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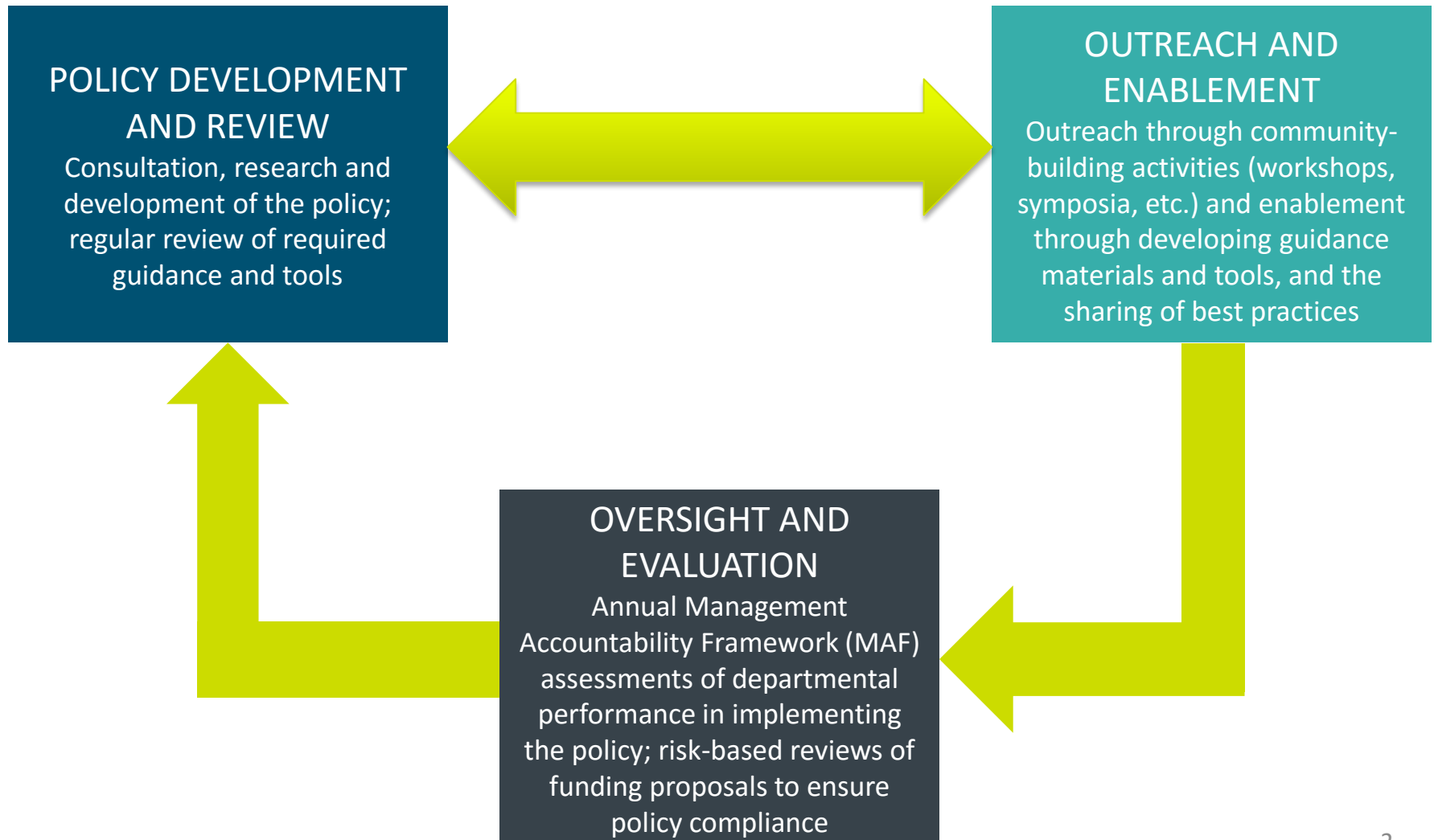
Canada

# Advancing the *Policy on Service*

## Presentation to PSSDC

# GC Policy Cycle

The GC is advancing the Policy on Service through each phase of the policy cycle:



# The GC *Policy on Service*

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The GC Policy on Service came into effect in October 2014 with the objective of establishing a strategic and coherent approach to the design and delivery of Government of Canada external and internal enterprise services that is client-centric, realizes operational efficiencies and promotes a culture of service management excellence.

## **Expected Results:**

- Better service experiences for clients
- Increased number and uptake of e-services
- More efficient GC services

# *Policy on Service Principles*

## **CLIENT-CENTRIC SERVICE**

- Services are designed and delivered considering client needs and feedback, and are progressively e-enabled

## **OPERATIONAL EFFICIENCY**

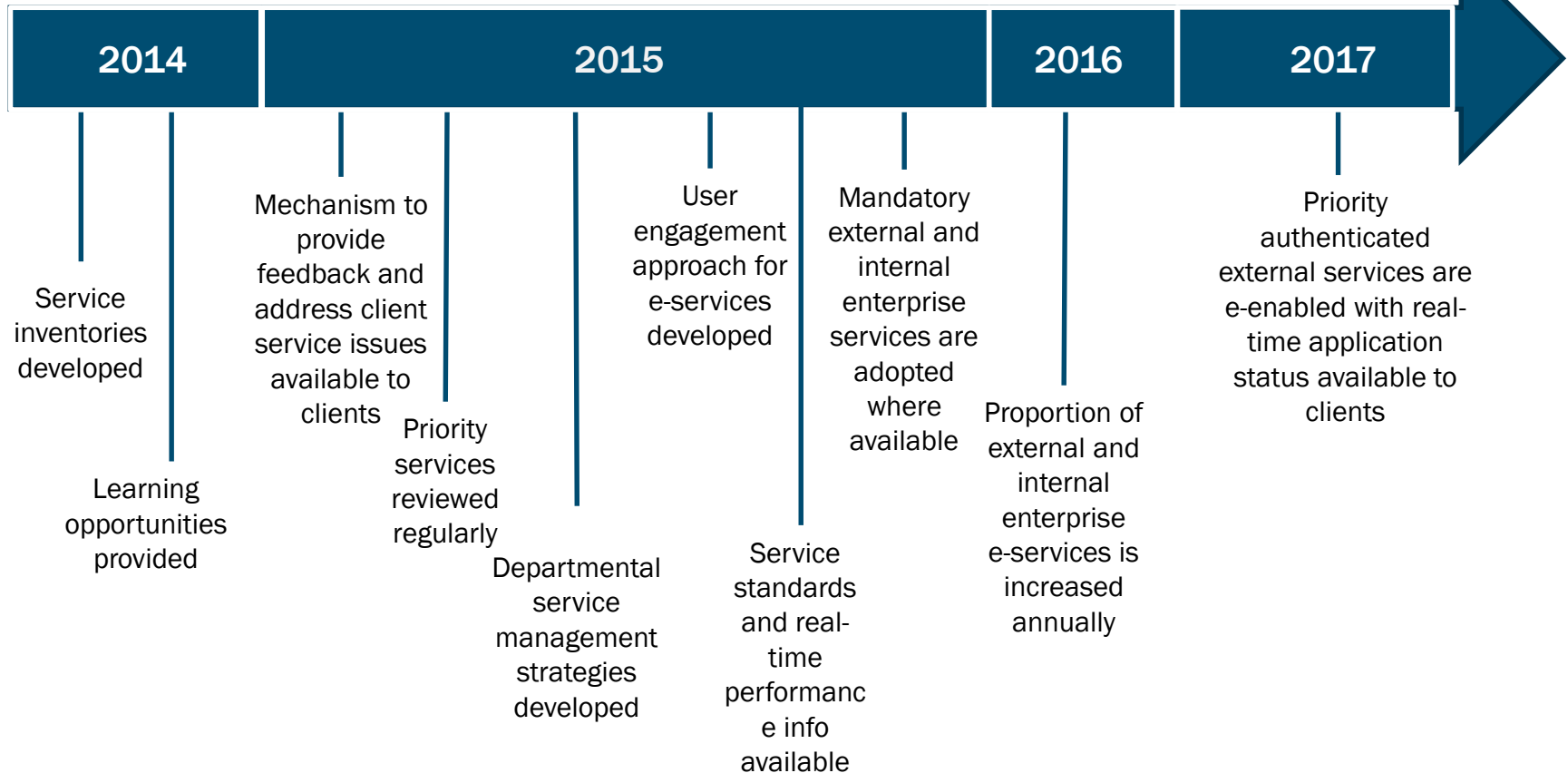
- Services are designed and delivered in a cost-effective manner, considering opportunities for standardization, integration and re-engineering

## **CULTURE OF SERVICE MANAGEMENT EXCELLENCE**

- Services are designed and delivered based on strong service management practices

# Policy on Service Requirements and Timeline

## *Phasing implementation over four years*



# Policy Requirements

1

## **A service inventory is developed and updated annually**

- Fundamental tool for service management
  - Detailed data related to the department's services
  - Reference to the department's PAA
  - Priority services identified
- 

2

## **Learning opportunities regarding service-related knowledge and client- service excellence are given to service providers at the commencement of employment and on a regular basis**

- Learning opportunities for front-line staff and managers directly involved in the delivery of services
  - Opportunities to be provided at commencement and at least annually
  - Overarching learning approach and plans to be identified in departmental service management strategy
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3

## **A mechanism to provide feedback and to address client service issues in a timely manner is available to clients**

- Relays information to the departments about clients' service experience
  - Supports expedited resolution of service application/ delivery issues
  - Mechanisms available through each service delivery channel
  - Feedback compiled and analyzed at a high level to inform service improvement plans and identified in service management strategy
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# Policy Requirements

4

**Priority services are reviewed regularly to identify opportunities for service redesign, improved usability, channel integration and mobile optimization, and, where appropriate, adopt best-in-class service delivery approaches, alternative service delivery mechanisms and partnership arrangements**

- Systematic assessment of a department's priority services against established criteria to identify service improvement opportunities
- Identifies opportunities to collaborate with other departments and alignment with the GC service direction
- Review can be incorporated into existing departmental review processes but should take place annually
- Review to be documented and where appropriate inform service improvement plans and incorporated into service management strategy

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**A multi-year departmental service management strategy is developed and implemented in alignment with the Government of Canada service direction, and progress is measured annually**

- Fundamental tool for managing services within departments and to developing greater consistency in service management across the GC
- Strengthens integration and coherence of selecting and measuring progress on the department's service improvement initiatives
- Demonstrates alignment with the GC service direction
- Considers all internal enterprise and external services
- Covers a multi-year time-frame (i.e., two or more years)
- Approved by Deputy Head and/or senior management committee

# Policy Requirements

6

## **A user engagement approach to promote awareness and uptake of e-services is developed**

- Strategic plan to promote awareness amongst clients of the availability of e-services, the benefits of using them and how to access and use them
- Ultimate objective is to increase uptake of e-services
- Effectiveness of the engagement approach and progress in migrating the department's clients to the e-channel to be measured
- Linked to departmental communications plans and strategies
- Aligned with other departmental e-services initiatives and incorporated into the service management strategy

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## **Service standards and real-time service delivery performance information for priority services are available to clients on [canada.ca](https://canada.ca) for external services and on internal collaborative tools for internal enterprise services.**

- Service standards are a public commitment to a measurable level of performance that clients can expect under normal circumstances
- Real-time performance information provides a 'snap-shot' of service delivery performance to inform client expectations (e.g., currently, it will take X min to receive Y service)
- Complementary to other policy requirements for service standards (e.g., regulatory authorizations, transfer payments)
- Frequency of real-time performance information updates determined by each department, considering value to clients, operational context, etc.
- Service standards and real-time performance information should be easily accessible to clients and presented in a way that is client-centric



# Policy Requirements

8

## **Mandatory external and internal enterprise services are adopted where available**

- Mandatory services are services that departments must use to meet their business needs
- Mandatory services derive their mandatory status through either legislation or Treasury Board policy
- Complements Common Services Policy (CSP) requirement 5.1
- List of mandatory services currently found in Appendix E of the CSP

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## **The proportion of external and internal enterprise e-services is increased annually, according to a department's service management strategy**

- Objective is to ensure that the number of services available to clients that can be completed online is increased annually
- Key to meeting clients' needs and achieving greater efficiencies
- Progress in increasing the proportion to be measured
- Departments are encouraged to begin with priority services
- Initiatives incorporated into departmental service management strategy

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## **Priority authenticated external services are e-enabled, with real-time application status available to clients**

- Key to meeting clients' needs and achieving greater efficiencies
- Applies to a specific subset of services:
  - External services that are identified as departmental priority services that rely on a credential assurance to carry out a transaction securely
- Sets a specific target of 100% by 2017
- Real-time application status is unique to each client's service request (e.g., your application is now complete and is being processed)
- Initiatives incorporated into departmental service management strategy

# Applying the Policy

## DEFINING SERVICE IN THE GOVERNMENT OF CANADA

Provision of a specific final output that addresses one or more needs of an intended recipient and contributes to the achievement of an outcome

The Government of Canada's *Policy on Service* applies to:

### EXTERNAL SERVICES

A service where the intended recipient is a client that is external to the Government of Canada

### INTERNAL ENTERPRISE SERVICES

A service provided by a Government of Canada department to other Government of Canada departments intended on a government-wide basis

# Outreach and Enablement

Involves establishing and further developing a strong and functional community

## OUTREACH

- Service workshops are held regularly. A Service Summit is planned for April of 2016
- Outreach allows for
  - Awareness
  - Receiving feedback
- In addition, outreach allows for the identification and sharing of best practices

## ENABLEMENT

- Currently, several modules of the Guideline on Service Management are publicly available. It addresses:
  - Key service concepts
  - Service inventories
  - Providing service learning opportunities
- New modules on other policy areas are available on the GC intranet as draft guidance for feedback

# Oversight and Evaluation

**The Management Accountability Framework (MAF) is an annual evidence-based assessment of performance in a number of areas of management, including service management**

1

## **Overview**

- The assessment is based on a review of management practices, performance and key milestones

2

## **How many departments assessed?**

- 11 departments with strong service mandates are currently included in the annual Service Management assessment
- Other departments are assessed through a less rigorous risk-based approach

# MAF Service Management Assessment: Lines of Inquiry

SERVICE STEWARDSHIP	ENTERPRISE ALIGNMENT	CLIENT-CENTRIC SERVICE
<p>Assesses the extent to which departments and agencies develop and implement strong service management practices for the design and delivery of better services, including practices to monitor and continuously improve service delivery such as:</p> <ul style="list-style-type: none"><li>▪ Service inventories</li><li>▪ Service standards</li><li>▪ Performance monitoring</li><li>▪ Reporting</li><li>▪ Service management strategies</li></ul>	<ul style="list-style-type: none"><li>▪ Assesses the extent to which the department or agency designs and delivers its services in alignment with GC service direction and in a cost-efficient manner, considering opportunities for standardization, integration, the adoption of best-in-class service delivery approaches, alternative service delivery mechanisms and partnership arrangements</li></ul>	<ul style="list-style-type: none"><li>▪ Assesses the extent to which the department or agency has designed and delivered its services with an increasing reliance on e-services, considering client needs and client relationship management</li></ul>

# MAF Service Management Assessment: Findings

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- The findings provide valuable insight on progress and key gaps in policy implementation:
- ❖ 2014-15 Performance Highlights: results were modest and significantly more positive for questions related to service inventories or learning opportunities
- ❖ 2015-16 Performance Highlights: the majority of departments have a corporate-wide multi-year service management strategy approved by the deputy head

# Proposed GC Service Strategy

The Prime Minister has mandated the President of the TB to develop a federal government service strategy that aims to create a single online window for all government services, and to establish new performance standards and set up a mechanism to conduct rigorous assessments of the performance of key government services and report findings publicly.

A proposed **Clients First Service Strategy** will build on the foundation of the *Policy on Service* to put clients at the centre in framing and setting government direction for improved service delivery. It will be based on the following principles:

- Client-centric
- Digital
- Collaborative
- Efficient and effective
- Culture of service excellence

# Proposed GC Service Strategy

## Long Term Goals:

BETTER SERVICE EXPERIENCE	SMARTER SERVICES	STRONGER SERVICE PARTNERSHIPS
<ul style="list-style-type: none"><li>▪ Clients will see demonstrable improvement in the way they enjoy services</li></ul>	<ul style="list-style-type: none"><li>▪ The Government will ensure that service delivery is informed by client preference</li></ul>	<ul style="list-style-type: none"><li>▪ Organizations will collaborate to ensure boundaries and barriers are removed to provide seamless delivery</li></ul>
Performance and Reporting		
Engagement and Consultation		



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**QUESTIONS?**