

PSSDC Information-Sharing Template – September 2019

Information Sharing is collected for the purpose of the PSSDC Meeting of September 2019.

Information contained in this document cannot be shared without the approval of the member jurisdiction (author).

JURISDICTION: Immigration, Refugees and Citizenship Canada	Contact
<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><u>Key service improvement initiatives for Immigration, Refugees and Citizenship Canada (in progress):</u></p> <ul style="list-style-type: none"> • Through Budget 2019, IRCC received an investment of \$42.7M which is being used to improve client support service delivery at the Client Support Centre (CSC) over the next two years, with the goal of increasing the call answer rate from 25% to 50% by March 2021 by: <ul style="list-style-type: none"> ○ Hiring more staff at the CSC; ○ Expanding the hours of operation at the CSC starting in April 2020; ○ Resolving more enquiries at the CSC without referring them to processing offices and; ○ Reducing the average time taken by the CSC to respond to email enquiries (webform on our website) from clients to within three business days, from the current response time of within five business days, which will incentivize clients with non-urgent questions to contact the CSC by email. • IRCC has introduced call-back functionality for clients who call our Client Support Centre, giving clients who are waiting to speak to an agent the option of receiving a call back from an agent rather than waiting on hold. <ul style="list-style-type: none"> ○ The call back will occur at the same time the client's call would have been answered if they had waited in queue. ○ Call back is being rolled out in a phased approach throughout 2019. ○ As of August 2019, over 65% of IRCC clients requesting to speak to an agent have access to call back ○ It is expected that all clients will have this option by the end of the year. • In 2019, IRCC unveiled its <i>2019-2022 Service Strategy</i> which is built on the premise that an improved client experience will improve departmental effectiveness and efficiency, and that underlying all of its efforts is IRCC's ongoing commitment to creating a culture of service excellence as the foundation of long term service transformation. • IRCC's Operations Sector has been working to conduct "deep dive" reviews on priority lines of business to identify opportunities to improve the client experience by leaning processes and procedures. <ul style="list-style-type: none"> ○ For example, a "deep dive" review of the Permanent Resident Card application process revealed that many clients contacted IRCC to obtain information on the status of their applications. ○ Following the review, efficiencies were introduced which saw a 50% reduction in the processing time for Permanent Resident Card renewals. As a result, calls to the Client Support Centre related to permanent resident cards dropped by approximately 9%. • IRCC is working to move more of its services online. <ul style="list-style-type: none"> ○ For example, our Proof of Citizenship program recently soft-launched an online application form and Canadians living outside Canada and the United States can now pay for their

	<p>passport services online using IRCC's existing online payment system, known as the Integrated Payment Revenue Management System.</p> <ul style="list-style-type: none"> IRCC is changing how its services are designed, improved, and implemented. <ul style="list-style-type: none"> The Department is continuing to develop expertise in client-centric design, and is building its capacity to test products and services with clients before they are launched to ensure that they will work effectively, and to iterate on designs so that they are continuously improved. The Department is experimenting with agile methodologies and frameworks. The Department is developing an annual Client Insights Report to provide a holistic analysis of client pain points using client service evaluation survey, client feedback, client support centre and other client support related data in order to measure progress against the 2019-22 Service Strategy expected outcomes. The Department maintains a usability space in one of our local offices so that we can test ideas with clients in-person. For example, in June 2019, IRCC undertook usability testing with the sign-in page for IRCC's online application system. The findings led to two immediate changes (the removal of a menu and information about application) which generated an 11% increase in user reported ease of use. 	
<p>2. <u>Priorities:</u> Briefly describe what your organization sees as its top service delivery priorities/initiatives over the next 12 to 36 months.</p>	<p>IRCC's service delivery priorities are outlined in the <i>2019-2022 Service Strategy</i> and its associated action plan. The <i>Strategy</i> aims to address known client pain points and is based on six pillars. Priority outputs are included under each pillar below:</p> <ol style="list-style-type: none"> Provide clients with better information and help them plan better <ul style="list-style-type: none"> Client-centric website content and design Tools to help clients find information and determine eligibility Meaningful service standards Design services that meet client expectations <ul style="list-style-type: none"> Client-centric digital product development Single window solution Simplified application process and guidance Shorten the wait and make self-serve options clients' first choice <ul style="list-style-type: none"> Streamlined service delivery including implementing ongoing processing efficiencies Proactive status updates Self-serve online case status functionality Communicate with clients with clarity and respect <ul style="list-style-type: none"> Standards and business alignment for client correspondence Proactive information on next steps Enhance pre and post arrival support for clients Provide better client support <ul style="list-style-type: none"> Improved access to quality omni-channel client support Improved data and business intelligence on client needs Foster a client-centric service culture <ul style="list-style-type: none"> Staff Engagement Strategy People Management Plan to support client-centric culture change Support for client-centric service design 	<p>Alanna MacDougall, DG, Client Experience</p>

	<p>IRCC is also implementing a Transformation Agenda in order to achieve our vision to become a world leader in immigration and maximize the benefits of our programs for clients and Canadians. A new Transformation and Digital Solutions Sector has been created. Current priorities include a lean review of one of our busiest offices overseas (Delhi, India); a Digital Journey Lab for the temporary residence process to reimagine and complete a digital redesign of the TRV client journey, delivering a well-orchestrated program of change, culture and communication activities to support the Transformation Agenda; and finally, developing metrics (performance indicators) on measuring progress against four key pillars: client centricity, efficiency/productivity, program integrity and organizational health and culture.</p>	
<p>3. Showcase/Sharing: 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>	<ul style="list-style-type: none"> • IRCC has implemented an annual Client Service Evaluation Survey to gather evidence on client satisfaction, assess the high-level impact of improvements and program changes, as well as gain an understanding of client pain points. • IRCC has implemented a chatbot, <i>Quaid</i>, which is trained to answer questions from our clients on Facebook. It is an artificial intelligence tool that uses machine learning to constantly improve its ability to respond, allowing social care agents to handle more complex client enquiries. Since its implementation in October 2018, <i>Quaid</i> has answered over 50,000 inquiries and handles close to 70% of all incoming questions online without any human intervention. <i>Quaid</i> is currently deployed on four of IRCC's Facebook pages in both official languages. 	Alanna MacDougall, DG, Client Experience
<p>4. Issues and Needs: Briefly describe any service delivery issues you would like to share with the Council and what assistance you might be seeking from PSSDC.</p>	<ul style="list-style-type: none"> • IRCC is looking to implement automated surveys following service delivery touch points with clients. Have any other jurisdictions implemented automated surveys? If so, do you have any lessons learned to share? • IRCC is interested in how other organizations and jurisdictions guide design decisions for services and products to increase confidence that they will generate value for clients and the organization. • IRCC is looking for contacts from other organizations and jurisdictions who are supporting software as a service or product management model for digital products. 	Alanna MacDougall, DG, Client Experience