

PSSDC Information-Sharing Template – September 2020

Information Sharing is collected for the purpose of the PSSDC Meeting of September 2020.

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

Jurisdiction:	Contact
<p>1. <u>Priorities & Accomplishments:</u></p> <ul style="list-style-type: none"> Briefly describe what your jurisdiction sees as its top 2-3 service delivery priorities/initiatives over the next 6-12 months, and steps you intend to take to address these priorities. Briefly describe any significant service delivery accomplishment, progress, and/or milestone achieved in these priority areas over the last 6-12 months. 	<p>Alanna MacDougall, DG, Client Experience</p> <p><i>NOTE: Purple text denotes “similar content provided 6 months ago”</i></p> <p>Black text denotes “new suggested content”</p>

Service Delivery Priorities:

- IRCC’s service delivery priorities are outlined in the *2019-2022 Service Strategy* and its associated action plan. The *Strategy* aims to address known client pain points and is based on the six pillars below, with associated priority outputs.
 - Provide clients with better information and help them plan better
 - Design services that meet client expectations
 - Shorten the wait and make self-serve options clients’ first choice
 - Communicate with clients with clarity and respect
 - Provide better client support
 - Foster a client-centric service culture

Service Delivery Accomplishments:

- Over the *Strategy*’s first year, IRCC advanced and made several concrete improvements on its priority deliverables. With COVID-19, however, our situation has changed and the Department will need to reassess its priorities and consider the short and long term impacts of COVID-19 to determine what is realistic to accomplish, recognizing this new environment may have new client pain points to address.
- Below are some of the highlights of how IRCC adapted its service delivery in the last six months to respond to the challenges caused by COVID-19:
 - Prior to the pandemic, IRCC had conducted experiments to test the effectiveness of proactive messaging in nudging permanent resident (PR) card clients to update their address and to renew their PR cards. IRCC used this expertise to send over 300,000 proactive notifications as part of its response to COVID-19, contacting specific client groups to proactively provide them with the most up-to-date information available on COVID-19 impacts specific to their application type.
 - In 2019-2020 our Client Support Centre (CSC), which responds to client enquiries by phone and email, retained and hired over 130 full time equivalent staff with funds received through Budget 2019. The CSC ended the fiscal year with a call answer rate of 44%, compared to 25% in 2018-

2019, and improved email response time to within 4 business days, compared to more than 10 business days in 2018-2019. During the initial months of COVID-19 the CSC adapted quickly to deploy a new version of Rogers' Virtual Contact Centre software to allow call agents to work remotely and to provide staff with the equipment and training they needed to resume call operations, albeit at reduced hours. Email operations continued at full capacity through the use of remote work.

- COVID-19 triggered client support workload sharing across IRCC in new ways. For example, when Migration Offices around the world closed or reduced their operational capacity, the CSC took on work from a number of overseas missions. Some repatriated staff from overseas were also temporarily 'loaned' to the CSC to help with workload and also to learn about more lean approaches to client support which we plan to implement post-COVID.
- IRCC recently conducted a survey to better understand the impact of COVID-19 on clients' immigration intentions and the factors influencing them, such as waiting for travel restrictions to be lifted to come to Canada. The survey results are providing the Department with useful information as we plan and adapt our service delivery models.
- IRCC regularly tests products and service with real clients at IRCC's usability space, with over 70 products tested with end users in 2019-2020. This testing was normally done in person, but as a result of the COVID-19 pandemic usability testing with clients and service design research are now being done virtually. Continued client testing will help to ensure that clients' underlying needs are identified and well understood before services are designed, updated, or launched.
- In the face of the challenges posed by COVID-19, some client service improvements were accelerated. For example, PR landings and some citizenship ceremonies began to be conducted virtually.
- The Department's current focus is on business resumption and further digitization. IRCC made progress in various lines of business during 2019-2020 to move away from paper towards a more digital service delivery model.
 - IRCC launched a temporary resident (TR) digital journey lab and advanced work on a TR e-application, which IRCC hopes to launch in the coming year.

	<ul style="list-style-type: none"> Work to develop a digital channel for passport, and to digitize citizenship grant applications (with an e-application, e-testing and an online scheduling tool), was also advanced over the year. Additionally, work to develop a single window solution model for client service made progress, with a minimum viable product for the re-platforming and re-design of IRCC's MyAccount anticipated in 2021. 	
2. <u>Showcase Opportunity:</u> <ul style="list-style-type: none"> List any significant deliverable(s), resource(s) or application(s) that you would like to present as a showcase item at an upcoming meeting or teleconference. Please provide a brief description of the item(s) to profile, time required and any other relevant information. 	<ul style="list-style-type: none"> Share the work undertaken on client preferences during COVID-19 in a survey to determine clients' intentions for travel to Canada. This information may assist other organizations in planning and adapting their service delivery. Share the work on push notifications carried out pre-COVID and then during COVID-19, including the process and the challenges, showing how IRCC adapted quickly to communicate with clients. Showcase how IRCC has moved its usability testing of IRCC products and services and its service design research to a remote environment during COVID-19 in order to continue to collect essential client insights and feedback. Share early findings from the "Kits and Forms Design Challenge" which highlights some of the challenges clients experience with IRCC application forms and guides. Share the most recent Client Insights Report, which gathers and analyses client experience data and recommendations from across the Department, to show how IRCC is working to identify and address client pain points. 	Alanna MacDougall, DG, Client Experience
3. <u>Issues / Needs:</u> <ul style="list-style-type: none"> Briefly describe any service delivery issue(s) you are trying to solve that interjurisdictional collaboration can help to advance (e.g. pilot). If available, provide details on problem statement, project scope and targeted outcomes/deliverables. 	<ul style="list-style-type: none"> IRCC is considering the implementation of 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 whether other organizations and jurisdictions are recalibrating their service delivery priorities in light of COVID-19 and if so, how are they doing this work? What factors are they considering? IRCC is interested to learn what other organizations have considered in how to account for the impacts of COVID-19 on service delivery, service standard adherence, and client satisfaction with their services. 	Alanna MacDougall, DG, Client Experience