

PSSDC Information-Sharing Template – February 2020

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

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

Jurisdictions are kindly requested to limit information sharing to a maximum of 3 pages.

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>

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 six pillars. Priority outputs are included under each pillar below:

- Provide clients with better information and help them plan better
 - Client-centric website content and design
 - Tools to help clients find information and determine eligibility
 - Meaningful service standards
- Design services that meet client expectations
 - Client-centric digital product development
 - Single window solution
 - Simplified application process and guidance
- Shorten the wait and make self-serve options clients' first choice
 - Streamlined service delivery including implementing ongoing processing efficiencies
 - Proactive status updates
 - Self-serve online case status functionality
- Communicate with clients with clarity and respect
 - Standards and business alignment for client correspondence
 - Proactive information on next steps
 - Enhance pre and post arrival support for clients
- Provide better client support
 - Improved access to quality omni-channel client support
 - Improved data and business intelligence on client needs
- Foster a client-centric service culture
 - Staff Engagement Strategy
 - People Management Plan to support client-centric culture change
 - Support for client-centric service design

Service Delivery Accomplishments:

- Through Budget 2019, IRCC received over \$42M 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% and respond to emails within three business days by March 2021. IRCC's clients are already seeing results from the funding received through Budget 2019. In the first six months of 2019-2020 the Client Support Centre has achieved a year-to-date call answer rate of over 35%, and with internal investments for incremental improvements is currently on track to achieve a 40% call answer rate and an email response time of four days putting the Department well on track to meet commitments.
- IRCC 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.
 - 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 was rolled out in a phased approach throughout 2019.
 - As of December 2019, all IRCC clients requesting to speak to an agent have access to call back.
 - 44% of clients who were offered the feature have opted to use it, and 99% of surveyed users indicated they were satisfied or very satisfied with the experience.
- IRCC introduced service standards for our Client Support Centre, and these were published on our website in December 2019. These standards provide greater transparency for our clients on the level of service that they can expect from IRCC.
- In 2019, IRCC unveiled its *2019-2022 Service Strategy* 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.
 - An associated detailed workplan is currently in development.
- IRCC has been working to better understand the root causes of "client pain points" by integrating client data from multiple sources to identify trends and find opportunities to improve the client experience by leaning processes and procedures.

- IRCC recently launched a project to reduce or eliminate pre-identified client pain points associated with high priority client correspondence. Through the development of standards and guidelines for correspondence, IRCC employees can improve consistency and reliability of information across channels, and deliver timely, respectful and meaningful correspondence to clients, which has been tested in our usability space.
- The Department maintains a usability space in one of our local offices so that we can test ideas with clients in-person. In the last six months more than 30 products have been tested, including the Minimum Net Income Calculator for the Parent and Grandparent Sponsorship Program (PGP) and the government-wide sign in page in partnership with Treasury Board Secretariat.
- IRCC is improving the collection of client experience.
 - IRCC has two annual surveys, one for the Passport program and one for Citizenship and Immigration programs, 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.
 - To date, for the 2019 cohort, over 6,000 online Passport Program Evaluation Surveys have been completed by clients living in Canada and abroad. This was the first time the survey was offered to clients living in Canada in an online format. Previously, the survey was offered by telephone only.
 - The Citizenship and Immigration Client Service Evaluation Survey for the 2019 cohort will launch shortly.
 - The Client Service Evaluation Survey for immigration and citizenship clients has been online for several years and will be released to over 300,000 immigration and citizenship clients soon for their completion.
 - IRCC continues to review its surveys for ways to increase the participation rate and shorten the process.
 - The Department has developed 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
- IRCC is changing how its services are designed, improved, and implemented, including:
 - 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

	<p>launched to ensure that they will work effectively, and to iterate on designs so that they are continuously improved.</p> <ul style="list-style-type: none"> ○ The Department is currently focused on developing tailored versions of their Client Insights Report for each of its programs, to complement the Department's recent "deep-dive" reviews in each of these areas, for example: Citizenship Grant. 	
<p>2. <u>Showcase Opportunity:</u></p> <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"> • As requested, IRCC will deliver a presentation on our chatbot, Quaid, 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, Quaid has answered over 50,000 inquiries and handles close to 70% of all incoming questions online without any human intervention. Quaid is currently deployed on four of IRCC's Facebook pages in both official languages. 	Alanna MacDougall, DG, Client Experience
<p>3. <u>Issues / Needs:</u></p> <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 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 at modernizing its personalized digital client service offerings in its <i>My IRCC Account</i> and is interested in how other organizations and jurisdictions: <ol style="list-style-type: none"> 1. integrated interdependent services and client data in citizens' accounts, and 2. implemented digital wallets and digital permits/licenses. 	Alanna MacDougall, DG, Client Experience