

PSSDC Information-Sharing Template – October 2017

JURISDICTION: ESDC/Service Canada		Contact
1. <u>Accomplishments:</u> Briefly highlight major service delivery accomplishments, progress, and/or significant milestones achieved in your jurisdiction over the past 6-12 months.	<u>Service Transformation Plan</u> The Service Transformation Plan is a multi-year roadmap designed to support the delivery of commitments in the Government of Canada and Employment and Social Development Canada (ESDC) Service Strategies and respond to recommendations brought forward as part of the Employment Insurance (EI) Service Quality Review (SQR). The Plan was co-created with employees across the Department and tested with clients to structure it in a way that will deliver real solutions of high value to Canadians over the short (within 18 months), medium (18-36 months) and long term (3-5 years).	Jason Choueiri, Director General, Transformation Planning, Delivery and Oversight, Transformation and Integrated Service Management Branch
	<u>eNotification Alert Me</u> The Spring 2017 EI multi-systems release delivered the eNotification Alert Me service as part of the EI Automation and Client Services Improvements (EIACSI) project. This service, which resides within My Service Canada Account (MSCA), offers EI clients improved messaging and a notification service (Alert Me) that are aligned with initiatives aimed at providing an effective and efficient client-centric digital service.	Ron Meighan Director General, Employment Insurance Benefits Processing, Transformation and Integrated Service Management Branch
	<u>Record of Employment on the Web (ROE Web)</u> In October 2016, the Department implemented the Record of Employment on the Web (ROE Web), a user feedback functionality to allow employers to provide comments and suggestions to enhance their overall ROE Web service experience (i.e. usability, user-friendliness, accessibility, availability and efficiency) in response to feedback from EI SQR. The feedback collected from October 2016 to March 2017 informed the ROE Web enhancements introduced as part of the Spring 2017 multi-systems release.	Ron Meighan Director General, Employment Insurance Benefits Processing, Transformation and Integrated Service Management Branch
	<u>Old Age Security (OAS) Automatic Enrolment</u> The first phases of Automatic Enrolment have been successfully implemented for the OAS basic pension, eliminating the need for seniors to apply and fully automating the adjudication of their benefits. Approximately 60% of OAS beneficiaries are now automatically enrolled to receive the OAS basic pension. To date, the Department has sent over 600,000 automatic enrolment letters to individuals, eliminating the need for these individuals to apply for their OAS basic pension and fully automating the adjudication of their benefits. Phase 3 began in January 2017, which includes migrating OAS legacy systems to the same platform as Canada Pension Plan (CPP) and introducing a suite of client-centric	Megan Kennedy Director General, CPP and OAS Program Oversight, Transformation and Integrated Service Management Branch

	<p>e-services. This will be completed by June 2019.</p> <p><u>OAS Toolkit</u> In February 2017, the Department began developing and testing an OAS program toolkit to assist third parties to support Canadians in understanding and applying for OAS benefits. Preliminary feedback from participants confirmed that over 60% found the Toolkit very helpful in their understanding of the OAS program. Over the course of the year, the Department will partner with targeted organizations to raise awareness of the OAS program – via the Citizen Service Branch’s Targeted Reach Strategy. This activity will include sharing the OAS Program Toolkit with selected organizations.</p> <p><u>Integrated OAS / Government Income Supplement (GIS) Application Pilot</u> The Department has also developed an integrated OAS / GIS application to ensure that individuals are aware of, and apply for, the two benefits at the earliest point possible, eliminating the need to complete two separate applications (one for the OAS pension and a separate application for the GIS). The integrated application pilot was launched May 24, 2017. As of July 17, 1,135 applications have been distributed. Full analysis of the results is expected to be completed in the fall of 2017.</p> <p><u>My Canada Pension Plan (CPP) Retirement Online Application</u> In June 2015, the Department launched an online application for CPP retirement benefits and as of July 2017, approximately 165,449 clients have used this application.</p> <p>The Department is pursuing a comprehensive communications, marketing and outreach plan to further encourage clients to utilize the online service channel to apply for their CPP retirement benefits.</p> <p><u>Service Delivery Pilot with the Government of the Northwest Territories (GNWT)</u> Service Canada and the GNWT have partnered to launch a 12 month service delivery pilot that will provide more in-person services to individuals living in the Northwest Territories. Under the arrangement, GNWT staff have been trained to provide a range of general services to clients for Service Canada, in three of their Single Window Service Centres in the territory (Fort Liard, Fort Providence, and Tuktoyaktuk).</p> <p>The pilot, which was officially launched on January 9, 2017, will be assessed at the 6 and 12 month marks. Factors such as efficiency, cost effectiveness and quality of services will be assessed. Following the 12 month assessment, a decision will be made regarding the continuation, modification and/or expansion of the agreement.</p>	<p>Megan Kennedy Director General, CPP and OAS Program Oversight, Transformation and Integrated Service Management Branch</p> <p>Megan Kennedy Director General, CPP and OAS Program Oversight, Transformation and Integrated Service Management Branch</p> <p>Barbara Curran Director General, CPP and OAS, Transformation and Integrated Service Management Branch</p> <p>Peter Boyd, A/Director General, Partnership Development and Management Directorate, Citizen Service Branch</p>
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<p>2. Priorities: Briefly describe what your organization sees as its top service delivery priorities/initiatives over the next 12 to 36 months.</p>	<p><u>Benefits Delivery Modernization</u> Benefits Delivery Modernization (BDM) will transform the delivery of statutory benefit programs (EI, CPP and OAS) delivered by Service Canada through establishing a common platform. BDM will focus first on EI by increasing client self-service and automation, streamlining business processes, addressing the risks associated with aging IT and exploring policy and legislative changes to simplify service delivery to provide client-centric services. Leveraging the work undertaken in the shorter term via the Service Improvement Strategies (see below), BDM will build enhanced capabilities over time through a phased implementation approach, starting with EI.</p> <p><u>CPP Service Improvement Strategy</u> The CPP Service Improvement Strategy will transform program delivery for the CPP and CPP-Disability through standardized, streamlined and automated processes; improved decision-making and workload management; and enhanced electronic services (including online applications). In addition to the technological advancements, service delivery and accountability to Canadians will be enhanced by focusing on strengthening service standards, ensuring that performance and results match expectations.</p> <p><u>Service Standards Review</u> Service standards play a pivotal role in establishing and driving a culture of service management excellence. They help to clearly delineate expectations for clients and facilitate continuous service improvement. The Department completed a review of CPP-Disability (CPPD) service standards and implemented the new CPPD service standards in October 2016. As part of the Department's continuous improvement of service, in April 2017 the EI Service Standards Review was launched with the objective to establish transparent service standards for the delivery of EI benefits in order to ensure Canadians get timely access to the benefits to which they are entitled. The review is expected to be finalised by March 2018. The Department will also undertake a review of CPP and OAS service standards that will lead to new CPP and OAS service standards that are balanced in terms of client expectations and operational achievability.</p> <p><u>Call Centre Improvement Strategy</u> The Call Centre Improvement Strategy will generate efficiencies and enhance the client experience by implementing ongoing improvements to reduce call demand, increase accessibility, and support the network's future sustainable funding requirements. As part of this strategy, the Department will be implementing a Hosted Contact Centre Solution (HCCS), a modern and supported telephony system, which offers enhanced functionalities to support the Department's future business requirements.</p>	<p>Fred Begley A/ Director General Benefits Delivery Modernization, Transformation and Integrated Service Management Branch</p> <p>Megan Kennedy Director General, CPP and OAS Program Oversight, Transformation and Integrated Service Management Branch</p> <p>Ron Meighan Director General, Employment Insurance Benefits Processing, Transformation and Integrated Service Management Branch</p> <p>Barbara Curran Director General, CPP and OAS, Transformation and Integrated Service Management Branch</p> <p>Trevor Milne Director General Call Centre Operations Transformation and Integrated Service Management Branch</p>
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	<p><u>E-account Initiative</u> The E-account Initiative will deliver single online window portal services to ESDC programs, while ensuring whole-government scalability. ESDC already offers digital services through e-accounts; however, functionality is being added for priority department services. New functionalities will include e-notification and message centre so that clients can receive up-to-date information on their applications.</p> <p><u>Gender designation</u> ESDC has reached an important settlement agreement before the Canadian Human Rights Commission with respect to its practice of collecting gender information for the Social Insurance Number program and Register.</p> <p>ESDC undertook an operational policy review involving consultations with twenty-seven federal and provincial partners. ESDC ceased requesting documentation in August of 2015 to change gender designation in the Social Insurance Register. ESDC is amending client-facing Social Insurance Number documents and procedures to indicate that providing gender information is optional and will allow the use of a third gender option for completion of any gender question. ESDC continues to participate in government-wide discussions on gender designation issues. ESDC is reviewing its data collection to determine when it is justifiable to ask an individual for their gender as a condition of receiving a government service or for other legitimate purposes such as to informing gender-based analysis and policy and program development.</p> <p><u>Integrated Service Management (ISM)</u> The ISM approach will evolve the way the Department operates by ensuring that the delivery of services is managed holistically across programs, branches and channels at the same time as delivering on the objectives and client management priorities of the organization as a whole. Key elements will include integrated resource planning, workload management, quality management and performance reporting and analysis.</p>	<p>Michel Laviolette Director General, Digital Service Directorate, Citizen Service Branch</p> <p>Anik Dupont, Director General, Identity Policy and Programs Directorate, Integrity Services Branch</p> <p>Russell Egan Director General, Integrated Service Management, Transformation and Integrated Service Management Branch,</p>
<p>3. <u>Showcase/Sharing:</u> 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? (This information will help in agenda planning for future meetings.)</p>	<p><u>Acceleration Hub Process</u> The Acceleration Hub process was instrumental in ESDC developing the Service Transformation Plan. Over 16 weeks, and in partnership with PricewaterhouseCoopers (PwC), ESDC co-designed the Service Transformation Plan to implement the ESDC Service Strategy.</p> <p>Instrumental to the success of the Acceleration Hub approach was a five-phase (<i>Discover, Define, Ideate, Prototype and Document</i>) immersive co-creation process that stresses collaboration, human-centered design and iteration to accelerate outcomes and consensus.</p>	<p>Jason Choueiri, Director General, Transformation Planning, Delivery and Oversight, Transformation and Integrated Service Management Branch</p>

	The approach took an enterprise-wide, 'horizontal' perspective, crossing the entire Department rather than program by program. It mapped the required capabilities to the Department's business architecture reference model and engaged clients and stakeholders directly.	
4. <u>Issues and Needs:</u> Briefly describe any service delivery issues you would like to share with the Council and what assistance you might be seeking from PSSDC.	Service Canada is interested in identifying opportunities, approaches and solutions in which provincial and territorial partners can assist the Department with locating and helping vulnerable citizens apply for Guaranteed Income Supplement benefits.	Megan Kennedy Director General, CPP and OAS Program Oversight, Transformation and Integrated Service Management Branch