHIP

There are two types:

**Targeted/Strategic:** For clients or communities with specific needs. This form of outreach is usually mobile where service organizations would present at a community event and can be as simple as providing information through a joint outreach session.

**Joint Rapid Response Outreach:** For communities experiencing exceptional needs such as a mass layoff or emergency situation e.g. floods, fires and postal delays. Service partners use their established tools and resources to respond quickly and efficiently together.





## Best Practices

### KEY TAKEAWAYS

- This model is particularly convenient for clients living in remote and rural areas as it ensures a physical presence and is a flexible and responsive approach to meet the service delivery needs of the community.
- Reliable equipment and enough supplies (e.g. laptop, printer, satellite phone and forms) is essential for client service officers to be autonomous and provide the same quality of service as a service centre.
- Security issues are always at the forefront when delivering services under this model. Measures should be taken to ensure the physical security of employees and the protection of confidential client information and equipment.
- In the case of targeted outreach, a case by case approach needs to be adopted within each community.
- When engaging with Indigenous communities, be respectful of cultural differences. Ask and listen to co-create solutions and take time to build and sustain trust.

### ACCOMODATIONS

- The hosting partner is responsible for providing set-up space and storage areas.
- Whenever possible, each organization should make arrangements with the host regarding the maintenance of their respective area(s) and accessibility.
- For mobile outreach, members of the community should be consulted to identify potential temporary service points.

### COMMUNICATIONS

- Clear branding is recommended to distinguish the partners involved in the service delivery.
- Name-tags / photo ID cards are to be worn at all times on site.
- For travel to isolated or remote areas, provide a cellular or satellite telephone to all employees.
- Local management should communicate to visiting staff the procedures associated with the host site (e.g. emergency procedures).
- Proactive communication is encouraged to address operational impacts (e.g. staff absence).

### EQUIPMENT, TECHNOLOGY AND SUPPLIES

- Conduct routine testing and maintenance of all equipment such as laptop, printer and cellular phone to ensure the equipment in good working condition for travel.
- Ensure there is internet access. As a contingency, bring connectivity to ensure the highest quality of service and have paper forms available as a backup.

### OPERATIONS

- Harmonized hours during outreach assists in alleviating operational issues and enhances cross promotion between organizations.
- Staffing and operations can be optimized by well defined operational and administrative roles and responsibilities at the host site. (e.g. having one welcome point for both organizations).
- Conduct community analysis / develop profiles for hotels, transportation and meals for staff.



## Joint Rapid Response Outreach Examples

### Fort McMurray, Alberta Wild Fires - 2016

In May 2016, a wildfire began southwest of Fort McMurray, Alberta and swept through the community, forcing the largest wildfire evacuation in Alberta's history. Service Canada and Alberta Works partnered to assist 88,000 evacuees arriving in evacuation centres. The wildfire destroyed approximately 2,400 homes and buildings. Partnerships between Service Canada, the Alberta Temporary Foreign Worker Advisory Office (TFWAO), the Alberta Immigrant Nominee Program (AINP) as well as Immigration, Refugees and Citizenship Canada (IRCC) were created to deliver joint information sessions and resource fairs for residents.

### British Columbia Wild Fires - 2017

The 2017 fire season in BC was notable; first, for the largest total area burnt in a fire season in recorded history; second, for the largest number of total evacuees in a fire season; and third, for the largest single fire ever in British Columbia. Service Canada partnered with the Canadian Red Cross and other service providers to set up spaces throughout the province to assist the 45,000 people evacuated. These sites were one-stop-shops for residents to obtain all information and assistance in one location. Service BC and Service Canada partnered to deliver additional outreach services at their locations.

### Churchill, Manitoba Rail Line Disruption - 2017

The remote community of Churchill has been without rail service since flooding destroyed its only land link on May 23, 2017. Manitoba Infrastructure and Service Canada, through an Intergovernmental Coordination Committee, address issues faced by Churchill, which relies on the train for jobs, food, fuel and other products. Service Canada provides bi-weekly Employment Insurance claim updates to Manitoba Family Services. Western Economic Diversification Canada participates in the monthly Jobs and Skill Training Working Group led by Manitoba Employment and Training, and provides additional outreach services.



ESDC/Service Canada Ontario region - Joint Rapid Response Action Plan (Contact PSSDC member)





## Virtual and Scheduled: Grand Manan, New Brunswick Service Delivery Model

### Background

Service Canada is exploring transitioning from a Scheduled Outreach model to a Virtual Service Delivery model to better serve clients in the community of Grand Manan, New Brunswick (NB). Grand Manan is an island community of approximately 2,500 located 50 kilometers off the southwest coast of New Brunswick. It is accessible by charter aircraft or via a 90 minute ferry crossing. Bad weather and traffic load often extend crossing time considerably. Service Canada currently provides services to the Island through in-person Scheduled Outreach one day a month.

Scheduled Outreach client volumes are very low; 110 clients in total for 2016-17. As noted, reliable access to and from this community can be challenging and resource intensive. Service NB has a full time site on the Island and preliminary discussions indicate this could serve as a virtual service host site. The optimal virtual service model remains to be determined but the host site could provide access to Government of Canada documentation, Citizen Access Works Station (CAWS) system access, and video / audio link to

Service Canada Citizen Service Officers. In addition to reducing the need for routine staff / client travel and the potential for employees working alone, this initiative could significantly improve service access and awareness for clients in Grand Manan.

### Objectives

This initiative advances four objectives:

- Provides clients in Grand Manan with more consistent, accessible service access.
- Builds on each other's partnership and service delivery collaboration network.
- Leverages recent experience, knowledge and capacity for virtual service delivery.
- Supports staff health and safety and better manages limited service resources.

### Status, Results and Next Steps

A number of critical issues still need to be resolved many of which will draw on an expanded scope of expertise from both partner organizations. Among these concerns are technology and network connectivity, privacy and protection of information, security, client queuing, space rental cost and space for possible Citizen Access Works Stations.

The service organisations are considering approval of the transition to a Virtual Service Delivery model for Grand Manan. Once approved, advancement of the transition will require clarification and alignment of the site logistics noted above with virtual service delivery protocols being developed nationally. With these benchmarks in place, more formal discussions regarding Grand Manan host-site details can then be initiated.





Personas are fictional, generalized representations of an ideal client experience. Personas can help to understand users' experiences and recognize that different people have different needs and expectations. They are based on our current environment but often future oriented.



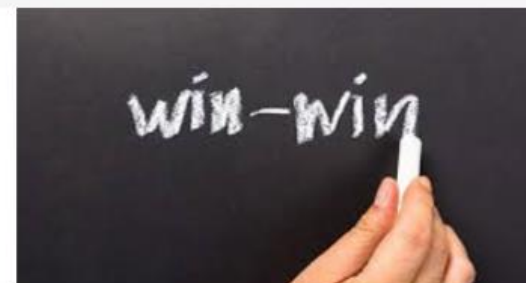
## Improving Client Experience through Outreach

In Labrador, the Shiwak family always wanted to receive services in their mother tongue, Inuktitut. The Shiwaks are a family of 3, each with different types of service needs. Recently, the mother (32 yrs.) and father (38 yrs.) and their son (10 mos.) went to a Service Canada point of service to learn about federal programs they might be eligible for. This Service Canada site also hosts its provincial counterpart that leverages Service Canada's network to improve client's access to services.

The Shiwaks were particularly interested in Canada Learning Bond, Canada Pension Plan and Employment Insurance information. They were officially greeted in Inuktitut and provided with information on federal programs that they may be eligible for and how they can apply. After the initial conversation the client service officer realized that

the Shiwaks were planning to go to a provincial service center a month later, so he connected them with a provincial client service agent who is on site 2 days a week who informed them of the provincial services and programs, including training and health services that they can access.

The Shiwaks appreciated that provincial and federal governments are collaborating to improve access to services. They are hoping more Indigenous communities will receive services in their own languages and receive service outreach provided by different governments.

[Home](#) → [Groups](#) → FPTM Service Delivery Partnerships Playbook (supported by PSSDC, open to all)

## FPTM Service Delivery Partnerships Playbook (supported by PSSDC, open to all)



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Owner: [Saief Mahmood](#) Group members: [23](#)[Service Partnerships](#)[Service Partnerships Playbook](#)Ce contenu est aussi disponible en [Français](#)

### Description

Welcome to the workspace for the upcoming playbook on service partnerships. This is where we will work together to build a playbook for our federal provincial/territorial, municipal partners.

Accessibility of service remains an important criterion for client satisfaction. These days, governments are working hard to respond to this need to improve the client experience. **Collaboration** has been identified as part of the solution for better accessibility. The Public Sector Service Delivery Council (PSSDC) initiated the **Service Network Collaboration** (SNC) to improve the client experience by delivering more seamless integrated services across levels of government and leveraging each other's service delivery network strengths and maximizing their efficiencies.



<p><b>Description</b> (The documents listed below are available on GCcollab, under the <a href="#">Tools and Templates</a> tab unless otherwise stated. If you do not have a GCcollab account you can easily register at: <a href="https://account.gccollab.ca/login/">https://account.gccollab.ca/login/</a>. After registration, please search for the "FPTM Service Delivery Partnerships Playbook" to find the Partnerships Playbook page.)</p>
<p>Service Partnerships Guides</p> <ul style="list-style-type: none"> <li>Partnership Strategy for Horizontal Initiatives</li> </ul>
<p>Building Relationships</p> <ul style="list-style-type: none"> <li>ESDC/Service Canada Ontario Region - Stakeholder Relations Framework (Contact PSSDC Member)</li> <li>ESDC/Service Canada Ontario Region - Stakeholder Relations Strategy (Contact PSSDC Member)</li> </ul>

## REFERENCE : PSSDC MEMBERSHIP LIST AND OTHER HELPFUL CONTACTS

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## REFERENCE : CONTACT INFORMATION FOR CASE STUDIES AND EXAMPLES

SECTION OF THE PLAYBOOK	CASE STUDY OR EXAMPLE	PSSDC MEMBER TO CONTACT See PSSDC Membership List in this Playbook for contact details	AREA RESPONSIBLE FOR PARTNERSHIP Visit GCcollab (under <a href="#">Contact Information</a> ) for detailed information
<b>The Partnering Process Best Practices</b>	York use of Data Analytics to Identify Partnerships	Regional Municipality of York	Community and Health Services Department
<b>The Partnering Process Best Practices</b>	PSSDC Points of Service Mapping Tool	Employment and Social Development Canada (ESDC) / Service Canada	National Headquarters (NHQ), Strategic and Service Policy Branch
<b>Cross-promotion</b>	Informal: Outreach – Atlantic Provinces	ESDC / Service Canada	Atlantic Region