



The Policy to Service Continuum

Aligning Policy and Service Design to Maximize Results

February, 2023



Employment and
Social Development Canada

Emploi et
Développement social Canada

Service
Canada

Purpose

- Provide a progress update on the Policy to Service Continuum Initiative as part of the Integrated Transformation Plan
- Introduce next steps and validate direction



The Policy to Service Continuum is key to a successful Integrated Transformation Plan

Integrated Transformation Plan (ITP) Goals								
1	2		3		4			
Seamless Digital Experience	Service Accessibility		Empowering Ways of Working		Aligning Policy and Service Design to Maximize Results			
Provide responsive and digitally-enabled services to clients and recipients through the channel of their choice	Improve service access for all clients and recipients, develop partnerships and proactively include all communities		Further empower employees with better tools, technological platforms, and ways of working		Deliver better results/outcomes by embedding policy and service considerations at the beginning of the design process			
ITP Strategic Initiatives								
1	2	3	4	5	6	7	8	9
Benefits Delivery Modernization	Client Experience Management	Data Strategy	Robotic Process Automation	Integrated Channel Management Strategy	Digital Tools & Workplace Experience	Strategic Partnerships Plan	Reaching All Canadians	Policy to Service Continuum

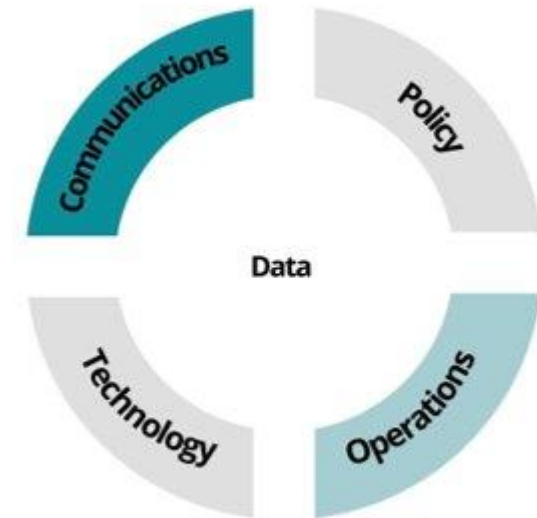
The Policy to Service Continuum – *Coming together for results*

A modern Policy to Service Continuum has been described as:

"a virtuous circle of feedback loops, of interactions where policy people learn from implementation and the implementation people learn from the policy, where we get the best results"

Rachel Wernick – Champion – Policy Community – March 2022 Podcast with COO

- The Policy to Service continuum is ESDC's **integrated critical path to results for clients.**
- This work will **help employees map when, where and how they need to work together**, from the moment a problem or opportunity is identified, until the moment they are monitoring a solution in place.



This model was described by our COO, Lori MacDonald, to outline key areas across the continuum.

Policy to Service Continuum Initiative Objectives

Aligning Policy and Service Design to Maximize Results

1. Increase understanding across Policy and Service

- Guide employees at the outset of policy and service design with a "360° policy-to-service view" through a frame and lenses.
- Identify operational data, evidence and research throughout the continuum to inform design, costing and performance.

2. Streamline collaboration

- Introduce approaches, tools and common language along an integrated critical path - aligning data, communications, policy, operations, IT and supporting feedback loops.
- Provide guidance on best practices and principles that cultivate culture change and illustrate successes.
- Drive business to collaborative resources, training and enablers at the right moments.

3. Improve continuum alignment and results for clients

- Highlight pain points along the continuum, driving improvements.
- Advance “solution identification and ownership” using feedback loops to act on improving results for clients.

Our Approach



ENGAGE
BROADLY



MAP THE
CONTINUUM



5 CASE
STUDIES



BUILD

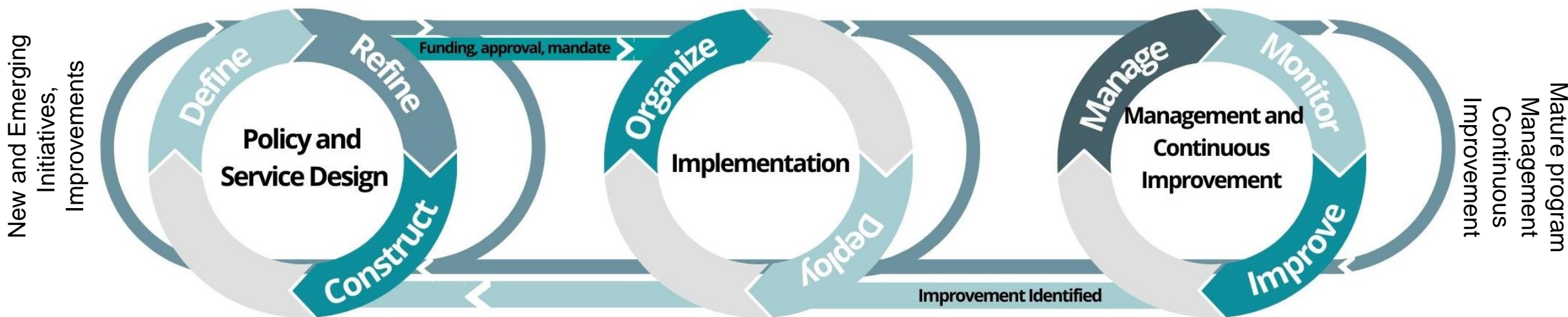
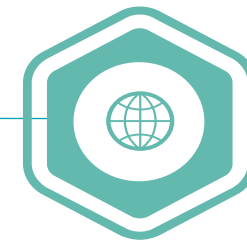
Engagement to date



- Ongoing engagement with internal and external stakeholders ensures we learn from those studying and working in this space.
- This keeps us informed and aligned with best practices and lessons learned including theory, strategies resources, innovation spaces, governance and networks.

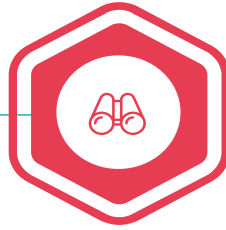
ESDC	Engagement on Theory	Other Government Departments
<ul style="list-style-type: none">• Significant engagement has occurred within ESDC, including bi-weekly working group meetings, workshops and bilats with functional areas<ul style="list-style-type: none">• P2SC Working Group<ul style="list-style-type: none">• e.g., TMD, POB, ISSD, BISB, CSB, QC Region, SEB• Audit and Evaluation• Performance Measurement• Communications• Client Experience• ATL & ON Regions• Gs&Cs Modernization Forum (Q4)• WT & QC Regions (Q4)	<ul style="list-style-type: none">• The initial frame was socialized with parties interested in applied theory<ul style="list-style-type: none">• Priorities and Partnerships Directorate of the Canada School of the Public Service• Political Science Department of University of Ottawa• Dalhousie University School of Public Administration• Code 4 Canada	<ul style="list-style-type: none">• Engagement with other government departments is informing the success of the project<ul style="list-style-type: none">• Heritage Canada• Canada Border Services Agency• Immigration, Refugees and Citizenship Canada• Global Affairs Canada• Treasury Board of Canada Secretariat• Natural Resources Canada• Indigenous Services Canada• Veterans Affairs Canada• Innovation, Science and Economic Development• Health Canada

Policy to Service Continuum Frame



- A draft frame was developed to examine where we need to work together across the continuum.
- Workshops and stakeholder engagement, including through the Accelerator Hub, provided initial validation of key phases (see Annex A). Research helped further define our work across a 3-cycle continuum.
- The frame has been tested through various scenarios: new benefits, service improvement, new policy, TB submissions, MC, budget submissions, audit, etc.
- We are now focused on defining the activities, roles and functions under each cycle to guide our employees to understand how to work effectively along a critical path to results.

Case Studies



- In order to illustrate best practices and lessons learned across the continuum in an ESDC context, five case studies were undertaken – four through a standardized interview-based approach with the Service Research team, and one through a workshop with grants and contributions practitioners.
- Interviews are complete and included representation from policy through service and from working level to senior management. The final research report will be available in March 2023.

Canada Pension Plan Disability

- Explore continuous improvement findings.
- Accelerator Hub 12-week cohort: From problem definition to tested prototype – (including ISSD, ISB, CSB, SSPB, and SC Regions)
- SSPB, TMB, ISSD and BISB exploring how business architecture maps policy to service in a searchable repository (See Annex B).

Canada Training Benefit

- Explore previous and current efforts to stand up the benefit.
- Previous work encompasses COVID-19 context where Policy, Program, and Service Design was undertaken simultaneously.
- Explore data/evidence use in the dev. process including implications for client experience design.

Canada Disability Benefit

- Examine CDB in its early design phase.
- Opportunity to examine relationships key to early success including MINO, central agencies and PTs in a complex policy and service delivery context.
- Of note - study will capture CDB use of data modeling with Statscan.

Ukraine Benefit

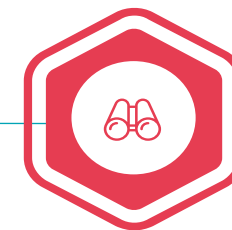
- Examine successful efforts to work with policy partners in other departments to develop the Ukrainian benefit response.

Grants and Contributions

- Examine best practices in the integration of policy and service delivery across Gs&Cs.
- Looking to leverage lessons learned from COVID in current context.
- Led by POB and SSPB and included programs, oversight and policy units. (See Annex C).

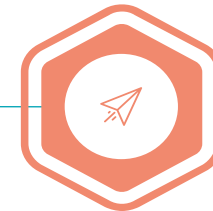
- Moving forward, we will want to reflect other great work going on across the portfolio to strengthen the policy to service continuum such as the SEB led-work on EI Modernization.

Early Feedback – Case Study Interviews



	Where we can improve	Best practices
Knowledge Management	<ul style="list-style-type: none">• A critical path with clear sequencing and considerations at the outset	<ul style="list-style-type: none">• Business process documentation and repositories that are open, current, linked to policy and are governed• Greater use of tools like SharePoint
Roles & Responsibilities	<ul style="list-style-type: none">• Competing priorities• Duplication of work/delays• No pathway to clearly resolve issues for clients• Lack of trust across the organization• Knowing who the experts are	<ul style="list-style-type: none">• Clear roles and responsibilities and respectful organizational culture• Independent facilitators• Champions with accountability• A stakeholder contact list for key areas
Resources & Expertise	<ul style="list-style-type: none">• Inefficiencies• Loss of corporate memory and expertise	<ul style="list-style-type: none">• Expertise and corporate memory retention and available best practices, tools and templates, expedites project progress and timelines.
Service Outcomes	<ul style="list-style-type: none">• Client needs or barriers not addressed• Service is delayed or disrupted• Reputational risks for the Department• Negative impacts on clients	<ul style="list-style-type: none">• CX at the outset of design to align to needs• Consistent decision-making processes leading to timely and equitable service results.

Moving Forward



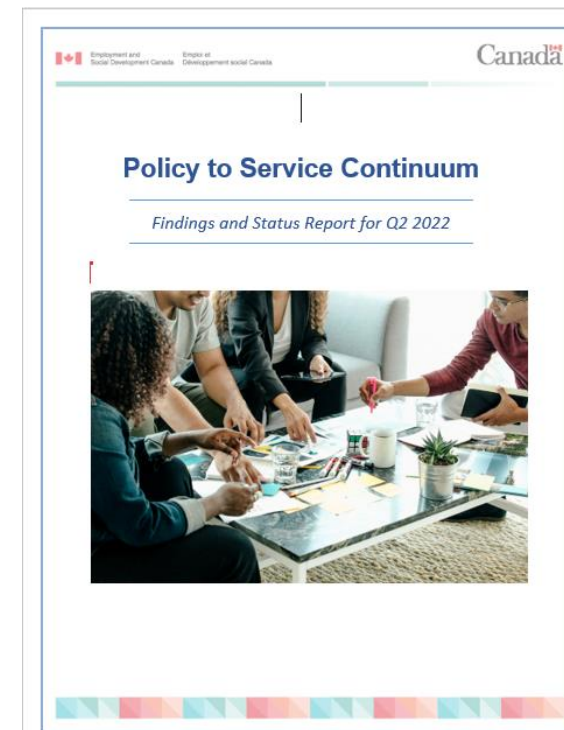
In 2023, we are moving to operationalize our findings.

Q4 (2022-23)

- Complete research and share findings
- Release summative report

Q1-3 (2023-24)

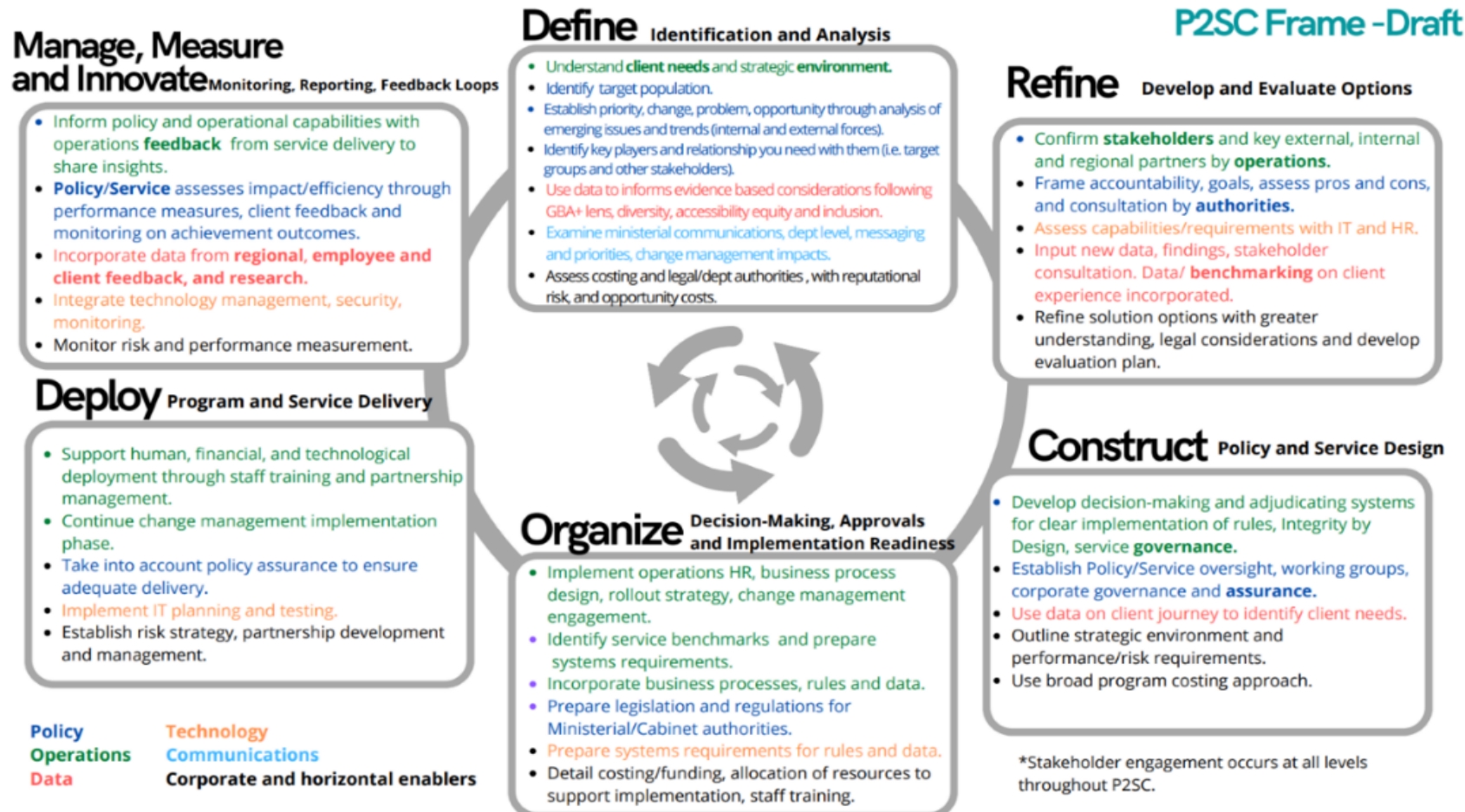
- Communications products to support broad understanding
- Guide and tools to operationalize best practices for working across three cycles of the continuum
- Propose improvements to work more effectively across the continuum



Keep track of our progress! Our quarterly [Findings and Status Reports](#) can be found on our SharePoint site.

Annex A: Developing the Policy to Service Continuum Frame 1.0

- The development of the three cycles was informed by an initial frame that considered intersections of engagement and decision-making along the continuum while considering the 5 areas identified by COO.



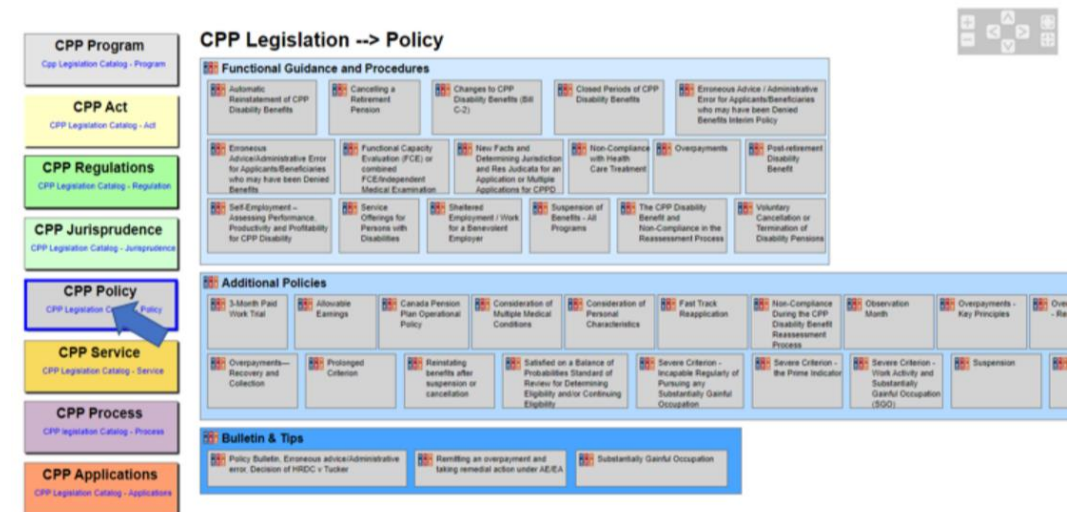
Annex B: CPPD Mapping Policy to Service – Use Case

Inspired by a successful CBSA model, teams (SSPB, ISSD, BISB, Business Architecture and IITB) came together to assess the value and level of effort to map a business process to policy, legislation and jurisprudence to support a view for policy development in a mature complex program (CPPD).

Benefits of a searchable repository:

- A dynamic view connecting policy, service, IT, data and operations to key relationships from front line to policy.
- A searchable resource across policy, regs, jurisprudence, applications, etc. **in minutes**
- A detailed line-of-sight to assess the impacts and scope of any change to legislation, policy on programs, services, processes and systems, and vice-versa
- A current catalog of business processes and effective dates
- Traceability for audit and evaluation, weeks of work can be done **in hours**.

Mapping the CPPD Reassessment Space



A standardized and integrated reference that can be used by all, from leadership to policy developers to front-line service agents.

Annex C: Gs&Cs Policy to Service Continuum - Case Study

At a June workshop, POB and SPPB examined Gs&Cs through a Policy to Service perspective

THEME

- Effective communication and collaboration needed early and often
- Improved planning, including defined roles and responsibilities
- Consensus required early in the process for common objectives and priorities
- Streamline governance, allowing for flexibilities and simplification as lessons from COVID-19
- Proactive timeframes to facilitate comprehensive and effective collaboration
- Broad adoption of new tools and data practices to facilitate info sharing

Best practices and lessons learned drawn from many programs, including:

