



Service Network Collaboration

Public Sector Service Delivery Council
October 5, 2017
Charlottetown

Purpose

Discuss innovative partnership models underway and set the stage for the service integration workshop.

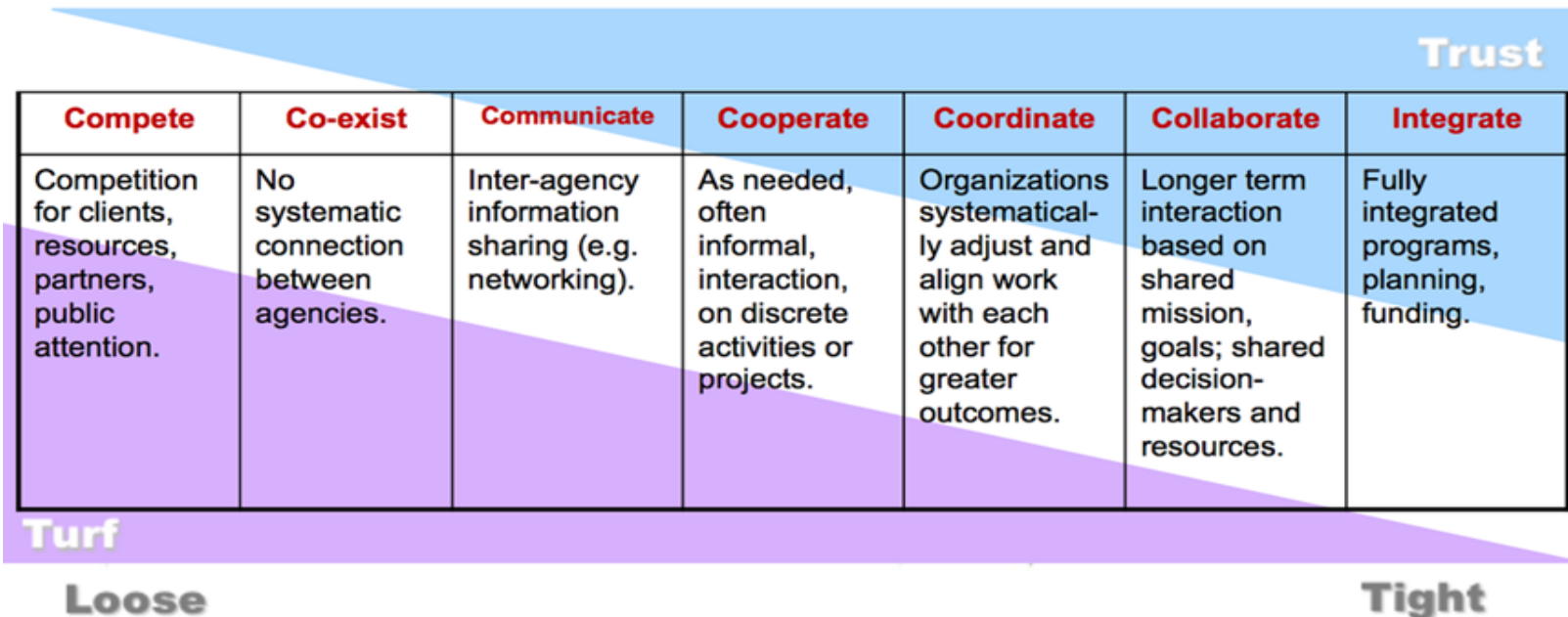
Provide an update on key initiatives underway.

Seek endorsement of next steps.

Building More Integrated Service Delivery

Service integration can improve client experiences while increasing efficiency and outcomes.

The Collaboration Continuum



Emerging Innovative Pilots

Different types of emerging partnerships can address varying needs of jurisdictions and clients

- Joint outreach can increase access to remote areas
- Shared spaces can create efficiencies
- Digital collaboration can spur service innovation

There is window of opportunity for success (political will, organizational readiness, resources and tools, and client drivers) to assist PSSDC members to explore deeper service integration.

The working group previously presented on partnerships underway, such as GNWT, ON-GoC Newcomers pilot (see **Annex A**).

Notable emerging partnerships include digital collaboration, better service in rural areas and integrated service experience.

Picton Partnership – ServiceOntario and Service Canada

Service Canada and ServiceOntario recently developed a Collaboration Service Experience Framework to guide the implementation of future collaborative sites and strengthen existing ones.

Common principles for co-location/collaboration were developed to guide the design and operation of the collaboration.

This framework enables clients to access federal and provincial services at the same location.

The shared office enhances the client experience through:

- a contiguous counter design
- shared common areas (e.g. waiting and self-help)
- harmonized hours of operation
- a single entrance to access services
- joint signage and queuing systems

Service New Brunswick Partnership with Transport Canada

Innovative
Partnerships

In 2006, Service New Brunswick (SNB) began processing “Pleasure Craft Licenses” for all of Canada on behalf of Transport Canada.

The relationship expanded as SNB took on the role of developing, in partnership with Transport Canada, a new on-line registration application that is hosted on the Transport Canada website.

Now most registrations are completed online.

Discussions are currently underway to further expand this important relationship.



The screenshot displays the Transport Canada website interface. At the top, there is a header with the Canadian flag, the text 'Government of Canada / Gouvernement du Canada', and navigation links for 'Canada.gc.ca', 'Services', 'Departments', and 'Français'. Below this is a large red maple leaf logo. The main navigation bar includes links for 'Air', 'Marine', 'Rail', 'Road', 'Safety', 'Security', 'Environment', 'Innovation', 'Resources', and 'Regions'. A search bar is located on the right side of the navigation bar. The main content area is titled 'Application Type Selection' and features a sidebar with 'Pleasure Craft Licence' selected. The sidebar also includes links for 'Selection of Application Type' and 'Questions and Answers'. The main content area contains the following text: 'Please review the application types below and select "I am a Pleasure Craft Owner" or "I am a Boat Dealer" radio button. (required)'. Below this text are two radio button options: 'I am a Pleasure Craft Owner' and 'I am a Boat Dealer'.

Government of Canada / Gouvernement du Canada

Canada.gc.ca | Services | Departments | Français

Transport Canada

Canada

Air Marine Rail Road Safety Security Environment Innovation Resources Regions

Home >

Pleasure Craft Licence

Selection of Application Type

Questions and Answers

Application Type Selection

Please review the application types below and select "I am a Pleasure Craft Owner" or "I am a Boat Dealer" radio button. (required)

☐ I am a Pleasure Craft Owner

☐ I am a Boat Dealer

Service New Brunswick Partnerships with Service Canada

Innovative
Partnerships



SNB and Service Canada (Atlantic) have been actively discussing opportunities for collaboration.

Both organizations recently made joint recommendations for a new form of collaboration.

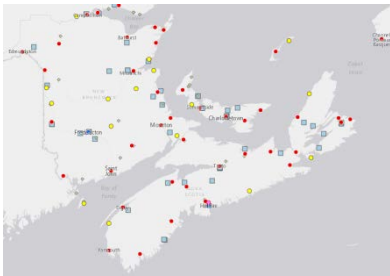
This pilot would include two SNB locations where SC services would be offered through an interactive kiosk solution.

Next steps are to sign an MOU and proceed with the pilot.

Current Initiatives to Advance Service Network Collaboration

Current initiatives aim to advance and develop the building blocks to collaborate better. Key initiatives endorsed by the DMs' Table and PSSDC members, include (**see Annex B for a roadmap**):

- Operationalize and improve the Pan-Canadian Points of Service Mapping Tool
- Draft a partnership guide covering co-location, cross-promotion, joint outreach, hosted outreach, and integrated services
- Conduct a questionnaire and follow up interviews to support the Partnerships Guide
- Work with PSSDC to identify future models of integrated services



PARTNERSHIPS GUIDE
Step-by-step to a successful collaboration



Points of Service Mapping Tool

A Prototype has been developed to give jurisdictions a common understanding of our vast FPTM points of service network to inform evidence-based service improvements.

Since the PSSDC meeting in Victoria, significant improvements have been made based on the feedback received (**see Annex C**).

In December 2016, the Deputy Ministers asked that the mapping tool be expanded to provide increased business intelligence. Although enhancements to the existing tool were made, the current platform can only provide limited business intelligence capacity.

Some interest has been expressed in developing a public facing version e.g. intergovernmental app/web portal for clients.

Based on the direction we receive today, we will come back to PSSDC with a cost-benefit analysis.

PSSDC Members' support needed:

- To seek direction for going forward.
- To refresh provincial, territorial, municipal data with additional information e.g. hours of operation, images of centres, language of services, call and processing centres.

POINTS OF SERVICE MAPPING TOOL DEMONSTRATION

For Direction: Points of Service Mapping Approach

Current
Initiatives

	<i>Existing Tool</i>	<i>OR</i>	<i>More Sophisticated Tool</i>	<i>NEW: Public-facing Version</i>
Description	Utilize first of its kind pan-Canadian FPTM service networks mapping tool.		Improve existing tool to provide increased business intelligence, enhanced capacity and user-friendly interface on a new and better platform.	In addition to mapping tool, explore a client facing website/app to locate FPTM services.
Benefits	<p>Satisfies some basic baseline information on FPTM points of service locations.</p> <p>Short-term ability to leverage ESDC's license and in-house geomapping team expertise.</p>		<p>Responds to jurisdictions' specific needs, e.g. customization.</p> <p>Responds to DMs' request for more business intelligence (e.g. improving capacity of the tool for predictive analytics and modeling).</p>	<p>Support client needs and open government agenda.</p> <p>Potential to develop using Open Data Initiatives, Hackathon etc. (less costly).</p>
Limitations	<p>Limited access, prototype only.</p> <p>Manual data validation and refresh needed.</p> <p>Limited customization possible, e.g. analytics, user interface (tables, graphs).</p> <p>Co-design potentially costly.</p>		<p>Analysis needed to identify costs and capabilities.</p> <p>Funding needed to acquire, customize, host and maintain the tool.</p> <p>Expertise needed (procurement, business case, programming etc).</p>	<p>Expands SNC WG scope of work.</p> <p>Different technical skillset/group.</p> <p>Funding required to develop and maintain application.</p>

In February 2017, PSSDC endorsed the outline of a Guide that will provide jurisdictions with practical insights on developing turnkey solutions for implementing partnerships, e.g. co-location, cross-promotion, outreach.

The Guide is being developed based on input from: Questionnaire Results; Literature Review; Expert Interviews.



PARTNERSHIPS GUIDE

Step-by-step to a successful collaboration

A Guide to the Guide

As you go through each step, be on the lookout for the following icons.



Reminder

Key things to keep in mind as you prepare to implement a partnership.



Example

An example from completed work to bring to life the concepts explained in each step.



Checklist

A few key questions to help determine if you are ready to move on to the next step on the Guide



Ideas and advice from the experts

Based on our research and interviews with academics and experts, we offer you advice throughout the Guide.

STEP-BY-STEP

1 IDENTIFY GOALS



2 FIND THE RIGHT PARTNER



3 SELECT THE RIGHT MODEL



4 DEVELOP AGREEMENTS



5 CHECK THE LOGISTICS



6 LAUNCH



PSSDC Members' support needed:

- For ongoing engagement to co-create the Guide

Questionnaire being developed to inform Service Partnership Guide: pre-test conducted with ServiceOntario, Service New-Brunswick and Service Canada.

Feedback from pre-test includes:

Co-location:

- Clients are generally happy with one stop aspect of co-location.
- Need to develop national guidelines, where common standards do not exist, e.g. hours of operation and Occupational Health and Safety (OHS).
- Success with co-location often hinges on the local staff's understanding of the terms and conditions of the negotiated agreement.

Outreach:

- Some jurisdictions have developed guidelines for Rapid Response Partnerships for exceptional events, such as mass lay-off and emergency response that could be replicated.

PSSDC Members' support needed (for direction):

- Support national launch of Partnerships Questionnaire based on lessons learned from testing, i.e. target subject matter experts.
- Commit to participation in semi-structured interviews to enhance insights/improve guide.

Exploring Future Models of Integrated Services

DMs asked for a visioning exercise to scope-out future integrated public service delivery partnerships, which could help:

- continuously incorporate emerging opportunities for integrated service delivery over the next 5-years
- put in place building blocks for integrated service delivery via pilots to test and build for the future.
- leverage jurisdictional service transformations/innovation to increase jurisdictions' capabilities for more seamless services to clients, e.g. chat bot, single portals, video chat/virtual assist, common search engines.

Today's workshop aims to assist members to identify partnership opportunities to enable PSSDC to advance the right initiatives.

Next steps

Provide an update to the FPT DMs' Table on Service Delivery Collaboration (January 2018).

Submit a funding request and/or cost benefit analysis on service mapping tool based on members' direction (Fall 2017 PSSDC Teleconference).

Return to PSSDC (February 2018) with:

- Update on the Points of Service Mapping Tool based on PSSDC direction
- Draft Partnerships Guide incorporating key findings from the Partnership Questionnaire
- Scope out future partnerships identified in workshop for PSSDC consideration

Report progress to Clerks and Cabinet Secretaries in April 2018 (TBC).

Building on existing collaboration

Innovative Partnerships	Key Innovation	Considerations
NB Pleasure Craft Licenses	Service New Brunswick, on behalf of Transport Canada, implemented the Pleasure Craft Electronic Licensing System, giving clients the ability to complete pleasure craft licenses applications online, which makes the process more efficient and convenient for clients.	Similar digital service integration models could be explored to provide faster turnaround and a single window opportunity for citizens.
NS Pilot	This pilot project between federal and provincial government, the Nova Scotia Community College, private sector, and union, delivered by the Mi'kmaq Native Friendship Centre, trains Indigenous people in metal fabrication with a goal to create employment in the Irving Shipyards in Halifax in 2018.	Lessons learned from this project would help identify approaches to better serve Indigenous communities across Canada.
NL Nain Pilot	For the virtual outreach project a resident of Nain has been hired as a facilitator/translator between the residents of Nain and Service Canada staff in the SCC Happy Valley-Goose Bay office to provide service in local dialect.	Given the costs for the pilot have been nominal and it provides great opportunity to offer services in local languages, similar pilots could be implemented in other parts of the country.
QC Virtual Agent	The Service Canada pilot project provides virtual services to citizens who come to the busy Service Canada Center in Saint-Léonard (Montréal) using existing technology.	The pilot has potential for new partnerships with other levels of government.
NWT Single Window Service Center	This pilot project between Service Canada and the Government of the Northwest Territories (GNWT) provides more in-person services to individuals and indigenous communities in the Northwest Territories through GNWT staff and facilities.	Lessons from this pilot could inform other rural and remote service delivery models.
ON SIN @ Landing	This service allows newcomers with the appropriate documentation to obtain their SIN and provincial service information before they leave the airport.	This highlights that port of entries present an opportunity for jurisdictions to provide essential newcomers services.

Service Network Collaboration Roadmap

ANNEX B

Understanding Our Network: Points of Service Mapping Tool

Data gathered
through PSSDC

Proof of concept shared
with Jurisdictions

Explore ways to showcase and
operationalize the tool

Phased implementation

Learn and Share Best Practices: Questionnaire

Develop
with
jurisdictions

Test with
NB and
ON

Launch with
all
jurisdictions

Synthesize the
results
to inform the
Partnerships Guide



Learn and Share Best Practices: Partnerships Guide

Innovative pilots
inventory created

Develop Partnerships
Guide for turnkey
approaches

Use the Guide to leverage
as best practice models

The Future of Service Delivery: Service Integration Workshop

PSSDC partnerships
workshop

Determine readiness
to operationalize and
path forward



Learn, Leverage and Leapfrog: Strategic Pilots to Achieve the Future

Identify strategic pilots

Initiate partnerships discussions

Demonstrate value and
measure success

2015

2016

2017

2018

2020

Points of Service Geomapping Prototype Enhancements

Since the last demonstration in Victoria, we have enhanced the tool with the following:

- E-vulnerability Index
- Aboriginal Skills and Employment Strategy sites
- Municipal Service Centres in New Brunswick
- Canada Post Centres
- Canada Business Network (Innovation Science and Economic Development Canada) - Business centres
- Veteran Affairs' service centres
- Personalised base map (e.g. to have building/street view)
- Socioeconomic Data - Labour force status
- Socioeconomic Data - Population and dwelling counts
- Socioeconomic Data - Incomes of individuals in 2010
- Call centres and processing centres (currently only Service Canada data)
- Hours of operation (currently only Service Canada data)
- Bilingual service availability (currently only Service Canada data)
- Language of Service (currently only Service Canada data)